

Department of the Army  
Pamphlet 600–25

Personnel-General

**U.S. Army  
Noncommissioned  
Officer  
Professional  
Development  
Guide**

Headquarters  
Department of the Army  
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**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

DA PAM 600-25

U.S. Army Noncommissioned Officer Professional Development Guide

This major revision, dated 11 September 2015--

- o Adds the electronic warfare (career management field 29) career progression plan (chap 13).
- o Adds the acquisition, logistics, and technology contracting noncommissioned officer (career management field 51) career progression plan (chap 21).
- o Incorporates the Army Leader Development Strategy (throughout).

Personnel-General


**U.S. Army Noncommissioned Officer Professional Development Guide**

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By Order of the Secretary of the Army:

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General, United States Army  
Chief of Staff

Official:



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Secretary of the Army

**History.** This publication is a major revision.

**Summary.** This pamphlet provides guidance on noncommissioned officer professional development programs for each of the Army's military occupational specialties.

**Applicability.** This pamphlet applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. During mobilization, the proponent may modify chapters and policies contained in this regulation.

**Proponent and exception authority.** The proponent of this pamphlet is Deputy Chief of Staff, G-1. The proponent has the authority to approve exceptions or waivers to this pamphlet that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this pamphlet by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through

their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Deputy Chief of Staff, G-1 (DAPE-MP), 300 Army Pentagon, Washington, DC 20310-0300.

**Distribution.** This publication is available in electronic media only and is intended for command levels A, B, C, D, and E for the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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\*This pamphlet supersedes DA Pam 600–25, dated 28 July 2008.

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## **Glossary**

## **Chapter 1 Overview**

### **1–1. Purpose**

This guide serves as the medium for proponents to inform their Soldiers and enlisted centralized selection board members about professional development (PD) guidance for noncommissioned officers (NCOs) within their respective career management field (CMF). This guide serves as a framework for NCOs, warrant officers, officers, and civilians alike to offer advice and counsel NCOs on their professional growth and development. This pamphlet should not be construed as a simplified checklist for promotion selection or a guide for NCOs on how to perform their assigned duties. Rather, this guide serves to supplement the Army's Leader Development Strategy (ALDS) and the Army learning concept for 2015 (from the Advanced Leader Course (ALC) 2015). It provides guidance intended to develop an adaptive, thinking NCO capable of meeting the challenges of operational adaptability in an era of persistent conflict in an All-Volunteer Army.

### **1–2. References**

See appendix A.

### **1–3. Explanation of abbreviations and terms**

See glossary.

### **1–4. Scope**

NCOs are the “backbone of the Army.” Ours is a Corps that reflects America's diversity and represents the time-honored values that built our Nation—hard work, duty, selflessness, determination, honor and compassion. Developing NCOs is a true competitive advantage. This advantage is a result of the U.S. Army's institutional commitment to leader development and its capacity to learn faster and adapt more quickly than its adversaries. The Army's leader development imperatives will guide policy and actions, in order to develop leaders with the required qualities and enduring leader characteristics. These guiding principles remain constant from initial service affiliation, separation or retirement. They create a leader development process that is deliberate, continuous, sequential, and progressive. These strategies build on the Army's experiences since the end of the Cold War through the early conflicts of this century. The future operational environment will be even more uncertain, complex, and competitive as hybrid threats challenge us across the range of military operations (OPS).

### **1–5. Assumptions**

- a.* The Army will operate in an era of uncertainty and persistent conflict against a full spectrum of possible threats.
- b.* The Army will continue to confront unexpected challenges from an adaptive enemy and must respond rapidly in developing doctrine, training, and education.
- c.* The Army must prevail in the competitive learning environment.
- d.* The Army's learning model must be clear in intended outcomes that are rigorous, relevant, and measurable.
- e.* Learning is best achieved at the point of need and therefore must be accessible in a career-long learning continuum, rather than limited to specific timeframes or locations.
- f.* Army learners must have the opportunity to contribute their experiences to the body of knowledge throughout their careers.
- g.* Soldiering requires a foundation of comprehensive fitness, the Army Values, the warrior ethos, and technical and tactical proficiency.
- h.* Fundamental competencies must be reinforced by maximizing time on task.
- i.* Continually evolving, complex operational dilemmas over extended time in culturally diverse, joint, interagency, intergovernmental and multinational (JIIM) operational environments will continue to challenge leaders.
- j.* Time, manpower, and resources available for learning will continue to be limited.

## **Chapter 2 Leader development**

### **2–1. Army's Leader Development Strategy (overview)**

Leader development is fundamental to our Army—especially to an army of preparation. This strategy will help the Army balance the three crucial leader development components. These are training, education, and experience. The ALDS provides vision and guidance on ends, ways, and means for developing leaders of all cohorts who exercise mission command while planning, preparing, executing, and assessing unified land OPS to meet the challenges of the 21st century.

a. Leader development is the deliberate, continuous, and progressive process-founded in Army Values-that grows Soldiers and Army civilians into competent, committed, professional leaders of character. Leader development is achieved through the career-long synthesis of training, education, and experiences acquired through institutional, operational, and self-development domains, supported by peer and developmental relationships.

b. Our leaders must expect complexity and understand they often must operate independently under mission orders. The strategy challenges the Army to enrich leader training and education by leveraging technology and adapting training methodologies to replicate complexity and hybrid threats in the classroom, at home station, and while deployed. Our doctrine describes the leader qualities we seek; leaders must be:

- (1) Competent in their core attributes and competencies and able to lead change in the Army.
- (2) Capable of operating across the range of military OPS.
- (3) Able to combine operational excellence, with the ability to operate in JIIM environments, to achieve unity of effort.
- (4) Able to understand the socio-economic environment and be culturally astute, in order to successfully operate in complex, uncertain environments.
- (5) Courageous enough to see and exploit opportunities in the challenging, complex operational environment.
- (6) Professionals who are grounded in Army Values and the warrior ethos.

c. Leader development and talent management together are built on fundamentals. Army leaders must be living examples of “Be, know, do.” Army leaders must possess and demonstrate traits such as being adaptable, agile, flexible, responsive, and resilient. Mastering the fundamentals is a professional obligation and provides the basis by which Army leaders operate effectively in the JIIM environment.

## **2-2. Strategic vision**

a. *Vision.* An Army of competent and committed leaders of character with the skills and attributes necessary to meet the challenges of the 21st century.

b. *Mission.* Train, educate, and provide experiences to progressively develop leaders to prevail in unified land OPS, using mission command in a 21st century security environment, and to lead the Army enterprise.

c. *Framework.* Leader development is a mutually shared responsibility between the institutional Army (education or training institution), the operational force (organization or unit), and the individual.

## **2-3. Ends, ways, means**

a. Ends.

(1) A process that aligns training, education, and experience to prepare leaders who exercise mission command in order to prevail in unified land OPS. The Army will produce professional leaders of character that practice the mission command philosophy whether conducting unified land OPS or Army generating force functions. These leaders possess emotional intelligence and achieve credibility with external JIIM partners, allies, internal agencies, and stakeholders. The Army strives to have leaders who are not only prepared for their current position, but also preparing for their progressive responsibilities. Doing this requires senior leaders to have an enterprise view, allowing their subordinates to leave their current organization, in order to take advantage of opportunities for further development.

(2) The leadership requirements model (fig 2-1) illustrates the expectations for Army leaders. This model aligns leader development activities and personnel practices to a common set of characteristics valued throughout the Army. The model covers the core requirements and expectations of leaders at all levels of leadership. Attributes are the desired internal characteristics of a leader-this is what the Army wants leaders to be and know. Competencies are skilled and learnable behaviors the Army expects leaders to have and employ-this is what the Army wants leaders to do.

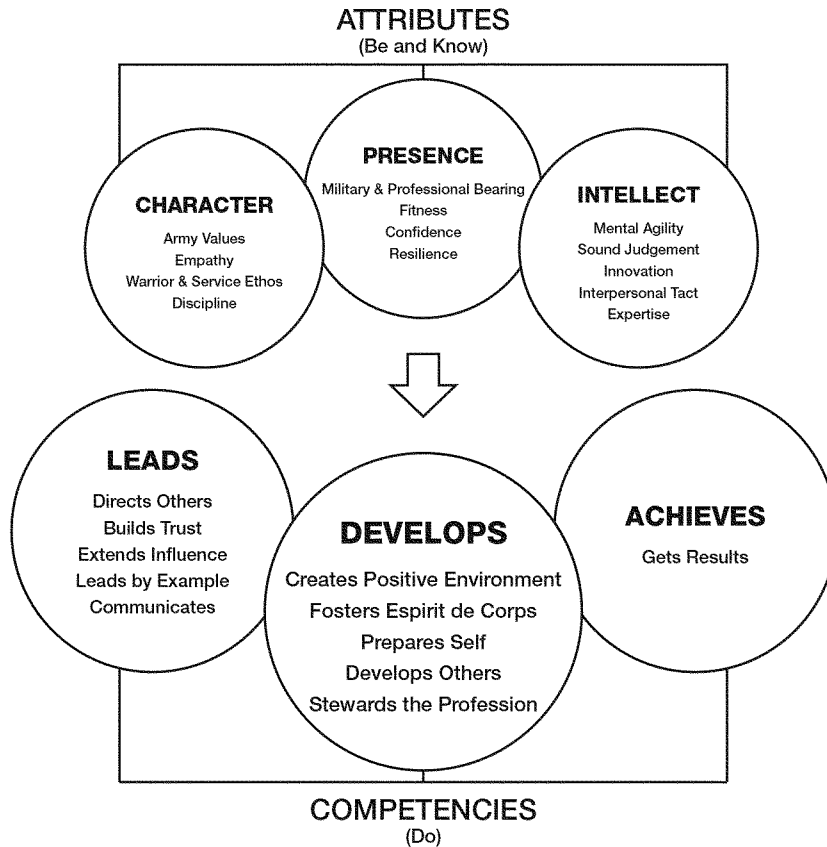


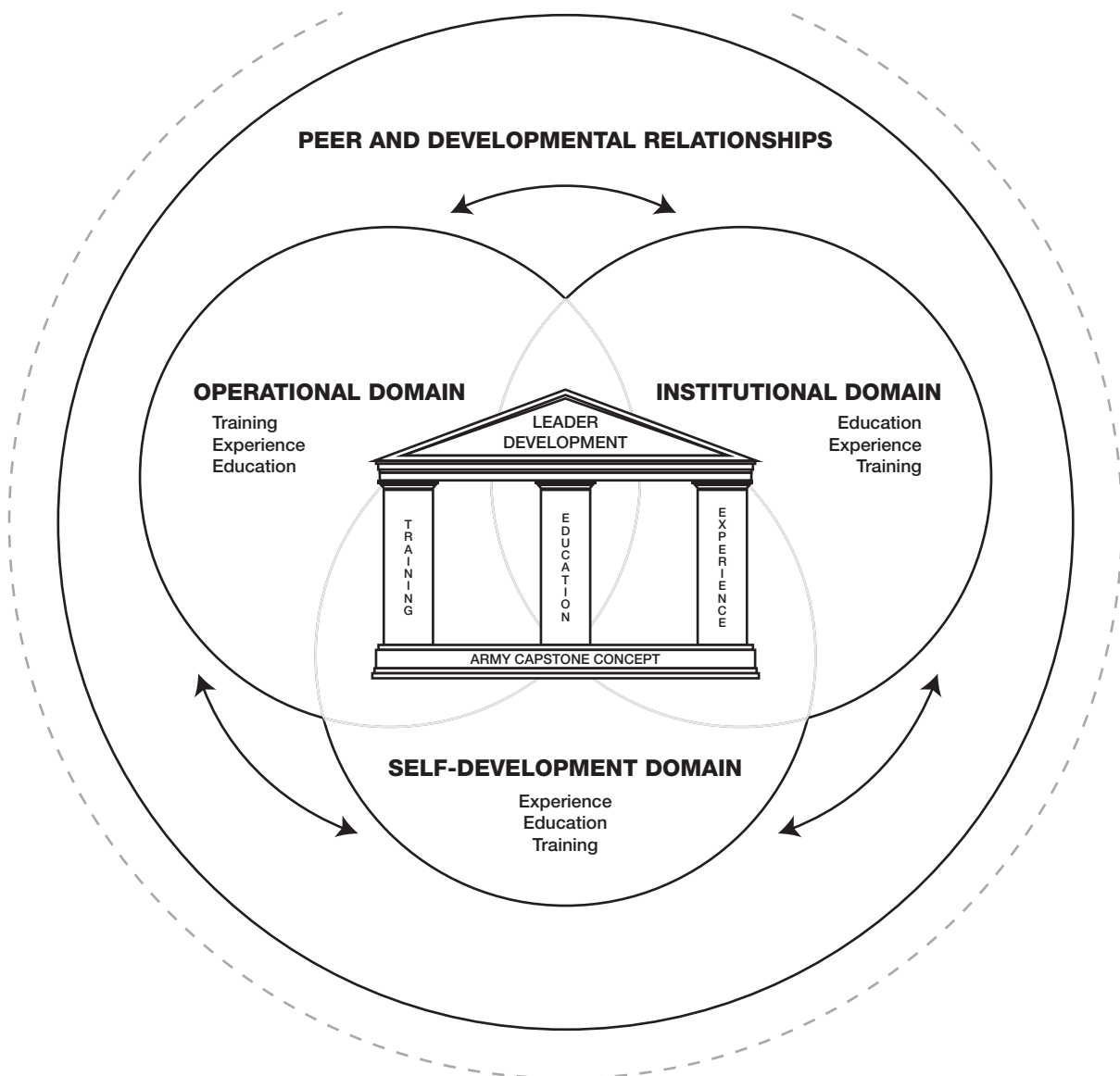
Figure 2-1. Leadership requirement model, Army doctrine publications 6-22

*b. Ways.* Central to this strategy is that leaders at all levels understand their responsibility for continually developing other leaders. Army senior leaders set conditions for the Army to develop leaders. Simultaneously, leaders at all levels create conditions in their organizations that maximize development of subordinate leaders by teaching them, training them, and providing the supporting experiences they need to grow as leaders. Additionally, leaders help individuals realize that individual commitment to career-long learning is essential to development.

(1) Soldiers gain and use their training, education, and experience to develop as leaders in three domains: institutional, operational, and self-development as illustrated in the Army leader development model (see fig 2-2).

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**ADAPTING TO AN EVER-CHANGING ENVIRONMENT**



**Figure 2-2. Army leader development model**

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(2) The Army provides, and continually improves upon, leader development processes. This is done by integrating and synchronizing Army policies and programs, and by using premier Army assets such as its Combat Training Center (CTC) and Army schools. The Army ensures that its premier training centers provide opportunities for developing leaders, preparing formations to fight and win, and maximizing home station resources to do the same. This environment instills the essential characteristics of the Army profession and prepares Soldiers and Army civilians to operate in dynamic environments. The system continually develops leaders and manages talent from every command echelon, contributing to the development of adaptive leaders who employ and lead regionally responsive, mission-tailored land power forces to ensure strength for tomorrow.

(3) From an enlisted perspective, the Army continues refining professional military education (PME) and the civilian education system (CES) from entry level through the United States Army Sergeants Major Academy (USASMA). The Army expands and encourages a broad range of assignment opportunities in academia, interagency, and multinational settings to prepare leaders for a complex and uncertain operational environment. The Army develops and manages the

right blend of talent by identifying required leader skills and then cultivating leaders through experiential opportunities, academic, and developmental programs.

(4) The Army distributes talent and provides individual growth opportunities for continued promotion or selection while providing the Army with the right leader, at the right place, and at the right time. The Army matches “headware” to hardware to ensure leaders at all echelons are competent, adaptive, innovative, and morally grounded to lead technologically advanced formations and organizations to prevent, shape, and win.

(5) Successful leaders recognize that continually developing their subordinate leaders is the key to the long-term health of the Army. Subordinates are the ones who guide units and organizations through the challenges of tomorrow. If today’s leaders do not adequately develop their subordinates, then today’s leaders have not succeeded in accomplishing tomorrow’s mission. Senior leaders must hold subordinate leaders accountable for leader development and reward those who take this to heart.

*c. Means.* Means includes will, time, people, and funding. The essential means for successful leader development are will and time. The Army’s Leader Development Program is the Army’s program to administer, manage, and integrate leader development initiatives. Funding for leader development initiatives continues to be supported by program evaluation groups operating within the planning, programming, budgeting, and execution (PPBE) system.

(1) Army senior leaders must emphasize leader development at all levels, from junior NCOs to the Sergeant Major of the Army (SMA). Closely connected to the will to develop leaders is providing the time to execute holistic organizational leader development programs. Finally, the strategy produces optimum results if it is adequately prioritized and properly resourced.

(2) It informs implementation plans and supports the provision of detailed guidance by commanders, supervisors, and leaders of all components in Army commands (ACOMs), Army service component commands (ASCC), direct reporting units (DRU), Headquarters, Department of the Army (HQDA), and other activities involved in the planning, programming, preparation, and execution of developing Army leaders.

## **2–4. Army learning concept for 2015 (overview)**

The Army learning concept for 2015 meets the All-Volunteer Army’s need to develop adaptive, thinking Soldiers and leaders of character capable of meeting the challenges of operational adaptability in an era of persistent conflict. It describes a learning continuum that blurs the lines between the operational Army and the generating force by meshing together self-development, institutional instruction, and operational experience. It is a learner-centric continuum that begins when an individual joins the Army and does not end until retirement. The learning model enhances the rigor and relevance of individual learning, through routine assessment of 21st century Soldier competencies that enable success across the range of military OPS. It is a learning model that adapts to fluctuations in learning time and maximizes opportunities to master fundamental competencies. It is open to inventiveness, to input of learner knowledge, and advances in learning technologies and methods. Lastly, the learning model ensures Soldiers and leaders receive a level of preparation equal to the value of their service to this Nation.

*a.* The Army learning model must be adaptive on several levels if it is to support the qualities of operational adaptability in the force. First, the Army learning model must develop adaptable Soldiers and leaders who have the cognitive, interpersonal, and cultural skills necessary to make sound judgments in complex environments, from the tactical to strategic levels. Second, the Army must have an adaptive development and delivery system, not bound by brick and mortar, but one that extends knowledge to Soldiers at the operational edge, is capable of updating learning content rapidly, and is responsive to operational Army needs. Finally, the learning model must be capable of sustained adaptation. Routine feedback from the operational Army on Soldier performance will drive adjustments to curriculum content and learning products. Also key is a capacity to routinely explore and integrate advanced technologies and learning methods to remain competitive and engage learners.

*b.* The continuously adaptive learning model provides a comprehensive framework that transforms the current learning model into one that strengthens three areas. First, it supports the development of adaptable Soldiers and leaders. Second, it provides an adaptive development and delivery system that will meet Soldiers’ learning requirements at the point of need. Third, the learning model can continuously adapt to persistent conflict and exponential change. It will require coordinated efforts across the Army to build a sustainable learning environment that is essential to support operational adaptability.

## **2–5. Leader development imperatives**

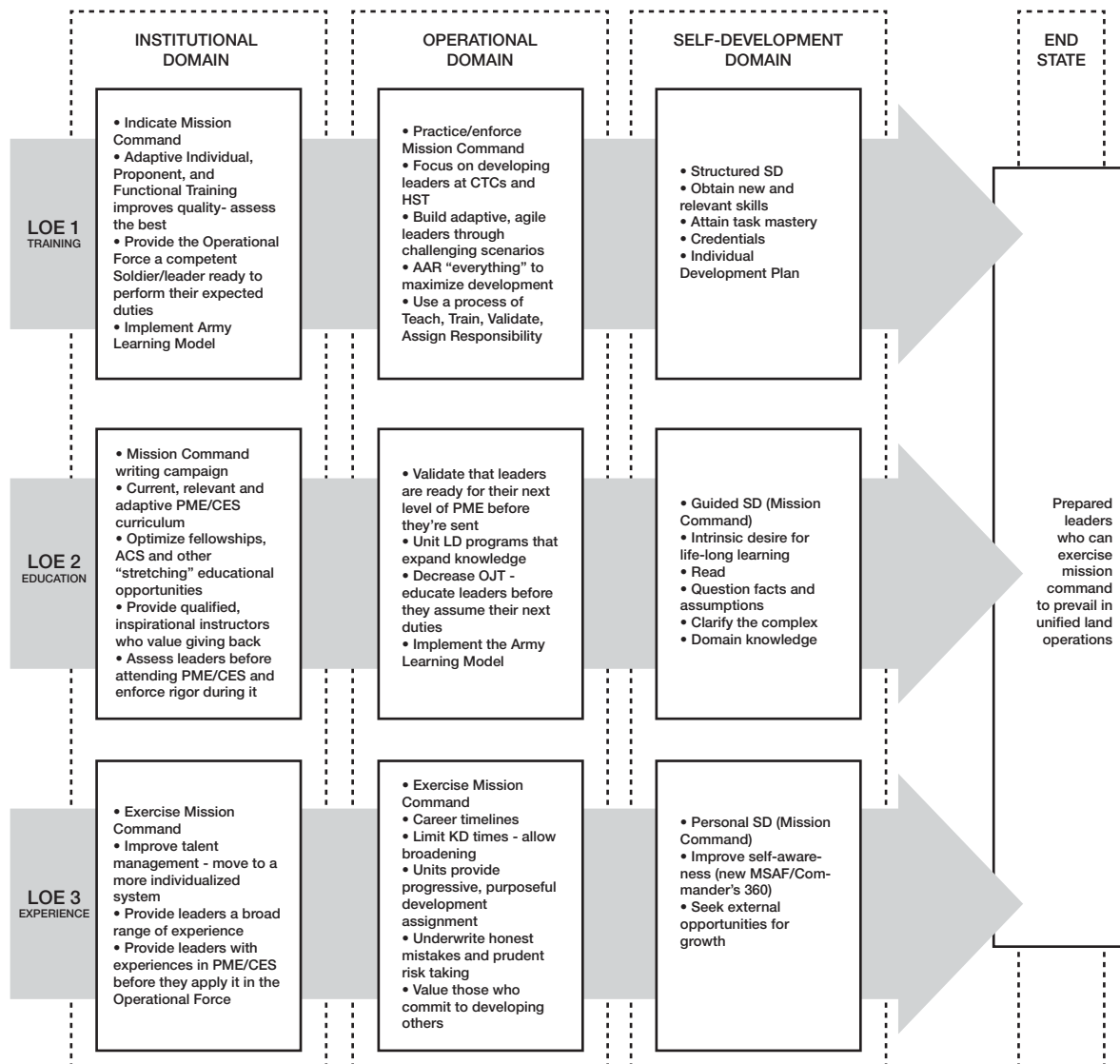
The Army will adhere to eight leader development imperatives that will guide policy and actions in order to develop leaders with the required qualities and enduring leader characteristics. These guiding principles remain constant and consistent from initial Service affiliation to retirement, creating a leader development process that is deliberate, continuous, sequential, and progressive. These obligations will drive the synchronization and implementation of the ALDS. They are to:

- a.* Commit to the Army profession, lifelong learning, and development.
- b.* Balance the Army’s commitment to the training, education, and experience components of leader development.
- c.* Manage military and civilian talent to benefit both the institution and the individual.

- d. Select and develop leaders with positive leader attributes and proficiency in core leadership competencies for responsibility at higher levels.
- e. Prepare adaptive and creative leaders capable of operating within the complexity of the operational environment and the entire range of military OPS.
- f. Embed mission command principles in leader development.
- g. Value a broad range of leader experiences and developmental opportunities.

**2-6. Leader development lines of effort**

There are three lines of effort for implementing this strategy-these are the three components of developing leaders: training, education, and experience (see fig 2-3). Each of these has specified supporting efforts that primarily occur in the three domains (operational, institutional, and self-development) as illustrated below. These supporting efforts are not comprehensive. Additional Armywide efforts should be presented at future Army leader development forums.



**Figure 2-3. Leader development lines of effort**



*a.* The institutional domain generally includes all of the Army—other than deployable units. This includes the Army Staff and supporting organizations, and Army centers and schools that provide initial training and subsequent functional training and professional education for Soldiers and civilians. The institutional domain includes advanced civil schooling, training with industry (TWI), and fellowships to supplement leader education. Technology enables individuals to link to schoolhouse faculty, cohort peers, leaders, and mentors to enable career-long learning. The institution provides the knowledge and develops the leadership attributes and competencies at the right time necessary for increased responsibility at the current and future rank or grade.

*b.* The operational domain is where leaders undergo the bulk of their development. It encompasses all training and education in deployable units. It is where junior leaders achieve technical competence; mid-grade leaders further develop their ability to lead units and organizations; and senior leaders contribute to the development and implementation of national and geopolitical strategy. All training, education, and self-development activities conducted during training for or execution of planning, preparing, executing, and assessing unified land OPS are essential parts of developing leaders in the operational domain. After-action reviews, coaching, counseling, sharing, and mentoring are important parts of developing leaders.

*c.* The self-development domain includes planned and goal-oriented learning that reinforces and expands the depth and breadth of an individual's knowledge base and self-awareness. Self-development bridges learning gaps between the operational and institutional domains and sets conditions for continuous learning and growth. There are three variations: structured self-development (SSD), which are mandatory learning modules to meet specific learning objectives and requirements; guided self-development (GSD), which is recommended, but optional learning which may include credentialing and accreditation is intended to enhance professional competence; personal self-development, which is self-initiated learning to meet personal training, education, and experiential goals. Reading books and articles by and about combat leaders can give good insight into improving leadership skills, as stated in FM 7–22.7.

*d.* Training is an organized, structured, continuous, and progressive process based on sound principles of learning, designed to increase the capability of individuals, units, and organizations to perform specified tasks or skills. The objective of training is to increase the ability of leaders to competently perform in training and operational situations. Individual task training builds individual competence and confidence to perform these tasks in support of collective training and OPS.

*e.* Education is the process of imparting knowledge and developing the competencies and attributes Army professionals need to accomplish any mission the future may present. Education contributes to the development of Soldier, Army civilian, and leader competencies focusing on fundamentals that are later practiced, expanded, and improved in training and experience. Education occurs in the institutional, operational, and self-development domains. As a component of leader development, education contributes to the growth of the three leader attributes of character, presence, and intellect. Education focuses on intellect and moral character of leaders to improve judgment and reasoning and hone the habits of the mind: agility, adaptability, empathy, intellectual curiosity, and creativity. Education in the Army is primarily PME or CES, but may include studies within civilian academia. PME and CES are progressive and sequential across a career continuum, to ensure that Soldiers and civilians are successful at each stage of their professional service, while continually growing in the competencies and attributes needed for higher levels of service.

*f.* Experience is the continuous progression of personal and professional events. It begins before an individual joins the Army and continues after separation. Experience includes war and peace; the personal and the professional; the private (PVT) and the public; leading and following; training and education. Career-long learners reflect on all experiences, develop lessons learned from those experiences, and apply those lessons in future experiences. The Army uses assignment progression, development and broadening opportunities, and outside influences to provide leaders with the experiential opportunities required to reach full potential.

## **2–7. The noncommissioned officer**

NCOs are accomplished military professionals who are the Army's preeminent body of leadership. NCOs are known as the "backbone of the American Army" and are the standard bearers—training, leading, coaching, and mentoring Soldiers. They are an invaluable and essential part of the Army. The NCO always leads from the front. The NCO exemplifies the warrior ethos, is a champion of continuous learning, and is capable of leading, training, and motivating diverse teams. Because NCOs serve as the bridge between a commander's intent and the members that perform the actions to achieve the intent, NCOs have a broad discretion that requires them to possess a variety of knowledge and skills to lead and manage the day-to-day OPS of the military. NCOs must first learn and then demonstrate that they can translate the commander's intent into actionable plans and manage the organization while those plans are executed. Executing these fundamental responsibilities is key in allowing the officer corps to perform their visionary role within the military while NCOs execute daily, practical military business. This unique relationship between officers and NCOs is seldom put into words; however, it is essential to mission success.

## 2-8. Noncommissioned officer roles

a. The ALDS focuses on a trained and educated quality NCO Corps while expanding the NCO Corps' role and professionalism, by improving performance today and building the force for tomorrow. The NCO must be fully capable of executing full spectrum OPS and adapting in an era of unpredictability. The Army's vision for the NCO Corps blends its past heritage with emerging future characteristics: "An innovative, competent, professional, enlisted leader grounded in heritage, values, and tradition that embodies the Warrior Ethos; champions continuous learning, and is capable of leading, training, and motivating Soldiers." The NCO must be an adaptive leader proficient in joint and combined expeditionary warfare and continuous, simultaneous full spectrum OPS. The Army must have an NCO Corps founded in its core roles that also measure the success of every NCO.

b. These four core NCO roles describe someone who:

- (1) Leads by example.
- (2) Trains from experience.
- (3) Enforces and maintains standards.
- (4) Takes care of Soldiers, their Families, and equipment.

## 2-9. Noncommissioned officer competencies

a. Integrated throughout and supporting these four core roles are six vital learning areas in which NCOs must develop knowledge and skills. These outcomes broadly define the expected performance level and, when combined with critical tasks, serve as a basis for building a lifelong learning curriculum. Learning outcomes are progressive, and Soldiers should fully achieve competency at their current rank prior to promotion to the next. The supporting skills for each learning area are not an exhaustive list of all the skills required to become competent; rather the skills listed represent areas of current emphasis. The six learning areas are:

(1) *The Army profession.* NCOs exemplify the professional Soldier by demonstrating competence, moral character, and commitment while fulfilling their duty to the Nation. NCOs develop, maintain, and uphold the traditions of the profession through discipline and ethical application of combat power. As professionals, NCOs continuously assess and improve the competence, moral character and commitment of themselves and their Soldiers. NCOs develop understanding and empathetic application of the seven Army Values and exemplify the characteristics of servant leadership. The warrior ethos and NCO Creed serve as the basis for their actions. They serve as role models, standard-bearers and hold themselves, peers, and subordinates accountable for their actions. NCOs influence and sustain positive, ethical command climates and cultures that allow open discussion; they embrace new ideas and instill Soldiers' professional identities.

(2) *Professional competence.* NCOs employ appropriate technical, tactical, operational, and strategic skills in unified land OPS to accomplish the mission and support the commander's intent. NCOs are experts on weapons systems and combined arms OPS at the tactical level, and train their subordinates to be tactically competent as well. They are technical experts in their occupational specialties, and continue to develop technical skills in themselves and in their subordinates. As NCOs progress in their careers, they focus less on technical and tactical skills and place more emphasis on a broader set of leader skills applied at operational and strategic levels.

(3) *Team building.* NCOs create high-performing groups by leading and motivating individuals, and by collaborating to work towards common goals. NCOs earn the trust of their superiors, peers, and subordinates and encourage trust among others. They model and reward behavior that sustains the trust of the American people. NCOs understand team dynamics and take appropriate action to foster cohesion and cooperation and to use principles of group facilitation to develop subordinates. NCOs express themselves clearly and succinctly both orally and in writing, and use social skills including interpersonal tact that allows them to work effectively with other Soldiers and civilians in varied cultural and JIIM contexts. NCOs are sensitive to social behavior patterns, and beliefs, of individuals from other communities and countries.

(4) *Fitness and resiliency.* NCOs develop and maintain their physical, emotional, social, Family, and spiritual fitness and foster these attributes in their subordinates. NCOs display confidence, physical, mental, and emotional persistence as well as moral courage when faced with adverse conditions. They are resilient in recovering from difficult situations.

(5) *Learning.* Certification in the Army profession is a lifelong learning process. NCOs must maintain expertise within their military occupational specialty (MOS) and strive to develop themselves and their subordinates. In helping others to learn, NCOs construct effective instructional environments for individuals and groups, train and coach Soldiers in acquiring "how to" knowledge, skills, and attitudes to achieve professional certification of competence, character, and commitment while encouraging professional and personal growth. NCOs understand the fundamentals of how to help Soldiers learn and the technologies they can leverage to improve the efficiency and effectiveness of training and education. As coaches and mentors, NCOs have open and honest discussions with Soldiers that lead to setting and achieving professional goals. As self-learners, NCOs know when they need to learn and use methods that help them efficiently and effectively acquire new knowledge and skills.

(6) *Adaptability.* NCOs solve complex problems by using work and life experiences, training, and education, critical questioning, initiative, sound judgment, and collaboration. They provide opportunities for subordinates to develop problem-solving skills, especially proficiency in critical, creative, and adaptive thinking. While NCOs are trained to use

problem-solving models, they are also trained in critical thinking-evaluating their thought processes as they solve problems. With respect to creative and adaptive thinking, NCOs recognize when a standard procedure is not an effective solution to a situation, and when they must innovate to solve a problem. As NCOs develop, they are comfortable operating in unexpected situations, scanning the environment, identifying unique or unexpected conditions, and adjusting plans and procedures to adapt to the conditions.

*b.* The Institute for NCO Professional Development (INCOPD), within TRADOC, describes the combination of the four core roles and six learning areas as the NCO 4x6 model (fig 2-4). The NCO 4x6 model ensures NCOs do not lose sight of their primary roles and is intended to serve as the foundation for developing the NCO Corps. Figure 2-4. The noncommissioned officer 4x6 model

## 2-10. Noncommissioned officer's scope of duties

*a.* The U.S. Army has a professional NCO Corps that prides itself in its responsibility to train Soldiers, crews, and small teams. NCOs are responsible for conducting standards-based, performance-oriented, battle-focused training. The heart of what it means to be an NCO is a function of moral and professional identity. An NCO must be a values-based leader with impeccable character, professional competence, presence and intellectual capacity, who leads, develops, and achieves results. The traditional activities of NCOs include: taking care of Soldiers, communicating, supervising, training, teaching, and mentoring. All of these remain at the core of their roles and responsibilities. This requires adapting and learning new roles; solving problems, analyzing, or synthesizing information; and managing resources. The operational context in which many of these activities take place has evolved and adds complexity to some kinds of tasks, and also adds to the importance of others.

*b.* Technological advancements in equipment and weapons are designed to allow Soldiers to see, understand, and take decisive action. NCOs must train Soldiers to quickly synthesize information at hand, relate the product to the commander's intent, and take the appropriate and decisive action. Tailored situational training, repeated until task mastery is achieved under increasingly complex conditions. Consequently, Soldiers will develop intuitive actions, exploit the full capabilities of their equipment, and accomplish the mission as intended by the unit commander.

## 2-11. Institutional training

*a.* The NCO must be trained and educated continuously, building the expertise that requires a learn-ahead approach. Institutional training and education provide the foundation on which future leader development rests. Institutional learning is the formal military training and education NCOs receive throughout a military career. Attending the Noncommissioned Officer Education System (NCOES) and SSD courses are critical learning experiences that prepare NCOs to apply learned knowledge during unit training, other learning activities, and during mission execution. Table 2-1 identifies a progressive, sequential training path for enlisted Soldiers. Table 2-2 identifies required and desired levels of training by enlisted rank. The purpose of institutional learning is to develop the values, attributes, critical warfighting skills, and actions that are essential to quality NCO leadership. When these same values, attributes, skills, and actions are tested, reinforced, and strengthened by follow-on operational assignments and meaningful self-development programs, NCOs attain and sustain competency and confidence in their profession of arms. The NCOES and other functional courses (for example, the Battle Staff NCO Course (BSNCOC)) form the institutional training pillar of NCO leader development. Knowledge learned in NCOES contributes to building the unique identity of the NCO Corps that is critical to having an effective partnership among Soldiers, NCOs, and officers. The NCOES is designed to prepare NCOs to lead and train Soldiers who work and fight under their direct leadership, and to assist their assigned leaders to execute unit missions. The NCOES does this through progressive and sequential learning, using small group instruction throughout four levels of schooling: primary, basic, advanced, and senior. Functional courses are based on specific skills required for special assignments or duties. The Army uses resident and distance learning instruction to deliver institutional training.

**Table 2-1**  
**Progressive, sequential training**

Institutional training course	Linkage to promotion eligibility
Initial military training	
SSD Level 1	Required for promotion recommendation to SGT.
Warrior Leader Course (WLC)	
SSD Level 2	Required for promotion recommendation to SSG.
ALC	
SSD Level 3	Required for promotion consideration to sergeant first class (SFC)
Senior Leader Course (SLC)	

**Table 2-1**  
**Progressive, sequential training—Continued**

SSD Level 4	Required for selection to attend the U.S. Army Sergeants Major Course (USASMC), for the purpose of promotion to sergeant major (SGM).
SGM	
SSD Level 5	

**Table 2-2**  
**Required and desired levels of training**

Rank	Required	Desired
Private E-1 (PV1), private E-2 (PV2), private first class (PFC), specialist (SPC)/corporal (CPL)	Basic combat training (BCT), advanced individual training (AIT), SSD 1	WLC
SGT	WLC SSD 2	ALC
SSG	ALC SSD 3	SLC battle staff
SFC	SSD 4	battle staff
First sergeant (SG)/master sergeant (MSG)	USASMC upon selection	

*b.* The WLC is a non-MOS specific, field-oriented leadership course built around warrior leader tasks. The WLC trains eligible Soldiers. The training focuses on values, attributes, skills, and actions needed for team and squad leadership responsibilities at the rank of SGT.

*c.* ALC consists of technical training. Technical training is “hands-on,” performance-oriented, and specific to the MOS. The level of training received at ALC progressively and sequentially improves on the previous instruction received in the WLC and operational assignments.

*d.* The Senior Leader Course (SLC) is structured similar to ALC and prepares NCOs to assume duties and responsibilities needed to lead a platoon or company-sized element. The SLC has proponent phases that include hands-on and performance-oriented training, emphasizing war-fighting skills.

*e.* The Sergeants Major Course (SMC) prepares selected MSGs to perform duties of a SGM and a command sergeant major (CSM) in staff and troop assignments. The SMC is the pinnacle of NCOES and trains senior non-commissioned officers (SNCOs) in the range of military OPS, the contemporary operational environment, and the JIIM environment.

*f.* Each NCOES course is a blend of training and education activities. Early courses in the NCOES are comprised primarily of activities designed to train individual tasks, while courses for SNCOs will be comprised primarily of educational topics designed to broaden NCOs’ management and leadership knowledge. Functional courses such as drill sergeant, recruiter, instructor/facilitator, and attaché training are required for special assignments. Other functional courses, such as the BSNCO and the Company Commander (CC)/ISG Pre-Command Course, provide specific skills required for duties in OPS and leadership areas of responsibility. CSMs attend the Pre-Command CSM Course to prepare them for their initial duty as a CSM.

*g.* Army warrior training maintains Soldier proficiency performing warrior tasks and battle drills (WTBD). All Soldiers must be ready to fight and complete the mission by applying the warrior skills learned through the fundamentals of WTBD. Proficiency in WTBD is enhanced through the execution of tasks in the following categories; shoot, move, communicate, first aid, chemical, biological, radiological, and nuclear (CBRN), and battle drills.

## **2-12. Operational assignments**

*a.* Operational experience provides leaders the opportunity to employ and further develop those skills and knowledge attained through the process of institutional training. Experience gained through a variety of challenging operational assignments prepares NCOs to lead Soldiers in combat. Duty assignments to the institutional Army such as Drill Sergeant, AIT Platoon Sergeant, Recruiter and TRADOC Instructor are complimentary to operational experiences and critical to the development of senior NCOs as strategic leaders.

*b.* Special duty assignments present a unique challenge and an opportunity for leader development, as NCOs often perform duties outside their primary military occupational specialty (PMOS) in positions that include DS, recruiter, instructor/facilitator, joint duty, and/or attaché.

c. Commanders and leaders use the unit Leader Development Program and noncommissioned officer professional development (NCOPD) to enhance NCO leader development during operational assignments.

d. Developing leaders is a priority mission in Army organizations. Commanders, leaders, and supervisors are required to develop subordinates and ensure necessary educational requirements are made available and met. Commanders should establish a formal, unit-level Leader Development Program that focuses on developing individual leaders. These programs should consist of three phases: reception and integration, basic skills development, and advanced development and sustainment. Commanders, leaders, and supervisors should—

(1) Conduct an assessment of NCO competencies to identify strengths that must be sustained, areas to be improved, and skills that need to be developed for the NCO to assume greater responsibilities.

(2) Integrate mission essential task list (METL)-based training with other unit-related training that supports the unit METL.

(3) Correct weaknesses impacting the performance of duties that help a Soldier gain experience for myriad assignments and to fulfill personal and professional career development needs.

e. The NCOPD training is done through the NCO Leader Development Program, implemented by the CSM. It is based on the commander's guidance and directives. This program encompasses most leadership training at the unit level and is tailored to the unique requirements of that particular unit and its NCO.

f. Leaders must continuously integrate individual training with collective training to effectively use available time and resources in leader development. This training approach ensures Soldiers have the capability to perform every task required at their skill level. Operational assignments should reflect the present and projected level of the Soldier's institutional training and performance abilities.

## **2-13. Self-development**

a. Self-development is a planned, progressive, and sequential program followed by NCOs. This program is comprised of individual study, education, research, and a professional reading list. Self-development also includes practice, self-assessment, and ideally, is synchronized with institutional training and operational assignments. Self-development programs should complement and expand on advancements and accomplishments gained during institutional training and operational assignments, and they require a lifelong commitment to learning. Self-development is a personal responsibility and focuses on maximizing leader strengths, minimizing weaknesses, and achieving individual leader development goals. Self-development requires a joint effort between the individual Soldier and his/her leadership to be effective. The use of the individual development plan (IDP) helps to facilitate this process and provides leaders and Soldiers a means to document, track, and monitor self-development (see para 2-17).

b. Initially, self-development is narrow in focus, but broadens as NCOs become more familiar with their own strengths and weaknesses, determine their specific needs, and become more independent. An NCO's knowledge and perspective increases with maturity, experience, institutional training, and operational assignments. Unit leadership is responsible for building a functional self-development program tailored to NCO and unit needs.

c. Self-development focuses on maximizing strengths, improving weaknesses, and achieving individual development goals. All Soldiers must accept their personal responsibility to develop, grow, and commit to professional excellence. The Soldier must commit to a lifetime of professional and personal growth focused on staying at the cutting edge of their profession.

d. The success of self-development is tied to regular self-assessment and performance feedback. Individuals must regularly conduct honest assessments of their strengths and weaknesses. First-line leaders must regularly provide feedback on performance and help individuals develop and refine a development action plan to guide performance improvement. A second critical component of success is ensuring uniform access to current learning materials and programs, regardless of assignment or Army component. The self-development domain must be a robust component of the professional development model (PDM), providing every Soldier a clear understanding of career enhancing recommendations throughout SLC.

e. The NCO uses self-development to complement and enhance the knowledge and experience gained through institutional training and education and operational assignments. The NCO self-development program is comprised of a guided, structured component.

(1) *Structured self-development.* SSD is required learning that continues throughout a career and that is closely linked to, and synchronized with, classroom and on-the-job learning. SSD is a prerequisite for corresponding levels of NCOES (below) which sets the conditions for continuous growth both as a warrior and a warrior leader. Each level of SSD is a centrally managed set of specified content that must be completed within 3 years at specified career points as a prerequisite for continued advancement. SSD builds knowledge and skills through a defined sequence of learning approaches to strengthen formal education and experiential learning. SSD focuses on a set of common cognitive skills that prepare and enhance the individual's ability to lead Soldiers and competence as a warrior.

(a) SSD 1 prepares Soldiers for the WLC. Soldiers are automatically enrolled upon completing BCT/one station unit training (OSUT). SSD 1 tasks are focused primarily at the team and squad levels. SSD focuses on the common leader and tactical skill sets.

(b) SSD 2 (formerly the Advanced Leader Course Common Core (ALC-CC)) is designed to asynchronously educate

all SGT, SGT (P) and SSG in leadership attributes, competencies, NCO duties, responsibilities and authorities while reinforcing how to conduct performance-oriented training in accordance with the Army's most current doctrine. The course enhances battle competent NCOs who are qualified squad/section SGT, team/section leaders, evaluators, counselors, and participants in individual and collective training, while reinforcing the importance of coaching and mentoring Army values, attributes, skills, and actions. Soldiers are automatically enrolled in SSD 2 upon completing the WLC and promotion to SGT.

(c) SSD 3 focuses on tasks at the platoon level and prepares ALC graduates (SGT–SSG) for the SLC. Soldiers will be automatically enrolled in SSD 3 after they have completed ALC and promotion to SSG.

(d) SSD 4 focuses on tasks at the battalion (BN) level and prepares SLC graduates (SFC–MSG/1SG) for attendance at the SMC. Soldiers will be automatically enrolled in SSD 4 after they have graduated SLC.

(e) SSD 5 focuses on nominative and joint staff level tasks and prepares SGM for the strategic levels of Army leadership. SMC graduates will be automatically enrolled after they graduate from the SMC. SSD 5 will be a prerequisite for nominative and joint assignments.

(2) *Guided self-development.* GSD is a defined set of recommended, optional, content and topics. They are progressively sequenced across the career, influencing and encouraging the continuous growth of the individual, but not specifically linked to the other two learning domains. The GSD, while encouraged, is not required for continued advancement. The GSD focuses on a recommended set of common individual development goals that challenge the individual to continue to expand their competence across a wide spectrum of topics related to, but not limited to, the military profession. The GSD includes the pursuit of civilian education goals, licensure, and certification, an expanded understanding of world languages and culture, governance, the history and evolution of conflict, Army and unit level reading lists, and participation in relevant communities of practice. The GSD provides guidance to participants while reinforcing their persistence and commitment to lifelong learning.

f. NCO self-development is a meaningful, competency-based program that supports a lifelong learning approach to individual development and encourages individual initiative; results in an improved Soldier focus on the Profession of Arms; links the operational, institutional, and self-development domains of development into a cohesive strategy; and enables a train-ahead approach to development. This allows high performers to shape their speed of advancement. Self-development must—

(1) Meet the needs of all components.

(2) Support a lifelong learning strategy.

(3) Leverage all existing programs (military and civilian).

(4) Provide individual assessment and feedback.

(5) Support the needs of both the Soldier and the Army, by balancing personal and professional goals.

g. A critical aspect of NCO self-development is assessment and feedback, which enables each NCO to regularly self-assess their progress toward goals. Soldiers must be able to combine self-assessment with performance feedback and their first-line leader's help in developing and maintaining an individual Leader Development Action Plan that—

(1) Incorporates the current level of competency on required leader and technical competencies.

(2) Enables continuous adjustment, based on performance and attainment of individual goals.

## **2–14. Educational activities in support of self-development**

The Army's goal is for every Soldier to become an "adaptive learner" who is continuously learning and growing in their tactical, technical, and educational competencies and skills. Civilian education and military professionalism are not mutually exclusive, they are mutually supporting. Many self-development activities recommended in a PDM come from programs and services offered through the Army Continuing Education Division, which operates education and learning centers throughout the Army. The Army Continuing Education Division assists Soldiers with self-development as described below:

a. Education center counseling services provide academic and vocational counseling to help Soldiers establish professional and educational goals. Counselors help enroll Soldiers in appropriate courses and find alternate methods to achieve goals, when operational assignments prevent regular course enrollment.

b. Functional academic skills training (FAST) offers instruction in reading, mathematics, and communication skills to help Soldiers function on the job, prepare for advanced training, and meet prerequisites for continued education. These courses can help selected Soldiers achieve the current recommended reading grade levels and the Army's recommended writing standard. This is an on-duty commander's program to ensure Soldiers possess the necessary reading and writing skills to succeed in their occupational specialty. Read-to-Lead, another course designed to help selected Soldiers achieve the current recommended reading grade levels, is a self-paced program to help Soldiers improve their reading skills.

c. College level courses are available through installation education centers that coordinate with participating colleges to provide on-post programs that lead to a degree. Most institutions operating on-post are part of the Servicemembers Opportunity Colleges Army Degrees (SOCAD) program, which guarantees Soldiers' transfer of credits and acceptance of nontraditional credits such as military experience and College Level Examination Program (CLEP) tests. Additionally, College of the American Soldier offers two degree programs, the Career NCO Degrees

Program and the Enlisted Education Program, to expand existing civilian higher education degree choices. They provide Soldiers and NCOs in CMFs 11, 13, 14, and 19 with college credit for specific NCOES courses taken throughout their careers. The Career NCO Degrees Program offers associate's and bachelor's degrees, whereas the Enlisted Education Program offers associate's degrees to first-term Soldiers. The programs are open to Soldiers in all MOSs. Degrees selected for the program are offered both through distance learning and in traditional classroom settings on, or near, military installations. Degrees will be identified as part of this program within the Servicemembers Opportunity Colleges (SOC) Degree Network System Handbook and in TRADOC PD materials. Soldiers may also enroll in Go Army Education (GOARMYED), an Army program that gives Soldiers the opportunity to pursue a degree program completely online. Also included are courses for credentialing, certification, and licensing through the education centers or by using an online Web site, the Army Credentialing Opportunities On-line (COOL). Tuition assistance is authorized to pay for voluntary off-duty, and approved on-duty, education programs that support Army educational objectives and Soldiers' self-development goals. These programs help Soldiers earn undergraduate degrees that are recommended on various PDMs. Education counselors help Soldiers apply for tuition assistance. Army Reserve Soldiers should contact their command's educational SPC for assistance on available programs.

*d.* Testing is offered by education centers for a wide range of academic and vocational tests. These tests include the Test of Adult Basic Education—a reading comprehension test for NCOES, the Scholastic Aptitude Test and American College Test for college entrance, and CLEP tests for college credit.

*e.* Language training for nonlinguists is provided by Army Continuing Education System (ACES) through host-nation orientation and instruction in basic language skills. These courses enhance language skills of Soldiers whose primary duties require frequent contact with host-nation counterparts. Materials are also available for maintaining language skills.

*f.* Correspondence courses are offered through The Defense Activity for Non-Traditional Educational Support (DANTES), which publishes a catalog of post-secondary correspondence courses in which Soldiers may enroll, as well as regular classroom courses they may attend. Education counselors will advise Soldiers on the availability of approved courses and tuition assistance.

*g.* Soldiers competing for promotion to SGT and SSG receive promotion points for approved technical certifications. The certification must be listed on the approved TRADOC matrix, which is available at <https://www.hrc.army.mil/site/active/select/TechCert.htm/>.

(1) Soldiers interested in a certification that is not included on the TRADOC matrix should contact their proponenty SGM.

(2) The certification must be current as required by the certifying authority.

(3) Soldiers must ensure certification documents are submitted to their unit for permanent entry into their records in order to be awarded promotion points.

## **2-15. Professional development models**

Leader development consists of three distinct, but closely related domains: institutional training and education, operational assignments, and self-development. This continuous cycle of education, training, experience, assessment, feedback, and reinforcement meets the needs of an expeditionary Army. This process demands lifelong learning as it develops NCO as more adaptive leaders. The three domains, operational, institutional, and self-development emphasize developing professional, competent, and confident leaders of character. These leaders must have the ability to exploit the full potential of current and future Army doctrine across the complete spectrum of joint military OPS.

## **2-16. Leader development overview**

The Army requires agile, flexible Soldiers and leaders, and the dynamic and complex environment in which the Army operates dictates that Soldiers continually develop knowledge, skills, and abilities. The PDM provides a standardized framework of comprehensive, progressive, and sequential training and education opportunities to Soldiers and leaders. The PDM serves as the professional reference for a successful military career while providing information and guidance on assignments, education, and training. PDMs are created in the ACT at <https://actnow.army.mil>. The PDM is Web-based, interactive, and supports the three core domains that shape critical learning experience throughout the Soldier's career: the operational domain, the institutional domain, and the self-development domain. PDM capabilities include some of the following:

*a.* Outline institutional training and operational assignments in relation to CMF recommended self-development activities. NCO self-development is an individual responsibility, and the only leader development phase over which NCOs have direct control.

*b.* Emphasize self-development; however, Soldiers should not emphasize PDM activities to the point where self-development takes precedence over duty performance.

*c.* List operational assignments as examples of career development. Soldiers should consult with their supervisors and career advisors for their particular CMF progression.

*d.* Guide Soldiers through CMF proponent recommended activities to become more proficient at current and next higher level duty positions.

*e.* Identify courses and training that complement and supplement institutional training and operational assignment experiences.

*f.* Focus on broad recommendations that address the values, attributes, skills, and actions successful NCO have found to be beneficial to their career progression. Each PDM lists recommended self-development activities to complete prior to attending NCOES and specific MOS skill levels. Activities include Army Correspondence Course Programs (ACCPs), computer-based instructions, post secondary courses, professional readings, and learning center activities.

*g.* Recommend goals, to include professional certification, credentialing, and degrees related to the Soldier's CMF.

*h.* Contain recommendations for self-development. It may not be feasible for a Soldier to complete all recommended activities, as some duty assignments may preclude off-duty education; however, alternate methods of achieving recommendations (for example, examinations, distance learning, and learning center activities) are available.

*i.* Offer a series of planned, progressive, and sequential developmental activities that leaders can follow to enhance and sustain military leadership competencies throughout their careers. Any self-development activities undertaken will require personal sacrifice of off-duty time if the Soldier is to achieve the desired goal.

*j.* Provide the recommended activities Soldiers can take to better prepare themselves for each phase of the NCOES and to perform in each duty assignment.

*k.* Provide Soldiers greater control over their careers while affording leaders the opportunity to educate and train the right Soldier, for the right task, at the right time.

## **2-17. Individual development plan**

The Army continually challenges Soldiers to set goals and progress from the initial phase through transition. The development of a culture of lifelong learning coupled with professional and personal goal setting is mutually beneficial to the Army and its Soldiers. Under the Army's lifecycle approach all Soldiers will receive counseling within 30 days of arrival to their first permanent duty station. As part of this counseling process, Soldiers will create an IDP in the ACT with the assistance of the first-line leader. The IDP will identify the Soldier's career (military and civilian), education, and training goals as well as milestones for each. The IDP will be reviewed on a not less than annual basis by leaders and/or counselors as needed. Progress on the Soldier's goals will be documented in writing, and these will be revised and/or referrals will be made to service providers (for example, education or financial assistance counselor), as appropriate.

## **2-18. Army career tracker**

*a. General.* As a single point-of-entry for career and leadership development that provides an integrated approach to supporting military and civilian personnel's personal and PD which capitalizes on the mutual (personnel and Army) need for lifelong learning. ACT allows users to manage career objectives and monitor progress towards career requirements and goals. ACT will provide the capability to organize, collect, collate, plan or schedule, and arrange individual developmental opportunities into a plan that enables Soldiers to satisfy individual goals and objectives over time. ACT assists users with their career development and planning through all phases of the Soldier life cycle (SLC).

*b. Soldier role.* As ACT users, Soldiers can go to one site that consolidates career information and data from various Army data sources. Users must designate a leader in ACT and have the opportunity to select as many mentors as they want. Soldiers can read the latest news profiled for their CMF and evaluate their comparative career metrics on graphical career dashboards from the ACT home page. The dashboard highlights progress through the PME, civilian education, and professional goals. Additionally, ACT brings the Soldier's PDM to life by associating their accomplishments with PDM recommendations, and presenting those items not yet accomplished as potential goals to enhance the Soldier's PD and provide a basis to establish short and long term goals for their IDPs. ACT also provides an unofficial "lifelong learning transcript" that represents the accumulation of all assignment, training, and education accomplishments by the Soldier.

*c. Leader role.* Leaders and mentors can see their Soldiers' information, including complete assignment history, completed and pending training, earned certifications, and MOS related career recommendations. Visibility into this data helps leaders and mentors to track their Soldiers' career progress toward goals, and empowers leaders and mentors to send targeted career and training notices to their Soldiers through ACT. These notices might reference specific training courses or serve to remind Soldiers of upcoming milestones. Notices can be sent individually, or to multiple Soldiers, at once. The added advantage is the system gives leaders a way to create relevant recommendations to select as part of their IDP strategy.

*d. Career administrators and content managers.* Career administrator and content manager are two roles designated by the proponent office. Both populate (add) career information in the ACT. The performance of these roles requires special privileges. Career administrator and content manager quick guides provide the guidelines pertaining to these specific roles located at the flowing link: <https://ako.us.Army.mil/suite/doc/38252729>.

*e.* ACT career administrators populate and maintain PDM recommendations for assignments, institutional training, GSD, credentials, and certifications. Using these recommendations Soldiers can create professional and personal goals for a short or long term basis. Career administrators ensure that Soldiers have accurate PDM recommendations relevant



to their CMFs and skill levels to aid exploration and discovery of career possibilities. Content managers create CMF-specific news articles, disseminate important communication, and identify regulatory and functional resources. Their role is essentially to keep their respective career fields abreast of the timely and relevant information pertaining to their field.

## **Chapter 3**

### **Enlisted Personnel Management System**

#### **3-1. Purpose**

The Enlisted Personnel Management System (EPMS) within the Regular Army (RA), the Army Reserve Active Guard Reserve (AGR) Program, the Individual Ready Reserve (IRR), and the Individual Mobilization Augmentee (IMA) Program is the Enlisted Personnel Management Directorate (EPMD), within the U.S. Army Human Resources Command (HRC). The Chief, National Guard Bureau (NGB) and the State Adjutants General have the same responsibility for personnel management of Army National Guard (ARNG) Soldiers. The Chief, Army Reserve has the same responsibility for EPMS regarding Army Reserve troop program unit (TPU) Soldiers. Regardless of component, Soldiers, commanders, personnel proponents, and leaders all play key roles in executing the EPMS. While the applications may vary by component, the missions of these executive managers are as follows:

- a. Shape the enlisted force through developing and managing the inventory in accordance with Army needs.
- b. Distribute enlisted Soldiers worldwide based on available inventory, Army requirements, and priorities established by HQDA to meet the unit readiness needs of field commanders.
- c. Develop a professional enlisted force through programs that govern the training, career development, assignment, and utilization of Soldiers.
- d. Support the Army's personnel life cycle functions of acquisition, distribution, and development (individual training and education).
- e. Retain quality Soldiers to maintain proper strength levels throughout all Army components.

#### **3-2. Concept**

The EPMS is an evolutionary system that balances the needs of the Army with the developmental requirements of the enlisted force. Modified by the external factors of the environment, as well as the dynamics of force structure and leader development principles, the EPMS remains inherently flexible and responds to a variety of proponents, commanders, and individual initiatives to meet emerging needs. This flexibility is embedded in interrelated subsystems that compose EPMS, including—

- a. *Strength management.* This involves accessing, promoting, distributing, retaining, and moving Soldiers through their transition, to meet force structure requirements. These activities are very dynamic, with Soldiers in all MOSs continually moving through the personnel life cycle. Army force structure continues to fluctuate as the Army's needs change, and the enlisted inventory requires active management to meet future force structure needs.
- b. *Career development.* This necessitates that personnel proponents determine the appropriate mix of institutional training, self-development, and operational assignments needed for sustained development by Soldiers at all grade levels in each MOS.
- c. *Evaluations.* These are necessary for developmental feedback and are important tools for selection boards to identify NCOs with the most promising potential. The Army enlisted structure is similar to a pyramid, where the top contains fewer NCOs in relation to the wider base. Advancement to more responsible positions is based on assessments of performance and potential. The tools used to evaluate the performance and potential of Soldiers are the DA Form 2166-8 (NCO Evaluation Report), also known as an NCOER, and the DA Form 1059 (Service School Academic Evaluation Report). Promotion, selection for school, retention in service, career development opportunities, and assignments are strongly influenced by the information contained in DA Forms 2166-8 and DA Forms 1059, also known as NCOERs and AERs.

#### **3-3. Factors affecting the Enlisted Personnel Management System**

Many factors influence the environment in which EPMS operates. Changes in the environment necessitate continuous adjustments and changes in policies by the Deputy Chief of Staff, G-1, the Chief, NGB, and the Chief, Army Reserve. Some factors that influence EPMS policy are—

- a. Policy is the purview of the Executive Branch, which acts through the Department of Defense (DOD) and the Department of the Army (DA). Policies are published in DOD directives and translated into Army regulations for implementation. Policies are the guidelines used to access, train, professionally develop, promote, assign, and complete transitions in the enlisted force.
- b. The annual defense budget has a major impact on the career development of enlisted Soldiers. Funding limitations and allocations imposed by Congress affect the entire spectrum of enlisted personnel management, which includes the force structure allowance of the enlisted force, accessions, strength management, promotion rates, schooling, education

programs, and permanent change of station (PCS) timing. The defense budget reflects the will of Congress to meet any perceived military threats as well as global and national economic challenges.

c. Personnel proponents, generally school commandants, have designed a CMF based on Army requirements and supervise the development of the enlisted force within that CMF. Personnel proponents project future requirements for their CMFs and sustain or modify elements of force structure and inventory to meet future needs. Personnel proponents prescribe the requirements under the three pillars of leader development (for example, institutional training, operational assignments, and self-development) to attain qualification standards in each grade required by the enlisted force. These patterns of leader development are embodied in leader development templates, diagrams, or PDMs used by the assignment branches of EPMD, to execute the proponents' career programs.

d. The Army and EPMS must be responsive to the individual needs of Soldiers, as well as to the mission and requirements of the force. This force represents a reflection of the society from which it comes and spans five decades of age groups. Career expectations, job satisfaction, discipline, leader abilities, educational abilities, importance of Family, and cultural values vary widely among enlisted Soldiers.

e. In addition to the obvious advancements science and technology have made in the Army's war fighting equipment, the quantum increase in information and decisionmaking demands of modern doctrine and warfare call for broader technological competencies within most enlisted career fields. Complex and lethal weapons, joint and combined organizations, and global political and economic connectivity require the utmost competence from the enlisted force. NCOs receive progressive and sequential education, training, and experience through institutional training, operational assignments, and self-development to meet these requirements.

### **3-4. Personnel life-cycle functions**

The management of enlisted Soldiers, who represent the preponderance of the military force, drives personnel readiness throughout all components of the Army.

a. The EPMS is a comprehensive process that supports personnel readiness and the Soldier's PD and personal welfare. An eight-step life cycle process, EPMS includes personnel structure, acquisition, distribution, development, deployment, compensation, sustainment, and transition. The following definitions describe the processes of the personnel life cycle:

(1) *Personnel structure.* The human resources (HR) portion of the Army's force development function, in which personnel requirements and authorizations are determined and documented.

(2) *Acquisition.* This function ensures the Army is staffed with the correct grades and skills in numbers sufficient to satisfy force requirements, and has three components:

(a) *Manpower management.* The process of linking accession, retention, and promotion targets to Army requirements as measured against the military manning program in the PPBE system.

(b) *Accession and retention management.* The process that converts manpower targets to missions and oversees execution.

(c) *Training integration.* The establishment of a demand for training programs, and a system to control input and tracking of trainees and students.

(3) *Distribution.* The function of assigning available Soldiers to units, based on Army requirements and priorities.

(4) *Development.* This function begins with accession training and continues throughout a Soldier's entire period of service. Leader development includes institutional training, operational assignments, and self-development. Leader development is also supported by programs such as the counseling, evaluation, promotion, and command selection systems.

(5) *Deployment.* This function enables the Army to make the transition from the "prepare" mode to the "conduct of military OPS" mode. Deployment includes mobilization, deployment, redeployment, demobilization, reset, noncombatant evacuation, and repatriation.

(6) *Compensation.* This function manages all pay, allowances, benefits, and financial entitlements for Soldiers and retirees. The dollars involved typically exceed one third of the RA's total obligation authority.

(7) *Sustainment.* This function manages programs to maintain and advance the well-being of Soldiers, civilians, retirees, and Family members.

(8) *Transition.* As individuals leave the RA for either the Reserve Component (RC) or civilian life, this function provides assistance to Soldiers, Army civilians, and Family members.

b. The life cycle model remains dynamic, since there are Soldiers in each stage at all times. Thus, each function influences others throughout the budget, execution, and program objective memorandum years. For instance, retention goals are established based on force structure, accessions, and transition.

c. The ultimate goal of the personnel life cycle is to ensure that all units are combat-ready and capable of accomplishing their assigned missions.

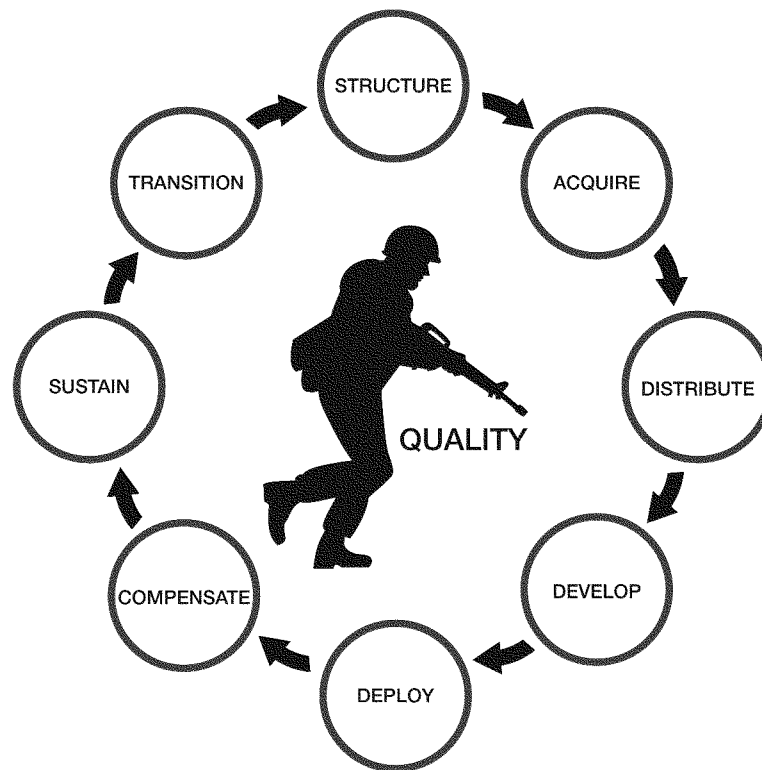
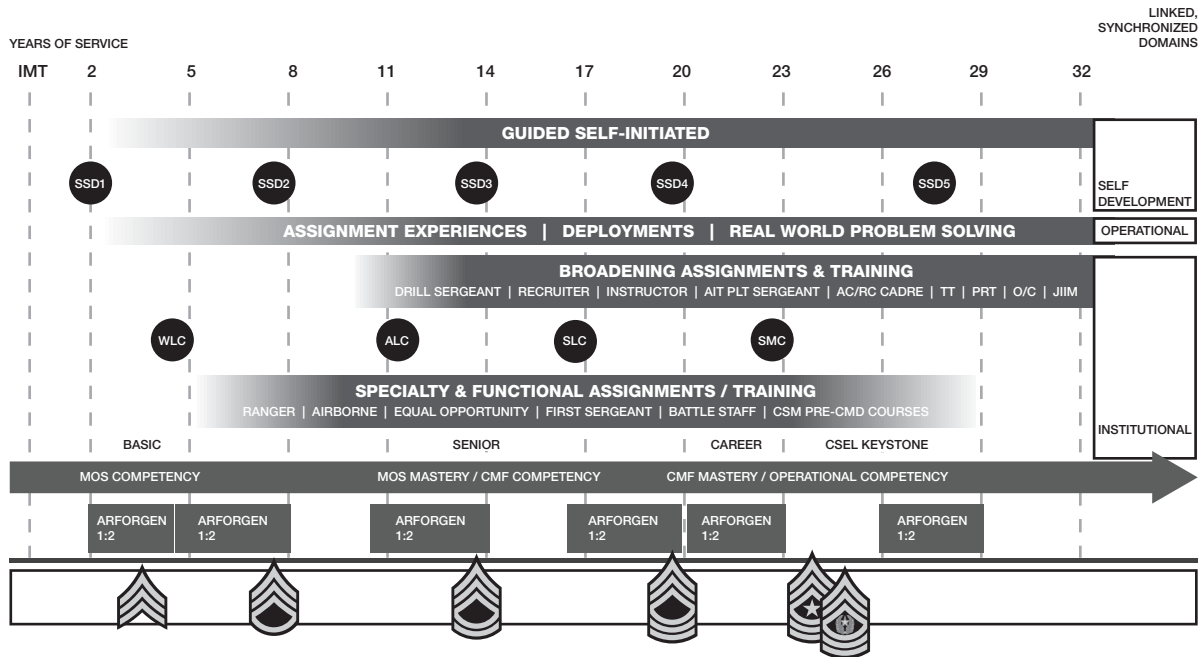


Figure 3–1. Eight life cycle functions

### 3–5. Army military life cycle

*a.* The initial concept for the Military Life Cycle transition model centers on paralleling career readiness with career progression. Soldiers must be engaged throughout their military careers in mapping and refining their IDP to achieve their military goals and their post-military goals for employment, education, career technical training, or starting their own business. The Army experience is a repetitive process of deciding particular paths to pursue personally and professionally. Through the use of the Military Life Cycle, Soldiers will be made aware of the career readiness standards they must meet long before their separation. Development programs-with timetables in ACT framework and the tools needed to develop personal goals, and reach milestones throughout their careers-will be formally instituted as soon as a Soldier enters the military, to ensure that in addition to being “military ready,” they are “career ready.”

*b.* The Army NCO career developmental timeline identifies, on average, the desired promotion timing for an Army career. While some individual CMFs vary based on structure design, the intent is to foster an environment that ensures education, training, and experiences over time, in an effort to develop a corps of NCO professional leaders. Typically, a successful NCO would expect to qualify for a regular, 20-year retirement, in the rank of SFC. For NCOs electing to serve beyond 20 years of active Federal service, success equates to getting the chance to complete a tour as a BN CSM by the end of their 32d year of service. The typical NCO’s career developmental timeline is presented in figure 3–2.



Legend for Figure 3-2:  
 ARFORGEN 1:2 = the Army force generation, boots on the ground, dwell-time ratio of 1 year deployed, 2 years' dwell time with unit at home station.  
 CMD = command  
 CSEL KEYSTONE = Keystone Course for command senior enlisted leaders  
 IMT = initial military training  
 O/C = observer/controller  
 SSD = structured self-development, levels 1-5

**Figure 3-2. Basic active component noncommissioned officer leader development timeline**

### 3-6. Individual career development

*a. General.* The development of the professional attributes and technical capabilities of enlisted Soldiers to meet the needs of the Army is accomplished through activities identified on proponent-designed PDMs. These PDMs combine operational assignments, institutional training, and proponent recommended self-development goals that define branch-qualified Soldiers in each grade by MOS. Career models are based on Army requirements, indicating the numbers and types of enlisted Soldiers to be accessed, retained, promoted, trained, and assigned. Proponents monitor the Army documents pertaining to their CMFs, since any change to the force structure requires a change to the enlisted force inventory. Career branches within EPMD develop Soldiers' careers by using these templates, while balancing Army requirements with policies for enlisted management. To ensure the career development of all enlisted Soldiers, EPMD shares responsibility, and operates in concert with, various stakeholders (for example, individual Soldiers, the personnel proponents, and commanders in the field).

*b. Career management field structure.* The size of the enlisted force inventory is limited by the factors affecting the EPMS. As requirements change over time, EPMS realigns the strength and PD goals of each CMF to meet new challenges. As the strength and professional goals of the CMF change, Soldiers may require additional training, or retraining, to be qualified in the realigned CMF.

*c. Philosophy.* The CMF is the center of EPMS and is necessary to meet changing requirements within the enlisted force. The basic philosophy is that enlisted Soldiers can complete their careers in a variety of assignments centered on their CMF developmental goal, such as table of distribution and allowances (TDA) units, versus table of organization and equipment (TOE) units. A major objective of EPMS is to professionally develop enlisted Soldiers in their PMOSs and CMFs through the combined efforts of the Soldier, the proponent, the field commander, and the EPMD career branch managers. These combined efforts help the Army execute a total enlisted Soldier development program, which includes:

- (1) Development of skills and knowledge in Soldiers' MOSs through training and experiences as they advance in

rank and time in service (TIS). At each level, Soldiers learn the necessary skills and demonstrate the potential for advancement to the next higher rank. The culmination of this progression provides Soldiers the opportunity to serve at the SNCO grades of the Army.

(2) Resident and nonresident instruction, on-the-job training, and self-development.

(3) Career development counseling and mentoring provided by the unit commander, SNCO, career counselors, and an NCOPD instructor at HRC, State area commands, or regional support commands.

(4) Assignment managers using the proponent-designed leader development templates and PDMs in determining potential assignments to enhance a Soldier's career development. These assignments may vary between troop and staff assignments.

(5) The MOS reclassification is a major career decision and should be discussed thoroughly with unit leaders and assignment managers of both MOS career branches involved so Soldiers may make informed decisions. As the Army progresses towards implementing a modular force design, it is increasingly apparent that reclassification of our enlisted force, predominantly within the NCO ranks, will serve as a necessary bridge to shape the force for immediate structure requirements. Soldiers who change their MOS (either through voluntary or involuntary means) later in their careers may find it more difficult to compete for promotions and duty assignments. However, in the long run, promotion opportunities should be better, in that the MOS Soldiers are reclassified into are generally not already filled to authorized levels. Army Reserve and Army National Guard of the United States (ARNGUS) Soldiers may consider changing their PMOS, based on the availability of positions within their unit or geographical area, or based on changes in their unit's mission. All Soldiers should fully understand all consequences of making this major career decision.

*d. Individual career management.* Soldiers, commanders, proponents, the EPMD, and NCOPD all play an important part in the career development of enlisted Soldiers and the enlisted force as a whole; however, Soldiers are the true stewards of their careers.

(1) Ultimately Soldiers manage their own careers. While Army requirements dictate the final outcome of all career development actions, including assignments, enlisted Soldiers can participate in such decisions in most cases. Participation in the career development process is possible when enlisted Soldiers reenlist or volunteer for training and education programs, complete assignment preferences, apply for entry into special programs such as for drill sergeant and/or recruiter, and plan long-range career goals. The key to being involved in career development is to make informed and logical decisions, and act on them. One important element of an enlisted Soldier's involvement is the accurate reflection of capabilities in the enlisted records brief (ERB) maintained by the responsible activity. The ERB contains data from which important career development decisions are made. These decisions include selection, advancement, assignment, and retention. Enlisted Soldiers must review, update, and maintain their ERB throughout their careers. To remain informed and focused on career goals, Soldiers should request periodic advice and counseling from their NCO support channel, chain of command, CMF proponent, and career management branch.

(2) Commanders and SNCOs play key roles in personal and PD by ensuring that Soldiers are provided opportunities for PD in their units and receive the necessary training to increase their tactical and technical competence. Enlisted Soldiers look to their SNCO and commanders for advice and career counseling. Some counseling is formal, and required by regulation, to prepare and submit DA Forms 2166-8, also known as NCOERs, and to create and maintain IDPs. Other counseling is less formal and relates to career patterns, advice about assignments, and duty positions. Enlisted Soldiers have a great career counseling asset available to them: Their unit's career counselors (CMF 79), who are trained on a variety of Army programs that benefit the PD of Soldiers.

(3) Personnel proponents also play a key role in Soldier development by designing CMFs, monitoring the career development of enlisted Soldiers within those CMFs, and establishing the proficiency requirement at each grade level. Through training and education, proponents ensure that Soldiers understand logical and realistic career patterns, qualifying objectives, and have a thorough understanding of attrition and promotion flows that are vital ingredients in each career field. Proponents are responsible for PDMs needed to meet overall requirements, as well as CMF objectives. Communication between enlisted Soldiers in a CMF and the career branch managers of EPMD assignment branches are necessary to communicate goals and objectives for the career field. This communication helps to ensure Soldiers develop professionally as designed by the proponents for each CMF. The CMF proponent guidance is reflected in the PDM located in subsequent chapters of this pamphlet.

(4) Career management branches have assignment managers and NCOPDs at EPMD who are responsible for meeting current and future Army requirements and career development needs of Soldiers within the various CMFs. Additionally, NCOPDs must balance the best interests of the Soldier against Army requirements. NCOPDs provide candid, realistic advice to enlisted Soldiers about their developmental needs. Enlisted Soldiers should establish a dialogue with NCOPDs to receive this guidance and advice on their PD.

### **3-7. Assignment-making decision process**

The assignment decision process should take the following guidance into consideration to develop NCOs with leadership and technical expertise, both generating and operating forces experiences, and ultimately, an ability to manage the Army enterprise:

*a.* The contemporary operational environments and proponents establish CMF leader development guidance.

- b. DA Pam 600–25 serves as the medium to provide guidance for the NCOPD.
- c. A more appropriate and necessary balance of time spent between operational and institutional assignments.
- d. Manage unique capabilities and talent of individuals to develop a pool of broadened and deepened strategic war-fighters, enterprise leaders, and advisers to the leaders of our Nation.
- e. Manage leaders’ training and education and provide them qualitative experiences while in the operating and generating forces that prepare them for positions of increased responsibility.
- f. Predictability in assignment timelines for key developmental assignments is a requirement.
- g. Tour lengths must contribute to the effort to win the fight, develop leaders, and allow Soldiers to balance personal and professional obligations.
- h. The ability to link training and education experiences with the right follow-on assignment (developmental experience) creates a synergy of all three ALDS components, facilitates depth in an NCO, and best serves the needs of the Army.
- i. NCOs gain experiences in a multitude of assignments in different units, different job conditions, rotations, and deployment.
- j. Select NCOs with demonstrated potential gain experience as drill sergeants, recruiters, instructors, joint staff, and as trainers for multinational partners.
- k. The assignment decision process must contribute to the accrual of skills, at each level, over time.
- l. Broadening assignments should not generally exceed one tour per NCO rank through SFC.
- m. Leaders must identify high performing NCOs to facilitate their broadening experiences for potential future service as senior leaders. The DA Form 2166–8, also known as an NCOER, must be one avenue for leaders to convey input, with the assignment decision process taking leaders’ recommendations into consideration.

### 3–8. Broadening assignments (overview)

The Secretary of the Army outlined four overarching outcomes necessary to meet the challenges required to truly manage our people. Among these, both talent management and leader development identify the need for an increase in self-development and broadening opportunities for NCOs. The intent is to allow NCOs to explore and learn through broadening experiences (depth and breadth) as leaders, through more challenging assignments, over time. Broadening experiences are developmental assignments that expose NCOs to attributes, characteristics, and core competencies. The end-state is to support development of leaders who are broad enough to operate with a global mindset and across the range of military OPS. Broadening assignment guidance for NCO ranks:

a. *Direct leaders (corporals and sergeants)*. Generally, small unit junior NCOs must master their weapon systems, principal technical equipment, and troop leading procedures; becoming confident and competent in small unit tactics; skilled in small unit leadership; and understand how to build cohesive teams and be team players. This is accomplished by assigning these NCOs into MOS-specific positions, while limiting their selection to perform duties outside their PMOS.

b. *Direct and organizational leaders (staff sergeants through sergeants first class)*. This range of NCOs must be technically and technically competent, lead company size and lower elements, and serve as branch experts on BN and/or brigade (BDE) level staffs. While these leaders use direct leadership, they also make use of indirect leadership to accomplish missions through subordinate leaders. Exposure to varying levels of organizations is essential in their development. The assignment process must complement completion of the appropriate level of NCOES, MOS, and duty-related functional courses, along with continued civilian education consistent with proponent-specific guidance. This process results in a technically competent NCO who excels at unit training, managing and leading Soldiers through diverse situations, developing subordinates, applying organizational leadership, and understanding OPS through the BDE-level.

(1) *Staff sergeant*. Promotion to SSG marks the commencement of applying a leader development strategy by broadening leaders beyond their demonstrated competency. To a limited degree, exposure within the NCO’s CMF is acceptable. Selection for special duty assignments, complete with MOS-specific experiences, contributes to the developmental process.

(2) *Sergeant first class*. Promotion to SFC furthers the transition to an indirect leadership role with MOS expertise and a familiarity with functions throughout their CMF. Selection for special duty assignments, complete with CMF-specific experiences contributes to the leader development process.

(3) *Master sergeant and first sergeant*. Promotion to MSG requires the NCOs to be experts in company-level OPS and competency across their CMFs. These NCOs must be able to serve as staff members across all levels of the Army and have a full understanding of resource allocations, in order to accomplish Army functions and missions.

c. *Strategic leaders (sergeants major and command sergeants major)*. Broadening these leaders through assignment experiences, outside the tactical operational realm, to prepare them for responsibilities at more senior levels is important. Assignment decisions at this rank should be consistent with the tiered development of SGM and CSM professional development proficiency codes (PDPC). Lateral appointment between SGM and CSM is assignment-based. Optimally, Soldiers will serve as a SGM on an operational staff between CSM tours. While stability is an important aspect in the assignment decision making process, development across a wide range of assignments is

critical. Soldiers identified and selected for assignment as a SGM or CSM at the general officer level (or a senior executive service equivalent) are designated as nominative SGMs or CSMs and will be managed separately with oversight by the SMA.

### **3–9. Promotions (overview)**

a. The overarching objective of enlisted promotions is to fill authorized enlisted spaces with the best qualified Soldiers. Further, this system provides for career progression and rank that are in line with potential and for recognition of the best qualified Soldiers, which will attract and retain the highest caliber of Soldiers for a career in the Army. Additionally, the system precludes promoting the Soldier who is not productive or not the best qualified, thus providing an equitable system for all Soldiers. Three systems make up the promotion system: the decentralized system which controls advancements from PV1 through SPC; the semi-centralized system which controls promotions to SGT and SSG; and the centralized system which controls promotions to SFC through SGM.

b. Under the decentralized system, promotion to SPC and below is automatic, based on attainment of TIS/time in grade (TIG). The authority to promote Soldiers is delegated to local commanders, but there must be compliance with standard policies and procedures established by HQDA. Promotion boards are not required. Accelerated promotion is afforded to stellar performers.

c. Authority to promote Soldiers under the semicentralized program is delegated to field-grade commanders who are serving in an authorized lieutenant colonel or above command position, in accordance with guidance from HQDA. On a monthly basis, unit commanders consider Soldiers (SPCs, CPLs, and SGTs) who meet the basic eligibility requirements for promotion recommendation. Soldiers who are recommended for promotion make a physical appearance in front of a promotion board. Promotion boards recommend whether a Soldier should be added to the promotion recommended list. Ultimately, the final decision to add a Soldier to the promotion recommended list rests with the promotion authority. Once added to a promotion recommended list, Soldiers compete for promotion based on the accumulation of promotion points, competing at the MOS-level of detail. HQDA controls the number of Soldiers who can be promoted in each MOS by establishing cut-off scores according to the needs of the Army. Soldiers whose scores equal or exceed the announced cut-off scores are promoted without regard to assignment. Those not immediately promoted remain on the recommended list until promoted, unless they are removed for administrative reasons, for cause, or reach their expiration term of service or retention control point. Soldiers on a recommended list may request reevaluation to improve their standing. Due to shortages in manning the Army, Soldiers who exceed full eligibility by 1 year (TIG and TIS requirements) for promotion to SGT and SSG are automatically added to the promotion standing list without local board action, unless his or her commander takes action to prevent such action. This process is known as Command List Integration. The most important aspect of this system rests at the unit level; recommending Soldiers who show potential for performance at the next grade.

d. Selections for promotion to SFC through SGM are accomplished through a centralized selection board process, convened by HQDA. Eligibility criteria are limited to TIS, TIG, and completion of required NCOES courses. Selections are based on the “whole person concept.” No one single factor should be considered disqualifying, but rather an individual’s entire record is given careful consideration. Selections are made on a best-qualified basis in conjunction with Army needs. Once selected, Soldiers are given promotion sequence numbers (by MOS). Promotions to SFC through SGM are made monthly based on requirements to man the Army.

### **3–10. Centralized selection list process**

The centralized selection list board process selects the Army’s CSMs and key billet SGMs. The centralized selection list instills integrity of the selection process and facilitates slating, so as to place the best qualified CSM or SGM in CSM positions that will best serve the Nation, the Army, and its Soldiers. The Army conducts an annual centralized board to select Soldiers to fill BN and BDE level CSM positions. The process requires Soldiers to opt-in for consideration, as it is a privilege to serve the Army and the Army is looking for NCOs who have clearly thought through the challenges of serving and deliberately seek consideration as in its best interest. Soldiers selected for CSM by the centralized board are programmed to fill vacant CSM positions by the HRC’s Command Management Branch. After completion of the CSM tour, the CSM may serve a subsequent CSM tour (if selected at the BN or BDE level) or will reassume SGM duties. Soldiers who have successfully completed BDE CSM duties may elect to compete for a nominative CSM position. Nominative CSMs or SGMs are managed by the SGM management officer who works directly under the auspices of the SMA. A centralized nominative level CSM and SGM board is held annually at HRC to consider CSMs and SGMs who have successfully completed BDE CSM, or equivalent SGM duty, who wish to be considered for a nominative level CSM or SGM position. Nominative level CSMs and SGMs serve for general officers or select senior executive service leaders.

## Chapter 4 Infantry (Career Military Field 11) Career Progression Plan

### 4-1. Duties

The Infantry is a unique branch, designed to close with the enemy by fire and maneuver, to destroy or capture them, and to repel their assault by fire, close combat, and counterattack. Infantry leaders are expected to synchronize elements of combat power to defeat the enemy. Infantry NCOs ensure Soldiers under their supervision receive individual training in their MOSs and basic Soldier skills. Infantry NCOs also train Soldiers to fight, win, and survive on the battlefield. NCOs are prepared to train, lead, and employ Infantry and other combat arms assets on the battlefield, across the full spectrum of military OPS. The Infantry arrives on the battlefield by parachute or air assault, mechanized or wheeled vehicle, or on foot. Insertion means are dependent on the mission, enemy, terrain, weather, and time available. Note: This career field is closed to women.

### 4-2. Transformation

The Infantry is one Infantry—the Army’s Infantry. The Infantry culture is the basis for the Army’s warrior ethos. This culture is derived from the harsh realities of the battlefield, which, for the infantryman, is close, personal, and brutal. The levels of responsibility and commitment in planning, coordinating, and supervising activities that support the unit mission and the welfare of Soldiers make infantry NCOs unique. Although commissioned officers and NCOs may share some responsibilities, they should not share the tasks necessary to accomplish them. Whether infantry NCOs are assigned to vehicular or nonvehicular, generational or operational organizations, they are linked through the core CMF 11 competencies to one common mission: To close with and destroy the enemy through ground combat. Infantry NCOs must understand and master the unique characteristics of each type of Infantry formation, with the understanding that what differentiates Infantry formations is the means by which they are delivered to the battlefield. Infantry NCOs must also understand the characteristics of other combat arms, such as the Armor Branch, Field Artillery (FA) Branch, Air Defense Artillery Branch, Aviation Branch, and Special Forces (SF) Branch, to remain a principal combat leader on the battlefield. The Infantry Branch requires NCOs who are, first and foremost, leaders of Soldiers. The NCOs must be tactically and technically proficient in combat OPS at BN, company, platoon, and squad levels. At the same time, these NCOs integrate greater conceptual and interpersonal skills than ever before within the history of the NCO Corps. They should be mentally and physically disciplined and well versed in Infantry and combined arms tactics, techniques, and procedures (TTP). They must place the welfare of their Soldiers ahead of their own, adhere to Army Values, and ensure that Soldiers can perform their individual MOS tasks. Infantry NCOs embody the warrior ethos. Their example will inspire others to achieve the same level of commitment and professionalism enabling them to continue growing as leaders and to train Soldiers and small units. The Army’s current personnel requirements have created the need for Soldiers to perform in a variety of demanding assignments in order to accomplish specific missions. Equal consideration should be given to any Soldier who successfully completes a demanding assignment regardless of the location or installation where the duty was performed. Each category of these assignments should be considered without favor being given to one assignment over another. Promotion consideration should be based solely on overall performance. (For example, instructors are considered based on performance and not the type of instructor they were; drill sergeants are evaluated on performance and not the installation they served at; and so forth.) Generally these assignments are filled by NCOs; however, a SPC or CPL can volunteer for a demanding assignment, but he must be considered for promotion to SGT before being assigned in this capacity. Examples of these assignments by appropriate rank follow:

- a. *Sergeant*. May be assigned to drill sergeant or recruiter duty, but should avoid back-to-back special assignments.
- b. *Staff sergeant*. The single most demanding assignment for a SSG is assignment to an Infantry company as a squad leader or a mortar section SGT. Other demanding leadership positions outside of the Operating Force available to a SSG are as follows: instructor; drill sergeant; recruiter, RA or RC advisor; and observer controller trainer (OC–T) at a CTC, such as the Joint Readiness Training Center (JRTC), Joint Multinational Training Command (JMTC), or National Training Center (NTC). Commanders and the CSM ensure SSGs assigned in this capacity are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSGs to serve on BN, BDE, and division (DIV) staffs later in their careers. When assigned as a drill sergeant, credit for squad leader time should be given.
- c. *Sergeant first class*. The single most demanding assignment for a SFC is assignment to an Infantry company as a platoon sergeant. Other demanding leadership positions outside of the Operating Force available to a SFC are as follows: inspector general NCO; instructor; drill sergeant; observer controller trainer (OC–T) at a CTC, such as JRTC, Combat Maneuver Training Center (CMTC), NTC; RA/RC advisor; Reserve Officers’ Training Corps (ROTC) cadre; equal opportunity advisor (EOA); career management NCO; BN, BDE, or DIV OPS NCO; troop command RC; State Headquarters (HQ) (ARNGUS); Regional Support Command (RSC); or General Officer Command United States Army Reserve (USAR). When assigned as an OC–T or a senior drill sergeant, credit for platoon sergeant time should be given.
- d. *Master sergeant/first sergeant*. The single most demanding assignment at this level is serving as a company 1SG; however, based on Army requirements, senior infantry SGTs are frequently removed from priority leadership positions in the Operating Force to fill the following positions: master trainer within a TRADOC proponent school; OC–T at a



CTC; DA select AC/RC positions; DA select inspector general positions; DA select EOA positions; HRC NCOPD instructor; and the ROTC cadre. MSGs in these assignments have proven their ability to perform in traditional Infantry leadership positions and have met many special selection criteria for these assignments, which places them above their peers.

*e. Sergeant major/command sergeant major.* The single most demanding assignment at this level is serving as a CSM at the BN level or higher; however, there are numerous positions where the skills and experience of a SGM are critical to mission success. These positions are: military science instructor; OC-T at a CTC; AC/RC advisors; instructor at the SGM Academy; inspector general SGM; EOA; and nominative positions (CSM only).

#### **4-3. Recommended career management self-development, by rank**

*a. Success.* The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers should focus their self-development to prepare themselves for positions of greater responsibility. Leaders have a responsibility to mentor their Soldiers' self-development to help them achieve their individual goals and meet the Army's needs. Soldiers should take advantage of as many military courses as possible. The operational tempo (OPTEMPO) of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. The CLEP, DANTES, and eArmyU are available for those Soldiers unable to pursue formal civilian courses. Pursuing a college education is not a mandatory requirement but one that will place you above your peers. The CLEP and DANTES are other resources for converting previously acquired knowledge or training into college credit. College education is a critical aspect of the self-development program. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with general technical (GT) scores below 100 should seek to improve their scores through FAST, not only for self-improvement but to improve their options for reenlistment and to meet course prerequisites. The ACCP also provides excellent educational advancements in continued education, leadership, and technical proficiency. Education opportunities can be found at the ACES Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online, and may also earn promotion points for technical certification. A list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the Army Education Center (AEC) on your installation. There is no requirement for enlisted personnel to earn a college degree; however, Soldiers employ and operate extremely complex technical equipment, in order to engage and destroy the enemy, while operating in a full spectrum environment. Based on this requirement, it is highly encouraged for all Soldiers to pursue college education to better prepare them for the modern battlefield environment, which requires an educated force. While not a requirement for promotion, but keeping in line with continuous self-improvement, the Army has established that all NCOs should strive to complete 60 credits of college through the course of their careers. Infantrymen with an associate's degree or higher, in conjunction with a balanced military education, may set themselves above their peers when being considered for advancement. While no established benchmarks exist, the following guidelines are desired when possible:

- (1) Infantrymen selected for promotion to SFC have ideally completed a minimum of 15 semester hours.
- (2) Infantrymen selected for promotion to MSG have ideally completed a minimum of 30 semester hours.
- (3) Infantrymen selected for promotion to SGM have ideally completed a minimum of 60 semester hours.

*b. Educational program.* SSD is a new educational program phased into the Army, consisting of a mandatory, Web-based learning program designed to work in conjunction with the NCOES. It consists of four levels that Soldiers are required to complete by specified points in their career. SSD is an individual responsibility executed at a Soldier's own pace with first line leader supervision. Soldiers who have already completed required resident NCOES courses will be "grandfathered" into the system and exempted from having to complete lower levels of SSD; however, they will be required to enroll in the program at the requisite level of SSD that corresponds with their current rank. Effective 2 years from the implementation date for each level of SSD, completion of each level becomes a prerequisite for attending the next NCOES course. Self-registration for SSD is done through the Army Training Requirements and Resources System (ATRRS) self-registration portal. After this step, SSD modules are accessed through Army Knowledge Online (AKO) under the "Self-Service" tab, by choosing "My Training," then choosing "ALMS." SSD courses can be combined with college level courses to put a Soldier on an educational path to obtain a bachelor's degree; contact the education office for information and enrollment in college courses in conjunction with SSD. SSD implementation is as follows:

- (1) *Structured Self-Development 1.* Automatic enrollment in SSD 1 was implemented 1 October 2010 for Soldiers graduating AIT or OSUT.
- (2) *Structured Self-Development 2.* Automatic enrollment in SSD 2 was implemented 1 June 2014 for Soldiers who are graduates of WLC and promoted to SGT.
- (3) *Structured Self-Development 3.* SSD for NCOs who have graduated from ALC was implemented 1 January 2011, with a prerequisite date of 1 January 2013 for attending the Maneuver SLC.

(4) *Structured Self-Development 4*. SSD for NCOs who have graduated the Maneuver SLC was implemented 1 January 2011, with a prerequisite date of 1 January 2013 for attending the SMC.

(5) *Structured Self-Development 5*. SSD for NCOs who have graduated the SMC was implemented 1 May 2011, with a prerequisite date of 1 May 2013.

*c. Achievement.* Recognition for individual achievement through the course of a Soldier's career can contribute to being recognized above their peers for advancement. The following aspects of awards and recognition should be considered when assessing personnel for assignments or promotions:

(1) *Expert Infantryman Badge*. SFCs and above should have earned the Expert Infantryman Badge (EIB), which should be considered when competing for promotion to the SNCO ranks. The skills required to earn this award represent the basic individual tasks required to execute most collective tasks associated with the mission of an Infantry company. The EIB remains the only award that documents an infantryman's ability to execute the critical war-fighting tasks associated with the CMF 11 field.

(2) *Combat Infantryman Badge*. The presence or lack of a Combat Infantryman Badge must not be used as a factor in selecting Soldiers for promotion. Combat experience and the manner of performance of duties while assigned in a combat zone should be recognized and taken into account when making determinations.

(3) *Personal awards*. Recognition of exemplary performance can set a Soldier ahead of his peers for promotion and should be considered based on the individual events and merit that resulted in recognition, along with time lines between award recognition, but not serve as a sole consideration when competing for promotion.

(4) *Recognition*. Soldiers selected by their peers for membership in the SGT Morales or SGT Audie Murphy Clubs, as well as recognition as BDE or higher "NCO of the Quarter" or "NCO of the Year" awards, should be considered above their peers. NCOs who are named "Distinguished Honor Graduate," "Honor Graduate," or who are placed on the Commandant's List in the top 20 percent of a graduating class, of any NCOES- or MOS-enhancing course, have demonstrated greater ability and potential than those who have not.

*d. Private E-1: specialist/corporal.*

(1) Soldiers should study and master the following military publications: STP 21-1-SMCT, FM 4-25.11, FM 3-21.8, AR 670-1, all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(2) The following are suggested for self-development: The NCO's professional reading list in FM 7-22.7, Infantry Basic Officer Leader Course reading list (<http://www.benning.army.mil/infantry/199th/ibolc/>), AKO, and the Reimer Digital Library (<http://www.train.army.mil/>).

(3) Soldier boards, such as for "Soldier of the Quarter" and "Soldier of the Year" awards, broaden the knowledge base, instill discipline, and improve the Soldier's ability to communicate verbally.

(4) All PV1 through SPC/CPLs should strive to earn the EIB.

(5) SSD 1 must be completed prior to attending the WLC.

*e. Sergeant.*

(1) Sergeants should study and master the publications mentioned in skill level 1 as well as the following military publications: STP 21-24-SMCT, FM 6-22, FM 21-18, FM 3-55.93, all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(2) The following are suggested reading for self-development: FM 7-22.7, AKO, <http://www.benning.army.mil/infantry/199th/ibolc/> and <http://www.train.army.mil/>.

(3) Soldier boards such as "NCO of the Quarter," "Soldier of the Year," and organizations such as the SGT Audie Murphy and SGT Morales Clubs broaden the knowledge base, instill discipline, and improve communication skills and leadership potential.

(4) All SGTs should strive to earn the EIB.

(5) SSD 2 must be completed prior to attending ALC.

*f. Staff sergeant.*

(1) These NCOs should study and master the military publications mentioned in skill levels 1 and 2 as well as: AR 623-3; STP 21-24-SMCT; FM 3-20.21; FM 3-22.3; and all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following are suggested for self-development: FM 7-22.7, AKO, <http://www.benning.army.mil/infantry/199th/ibolc/> and <http://www.train.army.mil/>.

(3) SSGs should seek opportunities to pursue college education in accordance with the self-development goals of the Army.

(4) All SSGs should strive to earn the EIB.

(5) SSD 3 must be completed prior to attending M-SLC.

*g. Sergeant first class.*

(1) As NCOs become more senior in rank, self-development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. The SFCs must continue to remain competent in technical fields while focusing on broadening management

and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC. SNCOs should seek opportunities to pursue college education in accordance with the self-development goals of the Army. College courses are not required for promotion, but can be a deciding factor when it comes to recognizing the best qualified for advancement.

(2) These NCOs should study and master the following additional military publications: AR 350-1, FM 1-02, AR 750-1, all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(3) The following are suggested for self-development: FM 7-22.7, AKO, <http://www.benning.army.mil/infantry/199th/ibolc/> and <http://www.train.army.mil/>.

(4) SFCs should seek opportunities to pursue college education, in accordance with the self-development goals of the Army.

(5) All SFCs should have earned the EIB.

(6) SSD 4 must be completed prior to attending the USASMA.

*h. Master sergeant/first sergeant.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCOs develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. SNCOs should seek opportunities to pursue college education in accordance with the self-development goals of the Army. College courses are not required for promotion, but can be a deciding factor when it comes to recognizing the best qualified for advancement.

(2) MSGs and 1SGs should study and master the following military publications: AR 601-280, AR 600-20, DA Pam 611-21, AR 840-10, and AR 220-1.

(3) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offerings from various sources that will enhance their understanding of how the Army runs. This equips them to influence and improve the Army's systems and contribute to the success of their organizations.

(4) SSD 4 must be completed prior to attending USASMA.

(5) All MSGs and 1SGs should have earned the EIB.

*i. Sergeant major/command sergeant major.*

(1) The goal of the SGM and CSM should be to complete the appropriate level of civilian education in accordance with the self-development goals of the Army. College courses are not required, but can be a deciding factor when it comes to recognizing the best qualified, when being considered for positions of greater responsibility, and during the CSM selection process. Activities like professional reading or college courses help the SNCOs develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Refined communication skills are required, just by the nature of the number of Soldiers their communications reach because of the span of influence serving as a SNCO to the commander. Public speaking skills are also important, since the SGM or CSM will often be representing the command or Army in civic functions.

(2) The SGM and CSM should read publications on the professional reading lists of their chains of command. FM 7-22.7, AKO, <http://www.benning.army.mil/infantry/199th/ibolc/> and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) All SGMs and CSMs should have earned the EIB.

(4) All SGMs and CSMs are expected to enroll themselves in SSD 5, which focuses on strategic OPS.

#### **4-4. Military occupational specialty 11B, infantryman**

*a. Major duties.* The infantryman serves, leads, or supervises as a member of an Infantry organization that employs individual small arms weapons or heavy anti-armor crew-served weapons, either mounted or dismounted, in support of offensive and defensive combat OPS. Commanders and CSMs ensure Soldiers are serving in appropriate developmental assignments and know how these assignments affect promotion and career development. It should be noted that not all infantrymen have the same opportunity to attend MOS-enhancing courses. Many NCOs, particularly those who have spent the majority of their assignments either outside the continental United States (OCONUS) or in a heavy BDE, may not have had the opportunity to attend the same schools as those in Infantry and Stryker BDEs, or those assigned in the continental United States (CONUS). This should be considered when assessing the significance of completed military training courses in regards to potential for performance at the next higher grade. Potential should be regarded as the overall level of performance of assigned duties, coupled with a review of a Soldier's training listed in his official military personnel file (OMPF) and not just training listed on the ERB. Graduation from any school is not a substitute for performance of assigned duties, as there is a distinction between being a graduate of a school and being able to train and lead Soldiers. Infantry NCOs perform duties in positions requiring specialized training without ever attending a formal school. The Soldier's ability to adapt and develop required skills to perform his duties are indicators of

competence, confidence, and agility, while also demonstrating the potential to serve in positions of greater responsibility. As Soldiers advance in their careers and assume leadership roles, they are faced with conditions unique to the Infantry in regards to the availability of documented leadership positions which specifically impact SSGs and SFCs as follows:

(1) *Staff sergeant*. There are a total of 8,262 SSG infantryman positions in the Army, with 4,841 positions in the Operating Force and 3,421 positions in the Generating Force. More than 90 percent of the positions in the Operating Force are leadership positions.

(2) *Sergeant first class*. There are a total of 3,657 SFC infantryman positions in the Army, with 1,603 positions in the Operating Force, and the remaining 2,054 positions in the Generating Force. Of the 1,603 positions within the Operating force, only 358 are documented platoon sergeant positions, which limit leadership opportunities, as the majority of the Operating Force positions are focused on OPS, intelligence, liaison, and other staff functions.

b. *Prerequisites*. See DA Pam 611-21, in the HRC Smartbook, for details.

c. *Goals for development*. To ensure infantrymen remain the bedrock of the Nation's fighting force. To continue to provide dynamic and flexible NCO and leaders to the force who are prepared to win on any battlefield across the full spectrum of military OPS.

(1) *Private E-1: Specialist/corporal (11B10)*. Operates both mounted and dismounted to close with, and destroy, the enemy. Employs, operates, and maintains assigned weapons and equipment. Helps perform reconnaissance OPS; employs, fires, and recovers antipersonnel and antitank mines; locates and neutralizes mines; performs self extraction from a mine field; and orients a map. This Soldier also operates, mounts, dismounts, zeros, and engages targets using night vision sights; operates and maintains communications equipment, enters, and operates in a radio net; operates in a nuclear, biological, and chemical (NBC) contaminated area; constructs and camouflages individual, crew served weapons, vehicle firing, and fighting positions. Also he helps build fortification and barriers, including minefields and obstacles; helps breach minefields and obstacles; constructs field expedient firing aids for infantry weapons; and can recognize friendly and threatening armored vehicles. This Soldier performs as a member of a fire team during a movement to perform contact, reconnaissance, and security, an attack, defense, situational training exercises, and all Infantry dismounted battle drills; processes prisoners of war and captured documents; operates an infantry fighting vehicle (IFV) over diverse terrain in varied visibility; and assists in target detection, identification, and round sensing.

(a) *Operational assignments*. The focus during the early years of a Soldier's career should be in an operational assignment as a rifleman, gunner, sniper, grenadier, machine gunner, driver, anti-armor SPC, ammo bearer, or radio telephone operator, building a strong base of technical and tactical expertise in equipment, basic MOS skills, and common Soldier tasks.

(b) *Self-development*. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. (For additional information on self-development, refer to para 4-3).

(c) *Additional training*. Air Assault School, Basic Airborne Course, (Hazardous Materials) HAZMAT Course, Combat Life Saver, Drivers Training, Long Range Marksman, CBRN School, Sniper, Raven Operator, Stryker Transition, Small Arms Weapons Expert, Squad Designated Marksman, Rappel Master Course, and Basic Combatives Course levels 1-2.

(d) *Special assignments*. Soldiers may volunteer for recruiting duty; however, a Soldier must be considered for promotion before being placed on a temporary special duty assignment. Assignment to special mission units (SMUs), mission support for oversea contingency operation (OCO), and other nontraditional assignments typically will not apply at this skill level; however, special conditions may exist which permits assignments of this nature based on individual abilities.

(2) *Sergeant (11B20)*. The SGT performs duties shown in the preceding level of skill and performs duties as IFV gunner or team leader of the Infantry rifle squad. The infantryman will prepare sector sketches of vehicle or infantry rifle team positions and sectors. As gunner, he or she detects, acquires, identifies, and engages targets; also the turret weapons systems of the IFV must be maintained. Other duties: Leads an infantry team/heavy anti-armor squad in combat OPS, providing tactical and technical guidance to subordinates and professional support to both superiors and subordinates in the accomplishment of their duties. Also, this SGT leads, supervises, and trains subordinate personnel; calls for and adjusts indirect fire; evaluates terrain and selects weapon emplacement; controls organic fires; and installs and recovers anti-handling devices on anti-tank mines and electrical and non-electrical demolition charges. Other duties: Supervises construction of hasty fortifications and receipt, storage, and issue of ammunition; records operational information on maps; indicates location, strength, tactical deployment, and emplacement of enemy and friendly units; and also receives and implements combat orders, directs deployment of personnel in offensive, defensive, and retrograde OPS. This infantryman requests, observes, and adjusts direct supporting fire; conducts battle damage assessment and repair; evaluates terrain and supervises the emplacement of sighting and firing all assigned weapons. Further, this SGT uses maps and map overlays, performs intersection and resection, and determines elevation and grid azimuths; knows threat formations and tactics through BN size elements; and prepares, operates, and maintains secure

communications equipment. This SGT leads a fire team during a movement to contact, reconnaissance and security, an attack, defense, situational training exercises, and all Infantry dismounted battle drills.

(a) *Operational assignments.* SGTs should focus on developing tactical and technical leadership skills, serving as team or squad leaders in the operational Army, honing technical expertise, and building a foundation of tactical knowledge. A SGT should spend approximately 75 percent of his assignments in the operational Army at BN level and below.

(b) *Self-development.* SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. (For additional information on self-development, refer to para 4–3).

(c) *Additional training.*

1. The following are considered MOS-enhancing for skill level 2: Air Assault School, Basic Airborne Course, HAZMAT Course, Bradley Master Gunner, Stryker Master Gunner, Vehicle Crew Evaluator, Combat Life Saver, Drivers Training, Long Range Marksman, CBRN School, Sniper, Raven Operator/Instructor, Stryker Transition, Small Arms Weapons Expert, Squad Designated Marksman, Equal Opportunity (EO), Inspector General NCO, Rappel Master Course, Basic Combatives Course levels 1–2, and the Master Gunner Course.

2. The following courses are considered leadership-enhancing for skill level 2: Ranger School, Pathfinder School, Anti-Armor Leaders, Drop Zone Support Team Leader, Instructor Training, Mechanized Leaders, Reconnaissance and Surveillance, Basic Combatives Course levels 3–4, Stryker Leaders, and Master Resiliency Training.

(d) *Special assignments.* Within the Infantry there are many opportunities for personnel to serve in a wide variety of nontraditional assignments, support OCOs, and serve within an SMU. Because these assignments vary in scope and responsibility, they are typically staffed by NCOs according to the needs of the Army. Due to unique and nonstandard mission requirements, personnel must meet certain requirements for assignment in this capacity. Based on CSA manning guidance, NCOs may be assigned in a nontraditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCOs to serve on BN, BDE, and DIV staffs.

1. *Nontraditional assignments.* Generally, these assignments that an infantryman may fill can include the following: Reserve Officer Training Command; joint manning document positions; force protection NCO; rear detachment (det) NCO; and Warrior transition unit (WTU). Additionally, infantrymen may serve in support of OCO missions in the following capacities: transition team (TT); Provincial Reconstruction Team (PRT); force protection NCO; multinational HQ OPS NCO; embedded advisors and trainers; transitional training teams; and embedded advisors.

2. *SMU assignments.* These assignments are voluntary and require infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when compared to traditional Infantry assignments. In many cases NCOs will remain in these units for a majority of their careers. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified, and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment, based upon the NCO's record, to determine their level of performance and potential to serve at the next higher grade. Duties and responsibilities of infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques, and procedures, as well as mission-specific tactics developed for unconventional OPS. These may include, but are not limited to, the following:

a. Lead and supervise special operations (SO) elements in advanced marksmanship, close quarters battle, unique breaching techniques, and other troop level training.

b. Conduct direct action, special reconnaissance (SR), and other compartmented sensitive missions.

c. Coordinate with other Services, other Government agencies, and foreign government officials.

d. Gather intelligence and conduct intelligence assessments.

e. Provide personal protection for government dignitaries and other designated officials.

3. *Staff sergeant (11B30).* This infantryman performs duties shown in the preceding level of skill; leads an Infantry squad, heavy anti-armor weapons section, and/or a reconnaissance (scout) team or IFV section during combat OPS; and supervises tactical deployment of assigned element or weapon system in offensive, defensive, and retrograde OPS. Also, this infantryman provides tactical and technical guidance to subordinates, and professional support to both subordinates and superiors in completing their duties; receives and issues orders; and coordinates actions of the element with adjacent and support elements, and organic and supporting firepower. Further, this infantryman ensures collection and proper reporting of intelligence data to unit; adjusts aerial fire support; analyzes terrain; and conducts tactical OPS for a squad, heavy anti-armor section, OPS of a patrol base, and NBC OPS. Other duties: Maintains operational security (OPSEC); prepares, operates, and maintains secure communications equipment; prepares an anti-armor section sketch; and leads a squad, and a heavy anti-armor section, during movement to contact, perform reconnaissance and secure an attack, defense situational training exercises, and all Infantry mounted and dismounted battle drills.

4. *Operational assignments.* Commanders and CSMs should ensure SSGs are serving in appropriate developmental assignments and positions and know how these assignments affect promotion and career development. SSGs should

serve a minimum of 24 months as a rifle squad leader within rifle companies of heavy, Infantry, or Stryker BCTs. Additional operational leadership assignments in reconnaissance squads and sections; sniper squads; heavy, mounted weapons sections and squads; and Bradley sections, add to the developmental process, but do not replace the requirement to serve as a rifle squad leader. SSGs should focus on serving a minimum of 36 months in operational assignments to develop and refine their leadership skills at the squad and platoon level, before serving in temporary or special duty assignments. When being considered for promotion to the next higher grade, TIG and TIS requirements apply as stated in AR 600–8–19. The following promotion potential indicators need to be considered:

5. *Duty assignments.* Proven ability to perform in critical duty assignments: SSGs being considered for promotion should have attained the minimum rated leadership time relevant for their grade in authorized CMF 11 positions. The following should be taken into consideration:

a. All leadership positions should be considered equal, whether they are in the Operating or Generating Forces, and must be actual authorized positions, and not command created positions.

b. Assignment to a leadership position one grade higher than the current rank of the Soldier should be counted towards the total leadership time requirement for that higher grade.

c. The quantity of Soldiers under any NCO's supervision, and their level of performance in that position, should be factors in promotion consideration when determining potential for further service at the next higher grade, within the primary Infantry force structure of a heavy brigade combat team (HBCT), Infantry brigade combat team (IBCT), or Stryker brigade combat team (SBCT)

6. *Higher grade.* Proven ability to perform at the next higher grade: Soldiers who have successfully performed at the next higher level prior to being promoted should be considered above their peers for promotion. In order to be considered above their peers, successful service in leadership positions at the next higher grade must be documented on the DA Form 2166–8, also known as NCOERs. Soldiers who have attained this distinction should be promoted immediately, as they have demonstrated their ability to perform at the next level. Additional areas of consideration follow:

a. *Seeking self improvement.* The NCOs demonstrate they are actively seeking self-improvement through the completion of military and civilian education courses; selection as the "NCO of the Quarter" or NCO of the Year; or membership in the SGT Audie Murphy or SGT Morales clubs.

b. *Leadership traits and abilities.* The DA Forms 2166–8, also known as NCOERs, indicate that the NCO places mission accomplishment before their own needs.

c. *Performance in critical developmental assignments.* NCOs who have successfully served in both Operating Force positions and priority Generating Force positions should be considered above their peers.

d. *Demonstrated competence in all endeavors.* Promotion consideration should be given to Soldiers who set themselves above their peers through selection as the "Distinguished Honor Graduate," "Honor Graduate," or placement on the Commandant's List when graduating from an NCOES- or MOS-enhancing course. In addition, consistent and substantiated rater and senior rater comments should quantify performance and potential that clearly distinguishes an NCO to be among the best and possessing superior potential. Written comments, rather than numerical ratings, should be the focus, particularly when determining the level of performance and potential for further service when an NCO is rated by non-Army personnel in joint organizations or commands, where the Army evaluation system may not be fully understood.

7. *Qualifications.* Soldiers will be considered to be best qualified or fully qualified for promotion under the following circumstances:

a. An exceptional SSG that is determined to be best qualified for promotion will have at least 24 months' rated time in an authorized leadership position; will have earned the EIB; will have scored at least 270 on the Army Physical Fitness Test (APFT); will have completed some college classes; will have graduated from at least five MOS-enhancing courses; will have graduated from either Bradley Master Gunner Course, Battle Staff NCO Course, or the Ranger Course; and will have served in both priority Operational Force and priority Generating Force assignments.

b. A successful SSG that is determined to be fully qualified for promotion will have at least 12 months' rated time in an authorized leadership position; will have scored at least 180 on the APFT; will have a general education diploma (GED) or high school diploma without additional civilian education; will have graduated from at least three MOS-enhancing courses; will be a WLC graduate; and will not have served in a priority Generating Force assignment.

c. SSGs who have successfully completed a minimum of 12 months of squad leader time, and 12 months in a nontraditional assignment, should be considered fully qualified for promotion to the next higher grade. Overall performance in these assignments will be considered when competing for promotion.

(e) *Self-development.* SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. (For additional information on self-development, refer to para 4–3).

(f) *Additional training.*

1. The following are considered MOS-enhancing for skill level 3: Air Assault School, Basic Airborne Course, HAZMAT Course, Bradley Master Gunner, Stryker Master Gunner, Vehicle Crew Evaluator, Combat Life Saver, Drivers Training, Long Range Marksman, CBRN School, Sniper, Raven Operator/Instructor, Stryker Transition, Small

Arms Weapons Expert, Tactical Air OPS, Squad Designated Marksman, EO, Inspector General NCO Course, Rappel Master Course, U-COFT/BATS Senior Instructor/Operator (I/O), and Basic Combatives Course levels 1–2.

2. The following are considered leadership-enhancing for skill level 3: Ranger School, Pathfinder School, Anti-Armor Leaders, Battle Staff NCO, Jumpmaster School, Drop Zone Support Team Leader, Infantry Mortar Leader Course, Instructor Training, Mechanized Leaders, Reconnaissance and Surveillance Leader Course, Basic Combatives Course levels 3–4, Stryker Master Trainer, Stryker Leaders, Master Resiliency Training, and the Drill Sergeant Course.

(g) *Special assignments.* Within the Infantry there are many opportunities for personnel to serve in a wide variety of nontraditional assignments, support OCOs, and serve within SMUs. Because these assignments vary in scope and responsibility, they are typically staffed by NCOs according to the needs of the Army. Due to unique and nonstandard mission requirements, personnel must meet certain requirements for assignment in this capacity. Based on CSA manning guidance, NCOs may be assigned in a nontraditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCOs to serve on BN, BDE, and DIV staffs.

1. *Nontraditional assignments.* Generally, these assignments that an infantryman may fill can include the following: Reserve Officer Training Command; joint manning document positions; force protection NCO; asymmetric warfare group (AWG); rear-det NCO; WTU; and an OC–T at a CTC (JRTC, JMTC, NTC). Additionally, infantrymen may serve in support of OCO missions in the following capacities: TT; PRT; force protection NCO; multinational HQ OPS NCO; embedded advisors and trainers; transitional training teams; and embedded advisors.

2. *SMU assignments.* These assignments are voluntary and require infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when compared with traditional Infantry assignments. In many cases NCOs will remain in these units for a majority of their careers. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified, and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to use personal judgment, based upon the NCO's record, to determine their level of performance and potential to serve at the next higher grade. Duties of infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques, and procedures as well as mission specific tactics developed for unconventional OPS, which may include, but are not limited to the following:

a. Lead and supervise SO elements in advanced marksmanship, close quarters battle, unique breaching techniques, and other troop level training.

b. Conduct direct action, SR, and other compartmented sensitive missions.

c. Coordinate with other Services, other Government agencies, and foreign government officials.

d. Gather intelligence and conduct intelligence assessments.

e. Provide personal protection for government dignitaries and other designated officials.

3. *Sergeant first class (11B40).* The SFC performs duties shown in preceding level of skill; performs duties as an infantry, reconnaissance (scout), heavy anti-armor weapon platoon sergeant; or as an OPS SGT in combat OPS receives, issues, and implements orders. The SFC helps the platoon leader control the platoon in mounted and dismounted OPS; helps disseminate intelligence information to unit and staff sections; and helps plan, organize, direct, supervise, train, coordinate, and report activities of subordinate elements. Also, the SFC provides tactical and technical guidance to subordinates and professional support to both subordinates and superiors as they accomplish their duties; supervises the occupation of an assembly area; and employs NBC defensive teams. The SFC plans for, supervises preparation of, and conducts NBC OPS; performs battle damage assessment; supervises platoon maintenance activities; supervises receipt, storage, and distribution of ammunition, supplies, equipment, and rations to subordinate elements; and develops a platoon training plan. Further, the SFC helps produce and administer staff journals, files, records, and reports; helps coordinate and implement combat OPS, training programs, and administrative and communications procedures; and helps organize and operate the tactical operations center (TOC). This infantryman knows threat organization and tactics through regiment level; he plans for, coordinates resources for, and sets up a multipurpose range complex for qualifications exercises.

a. *Operational assignments.* The critical assignment for a SFC is platoon sergeant, especially in an operational unit, with the goal of attaining a minimum of 24 months' rated time in this position. As such, SFCs must seek this assignment aggressively. Successful assignments as platoon sergeant enhance the combat leading ability of SFCs and increase their potential for selection to MSG. When being considered for promotion to the next higher grade, TIG and TIS requirements apply, as stated in AR 600–8–19. The following promotion potential indicators need to be considered:

b. *Duty assignments.* Proven ability to perform in critical duty assignments: SFCs being considered for promotion should have attained the minimum rated leadership time relevant for their grade in authorized CMF 11 positions. The following should be taken into consideration:

*c. Leadership.* All leadership positions should be considered equal whether they are in the Operating or Generating Forces, and must be actual authorized positions and not command created positions.

*d. Higher grade.* Assignment to a leadership position one grade higher than the current rank of the Soldier should be counted towards the total leadership time requirement for that higher grade.

*e. Performance.* The quantity of Soldiers under any NCO's supervision and their level of performance in that position should be factors in promotion consideration, when determining potential for further service at the next higher grade within the primary Infantry force structure of an HBCT, IBCT, or SBCT

*4. Higher grade.* Proven ability to perform at the next higher grade: Soldiers who have successfully performed at the next higher level prior to being promoted should be considered above their peers for promotion. In order to be considered above their peers, successful service in leadership positions at the next higher grade must be documented on their DA Forms 2166-8, also known as NCOERs. Soldiers who have attained this distinction should be promoted immediately, as they have demonstrated their ability to perform at the next level. Additional areas of consideration follow:

*a. Individual professional competence.* SFCs should have earned the EIB.

*b. Seeks self improvement.* NCO demonstrates he actively seeks self-improvement through the completion of military and civilian education courses; is selected as the "NCO of the Quarter" or "NCO of the Year"; or holds a membership in the SGT Audie Murphy or SGT Morales clubs.

*c. Leadership traits and abilities.* The DA Forms 2166-8, also known as NCOERs, indicate that the NCO places mission accomplishment before the NCO's own needs.

*d. Performance in critical developmental assignments.* NCOs who have successfully served in both Operating Force positions and priority Generating Force positions should be considered above their peers.

*e. Demonstrated competence in all endeavors.* Promotion consideration should be given to Soldiers who set themselves above their peers through selection as the "Distinguished Honor Graduate," "Honor Graduate," or placement on the Commandant's List when graduating an NCOES- or MOS-enhancing course. In addition, consistent and substantiated rater and senior rater comments should quantify performance and potential that clearly distinguishes an NCO to be among the best and possessing superior potential. Written comments, rather than numerical ratings, should be the focus, particularly when determining the level of performance and potential for further service when an NCO is rated by non-Army personnel in joint organizations or commands where the Army evaluation system may not be fully understood.

*5. Qualifications.* Soldiers will be considered best qualified or fully qualified for promotion under the following circumstances:

*a.* An exceptional SFC who is determined to be best qualified for promotion will have at least 24 months of rated time as a platoon sergeant; will have earned the EIB; will have combat experience; will have scored at least 270 on the APFT; will have completed some college classes; graduated from at least five MOS-enhancing courses; will have graduated from either Bradley Master Gunner course, Battle Staff NCO course, or the Ranger course; will have served a minimum of 12 months in a Generating Force assignment, TT assignment, as an OCO adviser; or assigned as a member of the Army Evaluation Task Force. A SFC who has successfully served in an authorized MSG or 1SG position, in lieu of rated platoon sergeant time, has demonstrated the ability to perform at the next level and should be considered above their peers.

*b.* A successful SFC who is determined to be fully qualified for promotion will have at least 12 months' rated time as a platoon sergeant; will have earned the EIB; will have combat experience; will have scored at least 180 on the APFT; will have a GED or high school diploma without additional civilian education; and has not served in a priority Generating Force assignment.

*c.* When being considered for promotion to the next grade, a SFC should be assessed on his ability to serve as a MSG rather than a 1SG, as it is a promotion board and not a selection board.

*d.* SFCs who have been assigned to a WTU as a platoon sergeant before completing the minimum time as a platoon sergeant within the Operating Force should be evaluated on their merit, with consideration given to the unique environment and special needs of the Soldiers in the WTU. SFCs who have successfully completed a minimum of 12 months of platoon sergeant time, and 12 months in a nontraditional assignment, should be considered fully qualified for promotion to the next higher grade. Overall performance in these assignments will be considered when competing for promotion.

*(h) Self-development.* The SFC who is committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. (For additional information on self-development, refer to para 4-3).

*(i) Additional training.*

*1.* The following courses are considered MOS-enhancing for skill level 4: Air Assault School, Basic Airborne Course, HAZMAT Course, Bradley Master Gunner, Stryker Master Gunner, Vehicle Crew Evaluator, Combat Life Saver, Drivers Training, Long Range Marksman, CBRN School, Sniper, Raven Operator/Instructor, Stryker Transition, Small Arms Weapons Expert, Tactical Air OPS, Infantry Mortar Leader Course, Squad Designated Marksman, EO,



Inspector General NCO Course, Rappel Master Course, U-COFT/BATS Senior I/O, Basic Combatives Course levels 1–2, and Master Gunner Course.

2. The following courses are considered leadership enhancing for skill level 4: Ranger School, Pathfinder School, Anti-Armor Leaders, Battle Staff NCO, Jumpmaster School, Drop Zone Support Team Leader, Instructor Training, Mechanized Leaders, Reconnaissance and Surveillance Leader Course, Basic Combatives Course levels 3–4, Stryker Master Trainer, Stryker Leaders, Master Resiliency Training, and the Drill Sergeant Course.

3. By this point in their career, a SFC should have completed a minimum of five MOS- or leadership-enhancing courses provided through institutional training.

(j) *Special assignments.* Within the Infantry there are many opportunities for personnel to serve in a wide variety of nontraditional assignments, support OCOs, and serve within SMUs. Because these assignments vary in scope and responsibility, they are typically staffed by NCOs according to the needs of the Army. Due to unique and nonstandard mission requirements, personnel must meet certain requirements for assignment in this capacity. Based on CSA manning guidance, NCOs may be assigned in a nontraditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCOs to serve on BN, BDE, and DIV staffs.

1. *Nontraditional assignments.* Generally, these assignments that an infantryman may fill can include the following: Reserve Officer Training Command; joint manning document positions; force protection NCO; AWG; rear-det NCO; WTU; inspector general NCO; EOA; OC–T at a CTC (JRTC, JMTC, NTC); and AC/RC advisor. Additionally, infantrymen may serve in support of OCO missions in the following capacities: TT; PRT; force protection NCO; multinational HQ OPS NCO; embedded advisors and trainers; transitional training teams; and embedded advisors.

2. *SMU assignments.* These assignments are voluntary and require infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when compared with traditional Infantry assignments. In many cases NCOs will remain in these units for a majority of their careers. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine their level of performance and potential to serve at the next higher grade. Duties of infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques, and procedures as well as mission specific tactics developed for unconventional OPS, which may include, but are not limited to the following:

a. *SO elements.* Lead and supervise SO elements in advanced marksmanship, close quarters battle, unique breaching techniques, and other troop level training.

b. *Sensitive missions.* Conduct direct action, SR, and other compartmented sensitive missions.

c. *Government information.* Coordinate with other Services, other Government agencies, and foreign government officials.

d. *Intelligence.* Gather intelligence and conduct intelligence assessments.

e. *Protection.* Provide personal protection for government dignitaries and other designated officials.

f. *Army career degrees.* See SOCAD Army Career Degree Program. For information on education programs, visit the AEC on your installation.

g. *GI Jobs.* See GI Jobs COOL Web site.

#### **4–5. Military occupational specialty 11B, professional development model**

Access to the “Career Maps” is found on the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

#### **4–6. Military occupational specialty 11B, Reserve Components**

a. RC contributions to RA OPS are provided by forces comprised of combat, combat support (CS), combat service support (CSS), and general supporting forces. The Infantry Reserve of the RA is comprised of the 100<sup>th</sup> BN, 442<sup>nd</sup> Infantry of the USAR, with the remaining strength of 20 IBCTs, 7 HBCTs, 1 SBCT, and 17 separate Infantry BNs comprised of ARNG units. The integrated use of the RC with the RA is essential to successfully accomplish military OPS and combat missions, especially with the transition of these forces from a strategic to operational reserve. With greater integration of RC personnel into combat OPS, in conjunction with RA Infantry units, it is vital that the quality and quantity of training of the RC infantryman be the same as the RA infantryman across the spectrum. Whenever possible, duty assignments for career progression should parallel those of the RA, although geographical limitations and a lack of access to Generating Force assignments will determine in what capacity an RC infantryman serves throughout his career. RC Soldiers serving in Infantry units have an RC PD NCOES that satisfies the PD and functional area requirements for all components. Educational requirements, to include NCOES, are the same for both RA and RC NCOs, as outlined in paragraphs 4–2, 4–3, 4–4, 4–7, and 4–10.

b. Under Title 10 of the United States Code (10 USC), the USAR is tasked to provide trained, equipped, and ready Soldiers, and cohesive units, to meet the global requirements across the full spectrum of OPS. The USAR is a key element in the U.S. Army's multicomponent unit force, training with RA and ARNG units, to ensure all three components work as a fully integrated team. The mission and duties for USAR Infantry units are identical to those of the RA. The USAR CMF 11 field is managed identically to that of the RA, as outlined in paragraphs 4-2, 4-3, 4-4, 4-7, and 4-10, with the following exceptions:

(1) *Demanding assignments.* USAR Soldiers may serve as RC drill sergeant; however, geographical location in relation to these units will determine assignment feasibility. Recruiting assignments are closed to traditional USAR Soldiers; however, opportunities exist within the AGR program that allows service in this capacity, as well as other supporting assignments in an active duty status. USAR Soldiers can also volunteer for specified periods of active duty to complete specific missions, being released upon completion of the mission to a traditional reserve status.

(2) *Promotion requirements.* These apply as outlined in paragraphs 4-4, 4-7, and 4-10, in addition to USAR specific requirements and standards regulated by AR 600-8-19.

(3) *Generating Force assignments.* USAR infantrymen adhere to the RA PDM for the CMF 11 field, with the exception of Generating Force assignments. USAR units may find the need to modify the RA model with regard to special assignments and require their Soldiers to serve or train in other capacities more fitting to the unique requirements they meet as a RC force. Commanders and CSMs should make every effort to ensure their Soldiers are afforded the same additional training opportunities as the RA, as this practice allows their Soldiers to readily integrate into RA formations having similar skill sets and experiences as their RA counterparts.

c. The ARNG has a unique dual mission, with both Federal (Title 10) and State (Title 32) responsibilities. During peacetime, the Governor, through the State Adjutant General, commands ARNG forces. The Governor can call the ARNG into action during local or statewide emergencies, including, but not limited to severe storms, drought, forest fires, floods, and civil disturbances. In addition, the President of the United States can activate the ARNG to participate in Federal missions. When federalized, ARNG units are commanded by the Commander in Chief of the theater in which they are operating. The ARNG is a key element in the U.S. Army's multicomponent unit force, training with RA and USAR units to ensure all three components work as a fully integrated team. Outside of their Title 32 State-specific mission, the mission and duties for ARNG Infantry units are identical to those of the RA. The ARNG CMF 11 field is managed identically to that of the RA as outlined in paragraphs 4-2, 4-3, 4-4, 4-7, and 4-10 with the following exceptions:

(1) *Demanding assignments.* Due to force structure, ARNG Soldiers have no opportunity to serve in Generating Force assignments. Recruiting assignments are closed to traditional ARNG Soldiers; however, opportunities exist within the Title 10/Title 32 AGR program that allows service in this capacity, as well as other supporting assignments in an active duty status. ARNG Soldiers can also volunteer for specified periods of active duty to complete specific missions, being released upon completion of the mission to a traditional drilling status. In addition, state policies should encourage service in the following capacity when geographically feasible:

(a) Recruit Sustainment Program (RSP) NCO.

(b) Regional Training Institute/multifunctional training BN instructor.

(c) State Counter Drug Task Force.

(d) Other assignments specific to the State, which are designated as demanding assignments.

(2) *Additional training.* Based on the dual mission of the ARNG, Soldiers and NCOs should be required to complete training through other State and Federal entities that better prepare them to execute their State active duty mission (for example, Federal Emergency Management Agency (FEMA) Emergency Response Courses, Forest-Fire Fighting training, First Responder training, and so forth). In addition, State offices should make every effort to ensure their Soldiers are afforded the same additional training opportunities as the RA, as this practice allows their Soldiers to readily integrate into RA formations, having similar skill sets and experiences as their RA counterparts. Successful completion of additional skill identifier (ASI) producing schools, including, but not limited to Air Assault and Pathfinder School, can provide additional skill sets that can be used during State active duty missions when military assets are being employed in relief efforts.

(3) *Promotion requirements.* These apply as outlined in paragraphs 4-4, 4-7, and 4-10. Additional promotion requirements and standards specific to the ARNG are regulated by AR 600-8-19 and policies outlined in NGR 600-200.

(4) *Generating Force assignments.* ARNG infantrymen adhere to the RA PDM for the CMF 11 field, with the exception of Generating Force assignments. Units may find the need to modify the RA model with regard to special assignments and require their Soldiers to serve or train in other capacities more fitting to the unique requirements they meet as an RC force or in direct alignment with their State-specific missions.

#### **4-7. Military occupational specialty 11C, indirect fire infantryman**

a. *Major duties.* The indirect fire infantryman serves as a supervisor or as a member of a mortar squad, section, or platoon. Employs crew and individual weapons in offensive, defensive, and retrograde ground combat tactical OPS. Commanders and CSMs ensure Soldiers are serving in appropriate developmental assignments and know how these

assignments affect promotion and career development. It should be noted that not all infantrymen have the same opportunity to attend MOS enhancing courses. Many NCOs, particularly those who have spent the majority of their assignments either OCONUS, or in heavy BDE, may not have had the opportunity to attend the same schools as those in Infantry and Stryker BDE, or those assigned in CONUS. This should be considered when assessing the significance of completed military training courses in regards to potential for performance at the next higher grade. Potential should be regarded as the overall level of performance of assigned duties, coupled with a review of a Soldier's training listed in his OMPF and not just training listed on the ERB. Graduation from any school is not a substitute for performance of assigned duties, as there is a distinction between being a graduate of a school and being able to train and lead Soldiers. Infantry NCOs perform duties in positions requiring specialized training without ever attending a formal school. The Soldier's ability to adapt and develop required skills to perform his duties are indicators of competence, confidence, and agility, while also demonstrating the potential to serve in positions of greater responsibility. As Soldiers advance in their careers and assume leadership roles they are faced with conditions unique to the Infantry, in regards to the availability of documented leadership positions which specifically impact SSGs and SFCs as follows:

(1) *Staff sergeant*. There are a total of 866 indirect fire infantryman SSG positions in the Army, with 623 positions in the Operating Force and 243 positions in the Generating Force. More than 92 percent of the positions in the Operating Force are leadership positions.

(2) *Sergeant first class*. There are a total of 411 indirect fire infantryman SFC positions in the Army with 226 positions in the Operating Force, all of which are platoon sergeant positions, and the remaining 185 positions in the Generating Force.

*b. Prerequisites*. See DA Pam 611-21, in the HRC Smartbook, for details.

*c. Goals for development*. To ensure infantrymen remain the bedrock of the Nation's fighting force, and to continue to provide dynamic and flexible NCOs and leaders to the force who are prepared to win on any battlefield within the full spectrum of military OPS.

(1) *Private E-1: specialist/corporal (11C10)*. This infantryman employs, fires, and recovers antipersonnel and antitank mines; performs self extraction from a mine field; locates and neutralizes mines; navigates from one point on the ground to another; orients a map; operates and maintains communications equipment; and operates in a radio net. Also, this infantryman operates in an NBC-contaminated area; emplaces and recovers early warning devices; constructs and camouflages an individual and crew-served weapons firing position, as well as a mortar firing position; and maintains mortars and fire control equipment. This infantryman performs safety checks on mortars, and as a member of a mortar squad provides indirect fire support.

(a) *Operational assignments*. Commanders and CSMs ensure that Soldiers are serving in appropriate developmental assignments and positions, and know how these assignments affect the Soldier's promotions and career. The focus during the early years of a Soldier's career should be in an operational assignment as an ammo bearer, assistant gunner, gunner, and vehicle driver, building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks.

(b) *Self-development*. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual education objectives. (For additional information on self-development, refer to para 4-3.)

(c) *Additional training*. Courses in Air Assault School, Basic Airborne Course, HAZMAT Course, Combat Life Saver, Drivers Training, Long Range Marksman, CBRN School, Sniper, Raven Operator, Stryker Transition, Small Arms Weapons Expert, Squad Designated Marksman, Rappel Master Course, and Basic Combatives Course levels 1-2

(d) *Special assignments*. Soldiers may volunteer for recruiting duty. Soldiers must be considered for promotion before being placed on temporary-special duty assignment. Generally assignments to SMU, OCO, and other nontraditional assignments will not apply at this skill level; however, special conditions may exist that permit assignments of this nature, based on individual abilities.

(2) *Sergeant (11C20)*. This SGT performs duties shown in the preceding level of skill; leads and controls mortar squads; supervises and trains subordinate personnel; provides tactical and technical guidance to subordinates and professional support to subordinates and superiors in the accomplishment of their duties; and supervises the construction of mortar positions. Also, the SGT records operational information on maps; receives and implements combat orders; directs deployment of personnel in offensive, defensive, and retrograde OPS; requests, observes, and adjusts indirect supporting fire; and supervises subordinate personnel in all phases of individual and mortar equipment maintenance. Further, this SGT uses map and map overlays, performs intersection and resection, and determines elevations and grid azimuth; prepares fire plans, target lists and overlays; prepares and computes firing data using below pivot point and grid method; reciprocally lays mortars; and prepares a mortar ballistic computer for operation.

(a) *Operational assignments*. SGTs should focus on developing tactical and technical leadership skills serving as gunners, FDC NCOs with computers and plotting boards, or squad leaders in the operational Army. They should be honing their technical expertise and building a foundation of tactical knowledge. SGTs should spend about 75 percent of their assignments in the operational Army at BN level and below.

(b) *Self-development*. SGTs committed to achieving high goals will develop leadership skills and have the practical

knowledge and ambition to put them to good use. Opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. (For additional information on self-development, refer to para 4–3.) Additional 11C-specific military publications include FM 3–22.90 and FM 3–22.91.

*(c) Additional training.*

1. The following are considered MOS enhancing for skill level 2: Air Assault School, Basic Airborne Course, HAZMAT Course, Infantry Mortar Leader Course, Bradley Master Gunner, Stryker Master Gunner, Vehicle Crew Evaluator, Combat Life Saver, Drivers Training, Long Range Marksman, CBRN School, Sniper, Raven Operator/Instructor, Stryker Transition, Small Arms Weapons Expert, Squad Designated Marksman, EO, Inspector General NCO Course, Rappel Master Course, Basic Combatives Course levels 1–2, and the Master Gunner Course.

2. The following courses are considered leadership enhancing for skill level 2: Ranger School, Pathfinder School, Anti-Armor Leaders, Drop Zone Support Team Leader, Instructor Training, Mechanized Leaders, Reconnaissance and Surveillance Course, Basic Combatives Course levels 3–4, Stryker Leaders, and Master Resiliency Training.

*(d) Special assignments.* Within the Infantry there are many opportunities for personnel to serve in a wide variety of nontraditional assignments, support OCOs, and serve within SMUs. Because these assignments vary in scope and responsibility, they are typically staffed by NCOs according to the needs of the Army. Due to unique and nonstandard mission requirements, personnel must meet certain requirements for assignment in this capacity. Based on CSA manning guidance, NCOs may be assigned in a nontraditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCO to serve on BN, BDE, and DIV staffs.

1. Generally, nontraditional assignments that an infantryman may fill can include the following: Reserve Officer Training Command; joint manning document positions; force protection NCO; rear-det NCO; and WTU. Additionally, infantrymen may serve in support of OCO missions in the following capacities: TT; PRT; force protection NCO; multinational HQ OPS NCO; embedded advisors and trainers; transitional training teams; and embedded advisors.

2. SMU assignments are voluntary and require infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods, when compared with traditional Infantry assignments. In many cases NCOs will remain in these units for a majority of their career. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified, and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine their level of performance and potential to serve at the next higher grade. Duties and responsibilities of infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques, and procedures, as well as mission-specific tactics developed for unconventional OPS, which may include, but are not limited to the following:

a. Lead and supervise SO elements in advanced marksmanship, close quarters battle, unique breaching techniques, and other troop level training.

b. Conduct direct action, SR, and other compartmented sensitive missions.

c. Coordinate with other Services, other Government agencies, and foreign government officials.

d. Gather intelligence and conduct intelligence assessments.

e. Provide personal protection for government dignitaries and other designated officials.

3. *Staff sergeant (11C30).* Performs duties shown in preceding level of skill. Leads a mortar section. Provides tactical and technical guidance to subordinates, and professional support to both subordinates and superiors in accomplishing their duties. Receives and issues orders. Coordinates indirect fire support for the mortar. Ensures collection and proper reporting of intelligence data to unit. Supervises a firing section and various work details. Analyzes terrain. Conducts tactical OPS for a squad and NBC OPS. Maintains OPSEC. Prepares, operates, and maintains secure communications equipment. Reciprocally lays mortars. Consolidates and re-organizes a mortar squad. Supervise fire direction center personnel.

a. *Operational assignment.* Commanders and CSMs should ensure SSGs are serving in appropriate developmental assignments and positions and know how these assignments affect promotion and career development. SSGs should serve a minimum of 24 months as a mortar squad or section leader within heavy, Infantry, or Stryker BCTs. Additional operational leadership assignments within these formations add to the developmental process, but do not replace the requirement to serve as a mortar squad or section leader. SSGs should focus on serving a minimum of 36 months in operational assignments to develop and refine their leadership skills at the squad and section level before serving in temporary or special duty assignments. When being considered for promotion to the next higher grade, TIG TIS requirements apply, as stated in AR 600–8–19. The following promotion potential indicators need to be considered:

b. *Proven ability to perform in critical duty assignments.* SSGs being considered for promotion should have attained the minimum rated leadership time relevant for their grade in authorized CMF 11 positions. The following should be taken into consideration:

- c. Leadership.* All leadership positions should be considered equal whether they are in the Operating or Generating Forces, and must be actual authorized positions, and not command created positions.
- d. Higher grade.* Assignment to a leadership position one grade higher than the current rank of the Soldier should be counted towards the total leadership time requirement for that higher grade.
- e. Performance.* The quantity of Soldiers under any NCO's supervision, and their level of performance in that position, should be factors in promotion consideration. Specifically, these factors help to determine potential for further service at the next higher grade, within the primary Infantry force structure of an HBCT, IBCT, or SBCT
4. *Proven ability to perform at the next higher grade.* Soldiers who have successfully performed at the next higher level prior to being promoted should be considered above their peers for promotion. In order to be considered above their peers, successful service in leadership positions at the next higher grade must be documented on their DA Forms 2166-8, also known as NCOERs. Soldiers who have attained this distinction should be promoted immediately, as they have demonstrated their ability to perform at the next level. Additional areas of consideration follow:
- a. Seeking self improvement.* The NCOs demonstrate they are actively seeking self-improvement by completing military and civilian education courses; selection as the "NCO of the Quarter" or "NCO of the Year"; or membership in the SGT Audie Murphy or SGT Morales clubs.
- b. Leadership traits and abilities.* DA Forms 2166-8, also known as NCOERs, indicate the NCO places mission accomplishment before his or her own needs.
- c. Performance in critical developmental assignments.* NCOs who have successfully served in both Operating Force positions and priority Generating Force positions should be considered above their peers.
- d. Demonstrated competence in all endeavors.* Promotion consideration should be given to Soldiers who set themselves above their peers through selection as the "Distinguished Honor Graduate," "Honor Graduate," or placement on the Commandant's List when graduating an NCOES- or MOS-enhancing course. In addition, consistent and substantiated rater and senior rater comments that quantify performance and potential that clearly distinguishes an NCO to be among the best and possessing superior potential is significant. Written comments, rather than numerical ratings, should be the focus. This is particularly true when determining the level of performance, and potential for further service, when an NCO is rated by non-Army personnel in joint organizations or commands where the Army evaluation system may not be fully understood.
5. Soldiers are considered the best qualified, or fully qualified, for promotion under the following circumstances.
- a.* An exceptional SSG who is determined to be best qualified for promotion will have at least 24 months' rated time in an authorized leadership position; will have earned the EIB; will have scored at least 270 on the APFT; will have completed some college classes; will have graduated from at least five MOS-enhancing courses; will have graduated from the Infantry Mortar Leader Course; will have graduated from either Bradley Master Gunner Course, Battle Staff NCO Course, or the Ranger School; and will have served in both priority Operating Force and priority Generating Force assignments.
- b.* A successful SSG who is determined to be fully qualified for promotion will have at least 12 months' rated time in an authorized leadership position; will have scored at least 180 on the APFT; will have a GED or high school diploma without additional civilian education; will have graduated a minimum of three MOS-enhancing courses; will be a WLC graduate; and will not have served in a priority Generating Force assignment.
- c.* SSGs who have successfully completed a minimum of 12 months of squad leader time, and 12 months in a nontraditional assignment, should be considered fully qualified for promotion to the next higher grade. Overall performance in these assignments will be considered when competing for promotion.
- (e) Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. (For additional information on self-development, refer to para 4-3.) Additional 11C specific military publications include FM 3-22.90 and FM 3-22.91.
- (f) Additional training.*
1. The following courses are considered MOS-enhancing for skill level 3: Air Assault School, Basic Airborne Course, HAZMAT Course, Infantry Mortar Leader Course, Bradley Master Gunner, Stryker Master Gunner, Vehicle Crew Evaluator, Combat Life Saver, Driver's Training, Long Range Marksman, CBRN School, Sniper, RAVEN Operator/Instructor, Stryker Transition, Small Arms Weapons Expert, Tactical Air OPS, Squad Designated Marksman, EO, Inspector General NCO, Rappel Master Course, U-COFT/BATS Senior I/O, and Basic Combatives Course levels 1-2.
2. The following courses are considered leadership-enhancing for skill level 3: Ranger School, Pathfinder School, Anti-Armor Leaders, Battle Staff NCO, Jumpmaster School, Drop Zone Support Team Leader, Infantry Mortar Leader Course, Instructor Training, Mechanized Leaders, Reconnaissance and Surveillance Leader Course, Basic Combatives Course levels 3-4, Stryker Master Trainer, Stryker Leaders, Master Resiliency Training, and the Drill Sergeant Course.
- (g) Special assignments.* Within the Infantry there are many opportunities for personnel to serve in a wide variety of nontraditional assignments, support OCOs, and serve within SMUs. Because these assignments vary in scope and responsibility, they are typically staffed by NCOs according to the needs of the Army. Due to unique and nonstandard mission requirements, personnel must meet certain requirements for assignment in this capacity. Based on CSA

manning guidance, NCOs may be assigned in a nontraditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCO to serve on BN, BDE, and DIV staffs.

1. *Nontraditional assignments.* Generally, nontraditional assignments that an infantryman may fill can include the following: Reserve Officer Training Command; joint manning document positions; force protection NCO; AWG; rear-det NCO; WTU; and an OC-T at a CTC (JRTC, JMTC, NTC). Additionally, infantrymen may serve in support of OCO missions in the following capacities: TT; PRT; force protection NCO; multinational HQ OPS NCO; embedded advisors and trainers; transitional training teams; and embedded advisors.

2. *SMU assignments.* These assignments are voluntary and require infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods, when compared with traditional Infantry assignments. In many cases NCOs will remain in these units for a majority of their careers. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified, and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine their level of performance and potential to serve at the next higher grade. Duties and responsibilities of infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques, and procedures, as well as mission specific tactics developed for unconventional OPS, which may include, but are not limited to the following:

a. Lead and supervise SO elements in advanced marksmanship, close quarters battle, unique breaching techniques, and other troop level training.

b. Conduct direct action, SR, and other compartmented sensitive missions.

c. Coordinate with other Services, other Government agencies, and foreign government officials.

d. Gather intelligence, and conduct intelligence assessments.

e. Provide personal protection for government dignitaries and other designated officials.

3. *Sergeant first class (11C40).* This SFC performs duties shown in the preceding level of skill; leads a mortar or Infantry weapons platoon; and helps plan (to include fire planning), organize, direct, supervise, train, coordinate, and report activities of subordinate mortar sections and squads. The SFC provides tactical and technical guidance to subordinates, and professional support to subordinates and superiors in accomplishing their duties; supervises occupation of an assembly area; employs an NBC defensive team; and plans for, supervises preparation of, and conducts NBC OPS. Also, this infantryman performs battle damage assessments; develops a platoon training plan; and conducts graphic resection and hasty surveys.

4. *Operational assignments.* The critical assignment for a SFC is that of a mortar platoon sergeant, especially in an operational unit, with the goal of attaining a minimum of 24 months' rated time in this position. As such, a SFC must seek this assignment aggressively. Mortar section SGT within the HBCT armored reconnaissance squadron; SBCT reconnaissance, surveillance, and target acquisition squadron; and IBCT mounted reconnaissance troop reconnaissance squadron are not documented platoon sergeant positions; however, the duties and responsibilities of these positions equal or exceed the duties of documented 11C platoon sergeant positions, and Soldiers who perform in this capacity should be considered equal to a mortar platoon sergeant in other formations. Successful assignments as mortar platoon sergeant, or section SGT as mentioned above, enhance the combat leading ability of SFCs and increase their potential for selection to MSG. When being considered for promotion, TIG and TIS requirements apply as stated in AR 600-8-19. The following promotion potential indicators need to be considered:

5. *Proven ability to perform in critical duty assignments.* SFCs being considered for promotion should have attained the minimum rated leadership time, relevant for their grade, in authorized CMF 11 positions. The following should be taken into consideration:

a. All leadership positions should be considered equal, whether they are in the Operating or Generating Forces, and must be actual authorized positions and not command created positions.

b. Assignment to a leadership position one grade higher than the current rank of the Soldier should be counted towards the total leadership time requirement for that higher grade.

c. The quantity of Soldiers under any NCO's supervision, and their levels of performance in that position, should be factors in promotion consideration when determining potential for further service at the next higher grade. The grade is within the primary Infantry force structure of an HBCT, IBCT, or SBCT

6. *Proven ability to perform at the next higher grade.* Soldiers who have successfully performed at the next higher level prior to being promoted should be considered above their peers for promotion. In order to be considered above their peers, successful service in leadership positions at the next higher grade must be documented on their DA Forms 2166-8, also known as NCOERs. Soldiers who have attained this distinction should be promoted immediately, as they have demonstrated their ability to perform at the next level. Additional areas of consideration follow:

a. *Individual professional competence.* SFCs should have earned the EIB.

b. *Seeking self improvement.* The NCOs demonstrate they are actively seeking self-improvement by completing

military and civilian education courses; selection as the “NCO of the Quarter” or “NCO of the Year”; or membership in the SGT Audie Murphy or SGT Morales clubs.

*c. Leadership traits and abilities.* DA Forms 2166–8, also known as NCOERs, indicate that the NCOs place mission accomplishment before their own needs.

*d. Performance in critical developmental assignments.* NCOs who have successfully served in both Operating Force positions and priority Generating Force positions should be considered above their peers.

*e. Demonstrated competence in all endeavors.* Promotion consideration should be given to Soldiers who set themselves above their peers through selection as the “Distinguished Honor Graduate,” “Honor Graduate,” or placement on the Commandant’s List when graduating an NCOES- or MOS-enhancing course. In addition, there should be consistent and substantiated rater, and senior rater, comments which quantify performance and potential. These comments clearly distinguish an NCO to be among the best and to possess superior potential. Written comments, rather than numerical ratings, should be the focus. This is particularly true when determining the level of performance and potential for further service when an NCO is rated by non-Army personnel in Joint organizations or commands where the Army evaluation system may not be fully understood.

*7. Qualification.* Soldiers will be considered to be best qualified or fully qualified for promotion under the following circumstances:

*a.* An exceptional SFC who is determined to be best qualified for promotion will have at least 24 months of rated time as a platoon sergeant or section SGT, as previously stated; will have earned the EIB; will have combat experience; will have scored at least 270 on the APFT; will have completed some college classes; graduated from at least five MOS-enhancing courses; will have graduated from either Bradley Master Gunner Course, Battle Staff NCO Course, or the Ranger School; will have served a minimum of 12 months in a Generating Force assignment, TT assignment, OCO adviser; or assigned as a member of the Army Evaluation Task Force. A SFC who has successfully served in an authorized MSG or 1SG position, in lieu of rated platoon sergeant time, has demonstrated the ability to perform at the next level and should be considered above his peers.

*b.* A successful SFC who is determined to be fully qualified for promotion will have at least 12 months’ rated time as a platoon sergeant; will have earned the EIB; will have combat experience; will have scored at least 180 on the APFT; will have a GED or high school diploma without additional civilian education; and has not served in a priority Generating Force assignment.

*c.* When being considered for promotion to the next grade, a SFC should be assessed on his ability to serve as a MSG rather than a 1SG, as it is a promotion board and not a selection board.

*d.* SFCs who have been assigned to a WTU as a platoon sergeant before completing the minimum time as a platoon sergeant within the Operating Force should be evaluated on their merit, with consideration given to the unique environment and special needs of the Soldiers in the WTU. SFCs who have successfully completed a minimum of 12 months of platoon sergeant time, and 12 months in a nontraditional assignment, should be considered fully qualified for promotion to the next higher grade. Overall performance in these assignments will be considered when competing for promotion.

*(h) Self-development.* NCOs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. (For additional information on self-development, refer to para 4–3.) Additional 11C-specific military publications include FM 3–22.90 and FM 3–22.91.

*(i) Additional training.*

*1.* The following courses are considered MOS-enhancing for skill level 4: Air Assault School, Basic Airborne Course, HAZMAT Course, Infantry Mortar Leader Course, Bradley Master Gunner, Stryker Master Gunner, Vehicle Crew Evaluator, Combat Life Saver, Drivers Training, Long Range Marksman, CBRN School, Sniper, Raven Operator/Instructor, Stryker Transition, Small Arms Weapons Expert, Tactical Air OPS, Infantry Mortar Leader Course, Squad Designated Marksman, EO, Inspector General NCO, Rappel Master Course, U–COFT/BATS Senior I/O, Basic Combatives Course levels 1–2, and Master Gunner.

*2.* The following courses are considered leadership-enhancing for skill level 4: Ranger School, Pathfinder School, Anti-Armor Leaders, Battle Staff NCO, Jumpmaster School, Drop Zone Support Team Leader, Instructor Training, Mechanized Leaders, Reconnaissance and Surveillance Leader, Basic Combatives Course levels 3–4, Stryker Master Trainer, Stryker Leaders, Master Resiliency Training, and the Drill Sergeant Course.

*3.* By this point in a career, a SFC should have completed a minimum of five MOS- or leadership-enhancing courses provided through institutional training.

*(j) Special assignments.* Within the Infantry there are many opportunities for personnel to serve in a wide variety of nontraditional assignments, support OCOs, and serve within SMUs. Because these assignments vary in scope and responsibility, they are typically staffed by NCOs according to the needs of the Army. Due to unique and nonstandard mission requirements, personnel must meet certain requirements for assignment in this capacity. Based on CSA manning guidance, NCOs may be assigned in a nontraditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCOs to serve on BN, BDE, and DIV staffs.

1. *Nontraditional assignments.* Generally, nontraditional assignments that an infantryman may fill can include the following: Reserve Officer Training Command; joint manning document positions; force protection NCO; AWG; rear-det NCO; WTU; inspector general NCO; EOA; OC-T at a CTC (JRTC, JMTC, or NTC); and AC/RC advisor. Additionally, infantrymen may serve in support of OCO missions in the following capacities: TT; PRT; force protection NCO; multinational HQ OPS NCO; embedded advisors and trainers; transitional training teams; and embedded advisors.

2. *SMU assignments.* These assignments are voluntary and require infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods, when compared with traditional Infantry assignments. In many cases NCOs will remain in these units for a majority of their career. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified, and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine their level of performance and potential to serve at the next higher grade. Duties and responsibilities of infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques, and procedures as well as mission-specific tactics developed for unconventional OPS. These may include, but are not limited to the following:

a. *Special operations elements.* Lead and supervise SO elements in advanced marksmanship, close-quarters battle, unique breaching techniques, and other troop-level training.

b. *Missions.* Conduct direct action, SR, and other compartmented sensitive missions.

c. *Government officials.* Coordinate with other Services, other Government agencies, and foreign government officials.

d. *Intelligence.* Gather intelligence and conduct intelligence assessments.

e. *Government protection.* Provide personal protection for government dignitaries and other designated officials.

f. *Army career degrees.* See SOCAD Army Career Degree Program. For information on education programs, visit the AEC on your installation.

g. *GI Jobs.* See GI Jobs COOL Web site.

#### **4-8. Military occupational specialty 11C, professional development model**

Access to the "Career Maps" is from the ACT Web site. They are located under the "career resources" tab at <https://actnow.army.mil/>.

#### **4-9. Military occupational specialty 11C, Reserve Components**

The mission and duties for ARNG and USAR indirect fire infantrymen are identical to those in the RA. The 11C MOS is managed identically to that of the RA, as outlined in paragraphs 4-2, 4-3, and 4-7, with RC-specific exceptions and criteria listed in paragraph 4-6.

#### **4-10. Military occupational specialty 11Z, infantry senior sergeant/00Z command sergeant major**

a. *Major duties.* The senior infantry SGT at the MSG/ISG level normally serves as the principal NCO in either a company as a ISG, or as the principal NCO in the OPS or intelligence sections of BN and higher organizations. He provides leadership, tactical and technical guidance, professional support to subordinates, and recommendations to superiors in accomplishing their duties. At the SGM/CSM level, the senior infantry SGT normally serves as the principal NCO in an Infantry BN or higher, and supervises the processing of OPS and intelligence information in an Infantry BDE or higher-level unit. He plans, coordinates, and supervises activities pertaining to organization, training, and combat OPS. The MSG/ISG and SGM/CSM edit and prepare tactical plans, training materials, and coordinate implementation of OPS, training programs, and communications activities. There are several nonstandard units that have a senior infantry SGT assigned. SMUs have a clearly defined assignment structure comparable to Infantry leadership positions considered vital for career progression. Specialized units similar in nature to an SMU may not have clearly defined assignments that are readily comparable to an Infantry ISG, yet the duties and responsibilities are appropriate for the MSG level. Examples of units fitting this description would be the AWG and 1<sup>st</sup> SF Operational Detachment Delta. Soldiers serving in these positions should be evaluated on the merits of their performance and specific responsibilities associated with the unconventional circumstances of their assignment. The following unique characteristics apply to the 11Z MOS:

(1) *Key additional skill identifiers and skill qualification identifiers.* Battle Staff (2S) is a key ASI for both MSGs and SGMs, with more than 10 percent of MSG, and 42 percent of all SGM, positions associated with the ASI of 2S. The skill qualification identifier (SQI) M (ISG) is associated with 45 percent of all MSG positions in the Operating and Generating Forces.

(2) *Position availability.* CMF 11 is the single largest contributor to the Generating Force. Forty-nine of the Infantry



MSG positions are in the Generating Force. Even within the Operating Force, many SNCO positions are not traditional leadership positions, but are focused on OPS and intelligence.

(3) *Leadership opportunities.* Infantrymen who spend their entire career in either Operating or Generating Force positions may not have the necessary skills to succeed in the majority of senior Infantry NCO positions. A mix of Operating Force, Generating Force, vehicular, and nonvehicular assignments develop a well rounded infantryman capable of succeeding in a diverse and wide variety of assignments.

(4) *Mission.* The mission and duties for ARNG and USAR senior infantry SGT are identical to those of the RA. The 11Z MOS is managed identically to that of the RA, as outlined in paragraphs 4-2, 4-3, and 4-10, with RC-specific exceptions and criteria listed in paragraph 4-6.

b. *Prerequisites.* See DA Pam 611-21, in the HRC Smartbook, for details.

c. *Goals for development.*

(1) *Master sergeant/first sergeant (11Z).*

(a) *Operational assignments.* The critical assignment that a MSG should aggressively seek is appointment as a 1SG. This position qualifies a MSG to perform duties as the SNCO of a tactical unit and enhances their leadership skills for combat. Without an assignment as a 1SG, the opportunity for promotion to SGM is limited. A 1SG should serve for at least 24 months, which may consist of one or more assignments, before moving to another position. Assignment to OPS SGT or intelligence SGT duties at the BN level and above is critical to the development of infantrymen to serve as a SGM; likewise, assignment to these positions should be sought after successfully serving as a 1SG. When being considered for promotion to the next higher grade, TIG and TIS requirements apply as stated in AR 600-8-19. The following promotion potential indicators need to be considered:

(b) *Proven performance in critical duty assignments.* MSGs/1SGs being considered for promotion should have attained the minimum rated leadership time relevant for their grade in authorized CMF 11 positions. The following should be taken into consideration:

1. *General.* All leadership positions should be considered equal, whether they are in the Operating or Generating Forces, and must be actual authorized positions and not command created positions.

2. *Higher grade.* Assignment to a leadership position one grade higher than the current rank of the Soldier should be counted towards the total leadership time requirement for that higher grade.

3. *Qualification.* The quantity of Soldiers under any NCO's supervision, and their level of performance in that position, should be factors in promotion consideration when determining potential for further service at the next higher grade within the primary Infantry force structure of an HBCT, IBCT, or SBCT.

4. *Proven ability to perform at the next higher grade.* Soldiers who have successfully performed at the next higher level prior to being promoted should be considered above their peers for promotion. In order to be considered above their peers, successful service in leadership positions at the next higher grade must be documented on their DA Forms 2166-8, also known as NCOERs. Soldiers who have attained this distinction should be promoted immediately, as they have demonstrated their ability to perform at the next level. Additional areas of consideration follow:

a. *Individual professional competence.* MSGs/1SGs should have earned the EIB.

b. *Seeks self improvement.* The NCOs demonstrate they are actively seeking self-improvement through the completion of military and civilian education courses; selection as the "NCO of the Quarter" or "NCO of the Year"; or membership in the SGT Audie Murphy or SGT Morales clubs.

c. *Mission accomplishments. Leadership traits and abilities.* The DA Forms 2166-8, also known as NCOERs, indicate the NCOs place mission accomplishment before their own needs.

d. *Performance in critical developmental assignments.* NCOs who have successfully served in both Operating Force positions and priority Generating Force positions should be considered above their peers.

e. *Demonstrated competence in all endeavors.* Promotion consideration should be given to Soldiers who set themselves above their peers through selection as the "Distinguished Honor Graduate," "Honor Graduate," or placement on the Commandant's List when graduating an NCOES- or MOS-enhancing course. In addition, consistent and substantiated rater and senior rater comments should quantify performance and potential that clearly distinguishes an NCO to be among the best and possessing superior potential. Written comments, rather than numerical ratings, should be the focus particularly when determining the level of performance and potential for further service when an NCO is rated by non-Army personnel in Joint organizations or commands where the Army evaluation system may not be fully understood.

5. *Competing.* Soldiers competing for promotion to SGM will be considered to be best qualified or fully qualified for promotion under the following circumstances:

a. An exceptional MSG or 1SG who is determined to be best qualified for promotion will have at least 24 months of rated time as a 1SG, with at least 12 months' rated time as a headquarters and headquarters company (HHC) 1SG; will have graduated from the SMA; will have scored at least 270 on the APFT; will have completed some college classes; will have served in a priority 1 TDA position as an SFC or above; will have earned the EIB; and will have combat and operational experience from prior deployments.

b. A successful MSG or 1SG who is determined to be fully qualified for promotion will have at least 18 months of

rated time as a 1SG; will have graduated from M-SLC; will have scored at least 180 on the APFT; will have completed some college classes; and will have served in a priority TDA-designated position as an NCO.

6. *Competing.* Soldiers competing for promotion to CSM will be considered to be best qualified or fully qualified for promotion under the following circumstances:

a. An exceptional MSG or 1SG who is determined to be best qualified for promotion will have at least 24 months of rated time as a 1SG, with at least 12 months' rated time as an HHC 1SG; will have graduated from the SMA; will have scored at least 270 on the APFT; will have completed some college classes; will have served in a priority 1 TDA position as an SFC or above; will have earned the EIB; and will have combat and operational experience from prior deployments.

b. A successful MSG or 1SG who is determined to be fully qualified for promotion will have at least 18 months of rated time as a 1SG; will have graduated from the SMA; will have scored at least 180 on the APFT; will have completed some college classes; and will have served in a priority TDA-designated position as an NCO.

7. *Operational assignment.* Any MSG or 1SG who has 12 months' rated time as a 1SG in an operational assignment, and 12 months' rated time in a nontraditional assignment, should be considered competitive for promotion. Any MSG or 1SG who has 18 months' rated time as a 1SG in an operational assignment, and at least 12 months' rated time in a nontraditional assignment, should be regarded in the same category of a MSG serving in a priority 1 Generating Force assignment and placed above his peers.

(2) *Self-development.* For additional information on self-development, refer to paragraph 4–3.

(3) *Additional training.*

(a) *Courses.* The following courses are considered MOS-enhancing for senior infantry SGT: Air Assault School; Basic Airborne Course; HAZMAT Course; CBRN School; Small Arms Weapons Expert; Tactical Air OPS; EO; Inspector General NCO Course; and Basic Combatives Course levels 1–2.

(b) *Leadership.* The following courses are considered leadership-enhancing for senior infantry SGT: Ranger School; Pathfinder School; Anti-Armor Leaders; Battle Staff NCO; Jumpmaster School; Drop Zone Support Team Leader; Instructor Training; Mechanized Leaders; Reconnaissance and Surveillance Leader Course; Basic Combatives Course levels 3–4; Stryker Master Trainer; Stryker Leaders; Master Resiliency Training, and the Drill Sergeant Course.

(c) *Minimum requirements.* By this point in their career, a MSG or 1SG should have completed a minimum of five MOS- or leadership-enhancing courses provided through institutional training.

(d) *Special assignments.* Within the Infantry there are many opportunities for personnel to serve in a wide variety of nontraditional assignments, support OCOs, and serve within SMUs. Because these assignments vary in scope and responsibility, they are typically staffed by NCOs according to the needs of the Army. Due to unique and nonstandard mission requirements, personnel must meet certain requirements for assignment in this capacity. Based on CSA manning guidance, NCOs may be assigned in a nontraditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCOs to serve on BN, BDE, and DIV staffs.

1. *Nontraditional assignments.* Generally, these assignments that an infantryman may fill can include the following: Reserve Officer Training Command; joint manning document positions; AWG; WTU; inspector general NCO; EOA; OC–T at a CTC (JRTC, JMTC, NTC); and AC/RC advisor. Additionally, infantrymen may serve in support of OCO missions in the following capacities: TT; PRT; force protection NCO; multinational HQ OPS NCO; embedded advisors and trainers; transitional training teams; and embedded advisors.

2. *SMU assignments.* These assignments are voluntary and require infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when compared to traditional Infantry assignments. In many cases NCOs will remain in these units for a majority of their career. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified, and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account his proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine his level of performance and potential to serve at the next higher grade. Duties and responsibilities of Infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques and procedures as well as mission specific tactics developed for unconventional OPS, which may include, but are not limited to the following:

a. Lead and supervise SO elements in advanced marksmanship, close quarters battle, unique breaching techniques, and other troop-level training.

b. Conduct direct action, SR, and other compartmented sensitive missions.

c. Coordinate with other Services, other Government agencies, and foreign government officials.

d. Gather intelligence, and conduct intelligence assessments.

e. Provide personal protection for government dignitaries and other designated officials.

3. *Sergeant major/command sergeant major.* (11Z)(00R)(00T)(00X)(00Z nominative). The principal assignment for a SGM is OPS SGM at BN level, or higher level, staff assignments. Experience and leadership skills are gained

through a variety of challenging and key developmental duty assignments that are paramount for a SGM. The goals of infantry NCOs are typically to be selected as a SGM, and subsequently appointed and serve as a CSM. To ensure senior enlisted leaders obtain key developmental skills, assignment and educational objectives require the following procedures be followed:

4. *Operations.* A MSG selected for SGM or CSM should serve his initial utilization tour in an operational unit. SGMs and CSMs have several choices at the end of their first tour.

5. *Operational units.* SGMs and CSMs should strive to serve in a variety of positions in operational and Generating Force units, to prepare themselves to serve at and above the DIV level, and to successfully compete for nominative positions.

6. *Regular Army.* RC SGMs and CSMs are managed the same as the RA.

a. *Self-development.* (For additional information on self-development, refer to para 4–3.)

b. *Additional training.*

7. *Courses.* The following courses are considered MOS-enhancing for a SGM or CSM: Air Assault School, Basic Airborne Course, HAZMAT Course, CBRN School, Small Arms Weapons Expert, Tactical Air OPS, EO, Inspector General NCO Course, and Basic Combatives Course levels 1–2.

8. *Leadership courses.* The following courses are considered leadership-enhancing for a SGM or CSM: Ranger School, Pathfinder School, Anti-Armor Leaders, Battle Staff NCO, Jumpmaster School, Drop Zone Support Team Leader, Instructor Training, Mechanized Leaders, Reconnaissance and Surveillance Leader Course, Basic Combatives Course levels 3–4, Stryker Master Trainer, Stryker Leaders, Master Resiliency Training, and the Drill Sergeant Course.

9. *SGM or CSM.* By this point in a career, a SGM or CSM should have completed a minimum of five MOS- or leadership-enhancing courses provided through institutional training.

10. *Special assignments.* Within the Infantry there are many opportunities for personnel to serve in a wide variety of nontraditional assignments, support OCOs, and serve within SMUs. Because these assignments vary in scope and responsibility, they are typically staffed by NCO according to the needs of the Army. Due to unique and nonstandard mission requirements, personnel must meet certain requirements for assignment in this capacity. Based on CSA manning guidance, NCOs may be assigned in a nontraditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCOs to serve on BN, BDE, and DIV staffs.

11. *Nontraditional assignments.* Generally, these assignments that an infantryman may fill can include the following: Reserve Officer Training Command; joint manning document positions; AWG; military science instructor; OC–T at a CTC (JRTC, JMTC, NTC); AC/RC advisors; instructor at the SGM Academy; inspector general SGM; EOA; nominative positions (00Z only); and transition units. Additionally, infantrymen may serve in support of OCO missions in the following capacities: TT; PRT; force protection NCO; multinational HQ OPS NCO; embedded advisors and trainers; transitional training teams; and embedded advisors.

12. *SMU assignments.* These assignments are voluntary and require infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when compared with traditional Infantry assignments. In many cases, NCOs will remain in these units for a majority of their careers. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified, and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account the Soldier's proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine their level of performance and potential to serve at the next higher grade. Duties and responsibilities of infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques, and procedures, as well as mission-specific tactics developed for unconventional OPS, which may include, but are not limited to the following:

(4) *Elements.* Lead and supervise SO elements in advanced marksmanship, close quarters battle, unique breaching techniques, and other troop-level training.

(a) Conduct direct action, SR, and other compartmented sensitive missions.

(b) Coordinate with other Services, other Government agencies, and foreign government officials.

(c) Gather intelligence, and conduct intelligence assessments.

(d) Provide personal protection for government dignitaries and other designated officials, military science instructor, OC–T at a CTC (JRTC, JMTC, NTC), AC/RC advisors, instructor at the SGM Academy, inspector general SGM, EOA, and nominative positions (00Z only).

d. *Army career degrees.* See SOCAD Army Career Degree Program. For information on education programs, visit the AEC on your installation.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **4-11. Military occupational specialty 11Z, professional development model**

Access to the “Career Maps” is through the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **Chapter 5**

## **Engineer (Career Management Field 12) Career Progression Plan**

### **5-1. Duties**

The Engineer Force is a branch designed to provide mobility, countermobility, and survivability engineering support to combat forces. The engineer arrives in the battle area by airborne or air assault means; as a mechanized or wheeled force; or on foot. The U.S. Army Engineer Regiment provides land component commanders with the joint engineer capabilities required to assure the mobility of the force and achieve victory in any military operation. The Engineer CMF consists of three interdependent disciplines: combat engineering, general engineering, and geospatial engineering. It has 15 MOSs and 10 ASIs. The military engineer profession strives to assure mobility, enhance protection, and enable expeditionary logistics and building capacity.

### **5-2. Transformation**

The Engineer Regiment is a total force regiment—a single team whose diversity is one of its greatest strengths. Engineers provide a unique set of core competencies that critically enable the combatant commander and the joint expeditionary team with the mobility it needs to attain a position of advantage at the tactical through strategic levels. The Army’s future war fighting concepts place a premium on the ability of the ground force to achieve a position of advantage at all levels of warfare. Recent experiences in Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF) have showcased the capability of our regiment, particularly our NCOs. But these experiences have also underscored the need for our NCOs to develop an inherent diversity, versatility, and flexibility to contend with an equally adaptive adversary. NCOs have to adjust to the unpredictable nature of campaigns, which can easily shift in scope from offensive major combat OPS to stability OPS. The Engineer NCO’s two basic responsibilities—accomplishment of the mission and the welfare of the Engineer Soldiers—will remain as the focal point of our core competencies. Engineer NCOs must continue to apply lessons learned from recent OPS to train our formations and ensure the survivability of our sappers, builders, bridge crewmen, and geospatial engineers. The Army and the Engineer Regiment will require the Engineer NCOs to keep their Soldiers trained, ready, and willing to take on the next fight. As they progress through their careers, Engineer NCOs will be required to be technically and tactically proficient in combat OPS at BN, company, platoon, and squad levels—in both embedded and force pool units. The engineer NCO’s tradition for excellence will remain the centerpiece of the Engineer Regiment. However, the Engineer NCO Corps must continue to adapt to unforeseen circumstances that will occur in the future, in order to optimize our support to the Army and the combatant commander. The requirements of the future Engineer Force will demand that Engineer NCOs possess a diverse background of challenging assignments. NCOs within the Engineer Regiment should have a diversified Army engineer background and have excelled in all assignments. Soldiers who have served in a diverse array of assignments, to include IBCTs, HBCTs, and SBCTs, along with combat effects, construction effects, BDE special troops battalions (STBs) and maneuver enhancement BDEs should be selected above their peers who have not served in these types of organizations as an NCO. Soldiers who have served in both operational (MTOE) and generating force (TDA) assignments should be selected over those who have not. There will be Engineer NCOs who have not had the opportunity to serve in a diverse array of assignments. The Engineer Regiment does not intend to penalize those, but would like to reward those who have demonstrated the resolve to excel in a diverse array of challenging assignments.

### **5-3. Recommended career management self-development, by rank**

The quality and success of a Soldier’s career is in direct proportion to the Soldier’s consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. The College Level Examination Program (CLEP), DANTES, and eArmyU are available for those Soldiers unable to pursue formal civilian courses. Pursuing a college education is not a mandatory requirement but one that will place you above your peers. College education is a critical piece of the self-development program, and Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. The ACCP also provides excellent educational advancements in continued education, leadership, and technical proficiency. Education opportunities can be found at the ACES Web site. CLEP and DANTES are other resources for converting previously acquired knowledge or training into college credit. Soldiers may also enroll in GOARMYED, an

Army program that gives Soldiers the opportunity to pursue a degree program completely online and sometimes earn promotion points for technical certification. A list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*a. Private E-1: Specialist/corporal.*

(1) Soldiers should study and master the following military publications: STP 21-1-SMCT, FM 4-25.11, FM 3-21.8, AR 670-1, all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(2) The following are suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/>.

(3) Soldier boards such as for “Soldier of the Quarter” or “Year” awards broaden the knowledge base, instill discipline, and improve the Soldier’s ability to communicate verbally.

*b. Sergeant.*

(1) SGTs should study and master the publications mentioned in skill level 1, as well as the following military publications: STP 21-24-SMCT, FM 6-22, FM 3-55.93, all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(2) The following are suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/>.

(3) Soldier boards such as for “NCO of the Quarter” or “Year” awards, and the SGT Audie Murphy or SGT Morales clubs, broaden the knowledge base, instill discipline, and improve the Soldier’s ability to communicate verbally.

*c. Staff sergeant.*

(1) These NCOs should study and master the following military publications: all publications referenced in skill levels 1 and 2, STP 21-24-SMCT, FM 3-22.3, all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(2) The following are suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/>.

(3) SSGs should seek opportunities to pursue completion of an associate’s degree.

*d. Sergeant first class.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. SFCs should strive to complete a degree program or accumulate 2 years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: AR 350-1, AR 750-1, all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(3) The following are suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/>.

(4) The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an associate’s degree by 12 years of service and continue studies towards an upper-level degree. The SFC must continue to remain competent in technical fields, while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC.

*e. Master sergeant/first sergeant.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Professional reading and college courses help the SNCOs develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM; complete a degree program or accumulate 2 years of college credit towards a degree. However, continuing civilian education (completion of associate’s or bachelor’s degree) is encouraged.

(2) MSGs and 1SGs should study and master the following military publications: AR 601-280, AR 600-20, DA Pam 611-21, AR 840-10, and AR 220-1.

(3) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offerings from various sources. They should choose courses that help them understand how the Army runs, in order to influence and improve the Army’s systems and to help their organizations succeed.

*f. Sergeant major/command sergeant major.*

(1) The goal of the SGMs and CSMs is to possess an upper-level degree and work towards a master’s degree in their chosen discipline. Professional reading and college courses help the SNCOs develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important, since the SGM or CSM will often represent the command or the Army in civic functions.

(2) The SGMs and CSMs should read publications on professional reading lists of their chains of command. FM 7-22.7, AKO, and <http://www.train.army.mil/> contain more reading material for self-development. Continued reading

about world politics, geo-political issues, and field manuals relating to Army OPS and current battle doctrine expand a leader's knowledge.

#### **5-4. Military occupational specialty 12A, engineer senior sergeant**

The Engineer senior sergeant inspects and advises on bridging, rafting, and river crossing OPS, and supervises general engineering activities related to all construction and utility OPS. The senior SGT also: Formulates and maintains construction schedules; assists in supervision of troops in assault OPS; performs ground and aerial reconnaissance; advises engineer staff section personnel in matters involving combat engineer OPS; assists the engineering officer in construction planning, scheduling, and material estimating; helps prepare operation orders, standing operating procedures, and contingency plans. Additionally, the senior SGT: Coordinates with staff agencies for engineer operational and tactical support; coordinates employment of engineer elements operating with infantry and armored units; inspects construction sites and enforces job specification and safety standards; collects, interprets, analyzes, evaluates, and disseminates intelligence data; provides staff supervision and principal NCO direction to units engaged in performing engineering missions; inspects construction and training activities; and supervises performance of combat engineering missions.

#### **5-5. Military occupational specialty 12A, professional development model**

- a. *Command sergeant major/sergeant major.*
- b. *Operational assignments.* SGMs and CSMs (12A/00Z) are the capstone MOSs for 12D and 12X. Important assignments for SGMs are a BDE-level or higher OPS SGT and a BDE-level or higher engineering supervisor.
- c. *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. (For more information on self-development, see para 5-3.)
- d. *Additional training.* None.
- e. *Special assignments.* None.

#### **5-6. Military occupational specialty 12A, Reserve Component**

The MOS 12A in the RC is managed the same as for the RA. (See para 5-4.)

#### **5-7. Military occupational specialty 12B, combat engineer (closed to women)**

- a. *Major duties.* Combat engineers conduct mobility, countermobility, and survivability actions in support of combat forces. The combat engineer works as a member of a team, squad, or platoon performing basic combat construction and reconnaissance missions. He directs the construction of fighting positions and wire entanglements. He directs minefield emplacement and removal, and submits minefield reports for both scatterable and hand-emplaced minefields. He conducts hasty and deliberate breaching OPS; supervises and operates engineer wheeled and track vehicles; calculates, prepares, and installs priming and firing systems for demolitions. The combat engineer accomplishes these tasks while staying current in basic Soldiering skills, which is necessary for today's battlefield.
- b. *Prerequisites.* See DA Pam 611-21, in the HRC Smartbook, for details.
- c. *Goals for development.* To ensure the Engineers remain the bedrock of the Nation's fighting force, and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full spectrum of military OPS.

(1) *Private E-1: Specialist/corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. This can be acquired in TOE (tactical) assignments serving as a combat engineer, vehicle operator, armored combat earthmover, and armored vehicle launched bridge operator. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(b) *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. (For more information on self-development, see para 5-3.)

(c) *Additional training.* Basic Airborne Course, Air Assault School, Ranger School, Sapper Leader Course, CBRN School, Explosive Ordnance Clearing Agent Course, Urban Mobility Breacher Course, Mine Detection Dog Handlers Course, Track Vehicle Operator Course, and Route Reconnaissance Route Clearance (R2C2) - Sapper Leader Course, R2C2 Operator Course.

(d) *Special assignments.* Soldiers may volunteer for recruiting duty. CPL recruiter Soldiers must be considered for promotion before being placed on a temporary or special-duty assignment.

(2) *Sergeant.*

(a) *Operational assignments.* SGTs should focus on developing tactical and technical leadership skill sets, serving as

team leader or squad leader in the operational Army, honing technical expertise, and building a foundation of tactical knowledge.

(b) *Self-development.* SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. (For more information on self-development, refer to para 4–3.)

(c) *Additional training.* Basic Airborne Course, Air Assault School, Jumpmaster School, Ranger School, Pathfinder School, Sapper Leader Course, Route Reconnaissance Route Clearance (R2C2) - Sapper Leader Course, Explosive Ordnance Clearance Agent Course, and Urban Mobility Breacher Course.

(d) *Special assignments.* Drill sergeant and recruiter.

(3) *Staff sergeant.*

(a) *Operational assignments.* The critical assignment focus during this phase of their career should be in operational assignment as an engineer squad leader for a minimum of 18 rated months. The primary assignments during this phase of their career are as a squad and section leader; the NCOs must continue to develop and refine their leadership skills, tactical, and technical expertise. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of the NCOs are construction foreman, reconnaissance SGT and mobility, counter mobility, and survivability NCO. SSGs who have acquired 18 rated months in a squad leader position, coupled with special assignments, are considered exceptionally qualified for promotion.

(b) *Self-development.* SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. (For additional information on self-development, see para 5–3.)

(c) *Additional training.* Explosive Ordnance Clearance Agent Course, BSNCO, Bradley Fighting Vehicle OPS and Maintenance Course, Master Gunner Course, Basic Airborne Course, Air Assault School, Jumpmaster School, Ranger School, Pathfinder School, Sapper Leader Course, Basic Combatives Course levels 1–4, Route Reconnaissance Route Clearance (R2C2) - Leaders Course, and Urban Mobility Breacher Course.

(d) *Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill SGT and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as instructors for a minimum of 24 months. Special assignments include the following: drill sergeant, instructor/writer, recruiter, AC/RC advisor, OC–T at a CTC (JRTC, CMTC, NTC). Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSGs to serve on BN, BDE, and DIV staffs. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(4) *Sergeant first class.*

(a) *Operational assignments.* The critical assignment focus during this phase of a career should be in tactical assignments as an engineer platoon sergeant for a minimum of 18 rated months. The platoon sergeant's job, as the senior trainer in the platoon, is essential in the development of junior leaders. Successful assignments as platoon sergeant enhance the combat leading ability of a SFC and increase the potential for selection to MSG. Additional operational assignments that will enhance the technical expertise and develop the leadership level of the NCOs are OPS SGT at the company and BN levels. SFCs who have acquired 18 rated months in a platoon sergeant position, coupled with special assignments, are considered exceptionally qualified for promotion.

(b) *Self-development.* The SFC who is committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. (For more information on self-development, see para 5–3.)

(c) *Additional training.* Basic Airborne Course, Air Assault School, Jumpmaster School, Ranger School, Pathfinder School, Sapper Leader Course, Rappel Master Course, Explosive Ordnance Clearance Agent Course, BSNCO, Bradley Fighting Vehicle OPS and Maintenance Course, Basic Combatives Course levels 1–4, Mechanized Leaders Course, Master Gunner Course, Stryker Leaders Course, Counter Explosives Hazard Planning Course, and EOA.

(d) *Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as instructors for a minimum of 24 months. Special assignments include the following: drill sergeant; instructor/writer; inspector general NCO; OC–T at a CTC (JRTC, CMTC, NTC); AC/RC advisor; ROTC military science instructor; EOA; career management NCO; BN, BDE, or DIV OPS; troop command (RC); State HQ (ARNGUS); RSC; or general officer command (USAR). Nontraditional assignments include:

1. *Rear-detachment ISG.* Many units have a SFC performing duties as the rear-detachment ISG. These NCOs are challenged with performing ISG duties with numerous unique leadership challenges.

2. *Warrior transition unit.* CMF 12 has SFC slots to fill within WTUs Armywide. These NCOs serve as platoon sergeant, with responsibility for 48 Soldiers, ensuring all Family and medical needs are met.

3. *Detachment SGT.* The detachment SGT is the noncommissioned officer in charge (NCOIC) of the military

working dog (MWD) detachment. The detachment SGT directly supervises the kennel and detachment OPS, is responsible for all training, and ensures that MWD team's proficiency is maintained. The detachment SGT has direct supervisory responsibility for the unit's MWD program.

4. *Nontraditional assignments.* Due to the Army's OPTEMPO, some SFCs have been selected and assigned to nontraditional assignments prior to completing 18 rated months of platoon sergeant time. These NCOs should not be penalized for not having acquired the recommend key leadership time and should be considered to have met the promotion criteria.

(e) *Army career degrees.* See the SOCAD Army Career Degree Program.

d. *GI Jobs.* See the GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

#### **5–8. Military occupational specialty 12B, professional development model**

Access to the "Career Maps" is found on the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.army.mil/>.

#### **5–9. Military occupational specialty 12B, Reserve Component**

The integrated use of the RC is essential to successful military OPS. The RC represents substantive elements of the structure and capability of the Engineer Force. The contributions of the RC cover the entire spectrum of types of forces from combat, to CS or CSS, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as the RA counterpart. The quality and quantity of training that the RC Engineer NCO receives should be the same as the RA NCO. Duty assignments for career progression parallel that of the RA. Although geographical limitations will determine the types of units in which RC Soldiers may serve, the RC PD NCOES satisfies PD and functional area requirements. The primary peacetime mission of the RC Engineer NCO is sustaining training, perfecting their combat skills, and developing their subordinates into a well-trained engineer unit. The RC must maintain a state of readiness in preparation for deployment and combat. The ARNGUS also has a second peacetime mission, namely, the role of citizen Soldier. Under the direction of the State government the ARNGUS Soldier may be called upon at any time to support the community during a disaster, natural or man-made.

#### **5–10. Military occupational specialty 12C, bridge crewmember**

a. *Major duties.* A bridge crewmember commands, serves, and assists as a member of a squad, section, or platoon. A bridge crewmember directs the loading, off-loading, assembly, and disassembly of float and fixed bridges for wet and dry gap crossing OPS. A bridge crewmember operates and supervises the use of bridge erection boats and rafting OPS, and installs and supervises the placement of kedge and overhead anchorage systems. This crewmember accomplishes these tasks while staying current in basic Soldiering skills, which is necessary for today's battlefield.

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details.

c. *Goals for development.*

(1) *Private E–1: Specialist/corporal.*

(a) *Operational assignments.* The early years of a bridge crewman's career should focus on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. This can be acquired in TOE (tactical) assignments serving as a bridge crewmember and bridge erection boat operator. Soldiers should seek responsibility and take advantage of opportunities to display leadership skills, initiative, and motivation.

(b) *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers enroll in various correspondence courses to accomplish individual education objectives. (For more information on self-development, see para 5–3.)

(c) *Additional training.* Sapper Leader Course, Basic Airborne Course, and Air Assault School.

(d) *Special assignments.* Soldiers may volunteer for recruiting duty as a CPL recruiter. Soldiers must be considered for promotion before being placed on temporary or special-duty assignment.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of their career should be primarily as a bridge crew chief. The NCO continues to develop and refine leadership skills, tactical and technical expertise. Other duty assignments in tactical units that will increase the technical expertise and develop the leadership level of the NCOs are bridge inspector, senior boat operator, and assistant reconnaissance SGT. Avoid back-to-back nontactical assignments. This reduces MOS proficiency due to continuous equipment modernization, structure, and doctrine.

(b) *Self-development.* SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. (For more information on self-development, see para 5–3.)

(c) *Additional training.* Sapper Leader Course, Air Assault School, Basic Combatives Course levels 1–4, and Pathfinder School.



(d) *Special assignments.* May be assigned to drill sergeant or recruiter.

(3) Staff sergeant.

(a) *Operational assignments.* The critical assignment focus during this phase of their career should be in operational assignment as a section leader for a minimum of 18 rated months. The focus during this phase of a career should be in operational assignments, primarily as a section leader, developing their Soldiers' leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity NCOs should seek the positions that allow them to gain leadership experience. SSGs who have acquired 18 months in a squad leader position, coupled with special assignments, are considered exceptionally qualified for promotion.

(b) *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. (For more information on self-development, see para 5-3.)

(c) *Additional training.* Sapper Leader Course, Drill Sergeant Course, Army Recruiter Course, Basic Combatives Course levels 1-4, Air Assault School, and Pathfinder School.

(d) *Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as instructors for a minimum of 24 months. Special assignments include the following: drill sergeant, instructor/writer, ALC small group leader (SGL), recruiter, bridge supervisor, AC/RC advisor, and an OC-T at a CTC are special assignments that SSGs should consider. Commanders and CSMs ensure that Soldiers being placed on special duty and temporary duty are considered for promotion and that they are serving in an appropriate position. These positions should impart knowledge and skills for equipping SSGs to serve on BN, BDE, and DIV staffs. Soldiers serving in isolated areas require special consideration and attention from USAES and HRC for assignments back to the operational Army.

(4) *Sergeant first class.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments as an Engineer platoon sergeant for a minimum of 18 rated months. The platoon sergeant's job, as the senior trainer in the platoon, is essential in developing junior leaders. It is also necessary in order to be competitive to increase their potential for selection to MSG promotion. Additional operational assignments that will increase the technical expertise and develop the leadership level of the NCOs are reconnaissance SGT at the company level, and OPS SGT at the company and BDE levels. SFCs who have acquired 18 rated months in a platoon sergeant position, coupled with special assignments, are considered exceptionally qualified for promotion.

(b) *Self-development.* At this stage Soldiers should be seeking avenues to complete an associate's degree. Any courses that can be taken in management and communication will only enhance the ability to lead Soldiers. A college degree is not a requirement for promotion but can be a deciding factor when it comes to the best qualified. NCOs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. (For more information on self-development, see para 5-3.)

(c) *Additional training.* Sapper Leader Course, Drill Sergeant Course, Army Recruiter Course, Basic Combatives Course levels 1-4, Air Assault School, Pathfinder School, and EOA.

(d) *Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as instructors for a minimum of 24 months. Special assignments include the following; drill sergeant; instructor/writer; inspector general NCO; OC-T at a CTC (JRTC, CMTC, NTC); AC/RC advisor; ROTC military science instructor; EOA; career management NCO; BN, BDE, or DIV OPS; training, advising, and counseling (TAC) NCO; combat development NCO; troop command (RC); State HQ (ARNGUS); RSC or general officer command (USAR). Nontraditional assignments include:

1. Rear-detachment 1SG: Many units have a SFC performing duties as the rear-detachment 1SG. These NCOs are challenged with performing 1SG duties with numerous unique leadership challenges.

2. Warrior transition unit: CMF 12 has SFC slots to fill within WTUs Armywide. These NCOs serve as platoon sergeant, with responsibility for 48 Soldiers, ensuring all Family and medical needs are met.

3. Due to the Army's OPTEMPO, some SFCs have been selected and assigned to these nontraditional assignments prior to completing 18 rated months of platoon sergeant time. These NCOs should not be penalized for not having acquired the recommend key leadership time and should be considered to have met the promotion criteria.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

### 5-11. Military occupational specialty 12C, professional development model

Access to the "Career Maps" is found on the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.Army.mil/>.

### 5-12. Military occupational specialty 12C, Reserve Component

The MOS 12C in the RC is managed the same as for the RA. (See para 5-10.)

### 5-13. Military occupational specialty 12Z, combat engineering senior sergeant

*a. Major duties.* The combat engineering senior SGT inspects and advises on bridging, rafting, and river crossing OPS, and formulates and maintains construction schedules. In a company, an MOS 12Z 1SG is the senior enlisted Soldier in charge of the PD, training, and welfare of the enlisted force in the company. Also, this 1SG: Advises engineer staff section personnel at BN level and higher on matters involving combat engineer OPS; coordinates employment of engineer elements operating with the maneuver units; inspects construction sites and enforces job specification and safety standards; and collects, interprets, analyzes, evaluates, and disseminates intelligence data.

*b. Prerequisites.* See DA Pam 611-21, in the HRC Smartbook, for details.

*c. Goals for development.*

(1) *Master sergeant/first sergeant (12Z).*

*(a) Operational assignments.* MOS 12Z is the combined MOS for 12B and 12C. The critical assignment and primary focus for a MSG is 1SG. Without a successful tour as a 1SG, the opportunity for promotion to SGM is very limited. It is beneficial to career development to serve as a 1SG for at least 24 rated months (may consist of one or more assignments). Other important assignments for MSG are BN level or higher OPS SGT, intelligence SGT, and Engineer SNCO.

*(b) Self-development.* Civilian education is not a requirement for promotion to SGM or lateral appointment to CSM. However, continuing civilian education (completion of associate's or bachelor's degrees) is encouraged since promotion to SGM is very competitive and could make the difference in selecting the best qualified. It will also assist in future assignments since most of the SGMs are staff positions. (For more information on self-development, see para 5-3.)

*(c) Additional training.* Basic Airborne Course, Air Assault School, Sapper Leader Course, Ranger School, Pathfinder School, Basic Combatives Course levels 1-4, Jumpmaster School.

*(d) Special assignments.* Observer/controller, ROTC military science instructor, AC/RC advisor, chief instructor/writer, chief of ALC, chief of SLC, combat development SNCO, training development SNCO, inspector general NCO, EOA, and AC/RC advisor.

(2) *Sergeant major/command sergeant major (12Z/00Z).*

*(a) Operational assignments.* SGM (12Z) and CSM (00Z) is the combined capstone MOS for MOSs 12B and 12C. Other important assignments for SGM are BDE level or higher OPS SGT, Intelligence SGT, Engineer SNCO.

*(b) Self-development.* Civilian education is not a requirement for promotion to SGM or lateral appointment to CSM. However, continuing civilian education (completion of associate's or bachelor's degree) is encouraged, since promotion to CSMs is very competitive and could make the difference in selecting the best qualified. (For more information on self-development, see para 5-3.)

*(c) Additional training.* None.

*(d) Special assignments.* Military science instructor, OC-T at a CTC (JRTC, CMTC, NTC), RA/RC advisor, instructor at the USASMA, inspector general SGM, and nominative positions (00Z only).

(3) *Overseas contingency assignments:* HRC selects several senior Engineer Soldiers to serve as members of the coalition's military transition team (MiTT) and embedded training team (ETT). These Soldiers execute the coalition's mission with the highest expectations, the greatest visibility, and the most responsibility. Some Engineer Soldiers will be assigned to rapidly deployable units called Forward Engineer Support Team A (FEST-A) and Forward Engineer Support Team B (FEST-B). These teams are critical to Engineer missions throughout theater. CMF 12 NCOs are being selected in theater to become part of Provincial Reconstruction Teams (PRTs). These NCOs are hand selected by tactical commanders for their technical and tactical Engineer expertise to spearhead critical reconstruction projects in Iraq and Afghanistan.

(4) *Schools.* CMF 12 NCOs are being selected to work as a cadre for NCOES and other schools in Iraq and Afghanistan. These NCOs are responsible for training and professional mentorship of the Iraq and Afghan Army NCO Corps. This duty is critical to the coalition's mission as it passes off responsibility to the Iraqis and Afghans. The Engineer Regiment has NCOs assigned to SMUs that operate at the BN task force level in SSG major positions as MSGs and SFCs. These NCOs perform the full spectrum of Engineer OPS and work contracting issues. Nontraditional assignments include the following:

*(a)* The Engineer Regiment has several positions where certain NCOs are nominated and selected based on certain criteria or skill sets. These NCOs are selected to fill positions as Foreign Army Exchange NCOs and United States Army Special Operations Command (USASOC) Engineer support sections.

*(b)* Due to shortages in commissioned officers, NCOs are performing these duties as majors and captains in staff

positions. These NCOs are executing these responsibilities at the highest level of professionalism and efficiency. These NCOs should be favorably evaluated for promotion as NCOs working well above their rank or grade responsibilities, to ensure unit level and Armywide missions are successfully performed.

(c) The SGM branch selects Engineer SGMs to serve as faculty advisors at the USASMA. The faculty advisors instruct, counsel, and mentor over 60 SNCOs, sister Services, and allied nations. HRC also selects SNCOs to serve as senior military instructors throughout the ROTC community, working at colleges and universities, assisting in assessing, recruiting, educating, and training ROTC cadets.

d. *Army career degrees.* See the SOCAD Army Career Degree Program.

e. *GI Jobs.* See the GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

#### **5-14. Military occupational specialty 12Z, professional development model**

Access to the "Career Maps" can be found at the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.Army.mil/>.

#### **5-15. Military occupational specialty 12Z, Reserve Component**

The MOS 12Z in the RC is managed the same as in the RA. (See para 5-13.)

#### **5-16. Military occupational specialty 12D, diver**

a. *Major duties.* The diver performs underwater work, operating power support equipment supervises, calculates, and emplaces demolitions; prepares patching materials; and pumps for salvage OPS. Also, the diver: Prepares rigging and lifting devices for salvage of submerged objects; directs preparation and operation of diving equipment and watercraft support platforms; supervises use of underwater hydraulic and electric power equipment and other special underwater tools; performs and operates air systems and underwater support equipment during diving and recompression chamber OPS; supervises recompression therapy for diving injuries and coordinates medical support; and writes and develops doctrinal, regulatory, training, and safety material related to diving mission success.

b. *Prerequisites.* See DA Pam 611-21, in the HRC Smartbook, for details.

c. *Goals for development.*

(1) *Private E-1: Specialist/corporal.*

(a) *Operational assignments.* The early years of a diver's career should focus on building a strong base of technical expertise in underwater skills and diving equipment maintenance, basic MOS skills, and common Soldier tasks. This can be accomplished with assignments to light or heavy diving teams serving as (12D) diver. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(b) *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to meet individual educational objectives. (For more information on self-development, see para 5-3.)

(c) *Additional training.* None.

(d) *Special assignments.* None.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be on building a strong base of technical expertise in TOE assignments developing Soldier leadership skills, and honing technical underwater skills as a lead diver. At every opportunity NCOs should seek the positions that allow them to gain leadership experience.

(b) *Self-development.* At this stage junior NCOs should seek opportunities to pursue college-level courses and the ACCP. (For more information on self-development, see para 5-3.)

(c) *Additional training.* The Master Fitness Trainer Course.

(d) *Special assignments.* None.

(3) *Staff sergeant.* Diving supervisor: Supervises operator through intermediate levels of maintenance on diving life-support equipment. This supervisor also: Performs as senior diver, and supervises diving OPS; directs preparation and operation of diving equipment and water craft support platforms; supervises calculation, training, and use of explosives; supervises use of underwater hydraulic equipment, electric power equipment, and other special underwater tools; and supervises recompression chamber and life support equipment during diving and emergency OPS.

(a) *Operational assignments.* The focus during this phase of their careers must be on continued development and refinement of their leadership skills, tactical, and technical expertise. Duty assignments in light or heavy diving teams as a diving supervisor will increase experience and develop leadership. SSGs should maintain this position a minimum of 18 rated months prior to moving to other position that are TDA-designated, such as drill sergeant, recruiter, and so forth. Avoid back-to-back nontactical assignments. This reduces MOS proficiency due to continuous changes in modernization, structure, and doctrine. SSGs who have acquired 18 rated months in a squad leader position, coupled with special assignments, are considered exceptionally qualified for promotion.

(b) *Self-development.* SSGs should seek opportunities to pursue completion of an associate's degree.

(c) Although civilian education is not a requirement for promotion, it could be the deciding factor when selecting the best qualified. (For more information on self-development, see para 5-3.)

(d) *Additional training.* The Master Fitness Trainer Course.

(e) *Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as instructors for a minimum of 24 months. Special assignments include the following: drill sergeant, instructor/writer, diving supervisor, AIT platoon sergeant and chief diving supervisor.

(f) *Special mission unit.* These NCOs represent a group of OPS and support personnel from designated organizations that are task-organized to perform highly classified activities. NCOs serving in these units will often have nonstandard duty titles and do not have the same leadership opportunities as other NCOs within the Engineer Regiment. These NCOs become highly specialized, and the supported units, along with HRC, are challenged in finding replacements. NCOs who serve or served in these SMUs should be recognized as having served in a key or critical assignment. They have demonstrated flexibility, adaptability, and the capability to work under extreme pressure, using sound judgment, and achieving superior results. The individual's DA Form 2166-8, also known as an NCOER, should be evident of this superior performance: United States Special Operations Command (USSOCOM), MiTT/ETT, Joint Special Operations Command (JSOC).

(4) *Sergeant first class.* Performs duties as a senior diving supervisor of an MTOE-authorized engineer diving team, comprised of 25 Soldiers with vehicles and support equipment valued at over \$4 million. Other activities: Ensures unit is independently deployable and fully mission capable to support diving requirements in the theater of OPS; performs as master diver for all high risk diving OPS, including emergency rescue and recovery, ships husbandry, harbor clearance, river crossing OPS, recompression chamber treatments, and underwater demolition, construction, inspection, and repair; also performs duties as an OPS NCO overseeing the coordination of missions and logistical assets.

(a) *Operational assignments.* The focus during this phase of their career should be in light diving teams, serving as a senior diving supervisor for a minimum of 18 rated months. The senior diving supervisor job, as the senior trainer in the detachment, is essential in developing junior leaders. It is also necessary in order to be competitive for promotion to 1SG. SFCs who have acquired 18 rated months in a platoon sergeant position, coupled with special assignments, are considered exceptionally qualified for promotion.

(b) *Self-development.* At this stage Soldiers should be seeking avenues to complete an associate's degree. Any courses that can be taken in management and communication will only enhance the ability to lead Soldiers. A college degree is not a requirement for promotion but can a deciding factor when it comes to selecting the best qualified. (For additional information on self-development, see para 5-3.)

(c) *Additional training.* Master Fitness Trainer Course and certification as a master diver.

(d) *Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as an instructor for a minimum of 24 months. Special assignments include the following: drill sergeant, instructor/writer, AIT platoon sergeant, combat development NCO, and diver liaison NCO. Nontraditional assignments include:

1. Rear-detachment 1SG: Many units have a SFC performing duties as the rear-detachment 1SG. These NCOs are challenged with performing 1SG duties with numerous unique leadership challenges.

2. Warrior transition unit: CMF 12 has SFC slots to fill within WTUs Armywide. These NCOs serve as a platoon sergeant, with responsibility for 48 Soldiers, ensuring all Family and medical needs are met.

3. Due to the Army's OPTEMPO, some SFCs have been selected and assigned to these nontraditional assignments prior to completing 18 rated months of platoon sergeant time. These NCOs should not be penalized for not having acquired the recommend key leadership time and should be considered to have met the promotion criteria.

(5) *Master sergeant/first sergeant.*

(a) *Operational assignments.* The critical assignment for a MSG is 1SG. Without a tour as a 1SG, the opportunity for promotion to SGM is limited. It is beneficial to career development to serve as a 1SG for at least 24 months (may consist of one or more assignments). Other important assignments for MSGs are master diving supervisor and chief diving supervisor.

(b) *Self-development.* Civilian education is not a requirement for promotion to SGM or lateral appointment to CSM. However, continuing civilian education (completion of an associate's or bachelor's degree) is encouraged since promotion to SGM is very competitive and could make the difference in selecting the best qualified. It will also assist in future assignments, since most of the SGMs are staff positions. (For more information on self-development, see para 5-3.)

(c) *Additional training.* None.

(d) *Special assignments.* None.

(6) *Sergeant major/command sergeant major.* See MOS 12X.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs*. See GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

### **5-17. Military occupational specialty 12D, professional development model**

Access to the “Career Maps” is through the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

### **5-18. Military occupational specialty 12D, Reserve Component**

The MOS 12D in the RC is managed the same as for the RA. (See para 5-16.)

### **5-19. Military occupational specialty 12G, quarrying specialist (Reserve Component only)**

a. *Major duties*. The quarrying SPC provides mobility, countermobility, and survivability in support of combat forces. The quarrying SPC works in a squad, section, or platoon performing basic horizontal construction; supervises or operates electric, pneumatic, and internal combustion powered machines used in drilling, crushing, grading, and cleaning gravel and rock; detonates explosives to blast rock in quarries and at construction sites; and directs combat engineering missions.

b. *Prerequisites*. See DA Pam 611-21, in the HRC Smartbook, for details.

c. *Goals for development*.

(1) *Private E-1: Specialist/corporal*.

(a) *Operational assignments*. The early years of a quarrying SPC should be spent on building a strong base of technical expertise in horizontal construction, basic MOS skills, and common Soldier tasks. This can be accomplished with assignments to an Engineer BN. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(b) *Self-development*. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. (For more information on self-development, see para 5-3.)

(c) *Additional training*. Basic Airborne Course and Air Assault School.

(d) *Special assignments*. CPL recruiter; Soldiers may volunteer for recruiting duty. Soldiers must be considered for promotion before being placed on temporary or special duty assignment.

(2) *Sergeant*.

(a) *Operational assignments*. The focus during this phase of a career should be in TOE assignments, developing leadership skills and honing technical skills. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience.

(b) *Self-development*. For more information on self-development, see paragraph 2-13.

(c) *Additional training*. Basic Airborne Course, Air Assault School, and the Master Fitness Trainer Course.

(d) *Special assignments*. Recruiter.

(3) *Staff sergeant*.

(a) *Operational assignments*. The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise. Assignment as a 12G squad leader in an Engineer BN will increase the experience and develop the leadership level of the NCO. SSGs should serve this position a minimum of 18 rated months prior to moving to other positions that are TDA-designated, such as drill sergeant, recruiter, and back-to-back nontactical assignments. The long-term nontactical assignments reduce MOS proficiency due to continuous changes in modernization, structure, and doctrine.

(b) *Self-development*. At this stage, Soldiers should seek opportunities to pursue completion of an associate’s degree. Although civilian education is not a requirement for promotion, it could be the deciding factor when selecting the best qualified. (For more information on self-development, see para 2-13.)

(c) *Additional training*. Basic Airborne Course, Air Assault School, Drill Sergeant Course, Army Recruiter Course, and the Master Fitness Trainer Course.

(d) *Special assignments*. Instructor/writer, drill sergeant, and recruiter.

(4) *Sergeant first class*. See MOS 12N40.

d. *Army career degrees*. See the SOCAD Army Career Degree Program.

e. *GI Jobs*. See the GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

### **5-20. Military occupational specialty 12G, professional development model**

Access to the “Career Maps” is found on the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

## 5-21. Military occupational specialty 12H, construction engineering supervisor

*a. Major duties.* The construction engineering supervisor provides mobility, countermobility, and survivability in support of combat forces. The construction-engineering supervisor works in a squad, section, or platoon performing basic vertical construction; supervises construction, repair, and utility services of buildings, warehouses, concrete placement, culvert placement, and installation, fixed bridges, port facilities, and petroleum pipelines, tanks, and related equipment. Also, this supervisor reads and interprets construction drawings; directs and supervises demolition OPS as required; directs operator maintenance on assigned vehicles and equipment; devises network flow diagrams, such as the critical path method; and coordinates work activities of supporting units.

*b. Prerequisites.* See DA Pam 611-21, in the HRC Smartbook, for details.

*c. Goals for development.*

(1) *Staff sergeant.* The construction section leader is responsible for the health, welfare, and safety of the Soldiers in the section. These NCOs ensure that their Soldiers meet standards in personal appearance, and maintain and account for their individual and unit equipment and property. The construction section leader teaches individual and collective tasks, develops unit cohesion, fosters the values of loyalty and commitment, and builds spirit and confidence in a vertical construction unit. The section leader evaluates performance-oriented training, coaching and counseling, and grooms young Soldiers for future positions of increased responsibility. Squads are expected to make sound and timely decisions, ranging from the amount of physical training to ethics and values.

*(a) Operational assignments.* The focus during this phase of a career must be on continued development and refinement of their leadership skills and tactical and technical expertise. A duty assignment in an Engineer BN that will increase the experience and develop the leadership level of the NCO is 12H-construction section leader. SSGs should maintain this position a minimum of 18 rated months prior to moving to other positions that are TDA-designated (for example, drill sergeant, recruiter, RA/RC advisor). Avoid back-to-back nontactical assignments. This reduces MOS proficiency, due to continuous changes in modernization, structure, and doctrine. SSGs who have acquired 18 rated months in a construction section leader position, coupled with special assignments, are considered exceptionally qualified for promotion.

*(b) Self-development.* At this stage Soldiers should seek opportunities to pursue completion of an associate's degree. Although civilian education is not a requirement for promotion, it could be the deciding factor when selecting the best qualified. (For additional information on self-development, see para 5-3.)

*(c) Additional training.* Basic Airborne Course, Air Assault School, Drill Sergeant Course, and the Army Recruiter Course.

*(d) Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as an instructor for a minimum of 24 months. Special assignments include the following: drill sergeant, AIT platoon sergeant, instructor/writer, small group leader, recruiter, AC/RC advisor, OC, Corps of Engineers, and White House staff. Nontraditional assignments include:

1. Warrior transition unit. CMF 12 has authorized SSGs slots to fill within WTUs Armywide. These NCOs serve as squad leaders, are responsible for 12 Soldiers, and ensure that all their Family and medical needs are met. The objective for these WTUs is to be fully integrated back into their units, or be medically retired from active duty. These squad leaders devote hundreds of hours to their Soldiers, ensuring that all appointments are met on time.

2. The Engineer Regiment has several positions where certain NCOs are nominated and selected based on certain criteria or skill set. These NCOs are selected to fill positions as foreign Army exchange NCO, White House support staff, and USASOC engineer support sections.

3. Due to the Army's OPTEMPO, some SSGs have been selected and assigned to these nontraditional assignments prior to completing 18 rated months of key leadership time. These NCOs should not be penalized for not having acquired the recommend key leadership time and should be considered to have met the promotion criteria.

4. HRC selects several Engineer Soldiers to serve as members of the coalition's MiTT and ETT. These Soldiers execute the coalition's mission with the highest expectations, the greatest visibility, and the most responsibility.

*(2) Sergeant first class.* Performs duties of preceding skill level, supervises lower grade Soldiers, and provides technical guidance to Soldiers in accomplishing their duties. Also, the NCO is: Responsible for the training of additional military occupation specialties; responsible for the PD, welfare, morale, and quality of the platoon sergeant in a vertical construction company that supports any command worldwide; responsible for the mentoring and PD of their Soldiers. The NCO supervises and manages all aspects of construction projects to ensure compliance to recognized standards and plans, and is the primary trainer of all individual and collective tasks within the platoon.

*(a) Operational assignments.* The focus during this phase of their career should be in the Engineer BN, serving as a platoon sergeant (12H) for a minimum of 18 rated months. The platoon sergeant's job as the senior trainer in the platoon is essential in the development of junior leaders. It is also necessary in order to be competitive for promotion to MSG. SFCs who have acquired 18 rated months in a platoon sergeant position, coupled with special assignments, are considered exceptionally qualified for promotion.

*(b) Self-development.* At this stage Soldiers should be seeking avenues to complete an associate's degree. Any courses that can be taken in management and communication will only enhance the ability to lead Soldiers. A college

degree is not a requirement for promotion but can be a deciding factor when it comes to the best qualified. (For more information on self-development, see para 5-3.)

(c) *Additional training.* Basic Airborne Course, Air Assault School, and Master Fitness Trainer Course.

(d) *Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as an instructor for a minimum of 24 months. Special assignments include the following: drill sergeant, AIT platoon sergeant, instructor/writer, small group leader, EO NCO, observer/controller, AC/RC advisor, military science instructor, career manager, company OPS NCO and assistant BN OPS NCO. Nontraditional assignments include:

1. Rear-detachment 1SG: Many units have a SFC performing duties as the rear-detachment 1SG. These NCOs are challenged with performing 1SG duties with numerous unique leadership challenges.

2. Warrior transition unit: CMF 12 has SFC slots to fill within WTUs Armywide. These NCOs serve as a platoon sergeant, with responsibility for 48 Soldiers, ensuring all Family and medical needs are met.

3. Due to the Army's OPTEMPO, some SFCs have been selected and assigned to these nontraditional assignments prior to completing 18 rated months of platoon sergeant time. These NCOs should not be penalized for not having acquired the recommend key leadership time and should be considered to have met the promotion criteria.

4. HRC selects several senior Engineer Soldiers to serve as members of the TT. These Soldiers execute the coalition's mission with the highest expectations, the greatest visibility, and the most responsibility.

5. Some Engineer Soldiers will be assigned to rapidly deployable units called Forward Engineer Support Team A (FEST-A) and Forward Engineer Support Team M (FEST-M), as senior construction supervisors (12H). These teams are critical to Engineer missions throughout the theater.

(3) *Master sergeant/first sergeant.* Same as for MOS 12X. (See para 5-50.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See the GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

## **5-22. Military occupational specialty 12H, professional development model**

Access to the "Career Maps" is from the ACT Web site. They are located under the "career resources" tab, at the following Web address: <https://actnow.Army.mil>.

## **5-23. Military occupational specialty 12H, Reserve Component**

The MOS 12H in the RC is managed the same as in the RA. (See para 5-21.)

## **5-24. Military occupational specialty 12K, plumber**

a. *Major duties.* The plumber installs and repairs pipe systems and fixtures, and petroleum pipeline systems; reads and interprets drawings, plans, and specifications to determine layout and identify types and quantities of materials required; conducts inspections of plumbing facilities and ensures employment of proper safety procedures; helps perform combat engineer missions; operates hand held tools and compaction equipment; and performs demolition missions as required.

b. *Prerequisites.* See DA Pam 611-21, in the HRC Smartbook, for details.

c. *Goals for development.*

(1) *Private E-1: Specialist/corporal.*

(a) *Operational assignments.* The early years of a plumber should focus on building a strong base of technical expertise in vertical construction, basic MOS skills, and common Soldier tasks. This can be accomplished with assignments to engineer BN, serving as plumbers (12K). Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(b) *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. (For more information on self-development, see para 5-3.)

(c) *Additional training.* Basic Airborne Course and Air Assault School.

(d) *Special assignments.* CPL recruiter; Soldiers may volunteer for recruiting duty. Soldiers must be considered for promotion before being placed on temporary or special duty assignment.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in TOE assignments, developing Soldier leadership skills and honing technical skills. At every opportunity NCOs should seek the positions that allow them to gain leadership experience.

(b) *Self-development.* For additional information on self-development, see paragraph 5-3.

(c) *Additional training.* Basic Airborne Course and Air Assault School.

- (d) *Special assignments.* Recruiter.
- (3) *Staff sergeant.* See MOS 12H30.
- d. *Army career degrees.* See the SOCAD Army Career Degree Program.
- e. *GI Jobs.* See the GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

### **5–25. Military occupational specialty 12K, professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

### **5–26. Military occupational specialty 12K, Reserve Component**

The MOS 12K in the RC is managed the same as for the RA. (See para 5–24.)

### **5–27. Military occupational specialty 12M, firefighter**

a. *Major duties.* The firefighter supervises, directs, and performs firefighting OPS during structural fires, aircraft crash incidents, vehicle emergencies, and natural cover fires. The firefighter also supervises emergency response crews during hazardous materials (HAZMAT) incidents; conducts fire prevention OPS to include determining building classification and installation level inspections; develops and plans for HAZMAT emergencies; and conducts initial fire-ground investigations.

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details.

c. *Goals for development.*

(1) *Private E–1: Specialist/corporal.*

(a) *Operational assignments.* The early years of a firefighter’s career should focus on building a strong base of technical expertise in firefighting and rescue techniques, basic MOS skills, and common Soldier tasks. This can be accomplished with assignments to firefighting teams, serving as (12M) firefighter. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(b) *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses, to accomplish individual educational objectives. (For more information on self-development, see para 2–13.)

(c) *Additional training.* Rescue Technician Course, Rescue Technician Course II, Fire Instructor Course, and Fire Officer Course.

(d) *Special assignments.* None.

(2) (2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in TOE assignments, developing Soldier leadership skills and honing technical skills. At every opportunity NCOs should seek the positions that allow them to gain leadership experience.

(b) *Self-development.* SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. (For additional information on self-development, see para 2–13.)

(c) *Additional training.* The Master Fitness Trainer Course, the Rescue Technician Course, and the Rescue Technician II Course.

(d) *Special assignments.* Recruiter, drill sergeant, and instructor.

(3) *Staff sergeant.* The station chief: Supervises rescue and firefighting OPS during structural fires, aircraft emergencies, vehicle emergencies, and wild land fires; supervises emergency response crews during HAZMAT incidents; and conducts fire prevention OPS, including inspections and pre-fire planning.

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills, and tactical and technical expertise. Duty assignments in a firefighting detachment that will increase the experience, and develop the leadership level of the NCO, are fire team chief or fire inspector. SSGs should maintain these positions a minimum of 18 months prior to moving to other positions that are TDA-designated (for example, drill sergeant, recruiter, RA/RC advisor). Avoid back-to-back nontactical assignments. This reduces MOS proficiency, due to continuous changes in modernization, structure, and doctrine. SSGs who have acquired 18 rated months in a key leadership position, coupled with special assignments, are considered exceptionally qualified for promotion

(b) *Self-development.* SSGs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. (For more information on self-development, see para 2–13.)

(c) *Additional training.* Basic Airborne Course, Air Assault School, Drill Sergeant Course, the Army Recruiter



Course, Rescue Technician Course, Rescue Technician II Course, HAZMAT Course, Fire Instructor II Course, Fire Instructor III Course, and the Fire Inspector III Course.

(d) *Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as instructors for a minimum of 24 months. Special assignments include the following: drill sergeant, AIT platoon sergeant, small group leader, instructor/writer, fire inspector, recruiter, OC-T, AC/RC, EOA, inspector general, and military science instructor. Nontraditional assignments include:

1. Warrior transition unit: CMF 12 has authorized SSG slots to fill within WTUs Armywide. These NCOs serve as squad leaders, are responsible for 12 Soldiers, and ensure that all their Family and medical needs are met. The objective for these WTUs is to be fully integrated back into their units, or be medically retired from active duty. These squad leaders devote hundreds of hours to their Soldiers, ensuring that all appointments are met on time.

2. The Engineer Regiment has several positions where certain NCOs are nominated and selected based on certain criteria or skill sets. These NCOs are selected to fill positions as foreign Army exchange NCOs, White House support staff, and USASOC Engineer support sections.

3. Due to the Army's OPTEMPO, some SSGs have been selected and assigned to these nontraditional assignments prior to completing 18 rated months of key leadership time. These NCOs should not be penalized for not having acquired the recommend key leadership time and should be considered to have met the promotion criteria.

(4) *Sergeant first class.* The fire chief exercises command and control during rescue and firefighting OPS during structural fires, aircraft crash incidents, vehicle emergencies, and natural cover fires; exercises command and control of emergency response during HAZMAT incidents; conducts fire prevention OPS to include determining building classification and installation level inspections; develops plans for HAZMAT emergencies; and conducts initial fire-ground investigations

(a) *Operational assignments.* The focus during this phase of their career should be in a firefighting team detachment serving as a fire chief (12M) for a minimum of 18 rated months. The fire chief job, as the senior trainer in the detachment, is essential developing junior leaders. It is also necessary in order to be competitive for promotion to 1SG. SFCs who have acquired 18 rated months in a platoon sergeant position, coupled with special assignments, are considered exceptionally qualified for promotion.

(b) *Self-development.* For more information on self-development, see paragraph 2-13.

(c) *Additional training.* Basic Airborne Course, Air Assault School, and the Master Fitness Trainer Course.

(d) *Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as instructors for a minimum of 24 months. Special assignments include the following: drill sergeant, AIT platoon sergeant, small group leader, instructor/writer, OC-T, recruiter, SR training developer, and military science instructor. Nontraditional assignments include:

1. Rear-detachment 1SG: Many units have a SFC performing duties as the rear-detachment 1SG. These NCOs are challenged with performing 1SG duties with numerous unique leadership challenges.

2. Warrior transition unit: CMF 12 has SFC slots to fill within WTUs Armywide. These NCOs serve as a platoon sergeant, with responsibility for 48 Soldiers, ensuring all Family and medical needs are met.

3. Due to the Army's OPTEMPO, some SFCs have been selected and assigned to these nontraditional assignments prior to completing 18 rated months of platoon sergeant time. These NCOs should not be penalized for not having acquired the recommend key leadership time and should be considered to have met the promotion criteria.

4. *Master sergeant/first sergeant.* Same as for MOS 12X. (See para 5-50.)

d. *Army career degrees.* See the SOCAD Army Career Degree Program.

e. *GI Jobs.* See the GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

### **5-28. Military occupational specialty 12M, professional development model**

Access to the "Career Maps" is found on the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.Army.mil>.

### **5-29. Military occupational specialty 12M, Reserve Component**

The MOS 12M in the RC is managed the same as for the RA. (See para 5-27.)

### **5-30. Military occupational specialty 12N, horizontal construction engineer**

a. *Major duties.* The horizontal construction engineer serves as a member of a squad, team, section, or platoon. Duties start with operating heavy equipment at an intern level and progress to senior equipment operator level, with supervisory responsibilities for personnel, construction projects, obstacle emplacement, and counterobstacle OPS involving construction equipment.

b. *Prerequisites.* See DA Pam 611-21, in the HRC Smartbook, for details.

*c. Goals for development.*

*(1) Private E-1: Specialist/corporal.*

*(a) Operational assignments.* The focus during the early years of their careers should be on building a strong base of technical expertise in horizontal construction, basic MOS skills, and common Soldier tasks. This can be accomplished with assignments to Engineer BN. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

*(b) Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses, to accomplish individual educational objectives. (For more information on self-development, see para 2-13.)

*(c) Additional training.* Basic Airborne Course, Air Assault School, and the Sapper Leader Course.

*(d) Special assignments.* None.

*(2) Sergeant.*

*(a) Operational assignments.* The focus during this phase of a career should be in TOE assignments, developing

*(b) Soldier leadership skills and honing technical skills as a horizontal construction SGT.* At every opportunity NCOs should seek the positions that allow them to gain leadership experience.

*(c) Self-development.* SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses, to accomplish individual educational objectives. (For more information on self-development, see para 2-13.)

*(d) Additional training.* Basic Airborne Course, Air Assault School, and Sapper Leader Course.

*(e) Special assignments.* Recruiter.

*(3) Staff sergeant.* The horizontal construction supervisor supervises construction equipment, quarry, paving, and plant equipment OPS, and crew maintenance of equipment; supervises employment and maintenance activities related to lifting, and general and heavy construction equipment in support of construction OPS. Also, this supervisor estimates equipment and operator requirements for specific jobs and helps supervise the unit engaged in construction equipment operation; organizes and directs well drilling OPS; devises network flow diagrams, such as the critical path method, and coordinates work activities of supporting units; and provides supervision over all engineer construction equipment.

*(a) Operational assignments.* The focus during this phase of their careers must be on continued development and refinement of leadership skills and tactical and technical expertise. Assignment as a section SGT in an engineer BN will increase the experience and develop the leadership level of the NCO. SSGs should serve in this position a minimum of 18 rated months prior to moving to other positions that are nonleadership positions. Avoid back-to-back nontactical assignments. This reduces MOS proficiency due to continuous changes in modernization, structure, and doctrine. SSGs who have acquired 18 rated months in a section SGT position, coupled with special assignments, are considered exceptionally qualified for promotion.

*(b) Self-development.* At this stage Soldiers should seek opportunities to pursue completion of an associate's degree. Although civilian education is not a requirement for promotion, it could be the deciding factor when two records are alike. (For more information on self-development, see para 2-13.)

*(c) Additional training.* Basic Airborne Course, Air Assault School, Drill Sergeant Course, the Army Recruiter Course, and the Master Fitness Trainer Course.

*(d) Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as instructors for a minimum of 24 months. Special assignments include the following: drill sergeant, AIT platoon sergeant, small group leader, instructor/writer, recruiter, AC/RC advisor and observer/controller. Nontraditional assignments include:

1. Warrior transition unit. CMF 12 has authorized SSG slots to fill within WTUs Armywide. These NCOs serve as squad leaders, are responsible for 12 Soldiers, and ensure that all their Family and medical needs are met. The objective for these WTUs is to be fully integrated back into their units, or be medically retired from active duty. These squad leaders devote hundreds of hours to their Soldiers, ensuring that all appointments are met on time.

2. The Engineer Regiment has several positions where certain NCOs are nominated and selected based on certain criteria or skill set. These NCOs are selected to fill positions as foreign Army exchange NCOs, White House support staff, and USASOC Engineer support sections.

3. Due to the Army's OPTEMPO, some SSGs have been selected and assigned to these nontraditional assignments prior to completing 18 rated months of key leadership time. These NCOs should not be penalized for not having acquired the recommend key leadership time and should be considered to have met the promotion criteria.

4. HRC selects several Engineer Soldiers to serve as members of the coalition's MiTT and ETT. These Soldiers execute the coalition's mission with the highest expectations, the greatest visibility, and the most responsibility.

5. CMF 12 NCOs are being selected in theater to become part of PRTs. These NCOs are hand selected by tactical

commanders for their technical and tactical Engineer expertise, to spearhead critical reconstruction projects in Iraq and Afghanistan.

(4) *Sergeant first class*. Senior horizontal engineer SGT: Responsible for the health, welfare, mentoring, discipline, and training of horizontal construction engineers; provides technical advice for and supervises construction missions; assists the platoon leader with planning, coordinating and execution of route sanitation, checkpoint construction, base camp construction, crater repair and other horizontal construction missions; oversees the maintenance and accountability of horizontal construction engineer equipment.

(a) *Operational assignments*. The focus during this phase of their careers should be in the Engineer BN, serving as a platoon sergeant (12N) for a minimum of 18 rated months. The platoon sergeant's job, as the senior trainer in the platoon, is essential in developing junior leaders. It is also necessary in order to be competitive for selection to MSG. SFCs who have acquired 18 rated months in a platoon sergeant position, coupled with special assignments, are considered exceptionally qualified for promotion.

(b) *Self-development*. At this stage Soldiers should be seeking avenues to complete an associate's degree. Any courses that can be taken in management and communication will only enhance the ability to lead Soldiers. A college degree is not a requirement for promotion but can be a deciding factor when it comes to the best qualified. (For more information on self-development, see para 2–13.)

(c) *Additional training*. Basic Airborne Course, Air Assault School, and the Sapper Leader Course.

(d) *Special assignments*. NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as an instructor for a minimum of 24 months. Special assignments include the following: drill sergeant, AIT platoon sergeant, small group leader, instructor/writer, company OPS NCO, assistant BN OPS NCO, EO NCO, observer/controller, career manager, Forward Engineer Support Team (FEST) NCO, and AC/RC advisor. Nontraditional assignments include:

1. Rear-detachment 1SG: Many units have a SFC performing duties as the rear-detachment 1SG. These NCOs are challenged with performing 1SG duties with numerous unique leadership challenges.

2. Warrior transition unit: CMF 12 has SFC slots to fill within WTUs Armywide. These NCOs serve as platoon sergeant, with responsibility for 48 Soldiers, ensuring all Family and medical needs are met.

3. Due to the Army's OPTEMPO, some SFCs have been selected and assigned to these nontraditional assignments prior to completing 18 rated months of platoon sergeant time. These NCOs should not be penalized for not having acquired the recommend key leadership time and should be considered to have met the promotion criteria.

(5) *Career management field 12*. NCOs are being selected in theater to become part of PRTs. These NCOs are hand selected by tactical commanders for their technical and tactical Engineer expertise, to spearhead critical reconstruction projects in Iraq and Afghanistan.

(6) Master sergeant/first sergeant. See MOS 12X.

d. *Army career degrees*. See the SOCAD Army Career Degree Program.

e. *GI Jobs*. See the GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

### **5–31. Military occupational specialty 12N, professional development model**

Access to the "Career Maps" is found on the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.Army.mil>.

### **5–32. Military occupational specialty 12N, Reserve Component**

The MOS 12N in the RC is managed the same as for the RA. (See para 5–30.)

### **5–33. Military occupational specialty 12P, prime power production specialist**

a. *Major duties*. The prime power production SPC serves as a member of a team, squad, section, or platoon, performing electrical power support. Supervises, operates, installs, and maintains electric power plant and associated auxiliary systems and equipment; analyzes plant equipment and systems' operating characteristics to determine operational conditions; serves as technical inspector to determine faulty operation and maintenance practices; estimates manpower, equipment, and material necessary to install a power station and construct any associated system.

b. *Prerequisites*. See DA Pam 611–21, in the HRC Smartbook, for details.

c. *Goals for development*.

(1) *Private E–1: Specialist/corporal*. Operational assignments. There are no Soldiers in MOS 12P in the rank of PV1–PFC.

(2) *Sergeant*.

(a) *Operational assignments*. The focus during this phase of their careers should be in TOE assignments, developing Soldier leadership skills, and honing technical skills. This can be accomplished with assignments to a prime power company: Serving as a prime power production SPC with an ASI, an E5 instrumentation SPC SGT, an intelligence

officer (S2), a mechanical SPC, an OPS and training officer (S3), and an electrical SPC. At every opportunity NCOs should seek positions that allow them to gain leadership experience.

(b) *Self-development.* SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. (For more information on self-development, see para 2-13.)

(c) *Additional training.* Master Fitness Trainer Course, HAZMAT Handlers Course, and Load Master Course.

(d) *Special assignments.* N/A.

(3) *Staff sergeant.* Senior power station electrician: Supervises, operates, installs, and performs direct support and general support (DS/GS) level maintenance on electric power plants, consisting of prime power generator sets of 500 KW and higher and associated auxiliary systems and equipment; supervises personnel and the installation, operation, unit level, and direct-support maintenance of electrical power plants; coordinates, plans, and schedules section activities; plans for the use, movement, and location of electrical power plants; estimates manpower, equipment, and material necessary to accomplish installation of power station and construction of associated systems; advises subordinate personnel on prime power equipment use, location, operation, and maintenance.

(a) *Operational assignments.* The focus during this phase of career must be on continued development and refinement of leadership skills and tactical and technical expertise. A duty assignment serving as a fire inspector in prime power companies will increase the experience and develop the leadership level. SSGs should serve in this position a minimum of 18 rated months prior to moving to other positions that are TDA-designated: drill sergeant, recruiter, AC/RC advisor, and so forth. Avoid back-to-back nontactical assignments. This reduces MOS proficiency due to continuous changes in modernization, structure, and doctrine. SSGs who have acquired 18 rated months in a squad leader position, coupled with special assignments, are considered exceptionally qualified for promotion.

(b) *Self-development.* At this stage Soldiers should seek opportunities to pursue completion of an associate's degree. Although civilian education is not a requirement for promotion, it could be the deciding factor when selecting the best qualified. (For more information on self-development, see para 2-13.)

(c) *Additional training.* The Drill Sergeant Course, the Army Recruiter Course, and the Master Fitness Trainer Course.

(d) *Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCO from operational units to serve as an instructor for a minimum of 24 months. Special assignments include the following: drill sergeant, AIT platoon sergeant, instructor/writer, and small group leader. Nontraditional assignments include:

1. Warrior transition unit: CMF 12 has authorized SSGs slots to fill within WTUs Armywide. These NCOs serve as squad leaders, are responsible for 12 Soldiers, and ensure that all their Family and medical needs are met. The objective for these WTUs is to be fully integrated back into their units, or be medically retired from active duty. These squad leaders devote hundreds of hours to their Soldiers, ensuring that all appointments are met on time.

2. The Engineer Regiment has several positions where certain NCOs are nominated and selected based on certain criteria or skill sets. These NCOs are selected to fill positions as foreign Army exchange NCOs, White House support staff, and USASOC Engineer support sections.

3. Due to the Army's OPTEMPO, some SSGs have been selected and assigned to these nontraditional assignments prior to completing 18 rated months of key leadership time. These NCOs should not be penalized for not having acquired the recommend key leadership time and should be considered to have met the promotion criteria.

4. Positions in Spain; with an air defense artillery (ADA) theater high altitude area defense (THAADS) system; with a Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System (JLENS); at Supreme Headquarters Allied Power Europe (SHAPE) Belgium; at Army Garrison-Humphreys, South Korea; with SO; at Izmir Air Station, Turkey; and in the Philadelphia district.

(4) *Sergeant first class.* Supervises, operates, installs, and performs DS/GS-level maintenance on all electric power plants, consisting of prime power generator sets of 500 KW and higher associated auxiliary systems and equipment; performs electrical assessments, facilities maintenance, quality assurance (QA), and quality control (QC) OPS. Other duties: Serves as LNO for echelons above corps and technical advisor to FEMA and other Federal organizations; plans for the use, movement, and location of electrical power stations; estimates manpower, equipment and material necessary to install a power station and construct associated systems; advises subordinate personnel on prime power equipment use, location, operation and maintenance; manages electrical projects; and devises and implements electrical safety programs.

(a) *Operational assignments.* The focus during this phase of their careers should be in a prime power company, as a prime power NCO, for a minimum of 18 rated months. The prime power NCO's job, as the senior trainer in the company, is essential in developing junior leaders. It is also necessary in order to be competitive for promotion to MSG. SFCs who have acquired 18 rated months in a platoon sergeant position, coupled with special assignments, are considered exceptionally qualified for promotion.

(b) *Self-development.* At this stage Soldiers should be completing an associate's degree. Any courses that are taken

in management and communication will only enhance the ability to lead Soldiers. A college degree is not a requirement for promotion but can be a deciding factor when it comes to selecting the best qualified. (For more information on self-development, see para 2–13.)

(c) *Additional training.* None.

(d) *Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units, to serve as instructors for a minimum of 24 months. Special assignments include the following: Drill sergeant, AIT platoon sergeant, small group leader, instructor/writer, OC–T, AC/RC, equal opportunity advisor, inspector general, career manager, recruiter, military science instructor, training development writer/instructor combat developer, U4 instructor/writer, project advisor for electrical power requirements for the Corps of Engineers, contract officer technical representative, project advisor for electrical requirements CJ7, and nuclear technician in Bethesda, Md. Nontraditional assignments include:

1. Rear-detachment 1SG: Many units have a SFC performing duties as the rear-detachment 1SG. These NCOs are challenged with performing 1SG duties, with many unique leadership challenges.

2. Warrior transition unit: CMF 12 has SFC slots to fill within WTUs Armywide. These NCOs serve as a platoon sergeant, with responsibility for 48 Soldiers, ensuring all Family and medical needs are met.

3. Due to the Army's OPTEMPO, some SFCs have been selected and assigned to these nontraditional assignments prior to completing 18 rated months of platoon sergeant time. These NCOs should not be penalized for not having acquired the recommended key leadership time and should be considered to have met the promotion criteria.

4. The prime power production SPC serves on the joint staff of a combined joint OPS area, supporting OPS in Iraq and Afghanistan. These NCOs serve as LNOs on a joint staff for echelons above corps; they are responsible for coordination, plans, and theater-level synchronization for power support to all COB and Forward Operating Bases (FOBs) in the combined joint OPS area; reviews theater-level contracts, develops and applies cost benefit, efficiency, and feasibility analyses; supervises QA and QC OPS for electrical projects; manages long and short term projects; and briefs general officers and coalition members on electrical projects' integrity and safety. Currently two SFCs are hand selected out of a population of 48 by the BN CSM to serve in CJ7 positions. The qualifying factor for these NCOs is the successful completion of tours in OIF or OEF as a prime power supervisor of their prime power section.

(5) *Master sergeant/first sergeant.* See MOS 12X.

d. *Army career degrees.* See the SOCAD Army Career Degree Program.

e. *GI Jobs.* See the GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

#### **5–34. Military occupational specialty 12P, professional development model**

Access to the "Career Maps" is made from the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.Army.mil>.

#### **5–35. Military occupational specialty 12P, Reserve Component**

The MOS 12P in the RC is managed the same as for the RA. (See para 5–33.)

#### **5–36. Military occupational specialty 12Q, transmission and distribution specialist (Reserve Component only)**

a. *Major duties.* The transmission and distribution specialist (DIST SP) supervises, or installs and maintains, electrical distribution systems, and also performs duties as a member of a transmission and distribution team. The transmission and DIST SP helps install electrical transmission and distribution systems, and exterior services; helps erect utility poles; installs guys, anchors, cross arms, conductors, insulators, and other hardware; and installs and connects service drops and conduits on de-energized systems. The transmission and DIST SP installs and maintains electrical transmission and distribution systems; tests circuits and components to isolate malfunction and repair defects; performs scheduled and emergency inspection, and repairs, of distribution systems and equipment; helps maintain, repair, calibrate, and test internal substation equipment. The transmission and DIST SP supervises installation of underground and overhead electrical distribution systems; supervises staging of material and construction and maintenance equipment; maintains and uses special purpose safety equipment and tools employed for electrical construction and maintenance; ensures proper safety and clearance procedures are followed. The transmission and DIST SP plans and supervises construction and maintenance of electrical transmission and distribution systems; estimates manpower, equipment, and material requirements for electrical construction; and advises on electrical construction and maintenance procedures and capabilities.

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details.

c. *Goals for development.*

(1) *Private E–1: Specialist/corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. This can be acquired in TOE-

designated assignments serving as an exterior electrician lineman. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(b) *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. (For more information on self-development, see para 2–13.)

(c) *Additional training.* Basic Airborne Course and Air Assault School.

(d) *Special assignments.* CPL recruiter.

(2) Sergeant.

(a) *Operational assignments.* The focus during this phase of a career should be in assignments as an exterior electrician lineman, continuing to develop Soldier leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity NCOs should seek the positions that allow them to gain leadership experience.

(b) *Self-development.* SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. (For more information on self-development, see para 2–13.)

(c) *Additional training.* Basic Airborne Course and Air Assault School.

(d) *Special assignments.* Recruiter.

(3) Staff sergeant.

(a) *Operational assignments.* The focus during this phase of career must be on continued development and refinement of leadership skills and tactical and technical expertise. A duty assignment serving as a fire inspector in prime power companies will increase the experience and develop the leadership level. SSGs should maintain this position a minimum of 18 rated months prior to moving to other positions that are TDA-designated: drill sergeant, recruiter, AC/RC advisor, and so forth. Avoid back-to-back nontactical assignments. This reduces MOS proficiency due to continuous changes in modernization, structure, and doctrine.

(b) *Self-development.* SSGs should seek opportunities to pursue completion of an associate's degree. Although civilian education is not a requirement for promotion, it could be a deciding factor when selecting the best qualified. (For more information on self-development, see para 2–13.)

(c) *Additional training.* Basic Airborne Course, Air Assault School, and the Master Fitness Trainer Course.

(d) *Special assignments.* Instructor/writer, drill sergeant, and recruiter.

(4) Sergeant first class.

(a) *Operational assignments.* The focus during this phase of their career should be in a prime power company as a prime power NCO for a minimum of 18 rated months. The prime power NCO's job, as the senior trainer in the company, is essential in developing junior leaders. It is also necessary in order to be competitive for selection to MSG.

(b) *Self-development.* At this stage Soldiers should be completing an associate's degree. Any courses that are taken in management and communication will only enhance the ability to lead Soldiers. A college degree is not a requirement for promotion but can be a deciding factor when it comes to the best qualified. (For more information on self-development, see para 2–13.)

(c) *Additional training.* The Master Fitness Trainer Course.

(d) *Special assignments.* Drill sergeant and instructor/writer.

(5) *Master sergeant/first sergeant.* See MOS 12X.

d. *Army career degrees.* See the SOCAD Army Career Degree Program.

e. *GI Jobs.* See the GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

### **5–37. Military occupational specialty 12Q, professional development model**

Access to the "Career Maps" is found on the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.Army.mil>.

### **5–38. Military occupational specialty 12R, interior electrician**

a. *Major duties.* The interior electrician provides mobility, countermobility, and survivability in support of combat forces; serves as a member of a squad, section, or platoon performing basic vertical construction; and supervises or performs installation and maintenance of interior electrical systems and equipment. The interior electrician also plans electrical system layout using drawings, plans, specifications, and wiring diagrams; also, this electrician helps perform combat engineer missions.

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details.

c. *Goals for development.*

(1) *Private E–1: Specialist/corporal.*

(a) *Operational assignments.* The focus during the early years of their careers should be on building a strong base of technical expertise in vertical construction, basic MOS skills, and common Soldier tasks. This can be accomplished with assignments to a combat engineer BN. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(b) *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to meet individual educational objectives. (For more information on self-development, see para 2–13.)

(c) *Additional training.* Basic Airborne Course and Air Assault School.

(d) *Special assignments.* Soldiers may volunteer for recruiting duty as CPL recruiter. Soldiers must be considered for promotion before being placed on temporary or special duty assignment.

(2) Sergeant.

(a) *Operational assignments.* The focus during this phase of a career should be in TOE-unit assignments, developing Soldier leadership skills and honing technical skills. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience.

(b) *Self-development.* SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to meet individual educational objectives. (For more information on self-development, see para 2–13.)

(c) *Additional training.* Basic Airborne Course, Air Assault School, and the Master Fitness Trainer Course.

(d) *Special assignments.* Recruiter.

(3) *Staff sergeant.* See MOS 12H30.

d. *Army career degrees.* See the SOCAD Army Career Degree Program.

e. *GI Jobs.* See the GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

### **5–39. Military occupational specialty 12R, professional development model**

Access to the “Career Maps” can be made from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

### **5–40. Military occupational specialty 12R, Reserve Component**

The MOS 12R in the RC is managed the same as in the RA. (See para 5–38.)

### **5–41. Military occupational specialty 12T, technical engineering specialist**

a. *Major duties.* The technical engineering SPC supervises or participates in construction site development, to include technical investigation, surveying, and drafting, development of construction plans and specifications, and performing QC inspections.

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details.

c. *Goals for development.*

(1) *Private E–1: Specialist/corporal.*

(a) *Operational assignments.* The focus during the early years of their career should be on building a strong base of technical expertise in vertical construction, basic MOS skills, and common Soldier tasks. This can be done with assignments to a combat engineer BN, serving as a technical engineer. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(b) *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to meet individual educational objectives. (For additional information on self-development, see para 2–13.)

(c) *Additional training.* Basic Airborne Course and Air Assault School.

(d) *Special assignments.* None.

(2) Sergeant.

(a) *Operational assignments.* The focus during this phase of a career should be in TOE-unit assignments, developing Soldier leadership skills and honing technical skills. At every opportunity NCOs should seek the positions that allow them to gain leadership experience.

(b) *Self-development.* SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to meet individual educational objectives. (For more information on self-development, see para 2–13.)

(c) *Additional training.* Basic Airborne Course, Air Assault School, and the Master Fitness Trainer Course.

(d) *Special assignments.* Recruiter.

(3) *Staff sergeant.* Technical engineering SPC: Supervises or participates in construction site development to include technical investigation, surveying, and drafting, development of construction plans and specifications, and performing QC inspections.

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise. Duty assignments in an Engineer BN that will increase the experience and develop the leadership level of the NCOs are technical engineer NCO and reconnaissance NCO. SSGs should serve in these positions a minimum of 18 rated months prior to moving to other nonleadership positions. Avoid back-to-back nontactical assignments. This reduces MOS proficiency due to continuous changes in modernization, structure, and doctrine. SSGs who have acquired 18 rated months in a squad leader position, coupled with special assignments, are considered exceptionally qualified for promotion.

(b) *Self-development.* SSGs should be completing an associate's degree; Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to meet individual educational objectives. (For more information on self-development, see para 2-13.)

(c) *Additional training.* Basic Airborne Course, Air Assault School, and the Master Fitness Trainer Course.

(d) *Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for DS and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as instructors for a minimum of 24 months. Special assignments include the following: drill sergeant, AIT platoon sergeant, small group leader, instructor/writer, recruiter, and AC/RC advisor. Nontraditional assignments include:

1. Warrior transition unit. CMF 12 has authorized SSG slots to fill within WTUs Armywide. These NCOs serve as squad leaders, are responsible for 12 Soldiers, and ensure that all their Family and medical needs are met. The objective for these WTUs is to be fully integrated back into their units, or be medically retired from active duty. These squad leaders devote hundreds of hours to their Soldiers, ensuring that all appointments are met on time.

2. The Engineer Regiment has several positions where certain NCOs are nominated and selected based on certain criteria or skill sets. These NCOs are selected to fill positions as foreign-country Army exchange NCO, White House support staff, and USASOC Engineer support sections.

3. Due to the Army's OPTEMPO, some SSGs have been selected and assigned to these nontraditional assignments prior to completing 18 rated months of key leadership time. These NCOs should not be penalized for not having acquired the recommend key leadership time and should be considered to have met the promotion criteria.

(4) *Sergeant first class.* The senior technical engineer guides, supervises, and trains other Soldiers in their discipline; analyzes and interprets field and laboratory testing on construction materials, construction surveys, and design drafting for military construction; makes field checks to ensure field measurements meet project specifications; computes elevations of tidal benchmarks and baselines; performs field computation to verify field observations for control surveys; provides technical expertise in developing work schedules; prepares project progress reports; and conducts project briefings.

(a) *Operational assignments.* The focus during this phase of their careers should be in an Engineer BN serving as a technical SNCO (12T) for a minimum of 18 rated months. The technical SNCO's job, as the senior trainer in the platoon, is essential in the development of junior leaders. It is also necessary in order to be competitive for promotion to MSG. SFCs who have acquired 18 rated months in a platoon sergeant position, coupled with special assignments, are considered exceptionally qualified for promotion.

(b) *Self-development.* At this stage Soldiers should be completing an associate's degree. Any courses that are taken in management and communication will only enhance the ability to lead Soldiers. A college degree is not a requirement for promotion but can a deciding factor when it comes to the best qualified. (For more information on self-development, see para 2-13.)

(c) *Additional training.* Basic Airborne Course, Air Assault School, and the Master Fitness Trainer Course.

(d) *Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as instructors for a minimum of 24 months. Special assignments include the following: drill sergeant, AIT platoon sergeant, small group leader, instructor/writer, OC-T, AC/RC advisor, EOA, inspector general, career manager, recruiter and military science instructor. Nontraditional assignments include:

1. Rear-detachment 1SG: Many units have a SFC performing duties as the rear-detachment 1SG. These NCOs are challenged with performing 1SG duties with numerous unique leadership challenges.

2. Warrior transition unit: CMF 12 has SFC slots to fill within WTUs Armywide. These NCOs serve as platoon sergeants, with responsibility for 48 Soldiers, ensuring all Family and medical needs are met.

3. Due to the Army's OPTEMPO, some SFCs have been selected and assigned to these nontraditional assignments prior to completing 18 rated months of platoon sergeant time. These NCOs should not be penalized for not having acquired the recommend key leadership time and should be considered to have met the promotion criteria.



- (5) *Master sergeant/first sergeant.* See MOS 12X.
- d. *Army career degrees.* See the SOCAD Army Career Degree Program.
- e. *GI Jobs.* See the GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

#### **5-42. Military occupational specialty 12T, professional development model**

Access to the “Career Maps” can be made from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

#### **5-43. Military occupational specialty 12T, Reserve Component**

The MOS 12T in the RC is managed the same as in the RA. (See para 5-41.)

#### **5-44. Military occupational specialty 12V, concrete and asphalt equipment operator**

a. *Major duties.* The concrete and asphalt operator provides mobility, counter mobility, and survivability in support of combat forces. The concrete and asphalt equipment operator serves in a squad, section, or platoon performing basic horizontal construction; supervises or operates all equipment used in concrete and asphalt production and paving; produces concrete with a concrete mobile mixer; assists in the erection and operation of asphalt producing plants; operates an asphalt plant to produce hot mix asphalt; and sets up and operates asphalt lay-down equipment to meet desired asphalt specifications.

b. *Prerequisites.* See DA Pam 611-21, in the HRC Smartbook, for details.

c. *Goals for development.*

(1) *Private E-1: Specialist/corporal.*

(a) *Operational assignments.* The early years of a career should focus on building a strong base of technical expertise in horizontal construction, basic MOS skills, and common Soldier tasks. This can be accomplished with assignments to engineer BN. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(b) *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to meet individual educational objectives. (For more information on self-development, see para 2-13.)

(c) *Additional training.* Basic Airborne Course and Air Assault School.

(d) *Special assignments.* Soldiers may volunteer for recruiting duty as CPL recruiter. Soldiers must be considered for promotion before being placed on temporary or special duty assignment.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in TOE-designated assignments developing Soldier leadership skills and honing technical skills. At every opportunity NCOs should seek the positions that allow them to gain leadership experience.

(b) *Self-development.* SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. (For more information on self-development, see para 2-13.)

(c) *Additional training.* Basic Airborne Course, Air Assault School, and the Master Fitness Trainer Course.

(d) *Special assignments.* Recruiter.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise. A duty assignment in an Engineer BN that will increase the experience and develop the leadership level of the NCO is 12V - squad leader. The SSG should maintain this position a minimum of 18 rated months prior to moving to other positions that are in TDA units (for example, drill sergeant and recruiter). Avoid back-to-back nontactical assignments. This reduces MOS proficiency due to continuous changes in modernization, structure, and doctrine. SSGs who have acquired 18 rated months in a squad leader position, coupled with special assignments are considered exceptionally qualified for promotion.

(b) *Self-development.* SSGs should be completing an associate’s degree. There are ample opportunities to enroll in various correspondence courses to accomplish individual educational objectives. (For more information on self-development, see para 2-13.)

(c) *Additional training.* Basic Airborne Course, Air Assault School, Drill Sergeant Course, the Army Recruiter Course, and the Master Fitness Trainer Course.

(d) *Special assignments.* Instructor/writer, drill sergeant, and recruiter.

(4) *Sergeant first class.* See MOS 21N40.

d. *Army career degrees.* See the SOCAD career program.

e. *GI Jobs.* See the GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

#### **5-45. Military occupational specialty 12V, professional development model**

Access to the “Career Maps” can be made from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

#### **5-46. Military occupational specialty 12V, Reserve Component**

The MOS 12V in the RC is managed the same as for the RA. (See para 5-44.)

#### **5-47. Military occupational specialty 12W, carpentry and masonry specialist**

a. *Major duties.* The carpentry and masonry SPC provides mobility, counter mobility, and survivability in support of combat forces. The carpentry and masonry SPC serves as a member of a squad, section, or platoon performing basic vertical construction; performs general heavy carpentry, structural steel, and masonry duties, to include fabrication and other structural assemblies; interprets construction drawings and blueprints; directs and assists operational maintenance on assigned equipment; operates handheld tools and compaction equipment; helps perform combat engineer missions.

b. *Prerequisites.* See DA Pam 611-21, in the HRC Smartbook, for details.

c. *Goals for development.*

(1) *Private E-1: Specialist/corporal.*

(a) *Operational assignments.* The early years of a career should focus on building a strong base of technical expertise in vertical construction, basic MOS skills, and common Soldier tasks. This can be accomplished with assignments to an Engineer BN. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(b) *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to meet individual educational objectives. (For more information on self-development, see para 2-13.)

(c) *Additional training.* Basic Airborne Course and Air Assault School.

(d) *Special assignments.* Soldiers may volunteer for recruiting duty as a CPL recruiter. Soldiers must be considered for promotion before being placed on temporary or special duty assignment.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in TOE-unit assignments, developing Soldier leadership skills and honing technical skills. At every opportunity NCOs should seek the positions that allow them to gain leadership experience.

(b) *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to meet individual educational objectives. (For more information on self-development, see para 2-13.)

(c) *Additional training.* Basic Airborne Course, Air Assault School, and the Master Fitness Trainer Course.

(d) *Special assignments.* Recruiter.

(3) *Staff sergeant.* See MOS 21H30.

d. *Army career degrees.* See the SOCAD Army Career Degree Program.

e. *GI Jobs.* See the GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

#### **5-48. Military occupational specialty 12W, professional development model**

Access to the “Career Maps” can be made from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

#### **5-49. Military occupational specialty 12W, Reserve Component**

The MOS 12W in the RC is managed the same as for the Active Army. (See para 5-47.)

#### **5-50. Military occupational specialty 12X, general engineering supervisor**

a. *Major duties.* The general engineering supervisor supervises general engineering activities related to all construction and utility OPS; assists engineering officers in construction planning, scheduling, and material estimates; provides staff supervision and principal NCO direction to units engaged in performing general engineering missions; inspects construction and training activities. In a company, a 12X 1SG is the senior enlisted Soldier in charge of the PD, training, and welfare of the enlisted force in the company.

b. *Prerequisites.* See DA Pam 611-21, in the HRC Smartbook, for details.

c. *Goals for development.*

(1) *Master sergeant/first sergeant.*

(a) *Operational assignments.* The critical assignment for a MSG is 1SG. Without a tour as a 1SG, the opportunity for promotion to SGM is limited. It is beneficial for career development to serve as a 1SG for at least 24 months (may consist of one or more assignments). Other important assignments for MSG are BN level or higher OPS SGT, intelligence SGT, AC/RC advisor, and chief instructor/writer.

(b) *Self-development.* Civilian education is not a requirement for promotion to SGM or lateral appointment to CSM. However, continuing civilian education (earning an associate's or bachelor's degree) is encouraged, since promotion to SGM is very competitive and could make the difference between two equally qualified. It will also assist in future assignments since most of the SGM are staff positions. (For more information on self-development, see para 2-13.)

(c) *Additional training.* None.

(d) *Special assignments.* MiTT team NCO, observer/controller, senior career advisor, career management SNCO, power station SGT, FEST team NCO, construction inspector, and BN, BDE, or DIV OPS SGT. Overseas contingency assignments include the following:

1. HRC selects several senior Engineer Soldiers to serve as members of the coalition's MiTT and ETT. These Soldiers execute the coalition's mission with the highest expectations, the greatest visibility and the most responsibility. Some Engineer Soldiers will be assigned to rapidly deployable units called FEST-A and FEST-B. These teams are critical to Engineer missions throughout theater.

2. CMF 12 NCOs are being selected in theater to become part of PRTs. These NCOs are hand selected by tactical commanders for their Engineer technical and tactical expertise, to spearhead critical reconstruction projects in Iraq and Afghanistan.

3. CMF 12 NCOs are being selected to work as cadre for NCOES and other schools in Iraq and Afghanistan. These NCOs are responsible for training and professional mentorship of the Iraq and Afghan Army NCO Corps. This duty is critical to the coalition's mission as it passes off responsibility to the Iraqis and Afghans.

4. The Engineer Regiment has NCOs assigned to SMUs that operate at the BN task force level in staff SGM positions as MSG and SFC. These NCOs perform the full spectrum of Engineer OPS and work contracting issues. Nontraditional assignments include the following:

5. The Engineer Regiment has several positions where certain NCOs are nominated and selected based on certain criteria or skill sets. These NCOs are selected to fill positions as foreign Army exchange NCO and USASOC Engineer support sections.

6. Due to shortages in commissioned officers, NCOs are performing the duties as majors and captains in staff positions. These NCOs are executing these responsibilities at the highest level of professionalism and efficiency. These NCOs should be favorably evaluated for promotion, as NCOs working well above their rank or grade responsibilities to ensure unit level and Armywide missions are successfully performed.

7. Senior military instructor and faculty advisor: The SGM Branch selects Engineer SGMs to serve as faculty advisors at the USASMA. The faculty advisors instruct, counsel, and mentor over 60 SNCOs, including those from sister services, and allied nations. HRC also selects SNCOs to serve as senior military instructors throughout the ROTC community, working at colleges and universities to help assess, recruit, educate, and train ROTC cadets.

(2) *Sergeant major/command sergeant major.*

(a) *Operational assignments.* SGMs and CSMs (12X and 00Z) are the capstone MOSs for 12D, 12H, 12M, 12T, 12P, and 12N. Other important assignments for SGM: BDE level or higher OPS SGT; BDE level or higher intelligence SGT.

(b) *Self-development.* Civilian education is not a requirement for promotion to SGM or lateral appointment to CSM. However, continuing civilian education (completion of an associate's or bachelor's degree) is encouraged, since promotion to CSMs is very competitive and could make the difference in selecting the best qualified. (For more information on self-development, see para 2-13.)

(c) *Additional training.* None.

(d) *Special assignments.* Chief observer/controller, chief instructor/writer, and chief enlisted advisor.

d. *Army career degrees.* See the SOCAD Army Career Degree Program.

e. *GI Jobs.* See the GI Jobs COOL Web site. For information on these and other education programs, visit the AEC on your installation.

### **5-51. Military occupational specialty 12X, professional development model**

Access to the "Career Maps" is made from the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.Army.mil>.

### **5-52. Military occupational specialty 12X, Reserve Component**

The MOS 12X in the RC is managed the same as for the RA. (See para 5-50.)

### **5-53. Military occupational specialty 12Y, geospatial engineer**

a. *Major duties.* The geospatial engineer supervises and performs geographic information science and terrain

analysis duties, by collecting and processing military geographic information from remote sensed imagery, digital data, existing topographic products, and other collateral data sources. This engineer also edits geographic information science databases and terrain analysis products; advises command and staff officers on geospatial OPS and special map product planning. The geospatial engineer accomplishes these tasks while staying current on basic Soldier skills, which is necessary for today's battlefield.

*b. Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details.

*c. Goals for development.*

(1) *Private E–1: Specialist/corporal.*

*(a) Operational assignments.* The early years of a career should focus on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. This can be acquired in TOE (operational) assignments, serving as a geospatial engineer, by extracting terrain data from remote sensed imagery, digital data, intelligence data, existing topographic products, and other collateral data sources. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

*(b) Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual education objectives. (For more information on self-development, see para 2–13.)

*(c) Additional training.* Basic Airborne Course, Air Assault School, and the CBRN School.

*(d) Special assignments.* Soldiers may volunteer for recruiting duty as a CPL recruiter. Soldiers must be considered for promotion before being placed on temporary or special duty assignment.

(2) *Sergeant.*

*(a) Operational assignments.* The focus during this phase of their careers should be in operational unit assignments, primarily as section leader and geospatial engineer SGT at the brigade combat team (BCT), DIV or corps levels. They will be developing their Soldier leadership skills, honing their technical expertise, and laying the foundation of tactical knowledge. At every opportunity NCOs should seek the positions that allow them to gain leadership experience.

*(b) Self-development.* SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. (For more information on self-development see para 5–3.)

*(c) Additional training.* Basic Airborne Course, Air Assault School, Jumpmaster School, and the NBC school.

*(d) Special assignments.* May be assigned to drill sergeant or recruiter posts but should avoid back-to-back special assignments. It is possible back-to-back special duty assignments may occur, based on the needs of the Army.

(3) *Staff sergeant.*

*(a) Operational assignments.* The focus during this phase of a career must be on operational unit assignments, as a squad leader for a minimum of 18 rated months, and must be focused on the continued development and refinement of leadership skills, and tactical and technical expertise. Another duty assignment in operational units that will increase the technical expertise and develop the leadership level of the NCO is the geospatial engineer SGT and senior geospatial engineer SGT. Avoid back-to-back nonoperational assignments. This reduces MOS proficiency due to continuous changes in modernization, structure, and doctrine. SSGs who have acquired 18 rated months in a squad leader position, coupled with special assignments, are considered exceptionally qualified for promotion.

*(b) Self-development.* SSGs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to meet individual educational objectives. (For more information on self-development, see para 2–13.)

*(c) Additional training.* Sapper Leader Course, Drill Sergeant Course, Army Recruiter Course, Basic Combatives Course levels 1–4, Air Assault School, Pathfinder School, and the Rappel Master Course.

*(d) Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as instructors for a minimum of 24 months. Special assignments include the following: drill sergeant, AIT platoon sergeant, small group leader, instructor/writer, and recruiter.

(4) *Sergeant first class.*

*(a) Operational assignments.* The focus during this phase of a career should be in tactical assignments as an engineer platoon sergeant for a minimum of 18 rated months. The platoon sergeant's job, as the senior trainer in the platoon, is essential in developing junior leaders. It is necessary in order to be competitive to increase their potential for selection to MSG. However, as platoon sergeant jobs within the 12Y MOS continue to disappear and reduce, NCOs should seek additional operational assignments that will increase their technical expertise and develop their leadership levels. Some examples include the senior geospatial SGT positions in the BCT, IBCT, HBCT, SBCT, and in the geospatial planning cells (GPCs). The majority of MSG TOE-unit positions are at the DIV and corps levels and will benefit by having an NCO selected to them who has had abundant time serving in various types of BCTs. SFCs who

have acquired 18 rated months in a platoon sergeant position, coupled with special assignments, are considered exceptionally qualified for promotion.

(b) *Self-development.* At this stage Soldiers should be seeking avenues to complete an associate's degree. Any courses that are taken in management and communications will enhance the ability to lead Soldiers. A college degree is not a requirement for promotions but can be a deciding factor when it comes to selecting the best qualified. NCOs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses and meet individual educational objectives. (For more information on self-development, see para 2–13.)

(c) *Additional training.* Basic Airborne Course, Jumpmaster School, Drill Sergeant Course, Army Recruiter Course, Air Assault School, and the Rappel Master Course.

(d) *Special assignments.* NCOs who are assigned as instructors/writers should be provided the same level of consideration as those NCOs who are selected for drill sergeant and recruiter positions. This is necessary in order to attract the best and brightest NCOs from operational units to serve as instructors for a minimum of 24 months. Special assignments include the following: drill sergeant, small group leader, instructor/writer, and NCOPD instructor. NCOs should avoid back-to-back special assignments. It is possible that back-to-back special duty assignments will occur, based on the needs of the Army.

(5) *Master sergeant/first sergeant (12Y).*

(a) *Operational assignments.* The critical assignment and primary focus for a MSG is 1SG. Without a tour as a 1SG, the opportunity for promotion to CSM is very limited. However due to limited 1SG opportunities, a 12Y can be promoted to SGM to serve in GPC positions within the geospatial MOS. These Soldiers, however, will not be as competitive for CSM without having completed 24 rated months as a 1SG. It is beneficial to career development to serve as a 1SG for at least 24 months (this may consist of one or more assignments). Other important assignments for MSG are the senior geospatial engineer OPS SGT positions at DIV and corps levels. A well-rounded 12Y NCO competing for SGM will have served in BCT, DIV, and corps positions, throughout a career, in a variety of units (SO, airborne, air assault, armored). These experiences would help prepare the NCO to lead a GPC, at the Army level, as a 12Y SGM.

(b) *Self-development.* Civilian education is not a requirement for promotion to SGM or lateral appointment to CSM. However, continuing civilian education (completion of an associate's or bachelor's degree) is encouraged, since promotion to SGM is very competitive and could make the difference in selecting the best qualified. It will also assist in future assignments, since most of the SGMs are staff positions. (For more information on self-development, see para 5–3.)

(c) *Additional training.* Basic Airborne Course, Jumpmaster School, and Air Assault School.

(d) *Special assignments.* Instructor/writer, chief instructor, and career management SNCO. The NCOs should avoid back-to-back special assignments. It is possible that back-to-back special duty assignments will occur, based on the needs of the Army.

(6) *Sergeant major/command sergeant major.*

(a) *Operational assignments.* SGM positions in GPCs, and CSM (12Y), are the capstone positions for MOS 12Y.

(b) *Self-development.* Civilian education is not a requirement for promotion to SGM or lateral appointment to CSM. However, continuing civilian education (completion of an associate's or bachelor's degree) is encouraged, since appointment to CSM is very competitive and could make the difference in selecting the best qualified. (For more information on self-development, see para 2–13.)

(c) *Additional training.* None.

(d) *Special assignments.* National Geospatial-Intelligence Agency

d. *Army career degrees.* See the SOCAD Army Career Degree Program.

e. *GI Jobs.* See the GI Jobs COOL Web site.

#### **5–54. Military occupational specialty 12Y, professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

#### **5–55. Military occupational specialty 12Y, Reserve Component**

The MOS 12Y in the RC is managed the same as for the RA. (See para 5–53.)

## Chapter 6 Artillery (Career Management Field 13) Career Progression Plan

### 6-1. Duties

a. *Purpose.* The mission of the FA is to destroy, defeat, or disrupt the enemy with integrated fires to enable maneuver commanders to dominate in unified land OPS.

b. *The way ahead.* The FA develops NCOs who are uniquely qualified to support Army and Joint Forces commanders. FA NCOs serve in every combined arms formation in the United States Army. They work in Infantry, Stryker, Armor, Airborne, Air Assault, and SO units to coordinate, synchronize, and integrate Army, Joint (Air Force, Navy, and Marine), and multinational assets to create effects on targets.

c. *Unique functions performed by Field Artillery noncommissioned officers.* FA NCOs are multifunctional professionals who are the Army's experts in the coordination, synchronization, and integration of Joint fires and Army fires, and they are leaders of Soldiers committed to providing precision, near precision, and area-fire effects. In order to ensure synchronized, integrated, and effective fires that enable the maneuver commander to seize, retain, and exploit the initiative, FA NCOs must be proficient in the Army's two core competencies - combined arms maneuver and wide area security.

d. *Competencies.* FA NCOs are valued as leaders and trainers. These competencies are developed and perfected through realistic training, strict adherence to standards, professional military and civilian education, and service in the most demanding positions in the FA and across the Army.

e. *The Field Artillery Proponent Office contact information.* Official mail can be sent to: FAPO, 730 Schimmelpfening Road, Suite 278, Fort Sill, OK 73503. Telephone contact information is DSN 639-3901 or commercial (580) 442-3901. Visit the FAPO homepage at <https://www.us.Army.mil/suite/doc/35117540&inline=true#Mission>.

### 6-2. Transformation

a. The FA is open to both male and female Soldiers. Female Soldiers who join the FA will experience career paths that are professionally rewarding and provide the requisite experience for promotion, consistent with their male counterparts. The FA Proponent Office and the CMF 13 assignment office are the best sources of current information about evolving assignment policies for female Soldiers.

b. The FA requires NCOs who are, first and foremost, leaders of Soldiers. They must be mentally and physically disciplined, resilient, and well-versed in FA, combined arms, and Joint tactics, techniques, and procedures. They are warriors who possess the moral, intellectual, and interpersonal characteristics that enable organizational and individual success. They must be grounded in the Army Values and the warrior ethos.

c. The FA and our Army both value a broadened leader with experience serving in both operating and generating force assignments.

d. The FA NCOs must be:

(1) The experts in the employment of all indirect fire systems and in the coordination, synchronization, and integration of Army and Joint fires.

(2) Proficient in the Army's two core competencies-combined arms maneuver and wide area security.

(3) Team builders who are equally skilled in leading Soldiers and collaborating with leaders from other branches, Services, and nations to enable mission success.

(4) Imaginative, agile, and adaptive. FA NCOs are required to solve complex problems.

e. The goal of the FA branch is to grow an FA expert who is technically and tactically prepared to lead Soldiers in combat. The FA NCOs will serve in several key and developmental positions as they progress through their careers, in order to develop tactical and technical expertise in combined arms warfare, and a firm grounding in FA OPS. There is no substitute for service in key leadership positions. The FA NCO PDM exists to enable the best possible decisions for the development of each NCO. The goal of the FA NCO PDM is to provide the FA NCO a series of leadership and operational staff positions, supplemented by opportunities to round out their knowledge in key generating force special assignments, in order to achieve success in positions of leadership at successively higher levels. The model is designed as a "career map" to prepare the greatest population of NCO to excel across the spectrum of FA systems in platoon, battery, and BN level leadership. Experienced leadership at these levels enables planning, coordination, and integrating fire support for our maneuver counterparts.

### 6-3. Recommended career management self-development, by rank

a. *Private E-1: Specialist/corporal.*

(1) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will strive to develop MOS competency and leadership skills while possessing the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and become familiar with military publications related to equipment and duty skills associated with their current MOS and assignment such as: ADP 6-22, STP 21-1-SMCT, AR 670-1, and all -10 level

technical manuals associated with their equipment. Military publications can be accessed through the Army Publishing Directorate (APD) at <http://www.apd.Army.mil/>.

(3) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, FA men should make every effort to make the required sacrifices that enable them to seize the available opportunities. CLEP and DANTES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 110 should seek to improve their scores through FAST. Completing additional civilian education courses such as English Composition and Basic Mathematics will prepare Soldiers for the Armed Forces Classification Test (AFCT) and improve promotion potential.

(4) The ACCP also provides excellent advancements in continued education, leadership, and technical proficiency. Education opportunities are available at the ACES Web site. The CLEP, and the DANTES tests, are resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and FA Soldiers should plan their college programs around a degree that relates to their MOS, using information provided on the SOCAD Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

(5) Competitive boards such as "Soldier of the Quarter" and "Soldier of the Year" broaden the knowledge base, instill discipline, and improve the Soldier's ability to communicate verbally.

(6) Soldiers may also earn promotion points for technical certification; a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(7) Soldiers should be enrolled in, and actively using, the ACT as a tool to monitor and guide career progression. The ACT, in conjunction with DA Pam 600-25, will provide Soldiers and leaders the necessary information and guidance needed to maximize career progression opportunities for FA Soldiers throughout all stages of their career.

*b. Sergeant.*

(1) The SGT is a critical leader in FA formations. SGTs must demonstrate a high degree of proficiency in MOS duties and competent performance of leadership functions, commensurate with their position, to effectively train and lead Soldiers. The SGT's career progression relies upon a strong drive to excel in duty performance in addition to the attainment of additional knowledge, skills, and experience related to leadership and MOS competency.

(2) SGTs should study and become familiar with military publications related to equipment and duty skills associated with their current MOS and assignment, such as: FM 7-22.7, STP 21-24-SMCT, ADP 6-22, AR 600-20, the Fires Bulletin (<http://sill-www.army.mil/firesbulletin/>), and all -10 level technical manuals associated with their equipment. Military publications can be accessed through the APD at <http://www.apd.Army.mil/> and the Fires Knowledge Network through AKO.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, NCOs must make every effort to make the required sacrifices that enable them to seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place NCOs above their peers. SGTs should plan their college program around a degree that relates to their MOS or leadership function using information provided on the SOCAD Web site.

(4) Competitive boards such as "NCO of the Quarter" and "NCO of the Year" and induction into the SGT Audie Murphy and SGT Morales Clubs significantly broaden the knowledge base, instill discipline, and improve the NCO's ability to communicate verbally.

(5) The ACCP also provides excellent advancements in continued education, leadership, and technical proficiency. Information pertaining to educational opportunities can be found at the ACES Web site.

(6) NCOs may also earn promotion points for technical certification; a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(7) SGTs should be enrolled in, and actively using, the ACT as a tool to monitor and guide career progression both for themselves and their subordinates. In addition, SGTs should ensure that their subordinates are enrolled in, and understand the functions of, the ACT. The ACT, in conjunction with DA Pam 600-25, will provide Soldiers and leaders the information and guidance needed to maximize career progression opportunities for FA Soldiers throughout all stages of their career.

*c. Staff sergeant.*

(1) SSGs must remain committed to achieving excellence while developing subordinate leaders and Soldiers to be proficient in their duties as FA Soldiers. This is typically the first level of leadership at which the NCO functions to lead other leaders. SSGs should continue to hone leadership skills and maintain a high proficiency level in their FA skills.

(2) SSGs should study and be very familiar with military publications related to equipment and duty skills associated with their current MOS and assignment such as: FM 7-22.7, STP 21-24-SMCT, ADP 6-22, AR 350-1, AR 600-20, the Fires Bulletin (<http://sill-www.army.mil/firesbulletin/>), and all -10 level technical manuals associated with their equipment. Military publications can be accessed through the APD at <http://www.apd.Army.mil/> and the Fires Knowledge Network through AKO.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, NCOs must make every effort to make the required sacrifices that enable them to seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS or leadership function using information provided on the SOCAD Web site. These self-development options are based on the SSG's own desire to excel. At this stage in their career, SSGs should seek opportunities to pursue completion of an associate's degree.

(4) The ACCP also provides excellent advancements in continued education, leaderships and technical proficiency. Information pertaining to educational opportunities can be found at the ACES Web site.

(5) SSGs should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. A list of technical certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(6) SSGs should be enrolled in, and actively using, the ACT as a tool to monitor and guide career progression both for themselves and their subordinates. In addition, SSGs should ensure that their subordinates are enrolled in and understand the functions of the ACT. The ACT, in conjunction with DA Pam 600-25, will provide Soldiers and leaders the information and guidance needed to maximize career progression opportunities for FA Soldiers throughout all stages of their careers.

*d. Sergeant first class.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities such as professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach, and mentor leaders and Soldiers. SFCs should strive to complete a degree program or accumulate 2 years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and be familiar with publications related to equipment and duty skills associated with their current MOS and assignment such as: ADP 6-22, FM 7-22.7, ADP 3-0, ADRP 3-0, AR 350-1, AR 600-20, AR 750-1, and all -10 level technical manuals associated with their equipment.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, SNCOs must be willing to make the required sacrifices that enable them to seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, an SFC should have completed an associate's degree or equivalent number of semester hours at this point in their career and continue studies toward an upper level degree. The SFC must continue to remain competent in technical fields and tactical skills while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC.

(4) The ACCP also provides excellent advancements in continued education, leaderships and technical proficiency. Information pertaining to educational opportunities can be found at the ACES Web site.

(5) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. A list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(6) SFCs should be enrolled in, and actively using, the ACT as a tool to monitor and guide career progression both for themselves and their subordinates. In addition, SFCs should ensure that their subordinates are enrolled in and understand the functions of the ACT. The ACT, in conjunction with DA Pam 600-25, will provide Soldiers and leaders the information and guidance needed to maximize career progression opportunities for FA Soldiers throughout all stages of their careers.

*e. Master sergeant/first sergeant.*

(1) As NCOs reach this senior level in rank, self-motivated development becomes a necessity. Activities such as professional reading and college courses help the SNCO develop and hone critical organizational leadership skills needed to effectively coach, teach, and mentor leaders and Soldiers. Limited authorizations and fiercely competitive promotion criteria may dictate that civilian education be considered a major discriminator for selection to SGM. Strive to complete a degree program or accumulate 2 years of college credit toward a degree. Continuing civilian education (completion of associate's or bachelor's degree) is strongly encouraged.

(2) MSGs/1SGs should study and be very familiar with military publications related to equipment and duty skills associated with their current MOS and assignment such as: ADP 3-0, ADRP 3-0, ADP 6-22, AR 601-280, AR 600-20, DA Pam 611-21, AR 840-10, and AR 220-1.

(3) MSGs/1SGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The ACCP provides an excellent educational resource in continued education, leadership, and technical proficiency.

(5) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

(6) MSGs/SGs should be enrolled in, and actively using, the ACT as a tool to monitor and guide career progression



both for themselves and their subordinates. In addition, MSGs and ISGs should ensure that their subordinates are enrolled in and understand the functions of the ACT. The ACT, in conjunction with DA Pam 600–25, will provide Soldiers and leaders the information and guidance needed to maximize career progression opportunities for FA Soldiers throughout all stages of their career.

*f. Sergeant major and/or command sergeant major.*

(1) The goal of the SGM/CSM is to possess an upper level degree and be working toward a master's degree in the chosen discipline. Activities such as professional reading and advanced college courses help this SNCO develop and hone the organizational leadership skills needed to coach, teach, and mentor leaders and Soldiers. Outstanding communications skills are required just by the nature of the significant sphere of influence held by the SGM/CSM. Skills in community and public relations are also important, since the SGM/CSM will often be representing the command and the Army at civic functions.

(2) The SGM/CSM should read publications on the command team's professional reading list. FM 7–22.7, AKO, and <http://www.train.Army.mil/> contain additional reading material for self-development. Continued individual reading about world politics, geopolitical issues, and military publications relating to Army OPS and current battle doctrine enhances the knowledge base of the leader.

(3) The ACCP provides an additional resource in continued education, leadership, and technical proficiency.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian skilled trades on the COOL Web site.

(5) SGMs/CSMs should be enrolled in, and actively using, the ACT as a tool to monitor and guide career progression both for themselves and their subordinates. In addition, SGMs and CSMs should ensure that their subordinates are enrolled in and understand the functions of the ACT. The ACT, in conjunction with DA Pam 600–25, will provide Soldiers and leaders the information and guidance needed to maximize career progression opportunities for FA Soldiers throughout all stages of their career.

#### **6–4. Reserve Component**

The integrated use of the ARNGUS is essential to successfully accomplish military OPS. The ARNGUS represents substantive elements of the FA's structure and capabilities. The contributions of the ARNGUS cover the entire spectrum of types of forces from combat, CS, or CSS, to general supporting forces. The ARNGUS NCOs must possess the same qualifications and capabilities as their RA counterparts. The quality and quantity of training that the ARNGUS FA NCO receives will be the same as the RA NCO, with duty assignments for career progression that parallel those of the RA. Although geographical limitations will determine the types of units in which ARNGUS Soldiers may serve, the ARNGUS PD NCOES satisfies PD and functional area requirements. The primary peacetime mission of the ARNGUS FA NCO is to sustain training. While perfecting their combat skills and developing their subordinates into a lethal FA unit, ARNGUS NCOs must maintain a state of readiness in preparation for deployment and combat. The ARNGUS Soldier also has a second peacetime role—that of citizen Soldier. Under the authorization of the State governors, the ARNGUS Soldier may be activated by the State at any time to support the community during a disaster, natural or manmade, or to support homeland security missions. The 13B MOS in the RC is managed the same as in the RA. (See para 6–3.)

#### **6–5. Military occupational specialty 13B, cannon crewmember**

*a. Major duties.* To develop cannon crewmembers into professional NCOs, Soldiers' assignments must focus on leadership positions at the battery and BN level. Follow-on assignments at the higher HQ will add to their overall professional knowledge. In a TOE-designated unit, NCOs should spend roughly 75 percent of their assignments at the BN level and below. NCOs should seek leadership positions such as section chief, platoon sergeant, and ISG. Once an NCO has successfully served in one of these leadership positions, it would be beneficial to the NCO's development to hold a technical position (such as gunnery SGT, ammunition NCO, OPS SGT/master gunner, intelligence SGT).

*b. Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details.

*c. Goals for development.* To ensure FA Soldiers become technically and tactically proficient, they should seek leadership positions and strive to excel while attending NCOES or functional courses. Strive for the highest possible score on the APFT and weapons qualifications. Competitive boards such as for "Soldier of the Quarter" or "NCO of the Quarter," broaden the knowledge base, instill discipline, and improve the Soldier's communication skills. Additionally, NCOs should strive to become a member of either the SGT Audie Murphy or SGT Morales Club. Soldiers should strive to earn a college degree, license, or professional certificate in a discipline related to their MOS or leadership function as recommended by their career management field. After successful tactical unit assignments, NCOs could serve as a drill sergeant, recruiter, instructor, AC/RC assignment (observer/controller/trainer), EOA, personnel proponent career advisor, inspector general, or CTC assignment (observer/controller)

(1) Private E–1: specialist/corporal.

*(a) Institutional training.* WLC.

*(b) Operational assignments.* The focus during the early years of a cannon crewmember's career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. Technical and

tactical expertise will be acquired during training at a CTC or during tactical exercises serving as driver, cannoneer, assistant gunner, and ammo SPC.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, refer to para 2–13.)

(d) *Additional training.* Airborne, Air Assault, and FA Weapons Maintenance Course (U6).

(e) *Special assignments.* N/A.

(2) Sergeant.

(a) *Institutional training.* WLC and ALC.

(b) *Operational assignments.* The focus during this phase of a career should be on operational assignments that develop leadership skills, MOS skills, and common Soldier tasks. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience, such as gunner or ammunition team chief.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, refer to para 2–13.)

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* Drill sergeant and recruiter positions are available through HRC assignment, but these assignments should not be sought out as career enhancers at this level until at least 24 months of section chief experience is acquired.

(3) Staff sergeant.

(a) *Institutional training.* ALC and SLC.

(b) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises. Duty assignments in tactical units that will increase the experience and develop the leadership level of NCOs are gunnery SGT, Howitzer section chief, and ammo section chief. Howitzer and ammo section chiefs should maintain this position a minimum duration of 24 months prior to moving to other positions that are nontactical (for example, drill sergeant, recruiter, and instructor).

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, refer to para 2–13.)

(d) *Additional training.* Airborne, Jumpmaster, Air Assault, Pathfinder, Master Resiliency Training Course (MRT), Master Fitness Trainer Course (MFT), and Battle Staff NCO Course.

(e) *Special assignments.* Drill sergeant, recruiter, NCOES small group leader, AIT platoon sergeant, and instructor/writer.

(4) Sergeant first class.

(a) *Institutional training.* SLC, Battle Staff NCO Course, and FA Master Gunner Course.

(b) *Operational assignments.* The focus during this phase should be on tactical assignment as a platoon sergeant for a minimum of 24 months. The platoon sergeant's job, as the senior trainer in the platoon, is essential in the development of junior leaders. To be competitive for promotion to MSG/1SG, SFCs must seek assignment to and be successful in a platoon sergeant position for a minimum of 24 months. OPS SGT/master gunner, ammunition NCO, or intelligence SGT should be sought out as developmental positions after successful platoon sergeant assignments.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, refer to para 2–13.)

(d) *Additional training.* Airborne, Jumpmaster, Air Assault, MRT, MFT, and Pathfinder.

(e) *Special assignments.* Senior drill sergeant, AIT platoon sergeant, military science instructor, NCOES small group leader, personnel proponent career advisor, instructor/writer, CTC assignment (observer/controller), AC/RC assignment (observer/controller/trainer). The shaping of the branch, as well as the training, mentoring, and guiding of our future Soldiers, officers, and allies is of the utmost importance to the FA. The most experienced and best leaders must become those that shape, train, and mentor our next generation of Soldiers and officers.

## **6–6. Military occupational specialty 13B, professional development model**

Access to the “Career Maps” are available on the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

## **6–7. Military occupational specialty 13B, Reserve Component**

The 13B MOS in the RC is managed the same as for the RA (see para 6–5).

## **6–8. Military occupational specialty 13D, field artillery automated tactical data system specialist**

a. *Major duties.* To develop field artillery automated tactical data system specialist Soldiers into professional NCOs, their assignments must focus on leadership positions at the battery and BN level. Follow-on assignments at the higher HQ will then add to their overall professional knowledge. In a TOE-designated unit, NCOs should spend roughly 75

percent of their assignments at the BN level. NCOs should seek leadership positions such as section chief, chief fire control SGT, senior fire control SGT, and 1SG.

*b. Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details.

*c. Goals for development.* To ensure FA Soldiers become technically and tactically proficient, they should seek leadership positions and strive to excel while attending NCOES or functional courses. Strive for the highest possible score on the APFT and weapons qualifications. Competitive boards such as for “Soldier of the Quarter” or “NCO of the Quarter” and “Year” boards broaden the knowledge base, instill discipline and improve the Soldier’s communication skills. Additionally, NCOs should strive to become a member of either the SGT Audie Murphy or SGT Morales Club. Soldiers should strive to earn a college degree, license, or professional certificate in a discipline related to their MOS or leadership function, as recommended by their career management field. After successful tactical unit assignments, NCOs could serve as a drill sergeant, recruiter, instructor, AC/RC assignment (observer/controller/trainer), EOA, personnel proponent career advisor, inspector general, or CTC assignment (observer/controller).

(1) Private E–1: specialist/corporal.

*(a) Institutional training.* WLC.

*(b) Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises serving, for example, as a computer operator, radiotelephone operator, or with an advanced FA tactical data system. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

*(c) Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, refer to para 2–13.)

*(d) Additional training.* Airborne and Air Assault.

*(e) Special assignments.* N/A.

(2) Sergeant.

*(a) Institutional training.* WLC and ALC.

*(b) Operational assignments.* The focus during this phase of a career should be on tactical assignments that develop a Soldier’s leadership skills, MOS skills, and common Soldier tasks. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience, such as fire control SGT, which will increase their experience and develop the leadership skills needed to serve in more senior positions.

*(c) Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, refer to para 5–3.)

*(d) Additional training.* Airborne and Air Assault.

*(e) Special assignments.* Drill sergeant and recruiter positions are available through HRC assignment, but these assignments should not be sought out as career enhancers at this level until at least 24 months of section chief experience is acquired.

(3) Staff sergeant.

*(a) Institutional training.* ALC, SLC, and Battle Staff NCO course.

*(b) Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills, tactical, and technical expertise. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises. The duty assignment that will increase the experience and develop the leadership skills of the SSG is fire control SGT. The SSG should maintain his position in a tactical unit assignment for a minimum of 24 months prior to moving to nontactical position (for example, drill sergeant, recruiter, and instructor).

*(c) Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, refer to para 2–13.)

*(d) Additional training.* Airborne, Jumpmaster, Air Assault, Pathfinder, MRT, and MFT.

*(e) Special assignments.* Recruiter, drill sergeant, NCOES small group leader, AIT platoon sergeant, OC–T, and instructor/writer.

(4) Sergeant first class.

*(a) Institutional training.* SLC, Battle Staff NCO Course, and FA Master Gunner Course.

*(b) Operational assignments.* The focus during this phase of a career should be serving as a senior or chief fire control SGT for a minimum of 24 months in a BN Fire Direction Center or BDE Fire Control Element. To be competitive for promotion to MSG or 1SG, SFCs should seek assignment to and be successful in a senior or chief fire control SGT (digital master gunner), and intelligence SGT positions..

*(c) Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, refer to para 2–13.)

*(d) Additional training.* Airborne, Jumpmaster, Air Assault, MRT, MFT, and Pathfinder.

*(e) Special assignments.* Senior drill sergeant, military science instructor, NCOES small group leader, AC/RC assignments (observer/controller/trainer), CTC assignments (observer/controller), personnel proponent career advisor,

instructor/writer, and AIT platoon sergeant. The shaping of the branch, as well as the training, mentoring, and guiding of our future Soldiers, officers, and allies is of the utmost importance to the FA. The most experienced and best leaders must become those that shape, train, and mentor our next generation of Soldiers and officers.

### **6–9. Military occupational specialty 13D, professional development model**

Access to the “Career Maps” can be found on the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

### **6–10. Military occupational specialty 13D, Reserve Component**

The 13D MOS in the RC is managed the same as for the RA. (See para 6–8.)

### **6–11. Military occupational specialty 13F, fire support specialist**

*a. Major duties.* To develop fire support SPCs into professional NCOs, their assignments must focus on leadership positions at the battery/company and BN level. Follow-on assignments at the higher HQ will add to their overall professional knowledge. In operational units, NCOs should spend roughly 75 percent of their assignments at the BN level. NCOs should seek leadership positions as a Knight or Stryker combat observation and lasing team chief, BN fire support SGT, BDE fire support SGT, OPS SGT, and 1SG. Once an NCO has successfully served in one of these leadership positions, it would be beneficial to the NCO’s development to hold a technical position (such as targeting NCO, effects NCO, and intelligence SGT).

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details.

*c. Goals for development.* To ensure FA Soldiers become technically and tactically proficient, they should seek leadership positions and strive to excel while attending NCOES or functional courses. Strive for the highest possible score on the APFT and weapons qualifications. Competitive boards such as for “Soldier of the Quarter” or “NCO of the Quarter” and “Year” boards broaden the knowledge base, instill discipline and improve the Soldier’s communication skills. Additionally, NCOs should strive to become a member of either the SGT Audie Murphy or SGT Morales Club. Soldiers should strive to earn a college degree, license, or professional certificate in a discipline related to their MOS or leadership function, as recommended by their career management field. After successful tactical unit assignments, NCOs could serve as a drill sergeant, recruiter, instructor, AC/RC assignment (observer/controller/trainer), EOA, personnel proponent career advisor, inspector general, or CTC assignment (observer/controller).

(1) Private E–1: specialist/corporal.

(a) *Institutional training.* WLC.

(b) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises serving as computer operators, radiotelephone operators, vehicle operators, forward observer, and target processing SPC. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, refer to para 2–13.)

(d) *Additional training.* Airborne, Air Assault, Ranger, Joint Fires Observer, and Bradley FS Vehicle Operators course.

(e) *Special assignments.* N/A.

(2) Sergeant.

(a) *Institutional training.* WLC and ALC.

(b) *Operational assignments.* The focus during this phase of a career should be on tactical assignments that develop the Soldier’s leadership skills, MOS skills, and common Soldier tasks. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience such as forward observer, Knight or Stryker combat observation and lasing team chief, fire support SGT, or targeting NCO.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, refer to para 2–13.)

(d) *Additional training.* Airborne, Air Assault, Ranger, Joint Fires Observer, and Bradley FS Vehicle Operators course.

(e) *Special assignments.* Recruiter and drill sergeant positions are available through HRC assignment, but these assignments should not be sought out as career enhancers at this level until at least 24 months of fire support SGT or effects/targeting NCO experience is acquired.

(3) Staff sergeant.

(a) *Institutional training.* ALC, SLC, and the Battle Staff NCO course.

(b) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills, tactical, and technical expertise. Technical and tactical expertise will be acquired during

training at a CTC; various assignments between heavy, Stryker, and light units; or during tactical exercises. Assignments that will increase the experience and develop the leadership skills of the NCOs are company fire support SGT (HBCT, IBCT, and SBCT), targeting NCO, and effects NCO. The SSGs should maintain his position in a tactical unit assignment for a minimum of 24 months prior to moving to nontactical position (for example, drill sergeant, recruiter, or instructor).

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, refer to para 2–13.)

(d) *Additional training.* Airborne, Jumpmaster, Air Assault, Pathfinder, Ranger, Joint Fires Observer, Joint Terminal Attack Controller Course, Joint Fires and Effects Course, Joint Firepower Control Course, MRT, MFT, and Bradley FS Vehicle Operator course.

(e) *Special assignments.* Recruiter, NCOES small group leader, AIT platoon sergeant, and instructor/writer.

(4) Sergeant first class.

(a) *Institutional training.* SLC and Battle Staff NCO Course.

(b) *Operational assignments.* The focus during this phase of a career should be as a OPS SGT, BN or higher fire support SGT/targeting NCO, effects NCO, OPS SGT, or intelligence SGT for a minimum of 24 months. As the senior trainer, the fire support SGT is essential in the development of junior leaders. Successful service as an OPS SGT, BN fire support SGT/targeting NCO, effects NCO, or intelligence SGT is necessary to be competitive for promotion to MSG/1SG.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, refer to para 2–13.)

(d) *Additional training.* Airborne, Jumpmaster, Air Assault, Pathfinder, Ranger, Joint Fires Observer, Joint Terminal Attack Controller Course, Joint Fires and Effects Course, Joint Firepower Control Course, Tactical Air OPS Course, MRT, MFT, and Bradley FS Vehicle Operator course.

(e) *Special assignments.* Senior drill sergeant, military science instructor, personnel proponent career advisor, NCOES small group leader, AC/RC assignments (observer/controller/trainer), CTC assignments (observer/controller), instructor/writer, and AIT platoon sergeant. The shaping of the branch, as well as the training, mentoring, and guiding of our future Soldiers, officers, and allies is of the utmost importance to the FA. The most experienced and best leaders must become those that shape, train, and mentor our next generation of Soldiers and officers.

## **6–12. Military occupational specialty 13F, professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

## **6–13. Military occupational specialty 13F, Reserve Component**

The 13F MOS in the RC is managed the same as the RA. (See para 6–11.)

## **6–14. Military occupational specialty 13M, multiple launch rocket system/high mobility artillery rocket system crewmember**

a. *Major duties.* To develop Multiple Launch Rocket System/High Mobility Artillery Rocket System (MLRS/HIMARS) crewmembers into professional NCOs, their assignments must focus on leadership positions at the battery and BN level. Assignments at higher levels will add to their overall professional knowledge. In a TOE unit, the NCOs should spend roughly 75 percent of their assignments at the BN level and below. NCOs should seek leadership positions: section chief, platoon sergeant, and 1SG. Once an NCO has successfully served in one of these leadership positions, it would be beneficial to the NCO’s development to hold a technical position (such as ammunition NCO, master gunner/assistant OPS SGT, intelligence SGT).

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details.

c. *Goals for development.* To ensure FA Soldiers become technically and tactically proficient, they should seek leadership positions and strive to excel while attending NCOES or functional courses. Strive for the highest possible score on the APFT and weapons qualifications. Competitive boards such as for “Soldier of the Quarter” or “NCO of the Quarter” and “Year” boards broaden the knowledge base, instill discipline and improve the Soldier’s communication skills. Additionally, NCOs should strive to become a member of either the SGT Audie Murphy or SGT Morales Club. Soldiers should strive to earn a college degree, license, or professional certificate in a discipline related to their MOS or leadership function, as recommended by their career management field. After successful tactical unit assignments, NCOs could serve as a drill sergeant, recruiter, instructor, or in an AC/RC assignment (observer/controller/trainer), EOA, personnel proponent career advisor, inspector general, or CTC assignment (observer/controller).

(1) Private E–1: specialist/corporal.

(a) *Institutional training.* WLC.

(b) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. Technical and tactical expertise will be

acquired during training at a CTC or during tactical exercises serving as a reconnaissance SPC, launcher driver, and ammunition SPC.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, see para 2–13.)

(d) *Additional training.* N/A.

(e) *Special assignments.* N/A.

(2) Sergeant.

(a) *Institutional training.* WLC and ALC.

(b) *Operational assignments.* The focus during this phase of a career should be on tactical assignments that develop leadership skills, MOS skills, and common Soldier tasks. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience such as gunner and assistant ammo chief.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, see para 2–13.)

(d) *Additional training.* N/A.

(e) *Special assignments.* Recruiter or drill sergeant positions are available through HRC assignment, but these assignments should not be sought out as career enhancers at this level until at least 24 months of section chief experience is acquired.

(3) Staff sergeant.

(a) *Institutional training.* ALC and SLC.

(b) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills, tactical and technical expertise. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises. Assignments that will increase the experience and develop the leadership skills of the NCOs are launcher section chief and ammunition section chief. The section chief should maintain his position in a tactical unit assignment for a minimum of 24 months prior to moving to nontactical position (for example, drill sergeant, recruiter, or instructor).

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, see para 2–13.)

(d) *Additional training.* Battle Staff NCO Course, MRT, and MFT.

(e) *Special assignments.* Drill sergeant, AIT platoon sergeant, NCOES small group leader, recruiter, and instructor/writer.

(4) Sergeant first class.

(a) *Institutional training.* SLC, Battle Staff NCO Course, and FA Master Gunner Course.

(b) *Operational assignments.* The focus during this phase should be on tactical assignment as a platoon sergeant for a minimum of 24 months. The platoon sergeant's job, as the senior trainer in the platoon, is essential in the development of junior leaders. To be competitive for promotion to MSG/ISG, SFCs must seek assignment to and be successful in a platoon sergeant position for a minimum of 24 months. Master gunner/assistant OPS SGT, ammunition NCO, or intelligence SGT should be sought out as developmental positions after successful platoon sergeant assignments.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, see para 2–13.)

(d) *Additional training.* MRT and MFT.

(e) *Special assignments.* Senior drill sergeant, military science instructor, NCOES small group leader, personnel proponent career advisor, instructor/writer, CTC assignment (observer/controller), AC/RC assignment (observer/controller/trainer). The shaping of the branch, as well as the training, mentoring and guiding of our future Soldiers, officers, and allies is of the utmost importance to the FA. The most experienced and best leaders must become those that shape, train, and mentor our next generation of Soldiers and officers.

### **6–15. Military occupational specialty 13M, professional development model**

Access to the “Career Maps” is made from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

### **6–16. Military occupational specialty 13M, Reserve Component**

The MOS 13M in the RC is managed the same as in the RA. (See para 6–14.)

### **6–17. Military occupational specialty 13P, multiple launch rocket system automated tactical data systems specialist**

a. *Major duties.* To develop MLRS automated tactical data systems SPCs into professional NCOs, their assignments must focus on leadership positions at the battery and BN level. In a TOE unit, the NCOs should spend roughly 75

percent of their assignments at the BN level and below. NCOs should seek leadership positions such as: chief fire direction computer, and 1SG. Once an NCO has successfully served in one of these leadership positions, it would be beneficial to the NCO's development to hold a technical position (for example, battery OPS SGT and intelligence SGT).

*b. Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details.

*c. Goals for development.* To ensure FA Soldiers become technically and tactically proficient, they should seek leadership positions and strive to excel while attending NCOES or functional courses. Strive for the highest possible score on the APFT and weapons qualifications. Competitive boards such as for “Soldier of the Quarter” or “NCO of the Quarter” and “Year” boards broaden the knowledge base, instill discipline, and improve the Soldier's communication skills. Additionally, NCOs should strive to become a member of either the SGT Audie Murphy or SGT Morales Club. Soldiers should strive to earn a college degree, license, or professional certificate in a discipline related to their MOS or leadership function, as recommended by their career management field. After successful tactical unit assignments, NCO could serve as a drill sergeant, recruiter, instructor, AC/RC assignment (observer/controller/trainer), EOA, personnel proponent career advisor, inspector general, or CTC assignment (observer/controller).

(1) Private E–1: specialist/corporal.

*(a) Institutional training.* WLC.

*(b) Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises serving as computer operator, radiotelephone operator, fire direction SPC, and liaison SPC. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

*(c) Self-development.* (For additional information on self-development, see para 2–13.)

*(d) Additional training.* N/A.

*(e) Special assignments.* N/A.

(2) Sergeant.

*(a) Institutional training.* WLC and ALC.

*(b) Operational assignments.* The focus during this phase of a career should be on tactical assignments that develop a SGT's leadership skills, MOS skills, and common Soldier tasks. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises. At every opportunity, SGTs should seek the positions such as battery display operator that allow them to gain and develop the leadership experience needed to serve in more senior positions.

*(c) Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, see para 2–13.)

*(d) Additional training.*

*(e) Special assignments.* Recruiter or drill sergeant positions are available through HRC assignment, but these assignments should not be sought out as career enhancers at this level until at least 24 months of section chief experience is acquired.

(3) Staff sergeant.

*(a) Institutional training.* ALC, SLC and the battle staff NCO course.

*(b) Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills, tactical and technical expertise. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises. Assignments that will increase the experience and develop the leadership skills of the SSG are as a FDC section chief, fire direction computer SGT, or liaison SGT. A SSG should maintain his position in a tactical unit assignment for a minimum of 24 months prior to moving to nontactical position; (for example, drill sergeant, recruiter, and instructor).

*(c) Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, see para 2–13.)

*(d) Additional training.* MRT and MFT.

*(e) Special assignments.* Drill sergeant, recruiter, AC/RC assignment (observer/controller/trainer), instructor/writer, and AIT platoon sergeant.

(4) Sergeant first class.

*(a) Institutional training.* SLC, BSNCO, and FA master gunner course.

*(b) Operational assignments.* The focus during this phase of a career should be serving as a chief fire direction computer and battery OPS SGT for a minimum of 24 months. This service can be done at battery operation center, BN fire direction center, or in a higher HQ. As the senior trainer, the chief fire direction computer and battery OPS SGT are essential in the development of junior leaders. Successful service as a chief fire direction computer and battery OPS SGT is necessary to be competitive for promotion to MSG/1SG. The duty position of OC–T and AIT platoon sergeant carry the same weight within the CMF as an MTOE position platoon sergeant.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, see para 2–13.)

(d) *Additional training.* MRT and MFT.

(e) *Special assignments.* Senior drill sergeant, military science instructor, NCOES small group leader, AC/RC assignment (observer/controller/trainer), personnel proponent career advisor, instructor/writer. The shaping of the branch, as well as the training, mentoring and guiding of our future Soldiers, officers, and allies is of the utmost importance to the FA. The most experienced and best leaders must become those that shape, train, and mentor our next generation of Soldiers and officers.

### **6–18. Military occupational specialty 13P, professional development model**

Access to the “career maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

### **6–19. Military occupational specialty 13P, Reserve Component**

The MOS 13P in the RC is managed the same as for the RA. (See para 6–17.)

### **6–20. Military occupational specialty 13R, field artillery firefinder radar operator**

a. *Major duties.* To develop FA radar operators into professional NCO, their assignments must focus on leadership positions at the battery and BN level. Follow on assignments at higher HQ will add to their overall professional knowledge. In a TOE unit, the NCOs should spend roughly 75 percent of their assignments at the BN level and below. NCOs should seek leadership positions such as section chief, platoon sergeant, and ISG. Once an NCO has successfully served in one of these leadership positions, it would be beneficial to the NCO’s development to hold a technical position (such as FA targeting SNCO and intelligence SGT).

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details.

c. *Goals for development.* To ensure FA Soldiers become technically and tactically proficient, they should seek leadership positions and strive to excel while attending NCOES or functional courses. Strive for the highest possible score on the APFT and weapons qualifications. Competitive boards such as for “Soldier of the Quarter” or “NCO of the Quarter” and “Year” boards broaden the knowledge base, instill discipline and improve the Soldier’s communication skills. Additionally, NCOs should strive to become a member of either the SGT Audie Murphy or SGT Morales Club. Soldiers should strive to earn a college degree, license, or professional certificate in a discipline related to their MOS or leadership function as recommended by their career management field. After successful tactical unit assignments, NCO could serve as a drill sergeant, recruiter, instructor, AC/RC assignment (observer/controller/trainer), EOA, personnel proponent career advisor, inspector general, or CTC assignment (observer/controller).

(1) Private E–1: specialist/corporal.

(a) *Institutional training.* WLC.

(b) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises serving as a FA radar operator. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, see para 2–13.)

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* N/A.

(2) Sergeant.

(a) *Institutional training.* WLC and ALC.

(b) *Operational assignments.* The focus during this phase of a career should be on tactical assignments that develop the SGT’s leadership skills, MOS skills, and common Soldier tasks. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises. At every opportunity, SGT should seek the positions that allow them to gain leadership experience such as senior fire finder radar operator.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, see para 2–13.)

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* Recruiter and drill sergeant positions are available through HRC assignment, but these assignments should not be sought out as career enhancers at this level until at least 24 months of section chief experience is acquired.

(3) Staff sergeant.

(a) *Institutional training.* ALC and SLC.

(b) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills, tactical and technical expertise. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises. Assignments that will increase the experience and develop the leadership



skills of the SSG should be the section chief and supervisor of radar assets. A SSG should hold these positions for a minimum of 24 months prior to moving to a nontactical position (for example, drill sergeant, recruiter, or instructor).

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, see para 2–13.)

(d) *Additional training.* Airborne, jumpmaster, air assault, pathfinder, battle staff NCO Course, MRT, and MFT.

(e) *Special assignments.* Drill sergeant, recruiter, AC/RC assignment (observer/controller/trainer), and instructor/writer.

(4) Sergeant first class.

(a) *Institutional training.* SLC and battle staff NCO course.

(b) *Operational assignments.* The focus during this phase of a career should be assignment as a platoon sergeant for a minimum of 24 months. Intelligence SGT and FA Targeting SNCO. Should be sought out as developmental positions after successful platoon sergeant assignments. The FA radar platoon sergeant and FA targeting SNCO lead and supervise the combat OPS of radar platoons. Successful service as a FA radar platoon sergeant, intelligence SGT or FA targeting SNCO is necessary to be competitive for promotion to MSG/ISG.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, see para 2–13.)

(d) *Additional training.* Airborne, Jumpmaster, Air Assault, Pathfinder, MRT, and MFT.

(e) *Special assignments.* Senior drill sergeant, military science instructor, NCOES small group leader, AC/RC assignment (observer/controller/trainer), personnel proponent career advisor, instructor/writer, and AIT platoon sergeant. The shaping of the branch, as well as the training, mentoring and guiding of our future Soldiers, officers, and allies is of the utmost importance to the FA. The most experienced and best leaders must become those that shape, train, and mentor our next generation of Soldiers and officers.

#### **6–21. Military occupational specialty 13R, professional development model**

Access to the “Career Maps” can be made from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

#### **6–22. Military occupational specialty 13R, Reserve Component**

The MOS 13R in the RC is managed the same as for the RA. (See para 6–20.)

#### **6–23. Military occupational specialty 13T, field artillery surveyor/meteorological crewmember**

a. *Major duties.* To develop FA metro/survey crewmembers into professional NCOs, their assignments must focus on leadership positions at the battery and BN level. Follow-on assignments at higher HQ will add to their overall professional knowledge. In a TOE unit, the NCOs should spend roughly 75 percent of their assignments at the BN level and below. NCOs should seek leadership positions: section chief, chief surveyor, and ISG.

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smart-book, for details.

c. *Goals for development.* To ensure FA Soldiers become technically and tactically proficient, they should seek leadership positions and strive to excel while attending NCOES or functional courses. Strive for the highest possible score on the APFT and weapons qualifications. Competitive boards such as for “Soldier of the Quarter” or “NCO of the Quarter” and “Year” boards broaden the knowledge base, instill discipline and improve the Soldier’s communication skills. Additionally, NCOs should strive to become a member of either the SGT Audie Murphy or SGT Morales Club. Soldiers should strive to earn a college degree, license, or professional certificate in a discipline related to their MOS or leadership function as recommended by their career management field. After successful tactical unit assignments, NCO could serve as a drill sergeant, recruiter, instructor, AC/RC assignment (observer/controller/trainer), EOA, personnel proponent career advisor, inspector general, or CTC assignment (observer/controller).

(1) Private E–1: specialist/corporal.

(a) *Institutional training.* WLC.

(b) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises serving as a FA surveyor. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. See FA reading list. (For additional information on self-development, see para 2–13.)

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* N/A.

(2) Sergeant.

(a) *Institutional training.* WLC and ALC.

(b) *Operational assignments.* The focus during this phase of a career should be on tactical assignments that develop the Soldier’s leadership skills, MOS skills, and common Soldier tasks. Technical and tactical expertise will be acquired

during training at a CTC or during tactical exercises. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience such as FA surveyor.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, see para 2–13.)

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* Recruiter or drill sergeant positions are available through HRC assignment, but these assignments should not be sought out as career enhancers at this level until at least 24 months of section chief or chief surveyor experience is acquired.

(3) Staff sergeant.

(a) *Institutional training.* ALC, SLC, and the Battle Staff NCO Course.

(b) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills, tactical and technical expertise. Technical and tactical expertise will be acquired during training at a CTC or during tactical exercises. The SSG should seek assignments that will increase his or her experience and develop his or her leadership skills such as chief of survey. A SSG should hold these leadership positions for a minimum of 24 months.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, see para 2–13.)

(d) *Additional training.* Airborne, Jumpmaster, Air Assault, Pathfinder, MRT, and MFT.

(e) *Special assignments.* AIT platoon sergeant, recruiter, and instructor/writer.

(4) Sergeant first class.

(a) *Institutional training.* SLC and Battle Staff NCO Course.

(b) *Operational assignments.* The focus during this phase of a career should be to serve as a chief surveyor or an intelligence SGT for a minimum of 24 months. As the senior trainer, the chief surveyor is essential in the development of junior leaders. Successful service as a chief surveyor or intelligence SGT is necessary to be competitive for promotion to MSG/1SG.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. (For additional information on self-development, see para 2–13.)

(d) *Additional training.* Airborne, Jumpmaster, Air Assault, Pathfinder, MRT, and MFT.

(e) *Special assignments.* Senior drill sergeant, military science instructor, NCOES small group leader, CTC assignment (observer/controller), AC/RC assignment (observer/controller/trainer), personnel proponent career advisor and instructor/writer. The shaping of the branch, as well as the training, mentoring and guiding of our future Soldiers, officers, and allies is of the utmost importance to the FA. The most experienced and best leaders must become those that shape, train, and mentor our next generation of Soldiers and officers.

## **6–24. Military occupational specialty 13T, professional development model**

Access to the “Career Maps” can be gained from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

## **6–25. Military occupational specialty 13T, Reserve Component**

The MOS 13T in the RC is managed the same as for the RA. (See para 6–23.)

## **6–26. Military occupational specialty 13Z, field artillery senior sergeant/00Z command sergeant major**

*a. Major duties.*

(1) *Master sergeant/first sergeant (13Z).* The FA MSG is an expert in his specialty. The FA MSG has a demonstrated quantified record of superior performance and efficiency in mastering core MOS competencies, leading, supervising, and managing subordinate elements of various size, scope, and function. The FA MSG has held numerous core competency building assignments and has likely served in additional positions outside of core MOS positions. The knowledge, skills, and abilities acquired up to this point provide the FA MSG a natural transition into the increased scope and responsibilities associated with positions as a 1SG or OPS SGT.

(2) *Sergeant major (13Z)/CSM (13Z).* FA SGM/CSMs are interpersonal leaders, talent managers, and team builders. They understand and employ concepts and doctrine across multiple disciplines (joint OPS, combined arms maneuver, and joint fires). FA SGM/CSM possess exceptional oral and written communication skills. They are able to conceptualize and devise solutions to complex problems.

*b. Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details.

*c. Goals for development.*

(1) Master sergeant/first sergeant (13Z).

(a) *Institutional training.* Battle Staff NCO Course and SMC.

(b) *Operational assignments.* The critical assignment for MSG is 1SG. This position qualifies MSG to perform duties as the SNCO of a tactical unit and enhances their organizational supervisory knowledge, leadership skills, and

abilities. FA MSGs should serve successfully as a 1SG for at least 24 months, which may consist of one or more assignments. There is no position in the grade of MSG that provides equivalent leadership training and development. When not assigned as a unit 1SG, the FA MSG will perform duty as a principle staff NCO at the BN and higher levels. OPS SGT, FA senior PDNCO, CTC assignment (observer/controller), AC/RC assignment (observer/controller/trainer), and senior military science instructor are recommended assignments following a 1SG assignment. Successful performance in these positions is a conditional pre-requisite for consideration to SGM.

(c) *Self-development.* Complete the appropriate level of SSD in order to meet the prerequisites for attendance at specified NCOES. FA MSGs are highly regarded as technical and tactical professionals. As such, all FA MSGs should strive to develop a full understanding of combined arms and fire support OPS, BN-level staff OPS, and command principles. All MSGs should dedicate considerable time to professional reading to gain a historical perspective on tactical and leadership challenges. FA MSGs should have completed their associate's degree and begun work on an advanced degree (Bachelor's or equivalent technical degree) from an accredited university/institution. (For additional information on self-development, see para 2–13.)

(d) *Additional training.* N/A.

(e) *Special assignments.* Senior military science instructor, FA senior PDNCO, personnel proponent career management NCO, assistant inspector general, career management NCO, CTC assignment (observer/controller), and AC/RC assignment (observer/controller/trainer).

(2) Sergeant major (13Z)/CSM (13Z).

(a) *Institutional training.* CSM PCC (BDE/BN), SEJPME, and the Force Management Course..

(b) *Operational assignments.* The key developmental assignment for a FA SGM is BN level (6S) OPS SGM position. The key developmental assignment for FA CSMs is the centrally selected BN command (6C) positions in the operating or generating force. While only a small percentage of FA SGMs will be selected for a command position, all SGMs have a remarkable opportunity to make significant contributions to the branch and the Army. All FA SGMs can expect to serve in a wide variety of professionally challenging and personally rewarding assignments in the operating and generating forces.

(c) *Self-development.* Self-development should be focused on mastering mentoring and managerial skills, continuing development of war fighting and fire support skills, and growing capabilities to serve as operational, strategic and fires leaders for the Army and Joint forces. FA SGMs should consider finishing their advanced degree. (For additional information on self-development, see para 2–13.)

(d) *Additional training.* CSM/SGM Legal Orientation Course, CSM/SGM Force Management Course, Keystone Course.

(e) *Special assignments.* Army Staff, Fellowships, USASMA, CTC–OC/T, OCLL, WIAS, JOINT, and MPEP.

## **6–27. Military occupational specialty 13Z, professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

## **Chapter 7**

### **Air Defense Artillery (Career Management Field 14) Career Progression Plan**

#### **7–1. Duties**

Army ADA forces, fighting interdependently with other elements of the JIIM team at strategic, operational, and tactical levels, will provide air and missile defense and contribute to situational awareness and understanding, airspace management, and operational force protection to deter or defeat enemy aerial threats, protect the force and high value assets, enable freedom to operate, and contribute to victory.

#### **7–2. Transformation**

Army transformation continues to expand the role of Air and Missile Defenders on the battlefield, to include increased participation in planning and executing air defense OPS in Army, joint, coalition, and multinational OPS. In concert with the Army's relevant and ready end-state objective, the ADA branch is rapidly transforming its force structure and how it fights to meet the inherent contingencies of the 21st-century battlefield. As the Army transforms its warfighting elements into modular SBCT, BCT, and support unit of action (SUA), ADA is embedding robust Air Defense Airspace Management (ADAM) cells, specifically designed to enhance airspace management. This is done by coordinating targeting, airspace command and control, and early warning functions with air defense and aviation forces on the battlefield. In mutual synchronization, ADA forces are being assigned to corps- and theater-level commands, and subsequently task organized to subordinate commands as evolving missions dictate. To complement these actions, ADA is reorganizing Patriot and Avenger forces into composite Air and Missile Defense (AMD), Maneuver Air and Missile Defense (MAMD), and Patriot pure BN. These tailored ADA units will provide the Army an organic capability

to defend against a wide array of hostile aerial and three-dimensional missile threats, providing combat commanders a modular and expeditionary AMD capability that can rapidly deploy and interoperate with joint and coalition forces. ADA's combat-proven weapons platforms and Early Warning System (EWS) will continue to provide the Army with a technologically advanced, fully digitized capability that enables detection and engagement of air and missile threats at greater distances with increased lethality in support of combat OPS across the full spectrum of operational environments, from forward OPS with combat maneuver formations to defense of critical strategic bases and geopolitical assets. When employed, these ADA forces ideally suited for and frequently supporting JIIM OPS provide combatant commanders a significant strategic, operational, and tactical advantage on the battlefield. Fielding ADAM cells in modular maneuver units, coupled with fielding AMD air defense artillery fire control officer (ADAFCO) elements in Army Air and Missile Defense Commands and ADA BDEs, plus embedding the Joint Tactical Ground Station (JTAGS), Forward-Based X-Band Transportable Radar, and Ground-based Midcourse Defense (GMD) systems within the United States Army Space and Missile Defense Command (USASMDC) continues to complement ADA's transformation. These state-of-the-art air defense platforms provide growth within the branch plus diverse and challenging assignment opportunities for all air and missile defenders. Although not yet recognized as a system of record, ADA Soldiers continue to train on and deploy with the Indirect Fire Protection Capability (IFPC) system (counter rockets, artillery, and mortars (CRAM) legacy), providing critical force protection of forward-based forces engaged in the OCO. Future plans for the ADA branch include a new weapons platform, the THAAD System, along with a host of new early warning and detection sensors, including the JLENS and Multi-Mission Radar (MMR). Transformation continues to improve ADA's expeditionary attributes and enhance its lethality, mobility, and deployability while providing the Army and regional combatant commanders with a modular, tailorable force capable of operating on joint and multinational battlefields. Service in ADA is available through a variety of MOSs. These Soldiers operate a wide array of technical, modern weaponry and maintain a high state of readiness for immediate worldwide deployment. Listed below are duty positions that ADA Soldier's and NCO can expect to hold during their careers. These positions are sequential and each carries increasingly greater leadership functions.

- a. Team member, crew member, gunner.
- b. Shift leader, team leader, team chief, crew chief.
- c. Squad leader, section chief, section leader, assistant OPS SGT, master gunner.
- d. Platoon sergeant, master gunner, DET SGT, NCO academy senior instructor, senior instructor-writer, West Point TAC NCO, military science instructor, EO advisor, assistant inspector general.
- e. First sergeant, intelligence NCO, master system evaluator.
- f. Operations SGT, SGM, CSM.

### **7-3. Recommended career management self-development, by rank**

#### *a. Private E-1: specialist/corporal.*

(1) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and master the following military publications: STP 21-1-SMCT, FM 4-25.11, AR 670-1, FM 3-90.61, and all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/>.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DANTES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site. CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and logisticians should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

(6) Soldier boards such as "Soldier of the Quarter/Year" broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(7) Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

#### *b. Sergeant.*

(1) The quality and success of a SGT's career is in direct proportion to a consistent commitment to excellence,

regardless of the mission. SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) SGT should study and master the following military publications: STP 21–24–SMCT, FM 6–22, all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/>.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGTs willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(5) Soldier boards such as “NCO of the Quarter” and “NCO of the Year” and the SGT Audie Murphy and SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier’s ability to communicate verbally.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(7) Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*c. Staff sergeant.*

(1) The quality and success of a SSG’s career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSG who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: STP 21–24–SMCT, FM 3–22.3, -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(2) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/>.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSGs willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self-development options are based on the SSG’s own desire to excel. At this stage, SSGs should seek opportunities to pursue completion of an associate’s degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(4) The ACCP also provides excellent educational advancements in continued education, leadership, and technical proficiency. Education opportunities can be found at the ACES Web site.

(5) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(6) NCOs at this rank should attend the appropriate Master Gunner Course. Honor Graduate from a Master Gunner Course is a clear indicator of potential for further promotion

*d. Sergeant first class.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCOs develop organizational leadership skills needed to coach, teach and mentor Soldiers. Strive to complete a degree program or accumulate two years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: AR 350–1, AR 750–1, all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/>.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFCs willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an associate’s degree by 12 years and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to a SFC.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(7) NCO at this rank should attend the appropriate Master Gunner Course. Honor Graduate from a Master Gunner Course is a clear indicator of potential for further promotion

*e. Master sergeant/first sergeant.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. Strive to complete a degree program or accumulate two years of college credit towards a degree. However, continuing civilian education (completion of associates or bachelor's degree) is encouraged.

(2) MSG/ISGs should study and master the following military publications: AR 601–280, AR 600–20, DA Pam 611–21, AR 840–10, and AR 220–1.

(3) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs. This will help influence and improve the Army's systems and contribute to the success of their organizations.

(4) The ACCP provides an excellent educational resource in continued education, leadership, and technical proficiency.

(5) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

(6) NCO at this rank should attend the appropriate Master Gunner Course. Honor Graduate from a Master Gunner Course is a clear indicator of potential for further promotion

*f. Sergeant major/command sergeant major.*

(1) The goal of the SGM/CSM is to possess an upper level degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions.

(2) The SGM/CSM should read publications on their chains of command professional reading list. FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

#### **7–4. Reserve Component**

The integrated use of the RC, USAR, and ARNGUS is essential to the successful accomplishment of military OPS that represent a large portion of the structure and capability of each service. RC contributions cover the entire spectrum of types of forces, from combat to CS or CSS and general supporting forces. Hence, RC Soldiers must possess the same qualifications and capabilities as RA Soldiers due to the necessary augmentation of forces that often occurs in times of war or conflict. The quality and quantity of training that RC ADA Soldiers receive, and the duty assignments for career progression, are the same as their RA counterparts. RC Soldiers serving in ADA units have a RC PD NCOES that satisfies the PD and functional area requirements for all components. Today, RC Soldiers are performing a vital role in OCO and our Nation's homeland defense, serving in GMD units that operate in concert with the Air Force and Navy as the first part of our nation's emerging integrated Ballistic Missile Defense System, protecting our nation from accidental or intentional limited ballistic missile attacks. RC Soldiers also serve in IFPC (CRAM legacy) batteries, defending friendly forces and mission essential areas from rocket, artillery, and mortar attacks. ARNGUS Soldiers continue to serve as citizen Soldiers under the direction of the state government, providing immediate community support and aid to thousands of affected people during natural disasters man-made crisis.

#### **7–5. Military occupational specialty 14E, Patriot fire control enhanced operator/maintainer**

*a. Major duties.* The Patriot fire control enhanced operator/maintainer supervises or serves in an ADA unit as a member of an air defense activity engaged in OPS or intelligence functions. Patriot fire control enhanced operator/maintainers ensure system emplacement, initialization, and operator/organizational level system maintenance of the patriot fire control section, fire direction section, and associated equipment. Duties also include battle damage assessment repair (BDAR), near-real-time status reporting, report generation, and system deployment. Recent Patriot Advanced Capability-3 (PAC-3) upgrades incorporate significant enhancements to the radar set, engagement control station, and PAC-3 missile, which uses hit-to-kill technology for greater lethality against tactical ballistic missiles (TBMs) armed with weapons of mass destruction (WMD). Patriot fire control enhanced operator/maintainers also

evaluate target data and identify and engage targets, often operating in a joint and multinational environment to provide AMD protection from theater ballistic missiles and a host of other air and missile threats. MOS 14E Patriot fire control enhanced operator/maintainer is currently supporting the THAAD System, along with the JLENS.

*b. Prerequisites.* See DA Pam 611–21, in the HRC Smartbook. The waiver authority for MOS 14E prerequisites is the Office of the Chief of Air Defense Artillery (OCADA), Personnel Proponent DIV.

*c. Goals for Development and Lifelong Learning Strategy.* (See chap 2.)

(1) *Private E-1: specialist/corporal.*

*(a) Operational assignments.* Soldiers' initial focus should be on building a strong base of technical and tactical expertise in basic MOS skills and in skill level 1 warrior tasks and drills. Assignments that support these goals are force OPS crew member, engagement controller, system evaluator assistant, fire control operator, support team crew member, radar operator/maintenance crew member, sensor operator, and vehicle driver. Soldiers should seek responsibility and opportunities to enhance their leadership skills and competence, thereby improving their potential for positions of increased responsibility.

*(b) Self-development.* Soldiers must capitalize on every opportunity to improve their levels of education, using alternate methods to obtain college credits when traditional classroom instruction is unavailable or impractical. These include the ACCP and GoArmyEd. Military education and experience can also be converted to college credits through the SOCAD program. Plus, COOL MOS 14E provides Soldiers an online resource with information on how they can fulfill the requirements for civilian certifications and licenses related to their military occupational specialties. Patriot fire control enhanced operator/maintainer, training support package (TSP) 14E10 is also available online from the Directorate of Training, Doctrine, and Leader Development, Institutional and Distributed Learning Training (DOTD–LD–IDT) DIV Web site; however, you must first register with the Digital Training Access Center (DTAC) to view the TSP. CLEP and DANTES examinations are also available to Soldiers at local education centers. (For additional information on self-development, see para 7–3.)

*(c) Additional training.* PAC–3, GMD, AMD ADAFCO Element, Air Assault, Nuclear, Biological, and Chemical (NBC) Defense, Combat Lifesaver, Field Sanitation, THAAD Training, Combatives level 1, JLENS Training, SSD 1.

*(d) Special assignments.* AMD ADAFCO element and various OCOs.

(2) *Sergeant.*

*(a) Operational assignments.* During this career stage, NCOs should focus on developing supervisory skills, enhancing technical and tactical MOS knowledge, and mastering skill level 2 warrior tasks and drills. SGTs are also developing the technical and tactical skills of their individual Soldiers and training their teams to proficiency. Assignments that support these goals are force OPS NCO, senior fire control operator, engagement control shift leader, radar operator/maintenance shift leader, senior engagement controller, support team leader, system evaluation team leader, team leader, and sensor team leader. NCOs should also seek special duty assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Assignments in THAAD System, along with the JLENS for MOS 14E AIT graduates.

*(b) Self-Development.* Soldiers must capitalize on every opportunity to improve their levels of education, using alternate methods to obtain college credits when traditional classroom instruction is unavailable or impractical. They include the ACCP and GoArmyEd. Military education and experience can also be converted to college credits through the SOCAD program. Plus, (COOL) MOS 14E provides Soldiers an online resource with information on how they can fulfill the requirements for civilian certifications and licenses related to their military occupational specialties. The Patriot Fire Control Enhanced Operator/Maintainer TSP 14E10 is also available online from the DOTD–LD–IDT DIV Web site; however, you must first register with the DTAC to view the TSP. CLEP and DANTES examinations are also available to Soldiers at local education centers.

*(c) Additional Training.* PAC–3, GMD, AMD ADAFCO Element, Air Assault, NBC Defense, Combat Lifesaver, Field Sanitation, THAAD Training, JLENS Training and Combatives level 1&2.

*(d) Special Assignments.* AMD ADAFCO Element, Recruiter, and drill sergeant, and various OCO. *Note.* MOS 14E is a feeder MOS normally targeted at the SSG level for the Warrant Officer Corps as a 140E Patriot System Technician *Note.* MOS 14E is a feeder MOS normally targeted at the SSG level for the Warrant Officer Corps as a 140E Patriot system technician or 140A command and control systems technician.

(3) *Staff sergeant.*

*(a) Operational assignments.* During this career stage, NCOs should focus on enhancing supervisory, training, and management skills while continuing to enhance technical and tactical MOS skills and mastering skill level 3 warrior tasks and drills. SSG are also developing the leadership skills of their junior NCO, plus training teams and sections to proficiency. Assignments that support these goals are Force OPS shift leader, fire control shift leader, engagement control team leader, radar operator/maintenance team leader, engagement control section leader, OPS SGT, section leader, systems analyst, and assistant OPS SGT. Challenging TDA assignments as an NCO academy instructor, drill sergeant, or recruiter give NCOs the opportunity to develop and demonstrate their leadership skills, maturity, versatility, and ability to serve in assignments of increased responsibility.

*(b) Self-Development.* By this career stage, all NCOs should have initiated a SOCAD agreement, had their military experience evaluated for college credit, and be actively pursuing additional credits. Correspondence courses through

ACCP and distance learning, which can be converted into college credits through SOCAD, are valuable resources for gaining knowledge about various military-related skills and will prepare you for the next level of responsibility.

(c) *Additional training.* PAC-3, GMD, AMD ADAFCO Element, Patriot Master Gunner, Air Assault, NBC Defense, Combat Lifesaver, Field Sanitation, Master Fitness Trainer, Small Group Instructor, and EO Representative, THAAD Training, JLENS Training and Combatives levels 1, 2, & 3.

(d) *Special assignments.* AMD ADAFCO element, recruiter, drill sergeant, and various OCOs, NCO academy instructor, recruiter, drill sergeant, AIT instructor, and training developer/writer. *Note* - MOS 14E is a feeder MOS normally targeted at the SSG level for the Warrant Officer Corps as a 140E Patriot system technician or 140A command and control systems technician.

(4) *Sergeant first class.*

(a) *Operational assignments.* During this career stage, NCOs should focus on developing organizational management skills, continuing to enhance technical and tactical MOS-related skills, and mastering skill level 4 warrior tasks and drills. SFCs are also developing the leadership skills of junior NCOs and training teams, sections, and platoons. Assignments that support this development are section chief, training system/evaluation NCO, system evaluation section leader, OPS SGT, senior engagement controller, platoon sergeant, master gunner, and DET SGT. The critical assignment for SFC is platoon sergeant. Without a tour as a platoon sergeant, the opportunity for promotion to MSG is limited. It is beneficial to career development to serve as a platoon sergeant for 18–24 months; this may consist of more than one assignment. Challenging TDA assignments as an NCO Academy instructor and ROTC military science instructor gives NCOs the opportunity to display their leadership skills, maturity, versatility, and ability to serve in assignments of increased responsibility. NCO at this grade should also seek opportunities to serve as a 1SG.

(b) *Self-development.* By this career stage, all NCOs should have initiated a SOCAD agreement, had their military experience evaluated for college credit and be actively pursuing (as a minimum) an associate's degree. Army correspondence courses through ACCP and distance learning, which can be converted into college credits through SOCAD, are valuable resources for gaining knowledge about various military-related skills and will prepare you for the next level of responsibility. (For additional information on self-development, see para 7–3.)

(c) *Additional training.* PAC-3, GMD, AMD ADAFCO Element, Patriot Master Gunner, Air Assault, NBC Defense, Combat Lifesaver, Field Sanitation, Master Fitness Trainer, enrolled in SSD 3, Small Group Instructor, Battle Staff, THAAD Training, Combatives levels 1, 2, & 3, JLENS.

(d) *Special assignments.* AMD ADAFCO element, NCO academy instructor, recruiter, drill sergeant, EO, assistant inspector general, senior instructor, training developer/writer, career manager, ROTC military science instructor, West Point military science instructor, West Point TAC NCO, modular BDE augmented for security force assistance/TT NCO, USA support element Saudi Arabia and Digital Liaison Teams.

(5) *Master sergeant/first sergeant.* (See para 7–20.)

d. *Army Career Degrees.* See SOCAD Army Degrees.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **7–6. Military occupational specialty 14E, professional development model**

Access to the “Career Maps” can be made from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

## **7–7. Military occupational specialty 14E, Reserve Component**

MOS 14E is closed to the RC.

## **7–8. Military occupational specialty 14G, air defense battle management system operator**

a. *Major duties.* The Battle Management System Operator supervises or serves in an Army Air and Missile Defense Command, air defense BDE, maneuver BN, ADAM cell in conjunction with a Brigade Aviation Element (BAE) as an air/ground integrator/manager whose duties include planning, coordinating, and establishing connectivity with JIIM sensors and command, control, communications, computers, and intelligence (C4I)/controller networks and airspace users; provides situational awareness of airspace and early warning; conducts current and future OPS planning and execution of airspace management requirements for the supported echelon; and conducts AMD and aviation planning and coordination to determine AMD and aviation requirements across the full spectrum of OPS. Other duties include: ADAM cell equipment march order, emplacement, initialization and operator/organizational level system maintenance (limited to the ability to detect improper equipment operation or malfunction by use of the senses, embedded diagnostic aids; for example, built-in test/built-in test equipment and/or on-board test equipment, test, measurement, and diagnostic equipment (TMDE) (for example, multimeter to perform low voltage and continuity checks), technical references, technical inspections, adjustments, removal and replacement of battery replaceable units/line replaceable units (BRUs/LRUs), and other tasks authorized in the maintenance allocation chart (MAC) and preventive maintenance checks and services (PMCS) required to sustain or return the ADAM Cell to its operational readiness condition.

b. *Prerequisites.* See DA Pam 611–21, in HRC Smartbook. The waiver authority for MOS 14G prerequisites is OCADA, Personnel Proponent Division.



c. *Goals for development and lifelong learning.* (See chap 2.)

(1) *Private E-1: specialist/corporal.*

(a) *Operational Assignments.* Soldiers' initial focus should be on building a strong base of technical and tactical expertise in basic MOS skills and common warrior tasks and drills. Performs march order, emplacement, initialization, operator/organizational level system maintenance and PMCS on the Sentinel Radar and ADAM cell equipment including the Air and Missile Defense Warning System, the Air Defense Systems Integrator, the Tactical Airspace Integration System, and the Forward Area Air Defense System Engagement OPS system, as well as operating the Sentinel Radar. Evaluates tactical electronic intelligence (ELINT) data for force/engagement OPS in JIIM networks. Performs OPS and intelligence duties, monitors SA of the airspace and provides early warning, conducts planning and execution of airspace management requirements for the supported echelon, and operates/performs operator PMCS on vehicles/system prime power units. Performs data connectivity between air defense communications equipment, Tri-Services Tactical (TRI-TAC) network, mobile subscriber equipment (MSE), and Link-11/Link-16 with Army, Air Force, Navy, Marine Corps, and multinational. Performs on-line/off-line common hardware-software diagnostics and fault isolation programs. Emplaces, initializes, operates and march orders LAN, wide area network (WAN), and remote video displays. Assignments that support these goals are battle systems operator, vehicle driver, and OPS assistant. Soldiers should seek responsibility and opportunities to enhance their leadership skills and competence, thereby improving their potential for positions of increased responsibility.

(b) *Self-development.* Soldiers must capitalize on every opportunity to improve their levels of education, using alternate methods to obtain college credits when traditional classroom instruction is unavailable or impractical. These include the ACCP and GoArmyEd Military education and experience can also be converted to college credits through the SOCAD program. Plus, COOL MOS 14G provides Soldiers an online resource with information on how they can fulfill the requirements for civilian certifications and licenses related to their MOSs. The Air Defense C4 I TOC Enhanced Operator/Maintainer Course TSP 14G10 is also available online from the DOTD-LD-IDT DIV Web site; however, you must first register with the DTAC to view the TSP. CLEP and DANTES examinations are also available to Soldiers at their local education centers. (For additional information on self-development, see para 7-3.)

(c) *Additional training.* JLENS, ADAM Cell, AMD ADAFCO Element, Air Assault, Airborne, NBC Defense, Combat Lifesaver, and Field Sanitation.

(2) *Sergeant.*

(a) *Operational Assignments.* During this career stage, NCOs should focus on developing supervisory skills, enhancing technical and tactical MOS knowledge, and mastering skill level 2 warrior tasks and drills. SGTs additionally serve as a senior EWS operator in air defense command and control nodes or ADAM cells at BDE level or higher. Supervises and provides technical guidance to subordinate Soldiers. May serve as a team leader in BDE level and above staff sections. Assignments that support this development are team leader, assistant OPS SGT, and assistant liaison SGT. NCOs should also seek special duty assignments that demonstrate their initiative, versatility, and potential for increased responsibility.

(b) *Self-development.* Soldiers must capitalize on every opportunity to improve their levels of education, using alternate methods to obtain college credits when traditional classroom instruction is unavailable or impractical. These include the ACCP and GoArmyEd. Military education and experience can also be converted to college credits through the SOCAD program. Plus, COOL MOS 14JG provides Soldiers an online resource with information on how they can fulfill the requirements for civilian certifications and licenses related to their MOSs. The Air Defense Battle Management System Operator Course TSP 14G10 is also available online from the DOTD-LD-IDT DIV Web site; however, you must first register with the DTAC to view the TSP. CLEP and DANTES examinations are also available to Soldiers at their local education centers.

(c) *Additional Training.* JLENS, Indirect Fire Protection Capability (IFPIC) (CRAM LEGACY) ADAM Cell, JT-101, JT-102 (MAGIC), Air Assault, Airborne, NBC Defense, Combat Lifesaver, Combatives LV1, and Field Sanitation.

(d) *Special Assignments.* JLENS, TT NCO, recruiter, and drill sergeant. *Note.* MOS 14G is a feeder MOS, normally targeted at the SGT-SSG level for the Warrant Officer Corps as a 140A command and control systems technician.

(3) *Staff sergeant.*

(a) *Operational assignments.* During this career stage, NCOs should focus on enhancing supervisory, training, and management skills while continuing to enhance technical and tactical MOS skills coupled with mastering skill level 3 warrior tasks and drills. Additionally, SSGs establish supervise and participate in unit level training for crew certification programs and air defense exercises. Performs OPS and intelligence duties and may serve as air defense liaison NCO. May serve as a section SGT, assistant OPS NCO or OPS NCO in BDE level and above staff sections. Assignments that support this development are OPS SGT, and liaison SGT.

(b) *Self-development.* By this stage, all NCOs should have initiated a SOCAD agreement, had their military experience evaluated for college credit, and be actively pursuing additional credits. Army correspondence courses through ACCP and distance learning, which can be converted into college credits through SOCAD, are valuable resources for gaining knowledge about various military-related skills and will prepare you for the next level of responsibility.

(c) *Additional training.* JLENS, IFPC (CRAM LEGACY), JT-101, JT-102 (MAGIC), ADAM Cell, Air Assault, Airborne, NBC Defense, Combat Lifesaver, Field Sanitation, Master Fitness Trainer, Small Group Instructor, Army Basic Instructor, AIT platoon sergeant, Battle Staff, and EOR.

(d) *Special assignments.* TT NCO, USA Support Element Saudi Arabia, Digital Liaison Team, Recruiter, drill sergeant, AIT platoon sergeant, AIT Instructor, and training developer/writer. *Note.* MOS 14G is a feeder MOS, normally targeted at the SGT-SSG level for the Warrant Officer Corps as a 140A command and control systems technician.

(4) *Sergeant first class.*

(a) *Operational assignments.* During this career stage, NCOs should focus on developing organizational management skills, continuing to enhance technical and tactical MOS-related skills, and mastering skill level 4 warrior tasks and drills. Additionally SFCs Provide technical guidance to subordinate Soldiers. Performs OPS and intelligence duties at BDE and higher levels. May serve as an OPS NCO, systems evaluator, or battle manager in BDE level and above staff sections. Directs, instructs and evaluates tactical operating procedures. Monitors unit equipment readiness and prepares monthly unit readiness reports (URR). Assignments that support this development are liaison SGT, battle system manager, EOA. The critical assignment for SFC is battle system manager. Without a tour as a battle system manager, the opportunity for promotion to MSG is limited. It is beneficial to career development to serve as a battle system manager for 18–24 months; this may consist of more than one assignment. Challenging assignments as an NCO academy instructor, ROTC military science instructor, AIT platoon sergeant, and AIT senior instructor, career management NCO and CTC observer/controller gives NCOs the opportunity to display their leadership skills, maturity, versatility, and ability to serve in assignments of increased responsibility. NCOs at this grade should also look for opportunities to serve as a 1SG.

(b) *Self-development.* By this stage, all NCOs should have initiated a SOCAD agreement, had their military experience evaluated for college credit, and be actively pursuing as a minimum an associate's degree. Army correspondence courses through ACCP and distance learning, which can be converted into college credits through SOCAD, are valuable resources for gaining knowledge about various military-related skills and will prepare you for the next level of responsibility. The 1SG's Course can also be converted into college credits through SOCAD.

(c) *Additional training.* ADAM Cell, JLENS, IFPC(CRAM LEGACY), JT-101, JT-102 (MAGIC), Air Assault, Airborne, NBC Defense, Field Sanitation, enrolled in SSD 3, Master Fitness Trainer, Small Group Instructor, Army Basic Instructor, Battle Staff, Combatives LV1, and Combatives LV2.

(d) *Special assignments.* JLENS, recruiter, senior drill sergeant, AIT platoon sergeant, AIT senior instructor, battlefield coordination DET, TT NCO, USA Support Element Saudi Arabia, Digital Liaison Team, training developer/writer, NCO academy instructor, EOA, assistant inspector general, career manager, ROTC military science instructor, West Point military science instructor, West Point TAC NCO, CTC observer/controller, and project warrior.

(5) *Master sergeant/first sergeant.* (See para 7–20.)

d. *Army Career Degrees.* See SOCAD Army Degrees.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **7–9. Military occupational specialty 14G, professional development model**

Access to the “Career Maps” can be made from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

## **7–10. Military occupational specialty 14G, Reserve Component**

The RC is managed the same as for the RA. (See para 7–8.)

## **7–11. Military occupational specialty 14H, air defense enhanced early warning operator**

a. *Major duties.* The enhanced early warning operator supervises or serves in a Patriot air defense unit or as a member of an air defense activity engaged in OPS or intelligence functions of liaison units. Duties include air defense C4I system march order, emplacement, initialization and operator/organizational level system maintenance (limited to the ability to detect improper equipment operation or malfunction by use of the senses, embedded diagnostic aids; e.g. built-in test/ built-in test equipment, and/or on-board test equipment, TMDE (example, multimeter to perform low voltage and continuity checks), technical references, technical inspections, adjustments, removal and replacement of battery replaceable units/lines replaceable units (BRUs/LRUs), and other tasks authorized in the maintenance allocation chart (MAC) and PMCS required to sustain or return the air defense C4I system to its operational readiness condition. Additional duties include operating the JTAGS, providing theater commanders a 24-hour capability to receive and process down-linked data from space-based Defense Support Program sensors that is used to disseminate early warning, alerting, and cuing information on TBMs, and other infrared events of interest throughout the theater. Duties for MOS 14H at each level of skill are.

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook. The waiver authority for MOS 14H prerequisites is OCADA, Personnel Proponent Division. *Note.* MOS 14H is a feeder MOS, normally targeted at the SGT-SSG level for the Warrant Officer Corps as a 140E Patriot system technician or 140A command and control systems technician.

c. *Goals for development.* (See chap 2.)

(1) *Private E-1: specialist/corporal.*

(a) *Operational assignments.* Soldiers' initial focus should be on building a strong base of technical and tactical expertise in basic MOS skills and common warrior tasks and drills. Performs march order, emplacement, initialization, and operator/organizational level system maintenance and PMCS on Air and Missile Defense Planning Control Systems (AMDPCS). Evaluate tactical ELINT data for force/engagement OPS in a joint service network. Perform OPS and intelligence duties and operates/performs operator PMCS on vehicles/system prime power units. Perform data connectivity between air defense communications equipment, TRI-TAC network, MSE, and Link-11/16 with the Navy, Marine Corps, and multinational forces. Perform on-line/off-line common hardware-software diagnostics and fault isolation programs. Emplace, initialize, operates and march orders LAN, WAN, JTAGS and remote video displays. Assignments that support these goals are EWS SPC, OPS assistant, and Team Leader. Soldiers should seek responsibility and opportunities to enhance their leadership skills and competence, thereby improving their potential for positions of increased responsibility.

(b) *Self-development.* Soldiers must capitalize on every opportunity to improve their levels of education, using alternate methods to obtain college credits when traditional classroom instruction is unavailable or impractical. These include SSD 1, ACCP and GoArmyEd. Military education and experience can also be converted to college credits through the SOCAD program. Plus, COOL MOS 14H provides Soldiers an online resource with information on how they can fulfill the requirements for civilian certifications and licenses related to their MOSs. The Enhanced EWS Operator/Maintainer Course TSP 14H10 is also available online from the DOTD-LD-IDT DIV Web site; however, you must first register with the DTAC to view the TSP. CLEP and DANTE examinations are also available to Soldiers at their local education centers.

(c) *Additional training.* JTAGS IQT, JLENS, Space Fundamentals, Basic Space Cadre Course, AMD ADAFCO Element, JT-101, JT-102 (MAGIC), Air Assault, Airborne, NBC Defense, Combat Lifesaver, Combatives LV1, Field Sanitation, and SSD 1.

(2) *Sergeant.*

(a) *Operational assignments.* During this career stage, NCOs should focus on developing supervisory skills, enhancing technical and tactical MOS knowledge, and mastering skill level 2 warrior tasks and drills. SGTs additionally serve as a crew chief in air defense command and control nodes or sensor section. Supervises Soldiers and provides technical guidance to subordinate Soldiers. Perform data connectivity between air defense communications equipment, TRI-TAC, MSE and Link-11 with Army, Air Force, Navy, Marine Corps, and Allied Nations. Perform online/offline common hardware-software diagnostics and fault isolation programs. Emplaces, operates and maintains LAN, WAN and remote video displays. Duties include the emplacement, operation, and maintenance of JTAGS. Assignments that support this development are team leader, and engagement control shift leader.

(b) *Self-development.* Soldiers must capitalize on every opportunity to improve their levels of education, using alternate methods to obtain college credits when traditional classroom instruction is unavailable or impractical. These include the ACCP and GoArmyEd. Military education and experience can also be converted to college credits through the SOCAD program. Plus, COOL MOS 14H provides Soldiers an online resource with information on how they can fulfill the requirements for civilian certifications and licenses related to their MOSs. The Enhanced EWS Operator/Maintainer Course TSP 14H10 is also available online from the DOTD-LD-IDT DIV Web site; however, you must first register with the DTAC to view the TSP. CLEP and DANTE examinations are also available to Soldiers at their local education centers.

(c) *Additional training.* JTAGS IQT, Sensor Managers Course, Space Fundamentals, Basic Space Cadre Course, AMD ADAFCO Element, JT-101, JT-102 (MAGIC), Small Group Instructor, Army Basic Instructor Course Air Assault, Airborne, NBC Defense, Combat Lifesaver, Combatives LV1 and Field Sanitation.

(d) *Special assignments.* JTAGS, forward base mode (FBM) sensor manager, USASMDC OPS Center, recruiter, and drill sergeant. *Note.* MOS 14H is a feeder MOS, normally targeted at the SGT-SSG level for the Warrant Officer Corps as a 140A command and control systems technician.

(3) *Staff sergeant.*

(a) *Operational assignments.* During this career stage, NCOs should focus on enhancing supervisory, training, and management skills while continuing to enhance technical and tactical MOS skills coupled with mastering skill level 3 warrior tasks and drills. The SSG additionally supervise the operation and organizational maintenance for air defense C4I systems. Establishes, supervises and participates in unit level training for crew certification programs and air defense exercises. Performs intelligence duties and serves as unit liaison. Assignments that support this development are section SGT, engagement control team leader, assistant OPS SGT, and OPS SGT.

(b) *Self-development.* By this stage, all NCOs should have enrolled in SSD 3, initiated a SOCAD agreement, had their military experience evaluated for college credit, and be actively pursuing additional credits. Army correspondence courses through ACCP and distance learning, which can be converted into college credits through SOCAD, are valuable resources for gaining knowledge about various military-related skills and will prepare you for the next level of responsibility.

(c) *Additional training.* JTAGS IQT, Sensor Manager Course, Space Fundamentals, Basic Space Cadre Course,

Battle Staff, AMD ADAFCO Element, Air Assault, Airborne, NBC Defense, Combat Lifesaver, Field Sanitation, Master Fitness Trainer, MAGIC, JICO, Small Group Instructor, Army Basic Instructor Course, Combatives LV1, Combatives LV2, and EOR.

(d) *Special assignments.* JTAGS, FBM sensor manager, USASMDC OPS Center, recruiter, drill sergeant, AIT Instructor, AIT platoon sergeant, retention NCO, assistant inspector general, OC-T, project warrior, and training developer/writer. *Note.* MOS 14H is a feeder MOS, normally targeted at the SGT-SSG level for the Warrant Officer Corps as a 140A command and control systems technician.

(4) *Sergeant first class.*

(a) *Operational assignments.* During this career stage, NCOs should focus on developing organizational management skills, continuing to enhance technical and tactical MOS-related skills, and mastering skill level 4 warrior tasks and drills. SFC's additionally supervise OPS, and organizational maintenance for all air defense C4I systems. Provide technical guidance to subordinate Soldiers. Perform OPS and intelligence duties at BN and higher level. Directs, instructs and evaluates tactical operating procedures. Monitors unit equipment readiness and prepares monthly unit readiness reports (URRs). Trains, evaluates, and certifies air defense C4I systems personnel at the unit/BN level. Assists in supervising maintenance records and maintaining supportive stockage procedures. Assists in designing and implementing the maintenance program. Assignments that support this development are OPS SGT, systems evaluator, electronic warfare (EW) systems manager, and DET SGT. The critical assignments for SFC are EW systems manager and DET SGT. Without a tour as a EW systems manager, DET SGT or FBM OPS SGT, the opportunity for promotion to MSG is limited. It is beneficial to career development to serve as a EW systems manager or DET SGT for 18-24 months; this may consist of more than one assignment.

(b) *Self-development.* By this stage, all NCOs should have initiated a SOCAD agreement, had their military experience evaluated for college credit, and be actively pursuing as a minimum an associate's degree. Army correspondence courses through ACCP and distance learning, which can be converted into college credits through SOCAD, are valuable resources for gaining knowledge about various military-related skills and will prepare you for the next level of responsibility. The 1SG's Course can also be converted into college credits through SOCAD.

(c) *Additional training.* JTAGS, FBM Sensor Manager, Space Fundamentals, Basic Space Cadre Course, Space 200, AMD ADAFCO Element, JT-101, JT-102 (MAGIC), Small Group Instructor, Army Basic Instructor, Air Assault, Airborne, NBC Defense, Field Sanitation, Master Fitness Trainer, Combatives Level 1 & 2, and Small Group Instructor.

(d) *Special assignments.* JTAGS, JLENS, FBM OPS SGT, USASMDC OPS Center, recruiter, senior drill sergeant, AIT senior instructor, AIT platoon sergeant, training developer/writer, NCO academy instructor, EOA, assistant inspector general, career manager, ROTC military science instructor, West Point military science instructor, West Point TAC NCO, CTC observer/controller, assistant inspector general, career management NCO, and project warrior.

(5) *Master sergeant/first sergeant.* (See para 7-20.)

d. *Army Career Degrees.* See SOCAD Army Degrees.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **7-12. Military occupational specialty 14H, professional development model**

Access to the "Career Maps" is from the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.army.mil>.

## **7-13. Military occupational specialty 14H, Reserve Component**

MOS 14H is closed to the RC.

## **7-14. Military occupational specialty 14S, air and missile defense crewmember**

a. *Major duties.* The AMD crew member supervises, operates, or serves as a member of the lightweight, highly mobile, short-range Avenger weapon system. Crew members prepare, operate, and fire the Avenger weapon system, establish and maintain radio and wire communications, assist in maintaining the situation map, and perform target engagement evaluation. Crew members also apply infrared techniques to detect and engage targets, operate the identification, friend or foe programmer/charger, resupply ammunition, and prepare Avenger weapon systems for firing. Additional duties include performing emergency action procedures for weapons systems, maintaining sight alignment on systems, and operating and maintaining system carriers. Currently, AMD crew members are assigned to MAMD Avenger BN and composite AMD BN that provide tailorable forces to combatant commanders. These units are task organized to provide maneuver elements with gun/missile support during combat OPS.

b. *Prerequisites.* See DA Pam 611-21, in the HRC Smartbook. The waiver authority for MOS 14S prerequisites is OCADA, Personnel Proponent Division.

c. *Goals for development.* (See chap 2.)

(1) *Private E-1: specialist/corporal.*

(a) *Operational assignments.* Soldiers' initial focus should be on building a strong base of technical and tactical expertise in basic MOS skills and common warrior tasks and drills. Assignments that support these goals are AMD

crew member and missile handler. AMD crew members accomplish their mission on the battlefield as a two-Soldier team; therefore, both the team chief and gunner must know both roles on the battlefield to be effective. It is imperative that AMD crew members stay certified on the weapon system they are manning and still maintain their training on MANPADS. NCOs should also seek special duty assignments that demonstrate their initiative, versatility, and potential for increased responsibility.

(b) *Self-development.* Soldiers must capitalize on every opportunity to improve their levels of education using alternate methods to obtain college credits when traditional classroom instruction is unavailable or impractical. These include SSD 1, ACCP and GoArmyEd. Military education and experience can also be converted to college credit through the SOCAD program. Plus, COOL MOS 14S provides Soldiers an online resource with information on how they can fulfill the requirements for civilian certifications and licenses related to their MOSs. The AMD Crew Member Course TSP 14S10 is available online from the DOTD-LD-IDT DIV Web site; however, you must first register with the DTAC to view the TSP. Soldiers can also enroll online for correspondence courses at the ACCP Web site. CLEP and DANTES examinations are also available to Soldiers at their local education centers.

(c) *Additional training.* Avenger Slew-to-Cue, Air Assault, Airborne, NBC Defense, Small Arms Repair, Combat Lifesaver, Combatives Level 1, and Field Sanitation.

(d) *Special assignments.* CTC/OPFOR.

(2) *Sergeant.*

(a) *Operational assignments.* During this career stage, NCOs should focus on developing supervisory skills, enhancing technical and tactical MOS knowledge, and mastering skill level 2 warrior tasks and drills. SGTs are also developing the technical and tactical skills of their individual Soldiers and training their teams to proficiency. Assignments that support this development are team leader and senior missile handler. MOS 14S NCOs also have the opportunity to be stationed where they can take advantage of DA schools, including the Air Assault School and Airborne School. These schools are difficult to obtain for most Soldiers, and if the opportunity becomes available, you should strongly consider attending. NCOs should also seek special duty assignments that demonstrate their initiative, versatility, and potential for increased responsibility.

(b) *Self-development.* Soldiers must capitalize on every opportunity to improve their levels of education using alternate methods to obtain college credits when traditional classroom instruction is unavailable or impractical. These include the ACCP and GoArmyEd. Military education and experience can also be converted to college credit through the SOCAD program. Plus, COOL MOS 14S provides Soldiers an online resource with information on how they can fulfill the requirements for civilian certifications and licenses related to their MOSs. The AMD Crew Member Course TSP 14S10 is available online from the DOTD-LD-IDT DIV Web site; however, you must first register with the DTAC to view the TSP. Soldiers can also enroll online for correspondence courses at the ACCP Web site. CLEP and DANTES examinations are also available to Soldiers at their local education centers.

(c) *Additional training.* Avenger Slew-to-Cue, Air Assault, Airborne, NBC Defense, Small Arms Repair, Combat Lifesaver, Combatives Level 1 & 2, and Field Sanitation.

(d) *Special assignments.* Recruiter and drill sergeant. *Note.* MOS 14S is a feeder MOS, normally targeted at the SGT-SSG level for the Warrant Officer Corps as a 140A command and control systems technician.

(3) *Staff sergeant.*

(a) *Operational assignments.* During this career stage, NCO, should focus on enhancing supervisory, training, and management skills while continuing to enhance technical and tactical MOS skills and mastering skill level 3 warrior tasks and drills. Assignments that support this development are master gunner, squad leader, and assistant OPS SGT.

(b) *Self-development.* By this stage, all NCOs should have initiated a SOCAD agreement, had their military experience evaluated for college credit, and be actively pursuing additional credits. Army correspondence courses through ACCP and distance learning, which can be converted into college credits through SOCAD, are valuable resources for gaining knowledge about various military-related skills and will prepare you for the next level of responsibility.

(c) *Additional training.* AMD Master Gunner, Avenger Slew-to-Cue, Air Assault, Airborne, NBC Defense, Master Fitness Trainer, Small Group Instructor, Combatives level 1, 2, & 3, and EOR.

(d) *Special assignments.* NCO Academy instructor, recruiter, drill sergeant, AIT platoon sergeant, instructor, jumpmaster instructor, training developer/writer, observer/controller, and EOR. *Note.* MOS 14S is a feeder MOS, normally targeted at the SGT-SSG level for the Warrant Officer Corps as a 140A Command and Control Systems Technician

(4) *Sergeant first class.*

(a) *Operational assignments.* During this career stage, NCOs should focus on developing organizational management skills, continuing to enhance technical and tactical MOS-related skills, and mastering skill level 4 warrior tasks and drills. SFCs are also developing the leadership skills of junior NCO and training teams, sections, and platoons. The critical assignment for SFC is platoon sergeant. Without a tour as a platoon sergeant, the opportunity for promotion to MSG is limited. It is beneficial to career development to serve as a platoon sergeant for 18-24 months; this may consist of more than one assignment.

(b) *Self-development.* By this stage, all NCOs should have enrolled in SSD 3, initiated a SOCAD agreement, had

their military experience evaluated for college credit, and be actively pursuing as a minimum an associate's degree. Army correspondence courses through ACCP and distance learning, which can be converted into college credits through SOCAD, are valuable resources for gaining knowledge about various military-related skills and will prepare you for the next level of responsibility. The 1SG's Course can also be converted into college credits through SOCAD.

(c) *Additional training.* AMD Master Gunner, Avenger Slew-to-Cue, Battle Staff, Air Assault, Airborne, NBC Defense, Master Fitness Trainer, and Small Group Instructor, Combatives level 1, 2, & 3, enrolled in SSD 3.

(d) *Special Assignments.* NCO Academy instructor, recruiter, drill sergeant, Instructor, AIT platoon sergeant, assistant inspector general, training developer/writer, career manager, ROTC military science instructor, West Point military science instructor, West Point TAC NCO, ROTC military science instructor, EOA, CTC observer/controller, senior career advisor, and deputy chief.

(5) *Master sergeant/first sergeant.* (See para 7–20.)

d. *Army Career Degrees.* SOCAD Army Degrees.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **7–15. Military occupational specialty 14S, professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **7–16. Military occupational specialty 14S, Reserve Component**

The RC is managed the same as the RA. (See para 7–14.)

### **7–17. Military occupational specialty 14T, Patriot launching station enhanced operator/maintainer**

a. *Major duties.* The Patriot launching station enhanced operator/maintainer supervises or serves in an ADA unit or as a member of an air defense activity engaged in OPS or intelligence functions. Operator/maintainers ensure system emplacement, initialization, and operator/organizational level system maintenance on the Patriot launching station, Enhanced Launcher Electronic System, Patriot guided missile round, and associated equipment. Duties also include BDAR, system deployment, and missile resupply/reload functions. Recent PAC–3 upgrades incorporate significant enhancements to the LS and the PAC–3 missile, which uses hit-to-kill technology for greater lethality against TBMs armed with WMD. MOS 14T Soldiers often operate in joint and multinational environments to provide AMD protection from theater ballistic missiles and a host of other air and missile threats.

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook. The waiver authority for MOS 14T prerequisites is OCADA, Personnel Proponent Division.

c. *Goals for development and lifelong learning.* (See chap 2.)

(1) Private E–1: specialist/corporal

(a) *Operational assignments.* Soldiers' initial focus should be on building a strong base of technical and tactical expertise in basic MOS skills and common warrior tasks and drills. Assignments that support these goals are launcher crew member, support section crew member, vehicle driver/gunner, and missile handler/driver. Soldiers should seek responsibility and opportunities to enhance their leadership skills and competence, thereby improving their potential for positions of increased responsibility.

(b) *Self-development.* Soldiers must capitalize on every opportunity to improve their levels of education using alternate methods to obtain college credits when traditional classroom instruction is unavailable or impractical. These include SSD 1, ACCP and GoArmyEd. Military education and experience can also be converted to college credit through the SOCAD program. Plus, COOL MOS 14T provides Soldiers an online resource with information on how they can fulfill the requirements for civilian certifications and licenses related to their MOSs. The Patriot Launching Station Enhanced Operator/Maintainer Course TSP 14T10 is available online from the DOTD–LD–IDT DIV Web site; however, you must first register with the DTAC to view the TSP. Soldiers can also enroll online for correspondence courses at the ACCP Web site. CLEP and DANTES examinations are also available to Soldiers at their local education centers.

(c) *Additional training.* Air Assault, NBC Defense, Small Arms Repair, Combat Lifesaver, Combatives Level 1, and Field Sanitation.

(d) *Special assignments.* Recruiter

(2) Sergeant.

(a) *Operational assignments.* During this career stage, NCOs should focus on developing supervisory skills, enhancing technical and tactical MOS knowledge, and mastering skill level 2 warrior tasks and drills. SGT are also developing the technical and tactical skills of their individual Soldiers and training their teams to proficiency. Assignments that support this development are senior missile handler/driver, assistant launcher section chief, team leader, and support section team leader. NCOs should also seek special duty assignments that demonstrate their initiative, versatility, and potential for increased responsibility.

(b) *Self-development.* Soldiers must capitalize on every opportunity to improve their levels of education using alternate methods to obtain college credits when traditional classroom instruction is unavailable or impractical. These

include the ACCP and GoArmyEd. Military education and experience can also be converted to college credit through the SOCAD program. Plus, Cool MOS 14T provides Soldiers an online resource with information on how they can fulfill the requirements for civilian certifications and licenses related to their MOSs. The Patriot Launching Station Enhanced Operator/Maintainer Course TSP 14T10 is available online from the DOTD-LD-IDT DIV Web site; however, you must first register with the DTAC to view the TSP. Soldiers can also enroll online for correspondence courses at the ACCP Web site. CLEP and DANTES examinations are also available to Soldiers at their local education centers.

(c) *Additional training.* NBC Defense, Combat Lifesaver, Field Sanitation, and Combatives Level 1 & 2

(d) *Special assignments.* Recruiter and drill sergeant. *Note.* MOS 14T is a feeder MOS, normally targeted at the SGT-SSG level for the Warrant Officer Corps as a 140E Patriot System Technician.

(3) Staff sergeant.

(a) *Operational assignments.* During this career stage, NCOs should focus on enhancing supervisory, training, and management skills while continuing to enhance technical and tactical MOS skills and mastering skill level 3 warrior tasks and drills. SSGs are also developing the technical and tactical skills of their individual sections and training their teams to proficiency. Assignments that support this development are launcher section chief, assistant OPS SGT, master gunner, and section leader.

(b) *Self-development.* By this stage, all NCOs should have initiated a SOCAD agreement, had their military experience evaluated for college credit, and be actively pursuing additional credits. Army correspondence courses through ACCP and distance learning, which can be converted into college credits through SOCAD, are valuable resources for gaining knowledge about various military-related skills and will prepare you for the next level of responsibility.

(c) *Additional training.* Patriot Master Gunner, Ground based Midcourse Defense, NBC Defense, Master Fitness Trainer, Small Group Instructor, and EOR, Combatives Level 1 & 2.

(d) *Special assignments.* NCO Academy instructor, recruiter, drill sergeant, AIT Instructor, and Training Developer/Writer.

(4) Sergeant first class.

(a) *Operational assignments.* During this career stage, NCOs should focus on developing organizational management skills, continuing to enhance technical and tactical MOS-related skills, and mastering skill level 4 warrior tasks and drills. SFC are also developing the leadership skills of junior NCO and training teams, sections, and platoons. Assignments that support this development are OPS SGT, master gunner, ADA training coordinator, platoon sergeant, and DET SGT. The critical assignment for SFC is platoon sergeant. Without a tour as a platoon sergeant, the opportunity for promotion to MSG is limited. It is beneficial to career development to serve as a platoon sergeant for 18-24 months; this may consist of more than one assignment.

(b) *Self-development.* By this stage, all NCOs should have enrolled in SSD 3, initiated a SOCAD agreement, had their military experience evaluated for college credit, and be actively pursuing as a minimum an associate's degree. Army correspondence courses through ACCP and distance learning, which can be converted into college credits through SOCAD, are valuable resources for gaining knowledge about various military-related skills and will prepare you for the next level of responsibility.

(c) *Additional training.* Patriot Master Gunner, Ground-Based Midcourse Defense, Battle Staff, NBC Defense, Master Fitness Trainer, Combatives Level 1,2,& 3, Small Group Instructor, and enrolled in SSD 3.

(d) *Special assignments.* NCO Academy instructor, recruiter, senior drill sergeant, AIT instructor, assistant inspector general, training developer/writer, career manager, ROTC military science instructor, West Point military science instructor, West Point TAC NCO, EOA, CTC observer/controller, senior career advisor, and project warrior. *Note.* MOS 14T is a feeder MOS, normally targeted at the SGT-SSG level for the Warrant Officer Corps as a 140E Patriot system technician.

(5) Master sergeant/first sergeant. (See para 7-20.)

d. *Army Career Degrees.* See SOCAD Army Degrees.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **7-18. Military occupational specialty 14T, professional development model**

Access to the "Career Maps" is from the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.army.mil>.

## **7-19. Military occupational specialty 14T, Reserve Component**

MOS 14T is closed to the RC.

## **7-20. Military occupational specialty 14Z, air defense artillery senior sergeant**

a. *Major duties.* The ADA Senior SGT supervises, plans, coordinates, and directs the emplacement, operation, unit-level maintenance, and management of ADA weapons systems in support of ADA units at all levels. The critical assignment for an ADA MSG is 1SG. Additionally, BN/BDE HHB 1SGs are hand selected by the BDE CSM and

higher echelon CSM, and are considered masters of 1SG Duty based on previous rated performance above peers. ADA Senior SGT supervise and provide technical guidance to subordinate Soldiers in the accomplishment of their duties. They supervise training, evaluations, and certification of ADA crews in table training crew drills, monitor unit equipment readiness, and prepare monthly readiness reports. Their duties include performing inspections on maintenance records and demand supported/diagnostics repair parts stockage procedures. ADA Senior SGT also design and implement unit maintenance programs, coordinate with maintenance and logistical support activities, and perform organizational planning, OPS, and training.

*b. Prerequisites.* See DA Pam 611–21, HRC Smartbook. The waiver authority for MOS 14Z prerequisites is OCADA, Personnel Proponent Division.

*c. Goals for Development.* (See chap 2.)

(1) *Master sergeant/first sergeant.*

(a) *Operational Assignments.* The critical assignment for an ADA MSG is 1SG. Without a tour as a 1SG, the opportunity for promotion to SGM is limited. It is beneficial to career development to serve as a 1SG for 24–36 months; this may consist of more than one assignment. Other important assignments for MSG that are highly rewarding and can significantly improve your tactical and technical skills are OPS SGT, Intelligence SGT, ADA Master Evaluator, Senior Career Advisor, and Senior ADA SGT.

(b) *Self-development.* As a MSG, promotions to SGM/CSM are extremely competitive and college education remains of primary interest. Two years of college is a goal. Continuing civilian education and the completion of an associate's or Bachelor's degree is highly encouraged. Promotion to SGM is so competitive that education could be the deciding factor between two equal records at a promotion board. Education will also assist in future assignments, since most SGM positions are staff positions at BN level or higher. CMF-related courses on leadership, team building, organizational management, and problem-solving techniques are also highly recommended. (For additional information on self-development, see para 7–3.)

(c) *Additional Training.* SSD 4 is required for attendance to USASMA, Master Fitness Trainer. Other courses that will enhance organizational and technical skills are available at installation level and listed in the schools catalog. (See Civilian Personnel Management Course.) The ACCP is also available.

(d) *Special Assignments.* Security Force Assistance/TT NCO, Truck Driver/Gunner, Convoy Security NCO, IFPC Positions, Liaison Positions, Operational Command Post, USA Support Element (Saudi Arabia), NCOA Chief, Observer/Controller, ROTC Senior Military Instructor, Assistant inspector general, WTU NOC, Chief Instructor of Army Service School, and AC/RC Chief Advisor.

(2) *Sergeant major/command sergeant major.*

(a) *Operational assignments.* The pinnacle of an ADA NCO's career is to be appointed and to serve as a BN or BDE CSM. Movement up the CSM ladder to positions at BDE or higher is based on performance and demonstrated potential to serve at the next command or nominative level. The principal assignments for SGM are OPS/Intelligence SGM, Directorate or Department SGM within the ADA School, and staff assignments at DIV level or higher.

(b) *Self-development.* Many excellent college degree programs will benefit you as a SGM or CSM, such as HR, organizational management, military science, and leadership. Continue to seek self-improvement as part of your Lifelong Learning. (For additional information on self-development, see para 6–3.)

(c) *Additional Training.* SSD 5 is required before a CSM can serve in a nominative position, BSNCO, Assistant inspector general Course, Master Fitness Trainer and other courses that will enhance organizational and technical skills are available at installation level and listed in the schools catalog. (See Civilian Personnel Management Course.)

(d) *Special Assignments.* USASMA faculty advisor, ROTC Chief Military Science Instructor, Assistant inspector general, and Army level positions upon appointment.

*d. Army Career Degrees.* See SOCAD Army Degrees.

*e. GI Jobs.* See GI Jobs COOL Web site.

## **7–21. Military occupational specialty 14Z, professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

## **7–22. Military occupational specialty 14Z, Reserve Component**

The 14Z MOS in the RC is managed the same as the AC. (See para 7–20.)

## **Chapter 8**

### **Aviation (Career Management Field 15) Career Progression Plan**

#### **8–1. Duties**

U.S. Army Aviation conducts a wide spectrum of OPS to meet the ever-changing demands of modern battlefields and



noncombat related mission requirements. The primary mission of Aviation is to find, fix and destroy enemy forces through fire and maneuver during full spectrum OPS (lethal and nonlethal options of offensive, defensive, stability and civil support OPS). To conduct these missions, a variety of aircraft (such as the UH-60M Blackhawk, CH-47F Chinook and AH-64D Apache) and aviation systems (such as RQ-7 Shadow UAS and Ground Controlled Approach Radar) are used. The Army Aviation fleet of aircraft is broken up into five major groupings: Assault, Attack, General Support, Reconnaissance and Unmanned Aerial Systems (UAS). CMF 15 - Aviation, is currently made up of 19 MOSs, separated into two major sections, Aviation Maintenance and Aviation OPS. Aviation Maintenance involves the service and maintenance of aircraft, aircraft components, avionics equipment, armament, electrical systems and the ground/air portions of UAS. Aviation OPS involves air traffic services, tactical aviation OPS and UAS OPS. The unique combination that these 19 MOSs form when used together coupled with the organic flexibility, versatility and assets that is the U.S. Army Aviation makes this the best Aviation force in the world.

## **8-2. Transformation**

The keystone warfighter formation of Army Aviation is the Combat Aviation Brigade (CAB). Under transformation, the CAB has become an increasing modular formation capable of operating from multiple, displaced locations and conducting simultaneous, distributed OPS across a broad area of OPS. The CABs typically employ task-organized task forces that also have the capability to operate from multiple locations and conduct simultaneous, distributed OPS across a broad operational area. The fundamental "building block" of Army Aviation's modular designs is the Aviation line company. The Aviation line company also has a split-based OPS (albeit limited) and typically conducts distributed OPS across broad areas. To support OPS from multiple, dispersed locations, Aviation units rely heavily upon the expertise of an array of individual Soldiers, teams, sections, and platoons that provide essential maintenance/supply/services functions to the force. What this means for the Aviation Soldier is that they must be competent, and confident, enough in their area of expertise to provide essential support with minimum leadership oversight. For the typical Aviation NCO, it means that they will often be called upon to independently lead small teams providing critical support to elements far from CAB/Task Force/Company primary bases of support - putting a premium on both their technical expertise and their leadership skills.

## **8-3. Recommend career management self-development, by rank**

### *a. Private E-1: specialist/corporal.*

(1) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and master the following military publications: STP 21-1-SMCT; FM 4-25.11; AR 670-1; FM 3-90.61; all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DANTES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site. CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and logisticians should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

(6) Soldier boards such as Soldier of the Quarter/Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(7) Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

### *b. Sergeant.*

(1) The quality and success of a SGT career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) SGT should study and master the following military publications: STP 21-24-SMCT, Warrior Leader, Skill

Levels 2, 3 and 4, FM 6–22 Army Leadership, all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGT willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(5) Soldier boards such as "NCO of the Quarter" and "NCO of the Year" and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(7) Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*c. Staff sergeant.*

(1) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: STP 21–24 Soldier's Manual of common Tasks, Warrior Leader, Skill Levels 2, 3 and 4, -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSG willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self-development options are based on the SSG's own desire to excel. At this stage, SSG should seek opportunities to pursue completion of an associate's degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(4) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site.

(5) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for technical certification, a list of certifications are available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*d. Sergeant first class.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Strive to complete a degree program or accumulate 2 years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: AR 350–1, AR 750–1, all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFC willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an associate's degree by 12 years and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*e. Master sergeant/first sergeant.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be

considered a major discriminator for selection to SGM. Strive to complete a degree program or accumulate two years of college credit towards a degree. However, continuing civilian education (completion of associate's or bachelor's degree) is encouraged.

(2) MSG/ISG should study and master the following military publications: AR 601–280, AR 600–20, DA Pam 611–21, AR 840–10 AR 220–1.

(3) MSG should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(5) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

*f. Sergeant major/command sergeant major.*

(1) The goal of the SGM/CSM is to possess an upper level degree and be working toward a Master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions.

(2) The SGM/CSM should read publications on their chains of command professional reading list. FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

#### **8–4. Military occupational specialty 15B aircraft powerplant repairer**

*a. Major duties.* A Soldier in MOS 15B requisitions and maintains shop and bench stock for repair of aircraft powerplant equipment. Performs and/or supervises inspections, testing, cleaning, repairs, maintenance and storage according to drawings, blueprints, directives, technical manuals, and safety procedures of aircraft powerplant subsystems, assemblies, and components. Prepares forms and records for turn-in and other requests related to aircraft maintenance. Typically assigned to both Aviation Field and Sustainment maintenance units.

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the company and BN level. An Aircraft Powerplant Repairer should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, Recruiter, and Instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. A NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO's MOS. When personnel records are reviewed they should present a picture of a well-rounded, experienced Aircraft Powerplant Repairer.

(1) *Private E–1–Specialist/Corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common soldier tasks. This base can be acquired in TOE and TDA assignments serving as an Aircraft Powerplant Repairer. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* N/A

(d) *Special assignments.* CPL Recruiter.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience (for example, aircraft powerplant repairer supervisor).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* N/A

(d) *Special assignments.* Army recruiter and drill sergeant.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise (for example, senior aircraft powerplant repairer supervisor).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* N/A.

(d) *Special assignments.* Recruiter, drill sergeant, AIT Instructor, and AC/RC advisor.

(4) *Sergeant first class. Operational assignments.* At this point in their careers, 15B's selected for promotion to SFC will be merged into MOS 15K, Aircraft Components Repair Supervisor. (See para 8–25) for details on MOS 15K operational assignments, self-development, additional training, and Special assignments.

d. *Army career degrees.* See SOCAD Army Career Degree Program. SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **8–5. Military occupational specialty 15B professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil/>.

### **8–6. Military occupational specialty 15B Reserve Component**

The MOS 15B in the RC is managed the same as the AC. (See para 8–4.)

### **8–7. Military occupational specialty 15D aircraft powertrain repairer**

a. *Major duties.* A Soldier in MOS 15D performs and/or supervises inspections, repairs and maintenance according to drawings, blueprints, directives, technical manuals, and safety procedures on aircraft powertrain systems to include the lubrication of required components and the removal and installation of aircraft subsystems such as main and tail rotor hub assemblies. Prepares forms and records for turn-in and other requests related to aircraft maintenance. Typically assigned to both Aviation Field and Sustainment maintenance units.

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development is the approving authority for all prerequisite waivers requests.

c. *Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the company and BN level. An Aircraft Powertrain Repairer should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, Recruiter, and Instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. A NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO's MOS. When personnel records are reviewed, they should present a picture of a well-rounded, experienced Aircraft Powertrain Repairer.

(1) *Private E–1–Specialist/Corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common soldier tasks. This base can be acquired in TOE and TDA assignments serving as an Aircraft Powertrain Repairer. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* N/A

(d) *Special assignments.* CPL recruiter.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience (for example, aircraft powertrain repairer supervisor).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* N/A

(d) *Special assignments.* Army Recruiter and drill sergeant.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and

refinement of leadership skills and tactical and technical expertise (for example, senior aircraft powertrain repairer supervisor).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* N/A

(d) *Special assignments.* Recruiter, drill sergeant, AIT Instructor, and AC/RC advisor

(4) *Sergeant first class. Operational assignments.* At this point in their careers, 15D's selected for promotion to SFC will be merged into MOS 15K, Aircraft Components Repair Supervisor. See paragraph 8–25 for details on MOS 15K operational assignments, self-development, additional training, and Special assignments.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **8–8. Military occupational specialty 15D professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil/>.

## **8–9. Military occupational specialty 15D Reserve Component**

The 15D MOS in the RC is managed the same as the AC. (See para 8–7.)

## **8–10. Military occupational specialty 15E unmanned aircraft systems repairer**

a. *Major duties.* A Soldier in MOS 15E performs and/or supervises inspections, repairs and maintenance according to drawings, blueprints, directives, technical manuals, and safety procedures (excluding repair of armament) of UAS to include the removal and installation of the air/ground subsystems, using special tools and equipment as required. Conducts site selection, emplacement and deployment of the air vehicles and ground equipment of the UAS. Performs launch/recovery ground crew OPS. Operates, troubleshoots and performs limited unit-level maintenance on communication equipment, power sources, light and heavy wheeled vehicles. Prepares forms and records related to UAS (air/ground) maintenance.

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development Office is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the company and BN level. An UAS Repairer should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, Recruiter, and Instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. A NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO's MOS. When personnel records are reviewed they should present a picture of a well-rounded, experienced UAS Repairer.

(1) *Private E–1–Specialist/Corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common soldier tasks. This base can be acquired in TOE and TDA assignments serving as an UAS Repairer. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* Shadow Unmanned Aerial Vehicle (UAV) Repair/U2, Hunter UAV Repair/U3 and Gray Eagle Extended Range Multi-Purpose (ERMP) UAV Repairer/U5.

(d) *Special assignments.* CPL recruiter.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience (for example, UAS technical inspector and UAS team chief).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* Shadow UAV Repair/U2, Hunter UAV Repair/U3 and Gray Eagle ERMP UAV Repairer/U5

(d) *Special assignments.* Army Recruiter and drill sergeant.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise (for example, senior UAS technical inspector, UAS section chief).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* Shadow UAV Repair/U2, Hunter UAV Repair/U3 and Gray Eagle ERMP UAV Repairer/U5.

(d) *Special assignments.* Recruiter, drill sergeant, AIT Instructor, and AC/RC advisor

(4) *Sergeant first class.*

(a) *Operational assignments.* At this point in their careers, SFC with MOS 15E should be in tactical assignments as a Senior UAS System Chief, or platoon sergeant for a minimum of 24 months. After NCO have completed a minimum of 24 months as a Senior UAS System Chief, or platoon sergeant, they should seek out assignments that complement their development as SNCO leaders (examples include, but not limited to: Career Management NCO, Writer/Instructor and Small Group Leader (SGL) for ALC/SLC). Successful service as a platoon sergeant is important to compete for promotion to MSG.

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* Shadow UAV Repair/U2, Hunter UAV Repair/U3 and Gray Eagle ERMP UAV Repairer/U5

(d) *Special assignments.* Senior Recruiter, Senior drill sergeant, Senior Writer/Instructor, Career Management NCO, Career Advisor and AC/RC Advisor.

(5) *Master sergeant/first sergeant. Operational assignments.* At this point in their careers, 15E's selected for promotion to MSG will be merged into MOS 15Z, Aircraft Maintenance Senior SGT. See para 8–59 for details on MOS 15Z operational assignments, self-development, additional training, and Special assignments.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **8–11. Military occupational specialty 15E professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **8–12. Military occupational specialty 15E Reserve Component**

The 15E MOS in the RC is managed the same as the AC. (See para 8–10.)

### **8–13. Military occupational specialty 15F aircraft electrician**

a. *Major duties.* A Soldier in MOS 15F performs and/or supervises inspections, repairs, maintenance and testing according to drawings, blueprints, directives, technical manuals, and safety procedures of aircraft electrical systems and electronic components to include associated subsystems by applying the principles of electricity/electronics, hydrostatic motion, pneumatics, and hydraulics. Prepares forms and records related to aircraft maintenance. Typically assigned to both Aviation Field and Sustainment maintenance units.

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development, USAACE is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the company and BN level. An Aircraft Electrician should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, Recruiter, and Instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. A NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO's MOS. When personnel records are reviewed they should present a picture of a well-rounded, experienced Aircraft Electrician.

(1) *Private E–1–Specialist/Corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common soldier tasks. This base can be acquired in TOE and TDA assignments serving as an Aircraft Electrician. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* CH–47F Helicopter/UH–60M Helicopter Qualification/A9

(d) *Special assignments.* CPL Recruiter

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience (for example, aircraft electrician supervisor, senior aircraft electrician repairer).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* CH–47F Helicopter/UH–60M Helicopter Qualification/A

(d) *Special assignments.* Army Recruiter and drill sergeant

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience (for example, aircraft electrician supervisor, senior aircraft electrician repairer).

(b) *Self-development.* (For additional information on self-development, see para 2-13.)

(c) *Additional training.* CH-47F Helicopter/UH-60M Helicopter Qualification/A9

(d) *Special assignments.* Recruiter, drill sergeant, AIT Instructor, and AC/RC advisor

(4) *Sergeant first class.*

(a) At this point in their careers, 15F's selected for promotion to SFC will be merged into MOS 15K, Aircraft Components Repair Supervisor.

(b) (See para 8-25 for details on MOS 15K operational assignments, self-development, additional training, and Special assignments.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **8-14. Military occupational specialty 15F professional development model**

Access to the "Career Maps" is from the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.army.mil>.

#### **8-15. Military occupational specialty 15F Reserve Component**

The 15F MOS in the RC is managed the same as the AC. (See para 8-13.)

#### **8-16. Military occupational specialty 15G aircraft structural repairer**

a. *Major duties.* A Soldier in MOS 15G requisitions and maintains shop and bench stock for repair of aircraft structures and maintain facilities for storage of flammable and HAZMAT. Performs and/or supervises inspections, fabrication, repairs and maintenance on aircraft structures according to drawings, blueprints, directives, technical manuals, and safety procedures. Uses and performs operator maintenance on common and special tools. Prepares forms and records related to aircraft maintenance. Typically assigned to both Aviation Field and Sustainment maintenance units.

b. *Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development Office is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the company and BN level. An Aircraft Structural Repairer should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, Recruiter, and Instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. A NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO's MOS. When personnel records are reviewed they should present a picture of a well-rounded, experienced Aircraft Structural Repairer.

(1) *Private E-1-Specialist/Corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common soldier tasks. This base can be acquired in TOE and TDA assignments serving as an Aircraft Structural Repairer. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

(b) *Self-development.* (For additional information on self-development, see para 2-13.)

(c) *Additional training.* N/A

(d) *Special assignments.* CPL Recruiter.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience (for example, aircraft structural repairer supervisor).

(b) *Self-development.* (For additional information on self-development, see para 2-13.)

(c) *Additional training.* N/A

(d) *Special assignments.* Army recruiter and drill sergeant.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise (for example, senior aircraft structural repairer supervisor).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* N/A.

(d) *Special assignments.* Recruiter, drill sergeant, AIT Instructor, and AC/RC advisor

(4) *Sergeant first class. Operational assignments.* At this point in their careers, 15G's selected for promotion to SFC will be merged into MOS 15K, Aircraft Components Repair Supervisor. (See para 8–25) for details on MOS 15K operational assignments, self-development, additional training, and Special assignments.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **8–17. Military occupational specialty 15G professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **8–18. Military occupational specialty 15G Reserve Component**

The 15G MOS in the RC is managed the same as the AC. (See para 8–16).

### **8–19. Military occupational specialty 15H aircraft pneudraulics repairer**

a. *Major duties.* A Soldier in MOS 15H requisitions and maintains shop and bench stock for repair of aircraft pneudraulics equipment. Performs and/or supervises inspections, fabrication, repairs and maintenance on aircraft pneudraulics subsystems, assemblies, and components according to drawings, blueprints, directives, technical manuals, and safety procedures. Prepares forms and records related to aircraft maintenance. Typically assigned to both Aviation Field and Sustainment maintenance units.

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development, USAACE is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the company and BN level. An Aircraft Pneudraulics Repairer should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, Recruiter, and Instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. A NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO's MOS. When personnel records are reviewed they should present a picture of a well-rounded, experienced Aircraft Pneudraulics Repairer.

(1) *Private E–1–Specialist/Corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common soldier tasks. This base can be acquired in TOE and TDA assignments serving as an Aircraft Pneudraulics Repairer. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* N/A

(d) *Special assignments.* CPL Recruiter.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience (for example, aircraft pneudraulics repairer supervisor).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* N/A

(d) *Special assignments.* Army Recruiter and drill sergeant.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise (for example, senior aircraft pneudraulics repairer supervisor).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)



(c) *Additional training.* N/A

(d) *Special assignments.* Recruiter, drill sergeant, AIT Instructor, and AC/RC advisor.

(4) *Sergeant first class. Operational assignments.* At this point in their careers, 15H's selected for promotion to SFC will be merged into MOS 15K, Aircraft Components Repair Supervisor. (See para 8–25) for details on MOS 15K operational assignments, self-development, additional training, and Special assignments.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **8–20. Military occupational specialty 15H professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil/>.

## **8–21. Military occupational specialty 15H Reserve Component**

The MOS 15H in the RC is managed the same as the AC. (See para 8–19.)

## **8–22. Military occupational specialty 15J OH–58D armament/electrical/avionics systems repairer**

a. *Major duties.* A Soldier in MOS 15J performs and/or supervises inspections, maintenance and modifications according to drawings, blueprints, directives, technical manuals, and safety procedures on the OH–58D armament, electrical and avionic systems and cryptographic equipment to include the electrical, electronic, mechanical, and pneudraulics systems associated with OH–58D Armament/Missile Fire Control Systems. Tests, troubleshoots and repairs test sets and diagnostic equipment. Maintain records on weapons and subsystems. Uses and performs operator maintenance on common and special tools. Prepares forms and records for related aircraft maintenance. Typically assigned to both Aviation Field and Sustainment maintenance units.

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development, USAACE is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the company and BN level. An OH–58D Armament/Electrical/Avionic Systems Repairer should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, Recruiter, and Instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. A NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO's MOS. When personnel records are reviewed they should present a picture of a well-rounded, experienced OH–58D Armament/Electrical/Avionic Systems Repairer.

(1) *Private E–1–Specialist/Corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common soldier tasks. This base can be acquired in TOE and TDA assignments serving as an OH–58D Observation/Scout Helicopter Repairer. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

(b) *Self-development.* See paragraph 2–13.

(c) *Additional training.* Aviation Life Support Equipment (ALSE)/Q2.

(d) *Special assignments.* CPL Recruiter.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience (for example, OH–58D observation/scout helicopter crew chief, OH–58D observation/scout helicopter technical inspector and OH–58D observation/scout helicopter team chief).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* ALSE/Q2

(d) *Special assignments.* Army Recruiter and drill sergeant.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise (for example, senior OH–58D observation/scout helicopter technical inspector, senior OH–58D observation/scout helicopter repairer).

(b) *Self-development.* (For additional information on self-development, see para 2–12.)

(c) *Additional training.* N/A

(d) *Special assignments.* Recruiter, drill sergeant, instructor, and AC/RC advisor

(4) *Sergeant first class. Operational assignments.* At this point in their careers, SFC with MOS 15J should be in tactical assignments as a platoon sergeant or Senior OH-58D Armament/Electrical/Avionic Systems Repair Chief for a minimum of 24 months. After NCOs have completed a minimum of 24 months as a platoon sergeant, they should seek out assignments that complement their development as SNCO leaders (examples include, but not limited to: Career Management NCO, Writer/Instructor and Aviation Observer/Controller). Successful service as a platoon sergeant is important to compete for promotion to MSG.

*d. Army career degrees.* See SOCAD Army Career Degree Program.

*e. GI Jobs.* See GI Jobs COOL Web site.

### **8-23. Military occupational specialty 15J professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **8-24. Military occupational specialty 15J Reserve Component**

The MOS 15J in the RC is managed the same as the AC. (See para 8-22.)

### **8-25. Military occupational specialty 15K aircraft components repair supervisor**

*a. Major duties.* A Soldier in MOS 15K must be knowledgeable of the duties performed by personnel in MOSs 15B, 15D, 15F, 15G, 15H, and 15N. Performs administrative duties such planning aircraft maintenance areas, component and avionics repair shops/facilities as well as determining man-hours, personnel management, parts and facility requirements while maintaining supply economy and discipline. Prepares evaluations, special reports, records and recommends and/or administers plans and policies pertaining to aircraft component repair. Instructs and supervises maintenance, repairs and inspections of aircraft components, aviation communications and other electronic/electrical systems according to drawings, blueprints, directives, technical manuals, and safety procedures.

*b. Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development, USAACE is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* SFC assignments must focus on both leadership and technical positions at the BN level. Follow-on assignments at the BDE and DIV staff will then add to their overall professional knowledge. An Aircraft Components Repair Supervisor should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, Recruiter, and Instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. A NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO’s MOS. When personnel records are reviewed they should present a picture of a well-rounded, experienced Aircraft Components Repair Supervisor.

(1) *Sergeant first class.*

*(a) Operational assignments.* At this point in their careers, SFC with MOS 15K should be in tactical assignments such as platoon sergeant, Avionics Maintenance Supervisor, Aircraft Component Repair Supervisor or Aircraft Production Control NCO for a minimum of 24 months. After NCO have completed a minimum of 24 months, they should seek out assignments that complement their development as SNCO leaders (examples include, but not limited to: Career Management NCO, Writer/Instructor and Training Management SNCO). Successful service as a platoon sergeant is important to compete for promotion to MSG..

*(b) Self-development.* (For additional information on self-development, see para 2-13.)

*(c) Additional training.* N/A

*(d) Special assignments.* Senior Recruiter, Senior drill sergeant, Senior Writer/Instructor, Career Management NCO, Career Advisor and AC/RC Advisor.

(2) *Master sergeant/first sergeant. Operational assignments.* At this point in their careers, MOS 15K NCO merge into MOS 15Z, Aircraft Maintenance Senior SGT. (See para 8-59 for details on MOS 15Z operational assignments, self-development, additional training, and Special assignments.)

*d. Army career degrees.* See SOCAD Army Career Degree Program.

*e. GI Jobs.* See GI Jobs COOL Web site.

### **8-26. Military occupational specialty 15K professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **8-27. Military occupational specialty 15K Reserve Component**

The MOS 15K in the RC is managed the same as the AC. (See para 8-25.)

## **8–28. Military occupational specialty 15N avionic mechanic**

*a. Major duties.* A Soldier in MOS 15N requisitions and maintains shop and bench stock for repair of aircraft avionics equipment; conducts inspections and/or maintenance according to drawings, blueprints, directives, technical manuals, and safety procedures on aircraft flight controls, stabilization systems, avionics and controlled cryptographic equipment such as Identification, friend or foe. Tests, troubleshoots and repairs test sets and diagnostic equipment. Uses and performs operator maintenance on common and special tools. Prepares forms and records for related aircraft maintenance. Typically assigned to both Aviation Field and Sustainment maintenance units..

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development, USAACE is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the company and BN level. An Avionic Mechanic should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, Recruiter, and Instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. A NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO's MOS. When personnel records are reviewed they should present a picture of a well-rounded, experienced Avionic Mechanic.

(1) *Private E–1: Specialist/Corporal.*

*(a) Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common soldier tasks. This base can be acquired in TOE and TDA assignments serving as an Avionic Mechanic. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

*(b) Self-development.* (For additional information on self-development, see para 2–13.)

*(c) Additional training.* CH–47F Helicopter/UH–60M Helicopter Qualification/A9

*(d) Special assignments.* CPL Recruiter.

(2) *Sergeant.*

*(a) Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience (for example, avionic technical inspector).

*(b) Self-development.* (For additional information on self-development, see para 2–13.)

*(c) Additional training.* CH–47F Helicopter/UH–60M Helicopter Qualification/A9

*(d) Special assignments.* Army Recruiter and drill sergeant.

(3) *Staff sergeant.*

*(a) Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise (for example, senior avionic technical inspector, avionic line supervisor).

*(b) Self-development.* (For additional information on self-development, see para 2–13.)

*(c) Additional training.* CH–47F Helicopter/UH–60M Helicopter Qualification/A9 and ALSE/Q2

*(d) Special assignments.* Recruiter, drill sergeant, AIT Instructor, and AC/RC advisor

(4) *Sergeant first class. Operational assignments.* At this point in their careers, 15N's selected for promotion to SFC will be merged into MOS 15K, Aircraft Components Repair Supervisor. (See para 8–25 for details on MOS 15K operational assignments, self-development, additional training, and Special assignments.)

*d. Army career degrees.* See SOCAD Army Career Degree Program.

*e. GI Jobs.* See GI Jobs COOL Web site.

## **8–29. Military occupational specialty 15N professional development model**

Access to the "Career Maps" is from the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.army.mil>.

## **8–30. Military occupational specialty 15N Reserve Component**

The MOS 15N in the RC is managed the same as the AC. (See para 8–28.)

## **8–31. Military occupational specialty 15P aviation operations specialist**

*a. Major duties.* A Soldier in MOS 15P supervises and/or conducts operation and maintenance of flight OPS equipment. Performs duties such as conducting aircraft mission planning and maintaining individual aircrew flight records and assists in development of operation, warning, and fragmentary orders, prepares and updates appropriate

maps, overlays, and charts, current DOD flight publications, encodes, decodes, and posts notices to airman (NOTAMS). Provides air traffic advisory services and interprets teletype weather reports.

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development, USAACE is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the company and BN level. An Aviation OPS SPC should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, Recruiter, and Instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. A NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO's MOS. When personnel records are reviewed they should present a picture of a well-rounded, experienced Aviation OPS SPC.

(1) *Private E–1–Specialist/Corporal.*

*(a) Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common soldier tasks. This base can be acquired in TOE and TDA assignments serving as an Aviation OPS SPC. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to, Soldier of the Month board and Small Arms Qualification Range NCOIC).

*(b) Self-development.* (For additional information on self-development, see para 2–13.)

*(c) Additional training.* ALSE/Q2

*(d) Special assignments.* CPL Recruiter

(2) *Sergeant.*

*(a) Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience (for example, assistant aviation OPS SGT).

*(b) Self-development.* (For additional information on self-development, see para 2–13.)

*(c) Additional training.* ALSE/Q2, Joint Air Tactical OPS/5A, Tactical Air OPS/5U, Battle Staff OPS/2S

*(d) Special assignments.* Army Recruiter and drill sergeant.

(3) *Staff sergeant.*

*(a) Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise (for example, aviation OPS SGT).

*(b) Self-development.* (For additional information on self-development, see para 2–13.)

*(c) Additional training.* ALSE/Q2, Joint Air Tactical OPS/5A, Tactical Air OPS/5U, Battle Staff OPS/2S

*(d) Special assignments.* Recruiter, drill sergeant, AIT Instructor, and AC/RC advisor

(4) *Sergeant first class.*

*(a) Operational assignments.* At this point in their careers, SFC with MOS 15P should be in tactical assignments as a platoon sergeant or Senior Aviation OPS SGT for a minimum of 24 months. After NCO have completed a minimum of 24 months as a platoon sergeant, they should seek out assignments that complement their development as SNCO leaders (examples include, but not limited to: Career Management NCO, Writer/Instructor and EOA). Successful service as a platoon sergeant is important to compete for promotion to MSG.

*(b) Self-development.* (For additional information on self-development, see para 2–13.)

*(c) Additional training.* ALSE/Q2, Joint Air Tactical OPS/5A, Tactical Air OPS/5U, Battle Staff OPS/2S

*(d) Special assignments.* Senior Recruiter, Senior drill sergeant, Senior Writer/Instructor, Career Management NCO, Career Advisor and AC/RC Advisor

(5) *Master sergeant/first sergeant.*

*(a) Operational assignments.* The critical assignment for an Aviation MSG is 1SG. Without a tour as a 1SG, the opportunity for promotion to SGM is limited. It is beneficial to career development to serve as a 1SG for 18–24 months; this may consist of more than one assignment. Other important assignments for MSG that are highly rewarding and can significantly improve their tactical and technical skills are OPS SGT, Intelligence SGT, Training Management SNCO and Senior Career Advisor.

*(b) Self-development.* CMF-related courses on leadership, team building, organizational management and problem-solving techniques are highly recommended. (For additional information on self-development, see para 2–13.)

*(c) Additional training.* ALSE/Q2, Joint Air Tactical OPS/5A, Tactical Air OPS/5U, Battle Staff OPS/2S

*(d) Special assignments.* NCOA Chief, Observer/Controller, ROTC Senior Military Instructor, Assistant inspector general, Chief Instructor of Army Service School, and AC/RC Chief Advisor.

*(e) Army career degrees.* See SOCAD Army Career Degree Program.

*(f) GI Jobs.* See GI Jobs COOL Web site.

(6) *Sergeant major/command sergeant major.*

(a) *Operational assignments.* The pinnacle of an Aviation NCO's career is to be appointed and to serve as a BN or BDE CSM. Movement up the CSM ladder to positions at BDE or higher is based on performance and demonstrated potential to serve at the next command or nominative level. The principal assignments for SGM are OPS/Intelligence SGM, Directorate or Department SGM within U.S. Army Aviation School, and staff assignments at DIV level or higher.

(b) *Self-Development.* Continue to seek self-improvement as part of lifelong learning (LLL). (For additional information on self-development, see para 2–13.)

(c) *Additional training.* ALSE/Q2

(d) *Special assignments.* USASMA faculty advisor, ROTC chief military science instructor, assistant inspector general, and Army level positions upon appointment.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **8–32. Military occupational specialty 15P professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **8–33. Military occupational specialty 15P Reserve Component**

The MOS 15P in the RC is managed the same as the AC. (See para 8–31.)

### **8–34. Military occupational specialty 15Q air traffic control operator**

a. *Major duties.* A Soldier in MOS 15Q supervises and/or conducts Air Traffic Services following Federal Aviation Administration (FAA) and DOD policy procedures. Issues flight instructions and clearances via Visual Flight Rules (VFR), Instrument Flight Rules, and Special Visual Flight Rules (SVFR), Formulates data for Terminal Instrument Procedures (TERPS). Assists Air Control Authority with the Army Airspace Command and Control system using Airspace Control Measures. Operates various facilities to include Air Traffic Control Towers, Ground Controlled Approach Radars, and Airspace Information Centers. Maintains United States Air Force certification as limited weather observer; compiles, controls information and conducts emergency notification and assistance in the event of aviation accidents or incidents.

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details. The Directorate of Organization and Personnel Force Development, USAACE is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the BN, BDE and DIV level. An Air Traffic Control (ATC) Operator should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, Recruiter, and Instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. A NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO's MOS. When personnel records are reviewed they should present a picture of a well-rounded, experienced ATC Operator.

(1) *Private E–1: Specialist/Corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common soldier tasks. This base can be acquired in TOE and TDA assignments serving as an ATC Operator. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* Pathfinder/F7, Joint Air Tactical OPS/5A, and Tactical Air OPS/5U

(d) *Special assignments.* CPL recruiter.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience (for example, shift leader, ATC tower operator).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* Pathfinder/F7, Joint Air Tactical OPS/5A, Tactical Air OPS/5U, Battle Staff OPS/2S

(d) *Special assignments.* Army Recruiter and drill sergeant.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and

refinement of leadership skills and tactical and technical expertise (for example, senior shift leader, training management NCO).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* Pathfinder/F7, Joint Air Tactical OPS/5A, Tactical Air OPS/5U, Battle Staff OPS/2S

(d) *Special assignments.* Recruiter, drill sergeant, AIT Instructor, and AC/RC advisor

(4) *Sergeant first class.*

(a) *Operational assignments.* At this point in their careers, SFC with MOS 15Q should be in tactical assignments as a platoon sergeant, a Senior Army Airspace Command and Control SGT or Facility Chief for a minimum of 24 months. After NCO have completed a minimum of 24 months as a platoon sergeant, they should seek out assignments that increase their knowledge of Army OPS to prepare them for the merger into MOS 15P (examples include, but not limited to: Career Management NCO, Writer/Instructor and Aviation Command Staff NCO).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* Pathfinder/F7, Joint Air Tactical OPS/5A, Tactical Air OPS/5U, Battle Staff OPS/2S.

(d) *Special assignments.* Senior Recruiter, Senior drill sergeant, Senior Writer/Instructor, Career Management NCO, Career Advisor and AC/RC Advisor

(5) *Master sergeant/first sergeant. Operational assignments.* At this point in their careers, 15Q's selected for promotion to MSG will be merged into 15P Aviation OPS SPC. (See para 8–31 for details on MOS 15P operational assignments, self-development, additional training, and Special assignments.) NCO with a 15Q background are tracked using the project development skill identifier B4B to fill certain positions that require 15Q background NCO. These positions include, but are not limited to, Air Traffic Services DA Regional Representatives, United States Army Aeronautical Services Agency, ATC Senior SGT, and USA Air Traffic Services Command.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **8–35. Military occupational specialty 15Q professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **8–36. Military occupational specialty 15Q Reserve Component**

The MOS 15Q in the RC is managed the same as the AC. (See para 8–34.)

### **8–37. Military occupational specialty 15R AH–64 attack helicopter repairer**

a. *Major duties.* A Soldier in MOS 15R performs and/or supervises inspections, maintenance and modifications according to drawings, blueprints, directives, technical manuals, and safety procedures on the AH–64A/D armament, electrical and avionic systems and cryptographic equipment to include the electrical, electronic, mechanical, and pneudraulics systems associated with AH–64A/D Armament/Missile Fire Control Systems. Tests, troubleshoots and repairs test sets and diagnostic equipment. Maintain records on weapons and subsystems. Uses and performs operator maintenance on common and special tools. Prepares forms and records for related aircraft maintenance. Typically assigned to both Aviation Field and Sustainment maintenance units.

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development, USAACE is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the company and BN level. An AH–64A/D Armament/Electrical/Avionic Systems Repairer should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, Recruiter Duty, and Instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. A NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO's MOS. When personnel records are reviewed, they should present a picture of a well-rounded, experienced AH–64A/D Armament/Electrical/Avionic Systems Repairer.

(1) *Private E–1–Specialist/Corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. This base can be acquired in TOE and TDA assignments serving as AH–64A/D Armament/Electrical/Avionic Systems Repairer. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* N/A

(d) *Special assignments.* CPL Recruiter.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge (for example, AH-64A/D helicopter technical inspector).

(b) *Self-development.* (For additional information on self-development, see para 2-13.)

(c) *Additional training.* ALSE/Q2

(d) *Special assignments.* Army Recruiter and drill sergeant.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise (for example, AH-64A/D helicopter technical inspector, AH-64A/D armament/electrical/avionic systems repair supervisor).

(b) *Self-development.* (For additional information on self-development, see para 2-13.)

(c) *Additional training.* ALSE/Q2

(d) *Special assignments.* Recruiter, drill sergeant, AIT Instructor, and AC/RC advisor

(4) *Sergeant first class.*

(a) *Operational assignments.* At this point in their careers, SFC with MOS 15R should be in tactical assignments as a senior AH-64A/D Armament/Electrical/Avionic Systems Repair Supervisor for a minimum of 24 months. After NCO have completed a minimum of 24 months, they should seek out assignments that complement their development as SNCO leaders (examples include, but not limited to: Career Management NCO, Writer/Instructor and Aviation Armament Observer/Controller). Successful service as a senior AH-64A/D Armament/Electrical/Avionic Systems Repair Supervisor is important to compete for promotion to MSG.

(b) *Self-development.* (For additional information on self-development, see para 2-13.)

(c) *Additional training.* ALSE/Q2

(d) *Special assignments.* Senior Recruiter, senior drill sergeant, senior writer/instructor, career management NCO, career advisor and AC/RC advisor.

(5) *Master sergeant/first sergeant. Operational assignments.* At this point in their careers, 15Rs selected for promotion to MSG will be merged into MOS 15Z, Aircraft Maintenance Senior SGT. See para 8-59 for details on MOS 15Z operational assignments, self-development, additional training, and Special assignments.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **8-38. Military occupational specialty 15R professional development model**

Access to the "Career Maps" is from the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.army.mil>.

### **8-39. Military occupational specialty 15R Reserve Component**

The MOS 15R in the RC is managed the same as the AC. (See para 8-37.)

### **8-40. Military occupational specialty 15S OH-58D helicopter repairer**

a. *Major duties.* A Soldier in MOS 15S performs and/or supervises inspections, repairs and maintenance according to drawings, blueprints, directives, technical manuals, and safety procedures (excluding repair of armament, avionic, electrical and cryptographic equipment/system components) to include the removal and installation of aircraft subsystems, using special tools and equipment as required. Prepares forms and records related to aircraft maintenance. Typically assigned to both Aviation Field and Sustainment maintenance units.

b. *Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development, USAACE is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the company and BN level. An OH-58 Observation/Scout helicopter repairer should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, recruiter, and instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. An NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO's MOS. When personnel records are reviewed they should present a picture of a well-rounded, experienced OH-58 Observation/Scout helicopter repairer.

(1) *Private E-1: Specialist/Corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common soldier tasks. This base can be acquired in TOE and TDA assignments serving as an OH-58 Observation/Scout Helicopter Repairer. Soldiers should seek responsibility and

take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* N/A

(d) *Special assignments.* CPL recruiter.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience (for example, observation/scout helicopter crew chief, observation/scout helicopter technical inspector and observation/scout helicopter team chief).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* ALSE/Q2.

(d) *Special assignments.* Army recruiter and drill sergeant.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise (for example, senior observation/scout helicopter technical inspector, senior OH–58 observation/scout helicopter repairer).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* ALSE/Q2

(d) *Special assignments.* Recruiter, drill sergeant, AIT Instructor, and AC/RC advisor

(4) *Sergeant first class.*

(a) *Operational assignments.* At this point in their careers, SFC with MOS 15S should be in tactical assignments as an aviation platoon sergeant for a minimum of 24 months. After NCO have completed a minimum of 24 months as a platoon sergeant, they should seek out assignments that complement their development as SNCO leaders (examples include, but not limited to: Career Management NCO, Writer/Instructor and Aviation Observer/Controller). Successful service as a platoon sergeant is important to compete for promotion to MSG.

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* ALSE/Q2

(d) *Special assignments.* Senior recruiter, senior drill sergeant, senior writer/instructor, career management NCO, career advisor and AC/RC advisor

(5) *Master sergeant/first sergeant. Operational assignments.* At this point in their careers, 15S's selected for promotion to MSG will be merged into MOS 15Z, aircraft maintenance senior SGT. (See para 8–59 for details on MOS 15Z operational assignments, self-development, additional training, and special assignments.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **8–41. Military occupational specialty 15S professional development model**

Access to the "Career Maps" is from the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.army.mil>.

#### **8–42. Military occupational specialty 15S Reserve Component**

The MOS 15S in the RC is managed the same as the AC. (See para 8–40.)

#### **8–43. Military occupational specialty 15T UH–60 helicopter repairer**

a. *Major duties.* A Soldier in MOS 15T performs and/or supervises inspections, repairs and maintenance according to drawings, blueprints, directives, technical manuals, and safety procedures (excluding repair of armament, avionic, electrical and cryptographic equipment/system components) to include the lubrication of required components and the removal and installation of aircraft subsystems, using special tools and equipment as required. Prepares forms and records related to aircraft maintenance. Typically assigned to both Aviation Field and Sustainment maintenance units. Performs nonrated crewmember duties as a crew chief.

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development Office is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the company and BN level. An UH–60 helicopter repairer should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, recruiter, and instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. An NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion



and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO's MOS. When personnel records are reviewed they should present a picture of a well-rounded, experienced UH-60 Helicopter Repairer.

(1) *Private E-1: Specialist/Corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common soldier tasks. This base can be acquired in TOE and TDA assignments serving as UH-60 Helicopter Repairer. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

(b) *Self-development.* (For additional information on self-development, see para 2-13.)

(c) *Additional training.* Special Operations Aviation (SOA) Non-Rated Crewmember/K1 and CH-47F Helicopter/UH-60M Helicopter Qualification/A9.

(d) *Special assignments.* CPL recruiter.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge (for example, UH-60 helicopter technical inspector, UH-60 helicopter crew chief, and UH-60 helicopter repair team chief).

(b) *Self-development.* For additional information on self-development, refer to paragraph 2-12.

(c) *Additional training.* SOA Non-Rated Crewmember/K1, CH-47F Helicopter/UH-60M Helicopter Qualification/A9, Aircraft Crewmember Standardization Instructor, and ALSE/Q2.

(d) *Special assignments.* Army recruiter and drill sergeant.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise (for example, UH-60 helicopter technical inspector, UH-60 helicopter repair section chief and aviation standardization NCO).

(b) *Self-development.* (For additional information on self-development, see para 2-13.)

(c) *Additional training.* SOA Non-Rated Crewmember/K1, CH-47F Helicopter/UH-60M Helicopter Qualification/A9, Aircraft Crewmember Standardization Instructor, and ALSE/Q2

(d) *Special assignments.* Recruiter, drill sergeant, AIT instructor, and AC/RC advisor.

(4) *Sergeant first class.*

(a) *Operational assignments.* At this point in their careers, SFC with MOS 15T should be in tactical assignments as an aviation platoon sergeant for a minimum of 24 months. After NCO have completed a minimum of 24 months as a platoon sergeant, they should seek out assignments that complement their development as SNCO leaders (examples include, but not limited to: career management NCO, writer/instructor and aviation QC NCO). Successful service as a platoon sergeant is important to compete for promotion to MSG.

(b) *Self-development.* (For additional information on self-development, see para 2-13.)

(c) *Additional training.* SOA Non-Rated Crewmember/K1, CH-47F Helicopter/UH-60M Helicopter Qualification/A9, Aircraft Crewmember Standardization Instructor and ALSE/Q2.

(d) *Special assignments.* Senior recruiter, senior drill sergeant, senior instructor, career management NCO, and career advisor.

(5) *Master sergeant/first sergeant. Operational assignments.* At this point in their careers, 15T's selected for promotion to MSG will be merged into MOS 15Z, aircraft maintenance senior SGT. (See para 8-59 for details on MOS 15Z operational assignments, self-development, additional training, and special assignments.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **8-44. Military occupational specialty 15T professional development model**

Access to the "Career Maps" is from the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.army.mil>.

#### **8-45. Military occupational specialty 15T Reserve Component**

The MOS 15T in the RC is managed the same as the AC. (See para 8-43.)

#### **8-46. Military occupational specialty 15U CH-47 helicopter repairer**

a. *Major duties.* A Soldier in MOS 15V performs and/or supervises inspections, repairs and maintenance according to drawings, blueprints, directives, technical manuals, and safety procedures (excluding repair of armament, avionic, electrical and cryptographic equipment/system components) to include the lubrication of required components and the removal and installation of aircraft subsystems, using special tools and equipment as required. Prepares forms and

records related to aircraft maintenance. Typically assigned to both Aviation Field and Sustainment maintenance units. Performs nonrated crewmember duties as a flight engineer or crew chief.

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development, USACCE is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the company and BN level. A CH–47 Helicopter Repairer should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, recruiter, and instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. An NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO's MOS. When personnel records are reviewed they should present a picture of a well-rounded, experienced CH–47 helicopter repairer.

(1) *Private E–1: Specialist/Corporal.*

*(a) Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. This base can be acquired in TOE and TDA assignments serving as a CH–47 helicopter repairer. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

*(b) Self-development.* (For additional information on self-development, see para 2–13.)

*(c) Additional training.* SOA Non-Rated Crewmember/K1 and CH–47F Helicopter/UH–60M Helicopter Qualification/A9.

*(d) Special assignments.* CPL recruiter

(2) *Sergeant.*

*(a) Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge (for example, CH–47 helicopter technical inspector, CH–47 helicopter repair team chief).

*(b) Self-development.* (For additional information on self-development, see para 2–13.)

*(c) Additional training.* SOA Non-Rated Crewmember/K1, CH–47F Helicopter/UH–60M Helicopter Qualification/A9, Aircraft Crewmember Standardization Instructor and ALSE/Q2

*(d) Special assignments.* Army recruiter and drill sergeant.

(3) *Staff sergeant.*

*(a) Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise (for example, senior CH–47 helicopter technical inspector, CH–47 helicopter flight engineer, section chief and safety NCO).

*(b) Self-development.* (For additional information on self-development, see para 2–13.)

*(c) Additional training.* SOA Non-Rated Crewmember/K1, CH–47F Helicopter/UH–60M Helicopter Qualification/A9, Aircraft Crewmember Standardization Instructor and ALSE/Q2

*(d) Special assignments.* Recruiter, drill sergeant, AIT instructor, and AC/RC advisor

(4) *Sergeant first class.*

*(a) Operational assignments.* At this point in their careers, SFC with MOS 15U should be in tactical assignments as a platoon sergeant or a CH–47 helicopter aircraft maintenance supervisor for a minimum of 24 months. After NCO have completed a minimum of 24 months as a platoon sergeant or a CH–47 Helicopter Aircraft Maintenance Supervisor, they should seek out assignments that complement their development as SNCO leaders (examples include, but not limited to: career management NCO, writer/instructor and aviation QC NCO). Successful service as a platoon sergeant is important to compete for promotion to MSG.

*(b) Self-development.* (For additional information on self-development, see para 2–13.)

*(c) Additional training.* SOA Non-Rated Crewmember/K1, CH–47F Helicopter/UH–60M Helicopter Qualification/A9, Aircraft Crewmember Standardization Instructor and ALSE/Q2.

*(d) Special assignments.* Senior recruiter, senior drill sergeant, senior writer/instructor, career management NCO, career advisor and AC/RC advisor

(5) *Master sergeant/first sergeant. Operational assignments.* At this point in their careers, 15U's selected for promotion to MSG will be merged into MOS 15Z, aircraft maintenance senior SGT. (See para 8–59 for details on MOS 15Z operational assignments, self-development, additional training, and special assignments.)

*d. Army career degrees.* See SOCAD Army Career Degree Program.

*e. GI Jobs.* See GI Jobs COOL Web site.

### **8-47. Military occupational specialty 15U professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **8-48. Military occupational specialty 15U Reserve Component**

The MOS 15U in the RC is managed the same as the AC. (See para 8-46.)

### **8-49. Military occupational specialty 15V observation/scout helicopter repairer (Reserve Component only)**

*a. Major duties.* A Soldier in MOS 15V performs and/or supervises inspections, repairs and maintenance according to drawings, blueprints, directives, technical manuals, and safety procedures (excluding repair of armament, avionics, electrical and cryptographic equipment/system components) to include the removal and installation of aircraft subsystems, using special tools and equipment as required. Prepares forms and records related to aircraft maintenance. Typically assigned to both Aviation Field and Sustainment maintenance units.

*b. Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development, USAACE is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the company and BN level. An OH-58 Observation/Scout Helicopter Repairer should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, recruiter, and instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. An NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO’s MOS. When personnel records are reviewed they should present a picture of a well-rounded, experienced OH-58 observation/scout helicopter repairer.

(1) *Private E-1: Specialist/Corporal.*

*(a) Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common soldier tasks. This base can be acquired in TOE and TDA assignments serving as an OH-58 observation/scout helicopter repairer. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

*(b) Self-development.* See paragraph 2-13.

*(c) Additional training.* N/A

*(d) Special assignments.* CPL recruiter

(2) *Sergeant.*

*(a) Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier’s leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience (for example, OH-58 observation/scout helicopter crew chief, OH-58 observation/scout helicopter technical inspector and OH-58 observation/scout helicopter team chief).

*(b) Self-development.* (For additional information on self-development, see para 2-13.)

*(c) Additional training.* ALSE/Q2.

*(d) Special assignments.* Army recruiter and drill sergeant.

(3) *Staff sergeant.*

*(a) Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise (for example, senior OH-58 observation/scout helicopter technical inspector, senior OH-58 observation/scout helicopter repairer).

*(b) Self-development.* (For additional information on self-development, see para 2-13.)

*(c) Additional training.* ALSE/Q2.

*(d) Special assignments.* Recruiter, drill sergeant, AIT instructor, and AC/RC advisor.

(4) *Sergeant first class.*

*(a) Operational assignments.* At this point in their careers, SFC with MOS 15V should be in tactical assignments as an aviation platoon sergeant for a minimum of 24 months. After NCOs have completed a minimum of 24 months as a platoon sergeant, they should seek out assignments that complement their development as SNCO leaders (examples include, but not limited to: career management NCO, writer/instructor and aviation observer/controller). Successful service as a platoon sergeant is important to compete for promotion to MSG.

*(b) Self-development.* (For additional information on self-development, see para 2-13.)

*(c) Additional training.* ALSE/Q2.

(d) *Special assignments.* Senior recruiter, senior drill sergeant, senior writer/instructor, career management NCO, career advisor and AC/RC advisor.

(5) *Master sergeant/first sergeant. Operational assignments.* At this point in their careers, 15V's selected for promotion to MSG will be merged into MOS 15Z, aircraft maintenance senior SGT. (See para 8–59 for details on MOS 15Z operational assignments, self-development, additional training, and special assignments.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **8–50. Military occupational specialty 15V professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

## **8–51. Military occupational specialty 15W unmanned aerial systems operator**

a. *Major duties.* A Soldier in MOS 15W engages in operating and remotely piloting of the UAS. Performs pre-flight, in-flight, post-flight checks and procedures. Conducts site selection, emplacement and deployment of the air vehicles and ground equipment of the UAS. Participates in launch/recovery ground crew OPS. Performs mission commander duties to include planning, analyzing and execution of reconnaissance, surveillance, and target acquisition squadron missions. Applies and assists in the military intelligence collection process and acts as a liaison to supported units. Operates, troubleshoots and performs limited unit-level maintenance on communication equipment, power sources, light and heavy wheeled vehicles.

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development, USAACE is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* To develop Aviation Soldiers into professional NCOs, their assignments must focus on both leadership and technical positions at the company level. An UAS Operator should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, Recruiter, and Instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. An NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO's MOS. When personnel records are reviewed they should present a picture of a well-rounded, experienced UAS Operator.

(1) *Private E–1: Specialist/corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. This base can be acquired in TOE and TDA assignments serving as an UAS Operator. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* Shadow UAS Operator/7D, Hunter UAS Operator/7E, Hunter UAS External Operator/E1 and Gray Eagle ERMP UAS Operator/U5.

(d) *Special assignments.* CPL recruiter.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience (for example, OPS/training SGT).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* Shadow UAS Operator/7D, Hunter UAS Operator/7E, Hunter UAS External Operator/E1 and Gray Eagle ERMP UAS Operator/U5.

(d) *Special assignments.* Army recruiter and drill sergeant.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise (for example, UAS I/O, UAS instructor/writer for ALC).

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* Shadow UAS Operator/7D, Hunter UAS Operator/7E, Hunter UAS External Operator/E1, and Gray Eagle ERMP UAS Operator/U5.

(d) *Special assignments.* Recruiter, drill sergeant, AIT instructor, and AC/RC advisor

(4) *Sergeant first class.*

(a) *Operational assignments.* At this point in their careers, SFC with MOS 15W should be in tactical assignments as

a platoon sergeant or a DET SGT for a minimum of 24 months. After NCO have completed a minimum of 24 months as a platoon sergeant or a DET SGT, they should seek out assignments that complement their development as SNCO leaders (examples include, but not limited to: career management NCO, writer/instructor and UAS standardization). Successful service as a platoon sergeant is important to compete for promotion to MSG.

(b) *Self-development.* (For additional information on self-development, see para 2–13.)

(c) *Additional training.* Shadow UAS Operator/7D, Hunter UAS Operator/7E, Hunter UAS External Operator/EI and Gray Eagle ERMP UAS Operator/U5.

(d) *Special assignments.* Senior recruiter, senior drill sergeant, senior writer/instructor, career management NCO, career advisor and AC/RC advisor.

(5) *Master sergeant/first sergeant.*

(a) *Institutional training.* Selection by a Centralized Selection Board for MSG/1SGs is required for attendance to USASMA.

(b) *Operational assignments.* At this point in their careers, 15Ws selected for promotion to MSG will be merged into 15P Aviation OPS SPC. (See para 8–31 for details on MOS 15P operational assignments, self-development, additional training, and special assignments.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **8–52. Military occupational specialty 15W professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **8–53. Military occupational specialty 15W Reserve Component**

The 15W MOS in the RC is managed the same as the AC. (See para 8–51.)

### **8–54. Military occupational specialty 15X AH–64A armament/electrical/avionics systems repairer**

a. *Major duties.* A Soldier in MOS 15X performs and/or supervises inspections, maintenance and modifications according to drawings, blueprints, directives, technical manuals, and safety procedures on the AH–64A armament, electrical and avionic systems and cryptographic equipment to include the electrical, electronic, mechanical, and pneudraulics systems associated with AH–64A Armament/Missile Fire Control Systems. Tests, troubleshoots and repairs test sets and diagnostic equipment. Maintain records on weapons and subsystems. Uses and performs operator maintenance on common and special tools. Prepares forms and records for related aircraft maintenance. Typically assigned to both Aviation Field and Sustainment maintenance units.

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details. The Directorate of Organization and Personnel Force Development, USAACE is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* To develop Aviation Soldiers into professional NCO, their assignments must focus on both leadership and technical positions at the company and BN level. An AH–64A Armament/Electrical/Avionic Systems Repairer should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, Recruiter Duty, and Instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. An NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO’s MOS. When personnel records are reviewed, they should present a picture of a well-rounded, experienced AH–64A armament/electrical/avionic systems repairer.

(1) *Private E–1: Specialist/corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. This base can be acquired in TOE and TDA assignments serving as AH–64A armament/electrical/avionic systems repairer. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

(b) *Self-development.* For additional information on self-development, refer to paragraph 2–13.

(c) *Additional training.* N/A.

(d) *Special assignments.* CPL recruiter.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments developing the Soldier’s leadership skills, honing technical expertise, and laying a foundation of tactical knowledge (for example, AH–64D helicopter technical inspector).

(b) *Self-development.* (For information on self-development, refer to para 2–13.)

(c) *Additional training.* ALSE/Q2.

(d) *Special assignments.* Army recruiter and drill sergeant.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise (for example, AH-64A helicopter technical inspector, AH-64A armament/electrical/avionic systems repair supervisor).

(b) *Self-development.* (For information on self-development, refer to para 2-13.)

(c) *Additional training.* ALSE/Q2.

(d) *Special assignments.* Recruiter, drill sergeant, instructor, and AC/RC advisor.

(4) *Sergeant first class.*

(a) *Operational assignments.* At this point in their careers, SFC with MOS 15X should be in tactical assignments as a senior AH-64A armament/electrical/avionic systems repair supervisor for a minimum of 24 months. After NCO have completed a minimum of 24 months, they should seek out assignments that complement their development as SNCO leaders (examples include, but not limited to: career management NCO, writer/instructor and aviation armament observer/controller). Successful service as a senior AH-64A armament/electrical/avionic systems repair supervisor is important to compete for promotion to MSG.

(b) *Self-development.* (For information on self-development, refer to para 2-13.)

(c) *Additional training.* ALSE/Q2.

(d) *Special assignments.* Senior recruiter, senior drill sergeant, senior writer/instructor, career management NCO, career advisor and AC/RC advisor

(5) *Master sergeant/first sergeant. Operational assignments.* At this point in their careers, 15Xs selected for promotion to MSG will be merged into MOS 15Z, aircraft maintenance senior SGT. (See para 8-59 for details on MOS 15Z operational assignments, self-development, additional training, and special assignments.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **8-55. Military occupational specialty 15X professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

#### **8-56. Military occupational specialty 15Y AH-64D armament/electrical/avionics systems repairer**

a. *Major duties.* A Soldier in MOS 15Y performs and/or supervises inspections, maintenance and modifications according to drawings, blueprints, directives, technical manuals, and safety procedures on the AH-64D armament, electrical and avionic systems and cryptographic equipment to include the electrical, electronic, mechanical, and pneudraulics systems associated with AH-64D Armament/Missile Fire Control Systems. Tests, troubleshoots and repairs test sets and diagnostic equipment. Maintain records on weapons and subsystems. Uses and performs operator maintenance on common and special tools. Prepares forms and records for related aircraft maintenance. Typically assigned to both Aviation Field and Sustainment maintenance units.

b. *Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development, USAACE is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* To develop Aviation Soldiers into professional NCOs, their assignments must focus on both leadership and technical positions at the company and BN level. An AH-64D armament/electrical/avionic systems repairer should spend roughly 80 percent of a career in TOE units. Follow-on non-MOS assignments will add to their overall professional knowledge (for example, drill sergeant, recruiter duty, and instructor). Back-to-back non-MOS assignments should be avoided. NCOs should seek the most challenging leadership positions. An NCO who demonstrates leadership in a TOE position as a platoon sergeant and in troop-leading assignments should be considered more competitive for promotion and schooling than those who have not. This demonstrated leadership proficiency may include positions outside of the NCO’s MOS. When personnel records are reviewed, they should present a picture of a well-rounded, experienced AH-64D armament/electrical/avionic systems repairer.

(1) *Private E-1: Specialist/corporal.*

(a) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. This base can be acquired in TOE and TDA assignments serving as AH-64D armament/electrical/avionic systems repairer. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation (examples include, but not limited to; Soldier of the Month board and Small Arms Qualification Range NCOIC).

(b) *Self-development.* (For additional information on self-development, refer to para 2-13.)

(c) *Additional training.* N/A.

(d) *Special assignments.* CPL recruiter.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a career should be in tactical assignments developing

the Soldier's leadership skills, honing technical expertise, and laying a foundation of tactical knowledge (for example, AH-64D helicopter technical inspector).

(b) *Self-development.* (For additional information on self-development, refer to para 2-13.)

(c) *Additional training.* ALSE/Q2.

(d) *Special assignments.* Army recruiter and drill sergeant.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise (for example, AH-64D helicopter technical inspector, AH-64D armament/electrical/avionic systems repair supervisor).

(b) *Self-development.* (For additional information on self-development, refer to para 2-13.)

(c) *Additional training.* : ALSE/Q2.

(d) *Special assignments.* Recruiter, drill sergeant, AIT instructor, and AC/RC advisor.

(4) *Sergeant first class.*

(a) *Operational assignments.* At this point in their careers, SFC with MOS 15Y should be in tactical assignments as a senior AH-64D Armament/Electrical/Avionic Systems Repair Supervisor for a minimum of 24 months. After NCOs have completed a minimum of 24 months, they should seek out assignments that complement their development as SNCO leaders (examples include, but not limited to: career management NCO, writer/instructor and aviation armament observer/controller). Successful service as a senior AH-64D armament/electrical/avionic systems repair supervisor is important to compete for promotion to MSG.

(b) *Self-development.* (For additional information on self-development, refer to para 2-13.)

(c) *Additional training.* : ALSE/Q2.

(d) *Special assignments.* Senior recruiter, senior drill sergeant, senior writer/instructor, career management NCO, career advisor and AC/RC advisor.

(5) *Master sergeant/first sergeant. Operational assignments.* At this point in their careers, 15Ys selected for promotion to MSG will be merged into MOS 15Z, aircraft maintenance senior SGT. (See para 8-59 for details on MOS 15Z operational assignments, self-development, additional training, and special assignments.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **8-57. Military occupational specialty 15Y professional development model**

Access to the "Career Maps" is from the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.army.mil>.

### **8-58. Military occupational specialty 15Y Reserve Component**

The 15Y MOS in the RC is managed the same as the AC. (See para 8-56.)

### **8-59. Military occupational specialty 15Z aircraft maintenance senior sergeant**

a. *Major duties.* A SNCO in the 15Z MOS supervises personnel at the aviation field and sustainment units in activities having a mix of aircraft maintenance or component repair. Prepares studies, evaluations, special reports and records pertaining to aircraft maintenance, component repair, and related activities. Plans aircraft maintenance areas, components repair shops, and facilities. Applies production control, QC and other maintenance management principles and procedures to aircraft maintenance and shop OPS. Supervises the verification and validation of technical manuals, training devices and contractor furnished training material pertaining to new aircraft or component fielding. Supervises research and development projects in aviation and related areas.

b. *Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. The Directorate of Organization and Personnel Force Development Office is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* A senior aviation NCOs should spend roughly 80 percent of a career in TOE units. Back-to-back non-MOS assignments should be avoided (such as going from drill sergeant to recruiter duty, instructor, or similar positions). SNCOs should seek the most challenging leadership positions.

(1) *Master sergeant/first sergeant.*

(a) *Operational assignments.* The critical assignment for an aviation MSG is 1SG. Without a tour as a 1SG, the opportunity for promotion to SGM is limited. It is beneficial to career development to serve as a 1SG for 18-24 months; this may consist of more than one assignment. Other important assignments for MSG that are highly rewarding and can significantly improve their tactical and technical skills are OPS SGT, intelligence SGT, and senior career advisor.

(b) *Self-development.* CMF-related courses on leadership, team building, organizational management and problem-solving techniques are recommended. (For additional information on self-development, see para 2-13.)

(c) *Additional training.* ALSE.

(d) *Special assignments.* NCOA chief, observer/controller, ROTC senior military instructor, assistant inspector general, chief instructor of army service school, and AC/RC chief advisor.

(2) *Sergeant major/command sergeant major.*

(a) *Operational assignments.* The pinnacle of an Aviation NCO's career is to be appointed and to serve as a BN or BDE CSM. Movement up the CSM ladder to positions at BDE or higher is based on performance and demonstrated potential to serve at the next command or nominative level. The principal assignments for SGM are OPS/Intelligence SGM, Directorate or Department SGM within U.S. Army Aviation School, and staff assignments at DIV level or higher.

(b) *Self-development.* Continue to seek self-improvement as part of lifelong learning (LLL). (For additional information on self-development, see para 2–13.)

(c) *Additional training.* ALSE

(d) *Special assignments.* USASMA faculty advisor, ROTC Chief Military Science Instructor, Assistant inspector general, and Army level positions upon appointment.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **8–60. Military occupational specialty 15Z professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

## **8–61. Military occupational specialty 15Z Reserve Component**

The 15Z MOS in the RC is managed the same as the AC. (See para 8–59.)

# **Chapter 9**

## **Special Forces (Career Management Field 18) Career Progression Plan**

### **9–1. Duties of special forces**

The CMF 18, the SF contingent of the Army Special Operations Forces (ASOF) employs special operations forces (SOF) during peacetime, conflict, and war in support of Theater Commanders. ASOF executes two different but mutually supportive forms of SO, Special Warfare and Surgical Strikes. SF conducts SO by executing their nine primary tasks: Unconventional Warfare (UW), Foreign Internal Defense (FID), Security Force Assistance (SFA), Counter-insurgency (COIN), Direct Action (DA), SR, Counter-terrorism (CT), Information Operations (IO), and Counter Proliferation. Additionally, SF Soldiers conduct mission related collateral activities, which include support to coalition OPS, personnel recovery in support of combat search and rescue, noncombatant evacuation OPS, counter-drug OPS, counter-mine OPS, security assistance, and humanitarian assistance. The SF OPS are inherently joint and sometimes multinational, requiring interagency and international coordination. SF project Combat Power and are typically deployed as small combat maneuver units in permissive, uncertain, and hostile areas far from logistics support bases, in support of theater OPS which often involve serious geopolitical implications. In their doctrinal role as Unconventional Warriors, SF OPS are often conducted by, with, and through “surrogate” or “third party” forces. For more information about SF doctrine, refer to FM 3–18.

### **9–2. Transformation**

The unique skills of SF NCOs are more relevant in today's global environment than ever before. As the Operational SF GP transforms to provide improved operational and logistical support to the Operational Detachments in the field, they will be empowered to accomplish more than ever before. Every SF NCO must continue to adapt to the ever-changing situations he faces by using the cutting edge technology and systems being developed and fielded at an unprecedented pace, while maintaining the ability to be operationally effective in their absence. He will continue to be deployed in small elements, in uncertain and austere environments, while tasked to conduct OPS with geopolitical implications. He must be fully versed and competent in the latest TTP and be able to adapt them to the situation he is facing to ensure mission success. He must be knowledgeable of the other units and services he works beside in order to achieve a synergistic effect on the battlefield. First and foremost, he must remain a leader, capable of honorably accomplishing any mission assigned to him.

### **9–3. Recommended career management self-development, by rank**

(Proponency note: CMF 18 does not have skill level 1 Soldiers. Skill level 2 is a personnel only MOS, all CMF 18 NCOs are fully trained, qualified, and assigned at skill level 3 and above.) Structured Self-Development: Implementation Policy SSD 1. SSD is a new educational program phased into the Army consisting of a mandatory, Web-based learning program designed to work in conjunction with the NCOES. It consists of four levels that Soldiers are required to complete by specified points in their career. SSD is an individual responsibility executed at a Soldier's own pace and



through ACT with first line leader supervision. Soldiers who have already completed required resident NCOES courses will be "grandfathered" into the system and exempted from having to complete lower levels of SSD. However, they will be required to enroll in the program at the requisite level of SSD that corresponds with their current rank. Effective 2 years from the implementation date for each level of SSD, completion of each level becomes a prerequisite for attendance at the next NCOES course. Self-registration for SSD is accomplished through the Army Training Requirements and Resources System (ATRRS) self registration portal. After self-registration, SSD Modules are accessed through AKO under the "Self Service Tab" "My Training" "ALMS" SSD Courses can be combined with college level courses to put a Soldier on an educational path to obtain a bachelors degree. Contact the education office for information and enrollment in the college courses in conjunction with SSD. SSD Implementation is as follows:

a. *SSD 1.* SSD 1 is a prerequisite to attend the WLC. SSD 1 tasks are primary focused at the team level/common leader and tactical skills. Soldiers will be enrolled in SSD 1 automatically upon completing BCT/OSUT. Soldiers must complete SSD 1 prior to attending WLC. Soldiers (PV1–SPC/CPL) who complete BCT/OSUT, but have not yet attended/ completed WLC prior to September 2010, are automatically enrolled. Soldiers (SPC/CPL) must complete SSD 1 before they can be recommended (boarded) to SGT.

b. *SSD 2.* Automatic enrollment in SSD 2 was implemented 1 June 2014 for Soldiers who are graduates of WLC and promoted to SGT.

c. *SSD 3.* SSD 3 is a prerequisite to attend the SLC. SSD 3 tasks are primarily focused at the platoon level. SSD 3 will be completed after ALC and prior to SLC: previously known as the Advanced NCOs Course. All SGT and SSGs who are graduates of ALC or Basic Noncommissioned Officers Course (BNCOC) will be automatically enrolled in SSD 3. SGT (promotable), SSGs and SFC will be enrolled in SSD 3 automatically upon completion of all phases of ALC. SSGs must complete SSD 3 before they are eligible for consideration for SFC. (ALC must be completed before SSD 3 can be initiated).

d. *SSD 4.* SSD 4 is a prerequisite to attend the SMC. SSD 4 tasks are primarily focused at the BN level. All SSGs (promotable), SFC, and MSGs will be enrolled automatically into SSD 4 upon completion of SLC. SFC must complete SSD 4 before they are eligible for consideration for MSG. (SLC must be completed before SSD 4 can be initiated). It is highly recommended that SSD 4 be completed prior to assuming duties as a 1SG.

e. *SSD 5.* SSD 5 is a prerequisite for nominative assignments. SSD 5 tasks are focused at nominative and joint staff levels. All MSGs (promotable) and SGM will be enrolled automatically into SSD 5 upon completion of the SMC or its equivalent.

f. *Sergeant.*

(1) The quality and success of a SGT's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) SGT should study and master the following military publications: STP 21–24–SMCT; STP 31–18B34–SM–TG; STP 31–18C34–SM–TG; STP 31–18D34–SM–TG; STP 31–18E34–SM–TG; STP 31–18F4–SM–TG; STP 31–18–SM–TG; FM 1–02, FM 2–01.3, FM 3–05, FM 3–05.2, FM 3–05.131, FM 3–05.160, FM 3–05.210, FM 3–05.212, FM 3–05.213, FM 3–05.214, FM 3–05.231, FM 3–06, FM 3–07, FM 3–18, FM 3–21.8, FM 3–22.9, FM 3–24, FM 3–76, FM 4–02.43, FM 4–25.11; FM 6–22; FM 27–10, TC 18–01, GTA 31–01–003, GTA 31–02–001, AR 670–1; JP 3–05; AR 600–8–19, ADP 3–05; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/>.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGT willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(5) Soldier boards such as "NCO of the Quarter" and "NCO of the Year" and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) Consideration and recognition should be given to SGT who have been awarded valorous awards.

(7) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site. CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and SF Soldiers should plan their college program around a degree that relates to their MOS using information provided on the Service member Opportunity Colleges Army Degree (SOCAD) Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online. While any civilian education shows exceptional degree of motivation due to the austere environment and OPTEMPO assigned to SF, the desired fields of study for SF should include, but are not limited to the following; (18B) Bachelor of Science (BS) Management Studies, (18C) Associate of Arts (AA) and BS Management Studies, (18D) BS Emergency Medical Care, (18E) AA and BS Computer Studies AA and BS Management Studies, (18F) BS Management Studies, (18Z) BS Management Studies, Computer Science, International Studies,

Emergency Management while civilian education is important; the greatest single determining factor of promotion is Operational experience and performance.

(8) Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*g. Staff sergeant.*

(1) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) SSGs should study and master the following military publications: STP 21-24-SMCT; STP 31-18B34-SM-TG, STP 31-18C34-SM-TG, STP 31-18D34-SM-TG, STP 31-18E34-SM-TG, STP 31-18F4-SM-TG, STP 31-18-SM-TG, FM 1-02, FM 2-01.3, FM 3-05, FM 3-05.2, FM 3-05.131, FM 3-05.160, FM 3-05.210, FM 3-05.212, FM 3-05.213, FM 3-05.214, FM 3-05.231, FM 3-06, FM 3-07, FM 3-18, FM 3-21.8, FM 3-22.9FM 3-24, FM 3-76, FM 4-02.43, FM 4-25.11; FM 6-22; FM 27-10, TC 18-01, GTA 31-01-003, GTA 31-02-001, AR 600-8-19, ADP 3-05; AR 670-1; JP 3-05; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment level.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSGs willing to make the required sacrifices should seize the available opportunities. A majority of Soldiers may earn their associate's degree at the completion of the Special Forces Qualification Course (SFQC) and should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self-development options are based on the SSG's own desire to excel. At this stage, if they do not already have their degree, SSGs should seek opportunities to pursue completion of an associate's degree, attend SLC, and work to complete a Bachelor's degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site. CLEP and the DANTEs tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and SF Soldiers should plan their college program around a degree that relates to their MOS using information provided on the Service-member Opportunity Colleges Army Degree (SOCAD) Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online. While any civilian education shows exceptional degree of motivation due to the austere environment and OPTEMPO assigned to SF, the desired fields of study for SF should include, but are not limited to the following: (18B) BS Management Studies, (18C) AA and BS Management Studies, (18D) BS Emergency Medical Care, (18E) AA and BS Computer Studies AA and BS Management Studies, (18F) BS Management Studies, (18Z) BS Management Studies, Computer Science, International Studies, Emergency Management while civilian education is important; the greatest single determining factor of promotion is Operational experience and performance.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(7) Active duty ASIs associated with CMF 18: SF Combat Diving Medical Tech (18D only), SF Combat Diving Supervisor, SF Sniper, SF Underwater Operations (UWO), SF Military Free fall, Jumpmaster, Battle Staff OPS, Pathfinder. Note: CMF 18 SMUs are required to complete non-ASI producing advanced skills courses such as Operator's Training Course (OTC), National Interagency/Intergovernment Course, Advanced Signals Intelligence (SIGINT) unique to their mission.

(8) Active duty Component SQIs associated with CMF 18; W SF Advanced Reconnaissance, Target, Analysis, and Exploitation Techniques, H Instructor (0609), 8 Instructor (0504), 4 Non-Career Recruiter, M ISG, N Joint Planner, P Parachutist, X drill sergeant, V Airborne Ranger, 8 Instructor, and T SFOD-D Unit Operator.

(9) SGT and SSGs are required to successfully complete WLC, ALC and should continue their military education and development by attending SLC when available. Soldiers and leaders must focus upon the PD education of the individual Soldier. A whole approach to the development of the Soldier should include high physical readiness and conditioning. While Soldiers should strive to meet, exceed and maintain a high degree of physical fitness; a physical fitness score of 240 (80 percent of each event) is the minimum requirement for CMF 18.

(10) Active duty Soldiers must maintain airborne status unless not required by MTOE or TDA. Special emphasis should be placed on successfully completing Jumpmaster. In addition, active duty Soldiers are required to continue their foreign language qualification and cultural skills at the proficiency rating of 1/1 or higher. Active duty Soldiers will maintain a DA Photo in accordance with AR 640-30.

(11) While a fully qualified CMF18 Active Component SSG meets the requirements within the promotion board MILPER message, CMF18 SSGs must have at least 12 months of successful service on a SF Operational DET Alpha

(SFODA) or SMU. Have a Foreign Language Proficiency Rating (FLPR) of 1/1 or higher on the DLPT, 240 APFT score (80 percent in each event), meet height/weight requirement in accordance with AR 600–9, have a DA Photo in accordance with AR 640–30, and have an accurate ERB.

(12) The best qualified CMF 18 Active Component SSGs will have 24 months rated time on SFODA/SMU or 12 months rated time as an SFODA Senior Weapons SGT, Senior Engineer SGT, Senior Medical SGT, Senior Communications SGT, and/or Intelligence SGT. Possess one or more of the following qualifications, Foreign Language Proficiency Rating (FLPR) of 1+/1+ or better. Consistent APFT scores of 285 or better (95 percent in each event). A consistently strong pattern of quantifiable excellence ratings on their DA Forms 2166–8, also known as NCOERs, by their raters, as well as a consistent pattern of senior rater comments that clearly state strong potential to serve at the next higher grade. Completion of 60 semester hours toward an associate's or higher degree. Recognition as a Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandant's List during NCOES or MOS enhancing courses. Consideration and recognition should be given to SSGs who have been awarded valorous awards. The completion of one or more advanced skill/functional courses such as Jumpmaster, Ranger, Special Forces Sniper Course (SFSC), Special Forces Advanced Reconnaissance, Target, Analysis, and Exploitation Technician (SFAR-TAETC), Combat Diver (CDQC), Free Fall (MFF), SMU OTC, Advance Language Training (ATLC), Advanced Special Operations Techniques (ASOT), Special Warfare Training Course (SWTC), SFISC, Dive Supervisor, Free Fall JM (MFFJM), Combat Diving Medical Technician (CDMT).

(13) Key and developmental positions are operational assignments of increased responsibility that best prepare SF SSGs to perform the duties and handle the responsibilities of a SFC. The key developmental positions for CMF 18 SSGs include Junior/Senior SF Weapons SGT (18B), Junior/Senior SF Engineer SGT (18C), Junior/Senior SF Medical SGT (18D), Junior/Senior SF Communications SGT (18E), SF Assistant OPS/Intelligence SGT (18F) and any SMU position which prepares the SSGs to be qualified to perform the duties as a SFC.

*h. Sergeant first class.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Strive to complete a degree program or accumulate 90 semester hours of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) SFC should study and master the following military publications: STP 21–24–SMCT; STP 31–18B34–SM–TG, STP 31–18C34–SM–TG, STP 31–18D34–SM–TG, STP 31–18E34–SM–TG, STP 31–18F4–SM–TG, STP 31–18–SM–TG, FM 1–02, , FM 2–01.3, FM 3–05, FM 3–05.2, , FM 3–05.131, FM 3–05.160, FM 3–05.210, FM 3–05.212, FM 3–05.213, FM 3–05.214, FM 3–05.231, FM 3–06, FM 3–07, FM 3–18, FM 3–21.8 , FM 3–22.9, FM 3–24, FM 3–76, , FM 4–02.43, , FM 4–25.11; FM 6–22; FM 27–10, TC 18–01, GTA 31–01–003, GTA 31–02–001, AR 600–8–19, ADP 3–05; AR 670–1; JP 3–05; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) Upon completion of a minimum 24 months successful assignment on a SFODA, a CMF 18 NCO may strive for consideration for selection to a Regional Support DET (RSD)/Special Forces Operational DET Echo (SFODE) or Jedburgh DET/Special Forces Operational DET Golf (SFODG), minimum qualifications are outlined in United States Army Special Forces Command (USASFC) (A) Policy (99–11).

(4) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(5) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFC willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed 90 semester hours or an associate's degree by 12 years TIS and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to a SFC.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site. CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and SF Soldiers should plan their college program around a degree that relates to their MOS using information provided on the Service-member Opportunity Colleges Army Degree (SOCAD) Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online. While any civilian education shows exceptional degree of motivation due to the austere environment and OPTEMPO assigned to SF, the desired fields of study for SF should include, but are not limited to the following; (18B) BS Management Studies, (18C) AA and BS Management Studies, (18D) BS Emergency Medical Care, (18E) AA and BS Computer Studies AA and BS Management Studies, (18F) BS Management Studies, (18Z) BS Management Studies, Computer Science, International Studies, Emergency Management. While civilian education is important; the greatest single determining factor for promotion is Operational experience and performance.

(7) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an

appropriate technical discipline. Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(8) Active duty ASIs associated with CMF 18: SF Combat Diving Medical Tech (18D only), SF Combat Diving Supervisor, SF Sniper, SF UWO, SF Military Freefall, Jumpmaster, Battle Staff OPS, Pathfinder. Note: CMF 18 SMUs are required to complete non-ASI producing advanced skills courses such as OTC, National Interagency/Intergovernment Course, Advanced SIGINT unique to their mission.

(9) Active Component Duty SQIs associated with CMF 18; SF Advanced Reconnaissance, Target, Analysis, and Exploitation Technician, Instructor (0609), Instructor (0504), Non-Career Recruiter, 1SG, Joint Planner, Parachutist, drill sergeant, Airborne Ranger, Instructor, and SFOD-D Unit Operator.

(10) The quality and success of a SFC's career is in direct proportion to a consistent commitment to excellence, regardless of the mission, and the Soldier's development. SFC that are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use in order to teach, coach and mentor his Soldiers. SFC are required to successfully complete the SLC and SSD 4. Soldiers and leaders must focus upon the PD education of the individual Soldier. A whole approach to the development of the Soldier should include high physical readiness and conditioning. While Soldiers should strive to meet, exceed and maintain a high degree of physical fitness; a physical fitness score of 240 (80 percent of each event) is the minimum requirement for CMF 18.

(11) (RA Only) Active duty Soldiers must maintain airborne status unless not required by MTOE or TDA. SFC must successfully complete the Static Line Jumpmaster Course. In addition, active duty Soldiers must continue their foreign language qualification and cultural skills at the proficiency rating of 1/1 or higher. Active Component Soldier must maintain a DA Photo in accordance with AR 640-30.

(12) While a fully qualified CMF18 Active Component SFC meets the requirements within the promotion board MILPER message, CMF18 SFC must have at least 42 months of accumulative successful service on a SFODA/SFODE/SFODG/SMU. Completion of Static Line Jumpmaster Course. Have a Foreign Language Proficiency Rating (FLPR) of 1/1 or higher on the DLPT, meet height/weight requirement IAW AR 600-9, 240 APFT score (80 percent in each event), have a quality DA Photo in accordance with AR 640-30 and have an accurate ERB.

(13) The best qualified CMF 18 Active Component SFC should be rated as a SFODA/SFODE/SFODG/SMU Team/OPS SGT for no less than 12 months in order to gain valuable experience prior to being promoted to MSG. Possess one or more of the following qualifications, Foreign Language Proficiency Rating (FLPR) of 1+/1+ or better. Consistent APFT scores of 285 or better (95 percent in each event). A consistently strong pattern of quantifiable excellence ratings on their DA Forms 2166-8, also known as NCOERs, by their raters, and a consistent pattern of senior rater comments which clearly state strong potential to serve at the next higher grade. Completion of 90 semester hours toward an associate's or higher degree. Recognition as a Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandant's List during NCOES or MOS enhancing courses. Consideration and recognition should be given to SFC who have been awarded valorous awards. The completion of one or more advanced skill/functional courses such as Ranger, Special Forces Sniper Course (SFSC), Special Forces Advanced Reconnaissance Course, Target, Analysis, and Exploitation Technician (SFARTAETC), Combat Diver Qualification Course (CDQC), Free Fall (MFF), SMU OTC, Advance Language Training (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Combat Dive Supervisor Course (CDSC), Free Fall JM (MFFJM), Combat Diving Medical Technician (CDMT). Special consideration should be given for those SFC who are selected for and serve as U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) Instructors or OPS DET OPE in the Operation DET in the SF GP.

(14) The key and developmental positions are operational assignments of increased responsibility that best prepare SF SFC to perform the duties and handle the responsibilities of a MSG. The key developmental positions for CMF 18 SFC include Senior SF Weapons SGT (18B), Senior SF Engineer SGT (18C), Senior SF Medical SGT (18D), Senior SF Communications SGT (18E), and SF Intelligence SGT (18F), Assistant OPS/Intelligence SGT.

*i. Master sergeant/First sergeant.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations, civilian education, and fiercely competitive records may be considered a major discriminator for selection to SGM. MSG/1SGs should strive to complete a degree program (Bachelor's or Master's degree) or accumulate 120 semester hours of college credit towards a degree. While any civilian education shows exceptional degree of motivation due to the austere environment and OPTEMPO assigned of SF a college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) MSGs and 1SGs should study and master the following military publications: ATTP 3-18.04, ATTP 3-18.11, FM 1-02, FM 2-01.3, FM 3-05, FM 3-05.2, FM 3-05.70, FM 3-05.131, FM 3-05.160, FM 3-05.210, FM 3-05.212, FM 3-05.213, FM 3-05.214, FM 3-05.231, FM 3-06, FM 3-07, FM 3-18, FM 3-21.8, FM 3-22.9, FM 3-24, FM 3-76, FM 3-97.6, FM 4-02.43, FM 4-25.11; FM 4-25.12, FM 6-22; ADP/ADRP 6-0, FM 21-10, FM 27-10 The, FM 90-3, FM 90-5, FM 90-26, TC 18-01, TC 18-06, GTA 31-01-003, GTA 31-02-001, AR 220-1, AR 350-1.; AR

600–20; AR 601–280; AR 600–8–19, ADP 3–05, DA PAM 611–21; AR 670–1; AR 750–1; AR 840–10 ; JP 3–05; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) MSG should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education, however, those MSG willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a MSG should have completed 120 semester hours or a bachelor's degree by 17 years TIS and continue studies towards an upper level degree. The MSG must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to a MSG.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site. College CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and SF Soldiers should plan their college program around a degree that relates to their MOS using information provided on the Service member Opportunity Colleges Army Degree (SOCAD) Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online. While any civilian education shows exceptional degree of motivation due to the austere environment and OPTEMPO assigned to SF, the desired fields of study for SF should include, but are not limited to the following; (18B) BS Management Studies, (18C) AA and BS Management Studies, (18D) BS Emergency Medical Care, (18E) AA and BS Computer Studies AA and BS Management Studies, (18F) BS Management Studies, (18Z) BS Management Studies. Computer Science, International Studies, Emergency Management While civilian education is important; the greatest single determiner of promotion is Operational experience and performance.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for technical certification, a list of certifications is available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(7) Active duty ASIs associated with CMF 18: SF Combat Diving Medical Tech (18D only), SF Combat Diving Supervisor, SF Sniper, SF UWO, SF Military Free fall, Jumpmaster, Battle Staff OPS, Pathfinder. Note: CMF 18 SMU are required to complete non-ASI producing advanced skills courses such as OTC, National Interagency/Intergovernment Course, Advanced SIGINT unique to their mission.

(8) Active Component SQIs associated with CMF 18: SF Advanced Reconnaissance, Target, Analysis, and Exploitation Techniques, Instructor (0609), Instructor (0504), Non-Career Recruiter, ISG, Joint Planner, Parachutist, drill sergeant, Airborne Ranger, Instructor, and SFOD–D Unit Operator.

(9) The quality and success of a MSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission, and the Soldiers development. MSG that are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use in order to teach, coach and mentor his Soldiers. MSG are required to successfully complete the SLC and SSD 4. Soldiers and leaders must focus upon the PD education of the individual Soldier. A whole approach to the development of the Soldier should include high physical readiness and conditioning. While Soldiers should strive to meet, exceed and maintain a high degree of physical fitness; a physical fitness score of 240 (80 percent of each event) is the minimum requirement for CMF 18.

(10) (RA Only) Active duty Soldiers must be able to maintain airborne status unless not required by MTOE or TDA. MSG must successfully complete the Static Line Jumpmaster Course. In addition, active duty Soldiers must continue their foreign language qualification and cultural skills at the proficiency rating of 1/1 or higher. Active Component Soldier must maintain a DA Photo in accordance with AR 640–30.

(11) While a fully qualified CMF18 Active Component MSG meets the requirements within the promotion board MILPER message, CMF18 MSG must have a minimum of 24 months of successful service as the Team/OPS SGT on a SFODA/SFODE/SFODG/SMU. Completion of the Static Line Jumpmaster Course and one or more advanced skill/functional courses such as Ranger school, Special Forces Sniper Course (SFSC), Special Forces Advanced Reconnaissance, Target, Analysis, and Exploitation Technician (SFARTAETC), Combat Diver (CDQC), Free Fall (MFF), SMU OTC, ASOT, Special Warfare Training Course (SWTC). Have a Foreign Language Proficiency Rating (FLPR) of 1/1 or higher on the DLPT, meet height/weight requirement in accordance with AR 600–9, 240 APFT score (80 percent in each event), have a DA Photo in accordance with AR 640–30, and have an accurate ERB.

(12) The best qualified CMF 18 Active Component MSG will have 36 months or more of successful service as the Team/OPS SGT on a SFODA/SFODE/SFODG /SMU or 24 months of successful service as the Team/OPS SGT on a SFODA/SFODE/SFODG/SMU with 12 months of additional successful service of a CMF 18 Branch/Proponent Manager/Company 1SG/inter Agency Assignments/USAJFKSWCS Chief Instructor/SMU Chief Instructor. Possess one or more of the following qualifications, Foreign Language Proficiency Rating (FLPR) of 1+/1+ or better. Consistent

APFT scores of 285 or better (95 percent in each event). A consistently strong pattern of quantifiable excellence ratings on their DA Forms 2166–8, also known as NCOERs, by their raters, and a consistent pattern of senior rater comments which clearly state strong potential to serve at the next higher grade. Completion of 120 semester hours toward an associate's or higher degree. Recognition as a Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandant's List during NCOES or MOS-enhancing courses. Consideration and recognition should be given to MSGs who have been awarded valorous awards. The completion of one or more advanced skill/functional courses such as SFISC, Dive Supervisor (CDSC), Free Fall JM (MFFJM), Combat Diving Medical Technician (CDMT).

(13) The key and developmental positions are ones of increased responsibility that best prepare SF MSG to perform the duties and handle the responsibilities of a SGM. The key developmental positions for CMF 18 MSG include SF Team/OPS SGT (SFODA/SFODE/SFODG), 1SG or BN/GP S–3 at the tactical level, which prepares the MSG/1SG to perform the duties as a SF SGM. Leadership assignments are the key for successful development within CMF 18. The SF Enlisted PD Guide stresses the importance of serving as a SFODA/SFODE/SFODG/SMU Team/OPS SGT and requires this experience before advancing to the next higher grade. There is no substitute for serving in a Team/OPS SGT position throughout a SF Soldier's career.

*j. Sergeant major/command sergeant major.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations, civilian education, and fiercely competitive records maybe considered a major discriminator for selection to CSM, SMs should strive to complete a degree program (Bachelor's or Master's degree) or accumulate 140 semester hours of college credit towards a degree. While any civilian education shows exceptional degree of motivation due to the austere environment and OPTEMPO assigned to SF. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) The SGM/CSM should read publications on their chains of command professional reading list. FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) SGM should study and master the following military publications: STP 21–24–SMCT; FM 3–0, FM 4–25.11; FM 27–10; AR 220–1, AR 350–1; AR 600–20; AR 601–280; DA PAM 611–21; AR 600–8–19, ADP 3–05, ADP/ADRP 6–0, AR 670–1; AR 750–1; AR 840–10 ; JP 3–05; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(4) SGM should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(5) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGM willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SGM should have completed 140 semester hours or a master's degree by 25 years and continue studies towards an upper level degree. The SGM must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SGM.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site. CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and SF Soldiers should plan their college program around a degree that relates to their MOS using information provided on the Service-member Opportunity Colleges Army Degree (SOCAD) Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online. While any civilian education shows exceptional degree of motivation due to the austere environment and OPTEMPO assigned to SF, the desired fields of study for SF should include, but are not limited to the following; (18B) BS Management Studies, (18C) AA and BS Management Studies, (18D) BS Emergency Medical Care, (18E) AA and BS Computer Studies AA and BS Management Studies, (18F) BS Management Studies, (18Z) BS Management Studies. Computer Science, International Studies, Emergency Management While civilian education is important; the greatest single determiner of promotion is Operational experience and performance.

(7) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(8) Active duty ASIs associated with CMF 18: SF Combat Diving Medical (18D only), SF Combat Diving Supervisor, SF Sniper, SF UWO, SF Military Free fall, Jumpmaster, Battle Staff OPS, Pathfinder. Note: CMF 18

SMUs are required to complete non-ASI producing advanced skills courses such as OTC, National Interagency/Intergovernment Course, Advanced SIGINT unique to their mission.

(9) Active duty SQIs associated with CMF 18: SF Advanced Reconnaissance, Target, Analysis, and Exploitation Techniques, Instructor (0609), Instructor (0504), Non-Career Recruiter, 1SG, Joint Planner, Parachutist, drill sergeant, Airborne Ranger, Instructor, and SFOD-D Unit Operator.

(10) The quality and success of a SGM's career is in direct proportion to a consistent commitment to excellence, regardless of the mission, and the Soldiers development. SGM that are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use in order to teach, coach and mentor his Soldiers. Soldiers and leaders must focus upon the PD education of the individual Soldier. A whole approach to the development of the Soldier should include high physical readiness and conditioning. While Soldiers should strive to meet, exceed and maintain a high degree of physical fitness; a physical fitness score of 240 (80 percent of each event) is the minimum requirement for CMF 18.

(11) (RA Only) Active duty Soldiers must be able to maintain airborne status unless not required by MTOE or TDA. SGM must successfully complete Static Line Jumpmaster Course. In addition, active duty Soldiers must continue their foreign language qualification and cultural skills at the proficiency rating of 1/1 or higher. Active Component Soldier must maintain a DA Photo in accordance with AR 640-30.

(12) While a fully qualified CM18 Active Component SGM meets the requirements within the promotion board MILPER message, CMF18 SGMs must have at least 12 months of successful service as a company SGM of a SFODB/SFODF/SFODH or SMU Troop, completion of the Static Line Jumpmaster Course. Have a foreign language proficiency rating (FLPR) of 1/1 or higher on the DLPT, meet height/weight requirement in accordance with AR 600-9, 240 APFT score (80 percent in each event), have a DA photo in accordance with AR 640-30, and have an accurate ERB.

(13) The best qualified CMF 18 Active Component SGM will have 36 months or more of successful service as the company SGM of a SFODB/SFODF/SFODH/SMU Troop or 12 months of successful service as the company SGM of a SFODB/SFODF/SFODH/SMU Troop with 24 months of additional successful service as an OPS SGM of a GP or higher level HQ. Possess one or more of the following qualifications, foreign language proficiency rating (FLPR) of 1+/1+ or better. Consistent APFT scores of 285 or better (95 percent in each event). A consistently strong pattern of quantifiable excellence ratings on their DA Forms 2166-8, also known as NCOERs, by their raters, and a consistent pattern of senior rater comments which clearly state strong potential to serve at the next higher grade. Completion of 120 semester hours toward an associate's or higher degree. Recognition as a Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandant's List during NCOES or MOS-enhancing courses. Consideration and recognition should be given to SGMs who have been awarded valorous awards. The completion of one or more advanced skill/functional courses such as Ranger, Special Forces Sniper Course (SFSC), Special Forces Advanced Reconnaissance, Target, Analysis, and Exploitation Technician Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Free Fall (MFF), SMU OTC, Advance Language Training (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Dive Supervisor Course (CDSC), Free Fall JM (MFFJM), Combat Diving Medical Technician (CDMT). Also, special consideration should be given for those SGMs who are selected for and serve as OPSDET/BN OPS/SWCS Company SGM.

(14) The key and developmental positions are ones of increased responsibility that best prepare SF SGM to perform the duties and handle the responsibilities of a CSM. The key developmental positions for CMF 18 SGM include SF Company/SMU Troop, BN S-3 or GP S-3 SGM at the tactical level, which prepares the SGM to perform the duties as a SF CSM. Leadership assignments are the key for successful development within CMF 18. The SF Enlisted PD Guide stresses the importance of serving as a Company, BN S-3 or GP S-3 SGM and recommends this experience before advancing to the next higher grade. There is no substitute for serving in Company, BN S-3 or GP S-3 SGM critical leadership positions throughout a SF Soldier's career.

#### **9-4. Military occupational specialty 18B special forces weapons sergeant**

*a. Major duties.* 18B-SF Weapons SGT (SSG/SFC). Employs U.S. and foreign small arms, light and heavy crew served weapons, anti-aircraft and anti-armor weapons. Controls emplacement and supervises employment during tactical offensive and defensive combat OPS; reads, interprets, and prepares combat orders; coordinates organic and supporting fire power, performs standard and nonstandard air delivery, airborne OPS, and air-ground OPS; ensures collection and proper reporting of intelligence data to unit and staff sections

*b. Prerequisites.* For initial award of the CMF 18 MOS, see DA Pam 611-21 in the HRC Smart book for details. SF recruits volunteers from within the ranks of the U.S. Army as well as from among U.S. Army Initial Entry Enlistees. Upon graduation from all phases of the SFQC, Soldiers are awarded CMF 18 MOS, promoted to the rank of SGT E-5, awarded the Green Beret and SF Tab. Graduates will have completed, as part of the SFQC: Basic Airborne Course, WLC, ALC, Survival, Evasion, Resistance and Escape (SERE), and Special Operations Language Training (SOLT).

(1) *In-Service Recruiting Program.* USAJFKSWCS recruits RA SPC through SSG, all MOSs, with not more than 14 years AFS and in limited cases, SFC. Those volunteering for SF training must meet prerequisites listed in AR 614-200 to attend Special Forces Assessment and Selection (SFAS). Soldiers volunteering for SF training must first attend and successfully complete SFAS before beginning the SFQC. SFAS is an intensive, 3-week course, both physically

demanding and mentally challenging, designed to determine a volunteer's suitability to attend SFQC and serve on a SFODA. Those selected will PCS to Fort Bragg to attend the SFQC in MOS 18B, 18C, 18D, or 18E. If not Airborne qualified, Soldiers must volunteer for and successfully complete airborne training before beginning the SFQC. See also Special Operations Recruiting Battalion (SORB) for additional information on recruiting and SFAS. Soldiers must complete SSD 1 prior to attending WLC. There is no SSD 2 between WLC and ALC.

(2) *18X Initial Accessions Program.* Initial Entry Enlistees (prior or nonprior service), between the ages of 20 and not reached 30 by ship date, meeting United States Army Recruiting Command (USAREC) recruiting criteria for SF, will enlist in the U.S. Army as a PFC under Special Reporting Code (SRC) 18X, attend One-Station Unit Training (OSUT) 11B and Basic Airborne Course at Ft Benning, GA before beginning SF Training at Fort Bragg, NC. Those not completing the SFQC are reassigned in accordance with the needs of the Army. See Go Army for additional information. Soldiers will be automatically enrolled in SSD 1 upon completion of BCT/OSUT. Soldiers must complete SSD 1 prior to attending WLC. There is no SSD 2 between WLC and ALC.

(3) *Waiver of prerequisites.* The Commanding General (CG), USAJFKSWCS, is the final waiver approval authority for course prerequisites and qualification requirements. All requests for waivers should be addressed to the Commander, USAJFKSWCS (AOJK-SFP), Fort Bragg, NC 28310.

*c. Goals for development.*

(1) *Assignments.* The vast majority of enlisted authorizations in CMF18 are in operational assignments, (for example, SF Operational GP, Special Forces Operational DET Alpha (SFODA), Regional Support DET (RSD)/Special Forces Operational DET Echo (SFODE) or Jedburgh DET/Special Forces Operational DET Golf (SFODG), or SMU, with most on a SFODA/SMU Team. SF NCO will spend the majority of their career in these war-fighter assignments. SF NCO, in a typical career, can expect to do a minimum of one staff rotation within an SF Operational GP (SFODB/SFODF/SFODH/BN/GP) and one TDA assignment (outside the SF GP). SNCO, serving in an Operational GP/SMU (in a staff or similar position), should avoid extended or consecutive assignments (in excess of 48 months) away from the SFODA/SFODE/SFODG/SMU Team and consecutive (back-to-back) TDA assignments away from the Operational GP/SMU. It is not uncommon for a SF NCO in a SMU or SFODE/SFODG to serve most or all of his operational time in a SMU or SFODE/SFODG.

(2) *Self-development.* Soldiers are automatically enrolled into SSD 2 upon completion of the WLC. SSD 2 focuses on preparing unit and subordinate elements for peace, wartime missions and contingencies.

(3) *Advanced (special skills) training.* All CMF 18 Soldiers must successfully complete the Static Line Jumpmaster Course (SLJM) as a prerequisite for CMF 18 MSG selection. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly Special Operations Target Interdiction Course (SOTIC)), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, Advance Training and Language Course (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Combat Diver Supervisor Course (CDSC), Military Free Fall Jumpmaster Course (MFFJM), Combat Diving Medical Technician (CDMT), USASOC Mountain Course, Multipurpose Canine Handlers Course, Special Operations Terminal Attack Controller Course (SOTACC), Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, National Interagency/Intergovernment Course. Cross-training into another CMF 18 MOS is desirable as well.

(4) *Language training and regional orientation.* Completion of SOLT is required for initial award of CMF18 MOS and is included in the SFQC. SF units are regionally oriented to ensure they have the resident skills and cultural understanding necessary to communicate with and influence their foreign counterparts. All SF NCO must sustain a minimum Foreign Language Proficiency Rating (FLPR) of 1/1 or higher on the DLPT. Based on the advanced mission requirements of the SFODE/SFODG, the Foreign Language Proficiency Rating (FLPR) of 2/2 or higher on the DLPT, based on unique mission requirements,

(5) *Physical fitness.* All SF NCOs should strive to sustain an excellent degree of physical fitness throughout their entire career. This level of fitness directly correlates to the SF Soldier's combative skills. All SF NCO must meet height/weight requirement in accordance with AR 600-9 and a minimum of 240 APFT score (80 percent in each event).

(6) *Civilian education.* Any civilian education attained while in SF shows an exceptional degree of motivation, however, the absence of any such education should in no way detract from the promotion potential of an otherwise highly qualified NCO.

*(a) Staff sergeant.*

1. *Institutional training.* WLC and ALC are part of the SFQC and required for award of any CMF 18 MOS.

2. *Operational assignments.* Serve as the Junior Weapons on a SFODA or SMU. The SFODA/SMU is the primary war-fighter assignment for a SSG. A SF SSG should serve no less than 42 consecutive months on a SFODA/SFODE/SFODG/SMU immediately upon completion of the SFQC before a follow on assignment.

3. *Self-development.* Successful SSGs may be selected to serve at the operational unit at the Company, BN, GP level, or SWCS after completing at least 42 months on a SFODA/SFODE/SFODG/SMU. To be considered eligible for



selection for promotion to SFC, SSGs should successfully serve 12 months on a SFODA/SMU. (For additional information on self-development, see para 9–3.) SSD 3 is a prerequisite to attend SLC. All SGT and SSGs who graduated ALC previously known as the BNCOC will be automatically enrolled in SSD 3 prior to SLC attendance.

4. *Additional training.* All CMF 18 Soldiers should strive to successfully complete the Static Line Jumpmaster Course (SLJM) as a prerequisite for CMF 18 MSG selection. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, Advance Training and Language Course (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Combat Diver Supervisor Course (CDSC), Military Free Fall Jumpmaster Course (MFFJM), Combat Diving Medical Technician (CDMT), USASOC Mountain Course, Multipurpose Canine Handlers Course, SOTACC, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, JSOU Courses, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, National Interagency/Intergovernment Course. Cross-training into another CMF 18 MOS is desirable as well.

5. *Special assignments.* Regional Support DET (RSD)/Special Forces Operational DET Echo (SFODE), Jedburgh DET/Special Forces Operational DET Golf (SFODG), Regional Support Element (RSE)/ Special Forces Operational DET Foxtrot (SFODF), Jedburgh Company/Special Forces Operational DET Hotel (SFODH), Multi-Purpose Canine Handler, USAJFKSWCS Instructor, OPS DET, Recruiter, Drill Instructor (11B OSUT), SMU OTC Instructor.

(b) *Sergeant first class.*

1. *Institutional training.* The scope of tasks/competencies addressed in SLC will provide both the detachment and company level perspective, where appropriate, and build upon experience gained in previous training and operational assignments. Please review AR 350–1 Army Training and Leader Development.

2. *Operational assignments.* Serve as the Senior Weapons, or Intelligence SGT on a SFODA/SFODE/SFODG/SMU. To be considered eligible for selection for promotion to MSG/18Z, SFC must successfully serve not less than 42 months on a SFODA/SFODE/ SFODG/SMU. CMF 18 DET Assistant OPS SGT is the NCO appointed by the TM/OPS SGT to be the 2IC, regardless of MOS. Serve as the Senior Weapons, Senior Engineer, Senior Medic, Senior Communications or Intelligence SGT on a SFODA/SFODE/ SFODG/SMU. The SFODA/SFODE/SFODG/SMU is the primary war-fighter assignment for a SFC. Other operational assignments include: Staff operational assignments (SFODB/SFODF/ SFODH to major command level. The 18B assigned to the SFODE/SFODG is the senior weapons SGT and the subject matter expert (SME) in Advanced SO, focusing on the direct in-theater requirements of the GCC and TSOC Operational Plans. His work environments will be at the tactical, operational and strategic level.

3. *Self-development.* The focus for self-development is on maintaining and upgrading SF regional and linguistic expertise, MOS cross training, and seeking out duties in a supervisory role. The SF SFC should continue to pursue additional civilian education as the unit's operational commitments permit. CMF 18 MOSs (B, C, D, E, and F) feed 18Z, DET Team/OPS SGT. To be considered eligible for selection for promotion to MSG/18Z, SFC must successfully serve not less than 42 months on a SFODA/SFODE/SFODG/SMU. CMF 18 DET Assistant OPS SGT is the NCO appointed by the Team/OPS SGT to be the 2IC, regardless of MOS, all SFC must complete the Static Line Jumpmaster Course. Additionally, all SFC should seek assignment to the SFODE/SFODG. (For additional information on self-development, see para 9–3.) SSD 3 is a prerequisite to attend SLC. All SGT (P), SSGs and SFC will be automatically enrolled in SSD 3 upon completion of all phases of ALC and prior to SLC attendance. After completion of SLC, all SFC will be automatically enrolled in SSD 4, SSD 4 is a prerequisite for CMF 18 MSG Selection.

4. *Additional training.* Those Soldiers that have completed the Special Forces Intelligence SGT Course (SFISC) will serve as the DET Intel SGT/18F. All CMF 18 Soldiers must successfully complete the Static Line Jumpmaster Course (SLJM) as a prerequisite for CMF 18 MSG selection. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, Advanced Training and Language Course (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Combat Diver Supervisor Course (CDSC), Military Free Fall Jumpmaster Course (MFFJM), Combat Diving Medical Technician (CDMT), USASOC Mountain Course, Multipurpose Canine Handlers Course, SOTACC, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, JSOU Courses, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, National Interagency/Intergovernment Course.

5. *Special assignments.* CMF 18 Branch Manager, Regional Support DET (RSD)/Special Forces Operational DET Echo (SFODE), Jedburgh DET/Special Forces Operational DET Golf (SFODG), Regional Support Element (RSE)/ Special Forces Operational DET Foxtrot (SFODF), Jedburgh Company/Special Forces Operational DET Hotel (SFODH), Multi-Purpose Canine Handler, USAJFKSWCS Instructor, OPS DET , Recruiter, Drill Instructor (11B OSUT), SMU OTC Instructor, ROTC Military Science Instructor.

## **9–5. Military occupational specialty 18B professional development model**

The PDM for MOS 18B is available at <https://actnow.army.mil>.

## **9-6. Military occupational specialty 18B Reserve Component**

*a. Need a lead-in.* The mission and duties for RC CMF 18 Soldiers are identical to AC with the following exceptions/considerations:

(1) The RC CMF 18 draws its applicants through the ARNG and volunteers from other RC units. In-service volunteers for SF must be male recruits from SPC through SSG, all MOSs and in limited cases, SFC. All requests for waivers should be addressed through command channels (including the State active duty for Training (ADT) Manager) to the CG, USAJFKSWCS, Attention: AOJK-SP, Fort Bragg, NC 28310.

(2) Initial active duty for Training (IADT/REP 63) Soldiers can be recruited off the street for the ARNG. This Initial Entry Enlistee (prior or non-prior service) is a male between the ages of 18 and 29, meeting USAREC recruiting criteria for SF, enlisting in the ARNG for CMF 18. The respective State will determine the feeder MOS for CMF 18/SFQC. These Soldiers will complete the respective OSUT and Basic Airborne Course at Ft Benning, GA before beginning SF Training at Ft Bragg, NC. Those not completing SFAS or the SFQC are reassigned in accordance with the needs of the respective State ARNG.

(3) Soldiers who fail to complete SF training will be returned to their parent RC units.

*b. Reserve Component duty/operational assignments.*

(1) The RC Soldiers may serve in USAJFKSWCS and various SF and SO positions by volunteering for and being selected for assignment. The RC SF Soldiers may serve active duty (AD) tours in the AGR program under the provisions of AR 135-18. They will serve under the provisions of Title 32 (State) or Title 10 (Federal), U.S. Code performing AGR tours in full time support positions assigned by each state (Title 32) or assigned by NGB (Title 10). Title 32 AGR tour will normally be performed in assignments to ARNG SF or SO units. However, due to geographic considerations and limited upward mobility in ARNG SO units, some Soldiers may not be able to stay only in SO units. They should seek assignments in State HQ (for ARNG); unified or specified commands, area commands, IMA program, or at Regional Readiness Commands for USAR. Title 10 AGR tours will be performed at USSOCOM; USASOC; USASFC (A); USAJFKSWCS; or NGB. Title 10 assignments are made and sponsored by NGB with the consent of the DARNG in support of the NGB charter.

(2) ARNG/USAR Soldiers may volunteer for and serve specified periods of active duty (for example, short tours) with USSOCOM; USASOC; USASFC (A); USAJFKSWCS; Theater Army Special Operations Support Command (TASOSC); Theater Special Operations Command (TSOC); any active component group (including the 1st Special Warfare Training Group) and its subordinate units; Military Missions in Foreign Nations; or with Army, Joint, and combined staffs requiring ARNG/USAR SF experience/support.

(3) Requirements exist for ARNG/USAR Soldiers to serve short tours of 179, or fewer, days in duration such as: TTAD managed by CDR, HRC in accordance with AR 135-210, active duty for special work (ADSW) in accordance with AR 135-200 and KPUP managed by the NGB only, normally limited to 90 days in duration.

(4) RC SF Soldiers may also serve in the traditional M-Day or IMA status.

## **9-7. Military occupational specialty 18C special forces engineer sergeant**

*a. Major duties.* The SF Engineer SGT (SSG/SFC). Employs offensive/defensive combat engineer capabilities; performs and instructs in demolitions, explosives, improvised munitions, U.S. and foreign landmines, mine/countermine OPS, construction, field fortification, bridging, rigging, electrical wiring, plumbing, reconnaissance, target analysis and civil action projects; instructs and performs land and water navigation duties by interpreting maps, overlays, photos, charts and using standard and nonstandard navigational techniques and equipment; proficient in sabotage OPS with standard, nonstandard, and improvised munitions and explosives; plans, prepares and conducts the target analysis portion of the area study; collects and disseminates engineer intelligence data; prepares and reviews target folders; prepares and reviews target analysis folders.

*b. Prerequisites.* For initial award of the CMF 18 MOS, see DA Pam 611-21 in the HRC Smart book for details. SF recruits volunteers from within the ranks of the U.S. Army as well as from among U.S. Army Initial Entry Enlistees. Upon graduation from all phases of the SFQC, Soldiers are awarded CMF 18 MOS, promoted to the rank of SGT E-5, and awarded the Green Beret and SF Tab. Graduates will have completed, as part of the SFQC: Basic Airborne Course, WLC, ALC, SERE, and SOLT.

(1) In-Service Recruiting Program. USAJFKSWCS recruits RA SPC through SSG, all MOSs, with not more than 14 years AFS and in limited cases, SFC. Those volunteering for SF training must meet prerequisites listed in AR 614-200 to attend SFAS. Soldiers volunteering for SF training must first attend and successfully complete SFAS before beginning the SFQC. SFAS is an intensive, 3-week course, both physically demanding and mentally challenging, designed to determine a volunteer's suitability to attend SFQC and serve on a SFODA. Those selected will PCS to Fort Bragg to attend the SFQC in MOS 18B, 18C, 18D, or 18E. If not Airborne qualified, Soldiers must volunteer for and successfully complete airborne training before beginning the SFQC. See also SORB for additional information on recruiting and SFAS. Soldiers must complete SSD 1 prior attending WLC. There is no SSD 2 between WLC and ALC.

(2) 18X *Initial Accessions Program.* Initial Entry Enlistees (prior or non-prior service), between the ages of 20 and not reached 30 by ship date, meeting USAREC recruiting criteria for SF, will enlist as a PFC under SRC 18X, attend One-Station Unit Training (OSUT) 11B and Airborne School at Ft Benning, GA before beginning SF Training at Ft

Bragg, NC. Those not completing the SFQC are reassigned in accordance with the needs of the Army. See Go Army for additional information. Soldiers will be automatically enrolled in SSD 1 upon completion of BCT/OSUT. Soldiers must complete SSD 1 prior to attending WLC. There is no SSD 2 between WLC and ALC.

(3) Waiver of prerequisites. The CG, USAJFKSWCS, is the final waiver approval authority for course prerequisites and qualification requirements. All requests for waivers should be addressed to the Commander, USAJFKSWCS (AOJK-SFP), Fort Bragg, NC 28310-0001.

*c. Goals for development.*

(1) *Assignments.* The vast majority of enlisted authorizations in CMF18 are in operational assignments, (for example, SF Operational GP, Special Forces Operational DET Alpha (SFODA), Regional Support DET (RSD)/Special Forces Operational DET Echo (SFODE) or Jedburgh DET/Special Forces Operational DET Golf (SFODG), or SMU, with most on a SFODA/SMU Team). SF NCO will spend the majority of their career in these war-fighter assignments. SF NCO, in a typical career, can expect to do a minimum of one staff rotation within an SF Operational GP (SFODB/SFODF/SFODH/ BN/GP) and one TDA assignment (outside the SF GP). SNCO, serving in an Operational GP/SMU (in a staff or similar position), should avoid extended or consecutive assignments (in excess of 48 months) away from the SFODA/SFODE/SFODG/SMU Team and consecutive (back-to-back) TDA assignments away from the Operational GP/SMU. It is not uncommon for a SF NCO in a SFODE/SFODG/SFODF/SFODH/SMU to serve most or all of his operational time in a SFODE/SFODG/ SFODF/SFODH/SMU .

(2) *Self-development.* Soldiers are automatically enrolled into SSD 2 upon completion of the WLC. SSD 2 focuses on preparing unit and subordinate elements for peace, wartime missions and contingencies.

(3) *Advanced (special skills) training.* All CMF 18 Soldiers must successfully complete the Static Line Jumpmaster Course (SLJM) as a prerequisite for CMF 18 MSG selection. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, Advance Training and Language Course (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Combat Diver Supervisor Course (CDSC), Military Free Fall Jumpmaster Course (MFFJM), Combat Diving Medical Technician (CDMT), USASOC Mountain Course, Multipurpose Canine Handlers Course, SOTACC, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, JSOU Courses, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, National Interagency/Intergovernment Course. Cross-training into another CMF 18 MOS is desirable as well.

(4) *Language training and regional orientation.* Completion of SOLT is required for initial award of CMF18 MOS and is included in the SFQC. SF units are regionally oriented to ensure they have the resident skills and cultural understanding necessary to communicate with and influence their foreign counterparts. All SF NCO must sustain a minimum Foreign Language Proficiency Rating (FLPR) of 1/1 or higher on the DLPT. Based on the advance mission requirements of the SFODF, the Foreign Language Proficiency Rating (FLPR) of 2/2 or higher on the DLPT.

(5) *Physical fitness.* All SF NCOs should strive to sustain an excellent degree of physical fitness throughout their entire career. This level of fitness directly correlates to the SF Soldier's combative skills. All SF NCO must meet height/weight requirement in accordance with AR 600-9 and maintain a minimum of 240 APFT score (80 percent in each event).

(6) *Civilian education.* Any civilian education attained while in SF shows an *exceptional* degree of motivation, however, the absence of any such education should in no way detract from the promotion potential of an otherwise highly qualified NCO.

*d. Staff sergeant.*

(1) *Institutional training.* WLC and ALC are part of the SFQC and required for award of any CMF 18 MOS.

(2) *Operational assignments.* Serve as the Junior Engineer, SGT on a SFODA or SMU. The SFODA/SMU is the primary war-fighter assignment for a SSG. A SF SSG should serve not less than 42 consecutive months on a SFODA/SFODE/SFODG/SMU immediately upon completion of the SFQC before a follow on assignment.

(3) *Self-development.* Successful SSGs may be selected to serve at the operational unit at the Company, BN, GP level, or SWCS after completing at least 42 months on a SFODA/SFODE/SFODG/SMU. To be considered eligible for selection for promotion to SFC, SSGs should successfully serve 12 months on a SFODA/SMU. (For additional information on self-development, see para 9-3.) SSD 3 is a prerequisite to attend SLC. All SGT and SSGs who graduated ALC, previously known as the BNCOC, will be automatically enrolled in SSD 3 prior to SLC attendance.

(4) *Additional training.* All CMF 18 Soldiers must successfully complete the Static Line Jumpmaster Course (SLJM) as a prerequisite for CMF 18 MSG selection. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, Advance Training and Language Course (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Combat Diver Supervisor Course (CDSC), Military Free Fall Jumpmaster Course (MFFJM), Combat Diving Medical Technician (CDMT), USASOC Mountain Course, Multipurpose Canine Handlers Course, SOTACC, Recruiter School, Drill Sergeant School, Intermediate

Language Training, Advance Language Training, JSOU Courses, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, National Interagency/Intergovernment Course. Cross-training into another CMF 18 MOS is desirable as well.

(5) *Special assignments.* Regional Support DET (RSD)/Special Forces Operational DET Echo (SFODE), Jedburgh DET/Special Forces Operational DET Golf (SFODG), Regional Support Element (RSE)/Special Forces Operational DET Foxtrot (SFODF), Jedburgh Company/Special Forces Operational DET Hotel (SFODH), Multi-Purpose Canine Handler, USAJFKSWCS Instructor, OPS DET, Recruiter, Drill Instructor (11B OSUT), SMU OTC Instructor.

*e. Sergeant first class.*

(1) *Institutional training.* The scope of tasks/competencies addressed in SLC will provide both the detachment and company level perspective, where appropriate, and build upon experience gained in previous training and operational assignments. Please review AR 350-1 Army Training and Leader Development.

(2) *Operational assignments.* Serve as the senior engineer, or intelligence SGT on a SFODA, SFODE/SFODG/SMU. To be considered eligible for selection for promotion to MSG/18Z, SFC must successfully serve not less than 42 months on a SFODA/SFODE/SFODG/SMU. CMF 18 DET assistant OPS SGT is the NCO appointed by the team/OPS SGT to be the 2IC, regardless of MOS. Serve as the senior weapons, senior engineer, senior medic, senior communications or intelligence SGT on a SFODA/SFODE/SFODG/SMU. The SFODA/SFODE/ SFODG/SMU is the primary war-fighter assignment for a SFC. Other operational assignments include: Staff operational assignments (SFODB/SFODF/SFODH to major command level), The 18C assigned to the SFODF/SFODH is the senior engineer SGT and the SME in advanced SO, focusing on the direct in-theater requirements of the GCC and TSOC operational plans. His work environments will be at the tactical, operational and strategic levels.

(3) *Self-development.* The focus for self-development is on maintaining and upgrading SF regional and linguistic expertise, MOS cross training, and seeking out duties in a supervisory role. The SF SFC should continue to pursue additional civilian education as the unit's operational commitments permit. CMF 18 MOSs (B, C, D, E, and F) feed 18Z, DET Team/OPS SGT. To be considered eligible for selection for promotion to MSG/18Z, SFC must successfully serve not less than 42 months on a SFODA/SFODE/SFODG/SMU. CMF 18 DET Assistant OPS SGT is the NCO appointed by the Team/OPS SGT to be the 2IC, regardless of MOS. All SFC must complete the Static Line Jumpmaster Course. Additionally, all SFC should seek assignment to the SFODE/SFODG. (For additional information on self-development, see para 9-3.) SSD 3 is a prerequisite to attend SLC. All SGT (P), SSGs and SFC will be automatically enrolled in SSD 3 upon completion of all phases of ALC and prior to SLC attendance. After completion of SLC, all SFC will be automatically enrolled in SSD 4, SSD 4 is a prerequisite for CMF 18 MSG Selection.

(4) *Additional training.* Those Soldiers that have completed the SFISC will serve as the DET Intel SGT/18F. All CMF 18 Soldiers must successfully complete the Static Line Jumpmaster Course (SLJM) as a prerequisite for CMF 18 MSG selection. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, Advance Training and Language Course (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Combat Diver Supervisor Course (CDSC), Military Free Fall Jumpmaster Course (MFFJM), Combat Diving Medical Technician (CDMT), USASOC Mountain Course, Multipurpose Canine Handlers Course, SOTACC, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, JSOU Courses, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, National Interagency/Intergovernment Course.

(5) *Special assignments.* CMF 18 Branch Manager, Regional Support DET (RSD)/Special Forces Operational DET Echo (SFODE), Jedburgh DET/Special Forces Operational DET Golf (SFODG), Regional Support Element (RSE)/Special Forces Operational DET Foxtrot (SFODF), Jedburgh Company/Special Forces Operational DET Hotel (SFODH), Multi-Purpose Canine Handler, USAJFKSWCS Instructor, OPS DET, Recruiter, Drill Instructor (11B OSUT), SMU OTC Instructor, ROTC Military Science Instructor.

## **9-8. Military occupational specialty 18C professional development model**

The PDM for MOS 18C is available at <https://actnow.Army.mil>.

## **9-9. Military occupational specialty 18C Reserve Component**

*a.* The mission and duties for RC CMF 18 Soldiers are identical to AC with the following exceptions/considerations.

(1) The RC CMF 18 draws its applicants through the ARNG and volunteers from other RC units. In-service volunteers for SF must be male recruits from SPC through SSG, all MOSs and in limited cases, SFC. All requests for waivers should be addressed through command channels (including the State ADT manager) to the CG, USAJFKSWCS (AOJK-SP), Fort Bragg, NC 28310-0001.

(2) IADT/REP 63 Soldiers can be recruited off the street for the ARNG. This Initial Entry Enlistee (prior or non-prior service) is a male between the ages of 18 and 29, meeting USAREC recruiting criteria for SF, enlisting in the ARNG for CMF 18. The respective State will determine the feeder MOS for CMF 18/SFQC. These Soldiers will complete the respective OSUT and Basic Airborne Course at Ft Benning, GA before beginning SF Training at Ft

Bragg, NC. Those not completing SFAS or the SFQC are reassigned in accordance with the needs of the respective State ARNG.

(3) Soldiers who fail to complete SF training will be returned to their parent RC units.

*b. Reserve Component duty/operational assignments.*

(1) The RC Soldiers may serve in USAJFKSWCS and various SF and SO positions by volunteering for and being selected for assignment. The RC SF Soldiers may serve active duty tours in the AGR program under the provisions of AR 135–18. They will serve under the provisions of Title 32 (State) or Title 10 (Federal), U.S. Code performing AGR tours in full time support positions assigned by each state (Title 32) or assigned by NGB (Title 10). Title 32 AGR tour will normally be performed in assignments to ARNG SF or SO units. However, due to geographic considerations and limited upward mobility in ARNG SO units, some Soldiers may not be able to stay only in SO units. They should seek assignments in State HQ (for ARNG); unified or specified commands, area commands, IMA program, or at Regional Readiness Commands for USAR. Title 10 AGR tours will be performed at USSOCOM; USASOC; USASFC (A); USAJFKSWCS; or NGB. Title 10 assignments are made and sponsored by NGB with the consent of the DARNG in support of the NGB charter.

(2) ARNG/USAR Soldiers may volunteer for and serve specified periods of active duty (for example, short tours) with USSOCOM; USASOC; USASFC (A); USAJFKSWCS; TASOSC; TSOC; any active component group (including the 1st Special Warfare Training Group) and its subordinate units; military missions in foreign nations; or with Army, joint, and combined staffs requiring ARNG/USAR SF experience/support.

(3) Requirements exist for RC Soldiers to serve short tours of 179, or fewer, days in duration such as: TTAD managed by CDR, HRC in accordance with AR 135–210, ADSW in accordance with AR 135–200, and Key Personnel Upgrade Program (KPUP) managed by the NGB only, normally limited to 90 days in duration.

(4) RC SF Soldiers may also serve in the traditional M–Day or IMA status.

## **9–10. Military occupational specialty 18D special forces medical sergeant**

*a. Major duties.* 18D–The SF Medical SGT (SSG/SFC). Ensures detachment medical readiness; establishes and supervises temporary, fixed and UW medical/dental facilities to support conventional or unconventional OPS with emergency, routine, and long term medical care; provides initial medical/dental screening and evaluation of allied and indigenous personnel; manages detachment, allied, or indigenous patients, administration, admission and discharge, care, laboratory and pharmacological requirements and the initiation, maintenance and transfer of records; orders, stores, catalogs, safeguards and distributes medical/dental supplies, equipment and pharmaceuticals; supervises medical care and treatment during split detachment missions; operates combat laboratory and treats emergency and trauma patients in accordance with established surgical principles; diagnoses and treats various medical/veterinary dermatological, pediatric, infectious and obstetric conditions using appropriate medications, intravenous fluid support and physical measures; manage and supervises all aspects of deployed preventive medicine; develops and provides medical intelligence as required; in UW environment, instructs medical personnel, manages guerilla hospital, and field evacuation nets; coordinates the operation, interaction and activities of medical/dental facilities within an area of operation; manages BN size troop medical/dental clinic and its administrative and logistical support; establishes a base stock of medical supplies and equipment, internal or external procurement, storage, security and distribution of those items; coordinates veterinary training and support for areas requiring animal transportation (TRANS) or use; provides guidance and training of medical personnel and preventive medicine SPC.

*b. Prerequisites.* For initial award of the CMF 18 MOS, see DA Pam 611–21 in the HRC Smart book for details. SF recruits volunteers from within the ranks of the U.S. Army as well as from among U.S. Army Initial Entry Enlistees. Upon graduation from all phases of the SFQC, Soldiers are awarded CMF 18 MOS, promoted to the rank of SGT E–5, and awarded the Green Beret and SF Tab. Graduates will have completed, as part of the SFQC: Basic Airborne Course, WLC, ALC, SERE, and SOLT.

(1) *In-Service Recruiting Program.* USAJFKSWCS recruits RA SPC through SSG, all MOSs, with not more than 14 years AFS and in limited cases, SFC. Those volunteering for SF training must meet prerequisites listed in AR 614–200 to attend SFAS. Soldiers volunteering for SF training must first attend and successfully complete SFAS before beginning the SFQC. SFAS is an intensive, 3-week course, both physically demanding and mentally challenging, designed to determine a volunteer’s suitability to attend SFQC and serve on a SFODA. Those selected will PCS to Fort Bragg to attend the SFQC in MOS 18B, 18C, 18D, or 18E. If not Airborne qualified, Soldiers must volunteer for and successfully complete airborne training before beginning the SFQC. See also SORB for additional information on recruiting and SFAS. Soldiers must complete SSD 1 prior to attending WLC. There is no SSD 2 between WLC and ALC.

(2) *18X Initial Accessions Program.* Initial Entry Enlistees (prior or non-prior service), between the ages of 20 and not reached age 30 by ship date, meeting USAREC recruiting criteria for SF, will enlist in the U.S. Army as a PFC under SRC 18X, attend One-Station Unit Training (OSUT) 11B and Airborne School at Fort Benning, GA before beginning SF Training at Fort Bragg, NC. Those not completing the SFQC are reassigned in accordance with the needs of the Army. See Go Army for additional information. Soldiers will be automatically enrolled in SSD 1 upon

completion of BCT/OSUT. Soldiers must complete SSD 1 prior attending WLC. There is no SSD 2 between WLC and ALC.

(3) *Waiver of Prerequisites.* The CG, USAJFKSWCS, is the final waiver approval authority for course prerequisites and qualification requirements. All requests for waivers should be addressed to the Commander, USAJFKSWCS (AOJK-SFP), Fort Bragg, NC 28310.

*c. Goals for development.*

(1) *Assignments.* The vast majority of enlisted authorizations in CMF 18 are in operational assignments (for example, SF Operational GP, Special Forces Operational DET Alpha (SFODA), Regional Support DET (RSD)/Special Forces Operational DET Echo (SFODE) or Jedburgh DET/Special Forces Operational DET Golf (SFODG), or SMU, with most on a SFODA/SMU Team). SF NCO will spend the majority of their career in these war-fighter assignments. SF NCO, in a typical career, can expect to do a minimum of one staff rotation within an SF Operational GP (SFODB/SFODF/SFODH/BN/GP) and one TDA assignment (outside the SF GP). SNCO, serving in an Operational GP/SMU (in a staff or similar position), should avoid extended or consecutive assignments (in excess of 48 months) away from the SFODA/SFODE/SFODG/SMU Team and consecutive (back-to-back) TDA assignments away from the SFODA/SMU. It is not uncommon for a SF NCO in an SFODE/SFODG/SFODF/SFODH/SMU to serve most or all of his operational time in an SFODE/SFODG/SFODF/SFODH/SMU.

(2) *Self-development.* Soldiers are automatically enrolled into SSD 2 upon completion of the WLC. SSD 2 focuses on preparing unit and subordinate elements for peace, wartime missions and contingencies.

(3) *Advanced (special skills) training.* All CMF 18 Soldiers must successfully complete the Static Line Jumpmaster Course (SLJM) as a prerequisite for CMF 18 MSG selection. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, Advance Training and Language Course (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Combat Diver Supervisor Course (CDSC), Military Free Fall Jumpmaster Course (MFFJM), Combat Diving Medical Technician (CDMT), USASOC Mountain Course, Multipurpose Canine Handlers Course, SOTACC, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, JSOU Courses, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, National Interagency/Intergovernment Course. Cross-training into another CMF 18 MOS is desirable as well.

(4) *Language training and regional orientation.* Completion of SOLT is required for initial award of CMF18 MOS and is included in the SFQC. SF units are regionally oriented to ensure they have the resident skills and cultural understanding necessary to communicate with and influence their foreign counterparts. All SF NCO must sustain a minimum Foreign Language Proficiency Rating (FLPR) of 1/1 or higher on the DLPT. Based on the advance mission requirements of the SFODF, the Foreign Language Proficiency Rating (FLPR) of 2/2 or higher on the DLPT.

(5) *Physical fitness.* All SF NCOs should strive to sustain an excellent degree of physical fitness throughout their entire career. This level of fitness directly correlates to the SF Soldier's combative skills. All SF NCO must meet height/weight requirement in accordance with AR 600-9 and a minimum of 240 APFT score (80 percent in each event).

(6) *Civilian education.* Any civilian education attained while in SF shows an exceptional degree of motivation, however, the absence of any such education should in no way detract from the promotion potential of an otherwise highly qualified NCO.

*d. Staff sergeant.*

(1) *Institutional training.* WLC and ALC are part of the SFQC and required for award of any CMF 18 MOS.

(2) *Operational assignments.* Serve as the Junior Medical SGT on a SFODA or SMU. The SFODA/SMU is the primary war-fighter assignment for a SSG. A SF SSG should serve not less than 42 consecutive months on a SFODA/SFODE/SFODG/SMU immediately upon completion of the SFQC before a follow on assignment.

(3) *Self-development.* Successful SSGs may be selected to serve at the operational unit at the Company, BN, GP level, or SWCS after completing at least 42 months on a SFODA/SFODE/SFODG/SMU. To be considered eligible for selection for promotion to SFC, SSGs should successfully serve 12 months on a SFODA/SMU. (For additional information on self-development, see para 9-3.) SSD 3 is a prerequisite to attend SLC. All SGT and SSGs who graduated ALC Previously known as the BNCOC will be automatically enrolled in SSD 3 prior to SLC attendance.

(4) *Additional training.* All CMF 18 Soldiers must successfully complete the Static Line Jumpmaster Course (SLJM) as a prerequisite for CMF 18 MSG selection. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, Advance Training and Language Course (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Combat Diver Supervisor Course (CDSC), Military Free Fall Jumpmaster Course (MFFJM), Combat Diving Medical Technician (CDMT), USASOC Mountain Course, Multipurpose Canine Handlers Course, SOTACC, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, JSOU Courses, Battle Staff NCO course, Combat Lifesaver course,

Anti-Terrorism/Force Protection I/II, National Interagency/Intergovernment Course. Cross-training into another CMF 18 MOS is desirable as well.

(5) *Special assignments.* Regional Support DET (RSD)/Special Forces Operational DET Echo (SFODE), Jedburgh DET/Special Forces Operational DET Golf (SFODG), Regional Support Element (RSE)/Special Forces Operational DET Foxtrot (SFODF), Jedburgh Company/Special Forces Operational DET Hotel (SFODH), Multi-Purpose Canine Handler, USAJFKSWCS Instructor, OPS DET, Recruiter, Drill Instructor (11B OSUT), SMU OTC Instructor.

*e. Sergeant first class.*

(1) *Institutional training.* The scope of tasks/competencies addressed in SLC will provide both the detachment and company level perspective, where appropriate, and build upon experience gained in previous training and operational assignments. Please review AR 350–1.

(2) *Operational assignments.* Serve as the senior medical SGT on a SFODA/SFODE/ SFODG/SMU. To be considered eligible for selection for promotion to MSG/18Z, SFC must successfully serve not less than 42 months on a SFODA/SFODE/SFODG/SMU. CMF 18 DET assistant OPS SGT is the NCO appointed by the team/OPS SGT to be the 2IC, regardless of MOS. Serve as the senior weapons, senior engineer, senior medic, senior communications, or intelligence SGT on a SFODA, SFODE/SFODG/SMU. The SFODA/SFODE/SFODG/SMU is the primary war-fighter assignment for a SFC. Other operational assignments include: Staff operational assignments (SFODB/SFODF/SFODG to major command level). The 18D assigned to the SFODE/SFODG is the senior medical SGT and the SME in advanced SO, focusing on the direct in-theater requirements of the GCC and TSOC operational plans. His work environments will be at the tactical, operational, and strategic level.

(3) *Self-development.* The focus for self-development is on maintaining and upgrading SF regional and linguistic expertise, MOS cross training, and seeking out duties in a supervisory role. The SF SFC should continue to pursue additional civilian education as the unit's operational commitments permit. CMF 18 MOS (B, C, D, E, and F) feed 18Z, DET Team/OPS SGT. To be considered eligible for selection for promotion to MSG/18Z, SFC must successfully serve not less than 42 months on a SFODA/SFODE/SFODG/SMU. CMF 18 DET Assistant OPS SGT is the NCO appointed by the Team/OPS SGT to be the 2IC, regardless of MOS. All SFC must complete the Static Line Jumpmaster Course. Additionally, all SFC should seek assignment to the SFODE/SFODG. (For additional information on self-development, see para 9–3.) SSD 3 is a prerequisite to attend SLC. All SGT (P), SSGs and SFC will be automatically enrolled in SSD 3 upon completion of all phases of ALC and prior to SLC attendance. After completion of SLC, all SFC will be automatically enrolled in SSD 4. SSD 4 is a prerequisite for CMF 18 MSG Selection.

(4) *Additional training.* Those Soldiers that have completed the SFISC will serve as the DET Intel SGT/18F. All CMF 18 Soldiers must successfully complete the Static Line Jumpmaster Course (SLJM) as a prerequisite for CMF 18 MSG selection. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, Advance Training and Language Course (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Combat Diver Supervisor Course (CDSC), Military Free Fall Jumpmaster Course (MFFJM), Combat Diving Medical Technician (CDMT), USASOC Mountain Course, Multipurpose Canine Handlers Course, SOTACC, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, JSOU Courses, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, National Interagency/Intergovernment Course.

(5) *Special assignments.* CMF 18 Branch Manager, Regional Support DET (RSD)/Special Forces Operational DET Echo (SFODE), Jedburgh DET/Special Forces Operational DET Golf (SFODG), Regional Support Element (RSE)/Special Forces Operational DET Foxtrot (SFODF), Jedburgh Company/Special Forces Operational DET Hotel (SFODH), Multi-Purpose Canine Handler, USAJFKSWCS Instructor, OPS DET, Recruiter, Drill Instructor (11B OSUT), SMU OTC Instructor, ROTC Military Science Instructor.

## **9–11. Military occupational specialty 18D professional development model**

The PDM for MOS 18D is available at <https://actnow.army.mil>.

## **9–12. Military occupational specialty 18D Reserve Component**

*a.* The mission and duties for RC CMF 18 Soldiers are identical to RA with the following exceptions/considerations.

(1) The RC CMF 18 draws its applicants through the ARNG and volunteers from other RC units. In-service volunteers for SF must be male recruits from SPC through SSG, all MOSs and in limited cases, SFC. All requests for waivers should be addressed through command channels (including the State ADT manager) to the CG, USAJFKSWCS (AOJK–SP), Fort Bragg, NC 28310.

(2) IADT/REP 63 Soldiers can be recruited off the street for the ARNG. This Initial Entry Enlistee (prior or non-prior service) is a male between the ages of 18 and 29, meeting USAREC recruiting criteria for SF, enlisting in the ARNG for CMF 18. The respective State will determine the feeder MOS for CMF 18/SFQC. These Soldiers will complete the respective OSUT and Basic Airborne Course at Fort Benning, GA before beginning SF Training at Ft

Bragg, NC. Those not completing SFAS or the SFQC are reassigned in accordance with the needs of the respective State ARNG.

(3) Soldiers who fail to complete SF training will be returned to their Parent RC units.

*b. RC duty/operational assignments are as follows:*

(1) The RC Soldiers may serve in USAJFKSWCS and various SF and SO positions by volunteering for and being selected for assignment. The RC SF Soldiers may serve active duty tours in the AGR program under the provisions of AR 135–18. They will serve under the provisions of Title 32 (State) or Title 10 (Federal), U.S. Code performing AGR tours in full time support positions assigned by each state (Title 32) or assigned by NGB (Title 10). Title 32 AGR tour will normally be performed in assignments to ARNG SF or SO units. However, due to geographic considerations and limited upward mobility in ARNG SO units, some Soldiers may not be able to stay only in SO units. They should seek assignments in State HQ (for ARNG); unified or specified commands, area commands, IMA program, or at Regional Readiness Commands for USAR. Title 10 AGR tours will be performed at USSOCOM; USASOC; USASFC (A); USAJFKSWCS; or NGB. Title 10 assignments are made and sponsored by NGB with the consent of the DARNG in support of the NGB charter.

(2) ARNG/USAR Soldiers may volunteer for and serve specified periods of active duty (for example, short tours) with USSOCOM; USASOC; USASFC (A); USAJFKSWCS; TASOSC; TSOC; any active component group (including the 1st Special Warfare Training Group) and its subordinate units; Military Missions in Foreign Nations; or with Army, Joint, and combined staffs requiring ARNG/USAR SF experience/support.

(3) Requirements exist for RC Soldiers to serve short tours of 179, or fewer, days in duration such as: TTAD managed by CDR, HRC in accordance with AR 135–210, ADSW in accordance with AR 135–200, and KPUP managed by the NGB only, normally limited to 90 days in duration.

(4) RC SF Soldiers may also serve in the traditional M-Day or IMA status.

### **9–13. Military occupational specialty 18E special forces communications sergeant**

*a. Major duties.* The SF Communications SGT (SSG/SFC) provides conventional and unconventional tactical communications support during unilateral, combined, coalition, JIIM OPS; employs SFODA communications equipment to include HF, VHF, and UHF/SHF radio communications systems to transmit and receive radio messages in voice, continuous wave, and burst radio nets; trains, advises, and supervises the installation and operation of radios, communications procedures, facsimile, wire communications and computer networks; plans, manages, and advises the commander on C4I architecture, communications matters, and communications security up to Special Forces Operation Task Force (SOTF) level; prepares communications plan and annexes; prepares Signal OPS Instruction/Communication Electronics OPS Instruction; serves as Communications-Electronics (C-E) NCOIC for SOTF communications.

*b. Prerequisites.* For initial award of the CMF18 MOS, see DA Pam 611–21 in the HRC Smart book for details. SF recruits volunteers from within the ranks of the U.S. Army as well as from among U.S. Army Initial Entry Enlistees. Upon graduation from all phases of the SFQC, Soldiers are awarded CMF 18 MOS, promoted to the rank of SGT E–5, and awarded the Green Beret and SF Tab. Graduates will have completed, as part of the SFQC: Basic Airborne Course, WLC, ALC, SERE, and SOLT.

(1) *In-Service Recruiting Program.* USAJFKSWCS recruits RA SPC through SSG, all MOSs, with not more than 14 years AFS and in limited cases, SFC. Those volunteering for SF training must meet prerequisites listed in AR 614–200 to attend SFAS. Soldiers volunteering for SF training must first attend and successfully complete SFAS before beginning the SFQC. SFAS is an intensive, 3-week course, both physically demanding and mentally challenging, designed to determine a volunteer's suitability to attend SFQC and serve on a SFODA. Those selected will PCS to Fort Bragg to attend the SFQC in MOS 18B, 18C, 18D, or 18E. If not Airborne qualified, Soldiers must volunteer for and successfully complete airborne training before beginning the SFQC. See also SORB for additional information on recruiting and SFAS. Soldiers must complete SSD 1 prior attending WLC. There is no SSD 2 between WLC and ALC.

(2) *18X Initial Accessions Program.* Initial Entry Enlistees (prior or non-prior service), between the ages of 20 and not reached age 30 by ship date, meeting USAREC recruiting criteria for SF, will enlist as a PFC under SRC 18X, attend One-Station Unit Training (OSUT) 11B and Airborne School at Fort Benning, GA before beginning SF Training at Fort Bragg, NC. Those not completing the SFQC are reassigned in accordance with the needs of the Army. See Go Army for additional information. Soldiers will be automatically enrolled in SSD 1 upon completion of BCT/OSUT. Soldiers must complete SSD 1 prior attending WLC. There is no SSD 2 between WLC and ALC.

(3) *Waiver of prerequisites.* The CG, USAJFKSWCS, is the final waiver approval authority for course prerequisites and qualification requirements. All requests for waivers should be addressed to the Commander, USAJFKSWCS (AOJK–SFP), Fort Bragg, NC 28310.

*c. Goals for development.*

(1) *Assignments.* The vast majority of enlisted authorizations in CMF18 are in operational assignments, (for example, SF Operational GP, Special Forces Operational DET Alpha (SFODA), Regional Support DET (RSD)/Special Forces Operational DET Echo (SFODE) or Jedburgh DET/Special Forces Operational DET Golf (SFODG), or SMU, with most on a SFODA/SMU Team). SF NCO will spend the majority of their career in these war-fighter assignments. SF NCO, in a typical career, can expect to do a minimum of one staff rotation within an SF Operational GP (SFODB/



SFODF/SFODH/ BN/GP) and one TDA assignment (outside the SF GP). SNCO, serving in an Operational GP/SMU (in a staff or similar position), should avoid extended or consecutive assignments (in excess of 48 months) away from the SFODA/SFODE/SFODG/SMU Team and consecutive (back-to-back) TDA assignments away from the Operational GP/SMU. It is not uncommon for a SF NCO in an SFODE/SFODG/SFODF/SFODH/SMU to serve most or all of his operational time in an SFODE/SFODG/ SFODF/SFODH/SMU.

(2) *Self-development.* Soldiers are automatically enrolled into SSD 2 upon completion of the WLC. SSD 2 focuses on preparing unit and subordinate elements for peace, wartime missions and contingencies.

(3) *Advanced (Special Skills) training.* All CMF 18 Soldiers must successfully complete the Static Line Jumpmaster Course (SLJM) as a prerequisite for CMF 18 MSG selection. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, Advance Training and Language Course (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Combat Diver Supervisor Course (CDSC), Military Free Fall Jumpmaster Course (MFFJM), Combat Diving Medical Technician (CDMT), USASOC Mountain Course, Multipurpose Canine Handlers Course, SOTACC, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, JSOU Courses, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, National Interagency/Intergovernment Course. Cross-training into another CMF 18 MOS is desirable as well.

(4) *Language training and regional orientation.* Completion of SOLT is required for initial award of CMF18 MOS and is included in the SFQC. SF units are regionally oriented to ensure they have the resident skills and cultural understanding necessary to communicate with and influence their foreign counterparts. All SF NCO must sustain a minimum Foreign Language Proficiency Rating (FLPR) of 1/1 or higher on the DLPT. Based on the advance requirements of the SFODE/SFODG, the Foreign Language Proficiency Rating (FLPR) of 2/2 or higher on the DLPT.

(5) *Physical fitness.* All SF NCOs should strive to sustain an excellent degree of physical fitness throughout their entire career. This level of fitness directly correlates to the SF Soldier's combative skills. All SF NCO must meet height/weight requirement in accordance with AR 600-9 and a minimum of 240 APFT score (80 percent in each event).

(6) *Civilian education.* Any civilian education attained while in SF shows an *exceptional* degree of motivation, however, the absence of any such education should in no way detract from the promotion potential of an otherwise highly qualified NCO.

#### *d. Staff sergeant.*

(1) *Institutional training.* WLC and BNCOC are part of the SFQC and required for award of any CMF 18 MOS.

(2) *Operational assignments.* Serve as the Junior Communications SGT on a SFODA or SMU. The SFODA/SMU are the primary war-fighter assignment for a SSG. A SF SSG should serve not less than 42 consecutive months on a SFODA/SFODE/SFODG/SMU immediately upon completion of the SFQC before a follow on assignment.

(3) *Self-development.* Successful SSGs may be selected to serve at the operational unit at the Company, BN, GP level, or SWCS after completing at least 42 months on a SFODA/SFODE/ SFODG/SMU. To be considered eligible for selection for promotion to SFC, SSGs should successfully serve 12 months on a SFODA/SMU. (For additional information on self-development, see para 9-3.) SSD 3 is a prerequisite to attend SLC. All SGT and SSGs who graduated ALC, previously known as the BNCOC will be automatically enrolled in SSD 3 prior to SLC attendance.

(4) *Additional training.* All CMF 18 Soldiers must successfully complete the Static Line Jumpmaster Course (SLJM) as a prerequisite for CMF 18 MSG selection. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, Advance Training and Language Course (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Combat Diver Supervisor Course (CDSC), Military Free Fall Jumpmaster Course (MFFJM), Combat Diving Medical Technician (CDMT), USASOC Mountain Course, Multipurpose Canine Handlers Course, SOTACC, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, JSOU Courses, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, National Interagency/Intergovernment Course. Cross-training into another CMF 18 MOS is desirable as well.

(5) *Special assignments.* Regional Support DET (RSD)/Special Forces Operational DET Echo (SFODE), Jedburgh DET/Special Forces Operational DET Golf (SFODG), Regional Support Element (RSE)/Special Forces Operational DET Foxtrot (SFODF), Jedburgh Company/Special Forces Operational DET Hotel (SFODH), Multi-Purpose Canine Handler, USAJFKSWCS Instructor, OPS DET, Recruiter, Drill Instructor (11B OSUT), SMU OTC Instructor.

#### *e. Sergeant first class.*

(1) *Institutional training.* The scope of tasks/competencies addressed in SLC will provide both the detachment and company level perspective, where appropriate, and build upon experience gained in previous training and operational assignments. Please review AR 350-1 Army Training and Leader Development.

(2) *Operational assignments.* Serve as the senior communications, or intelligence SGT on a SFODA/SFODE/

SFODG, or SMU. To be considered eligible for selection for promotion to MSG/18Z, SFC must successfully serve not less than 42 months on a SFODA/SFODE/SFODG/SMU. CMF 18 DET assistant OPS SGT is the NCO appointed by the team/OPS SGT to be the 2IC, regardless of MOS. The SFODA/SFODE/SFODG/SMU is the primary war-fighter assignment for a SFC. Other operational assignments include: Staff OPS (SFODB/ SFODF/SFODH to major command level), The 18E assigned to the SFODE/SFODG is the senior communication SGT and the SME in advanced SO, focusing on the direct in-theater requirements of the GCC and TSOC operational plans. His work environments will be at the tactical, operational and strategic level.

(3) *Self-development.* The focus for self-development is on maintaining and upgrading SF regional and linguistic expertise, MOS cross training, and seeking out duties in a supervisory role. The SF SFC should continue to pursue additional civilian education as the unit's operational commitments permit. CMF 18 MOSs (B, C, D, E, and F) feed 18Z, DET Team/OPS SGT. To be considered eligible for selection for promotion to MSG/18Z, SFC must successfully serve not less than 42 months on a SFODA/SFODE/SFODG/SMU. CMF 18 DET Assistant OPS SGT is the NCO appointed by the Team/OPS SGT to be the 2IC, regardless of MOS. All SFC must complete the Static Line Jumpmaster Course. Additionally, all SFC should seek assignment to the SFODE/SFODG. (For additional information on self-development, see para 9-3.) SSD 3 is a prerequisite to attend SLC. All SGT (P), SSGs and SFC will be automatically enrolled in SSD 3 upon completion of all phases of ALC and prior to SLC attendance. After completion of SLC, all SFC will be automatically enrolled in SSD 4, SSD 4 is a prerequisite for CMF 18 MSG Selection.

(4) *Additional training.* Those Soldiers that have completed the Special Forces Intelligence SGT's Course (SFISC) will serve as the DET Intel SGT/18F. All CMF 18 Soldiers must successfully complete the Static Line Jumpmaster Course (SLJM) as a prerequisite for CMF 18 MSG selection. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, Advance Training and Language Course (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Combat Diver Supervisor Course (CDSC), Military Free Fall Jumpmaster Course (MFFJM), Combat Diving Medical Technician (CDMT), USASOC Mountain Course, Multipurpose Canine Handlers Course, SOTACC, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, JSOU Courses, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, National Interagency/Intergovernment Course.

(5) *Special assignments.* CMF 18 Branch Manager, Regional Support DET (RSD)/Special Forces Operational DET Echo (SFODE), Jedburgh DET/Special Forces Operational DET Golf (SFODG), Regional Support Element (RSE)/Special Forces Operational DET Foxtrot (SFODF), Jedburgh Company/Special Forces Operational DET Hotel (SFODH), Multi-Purpose Canine Handler, USAJFKSWCS Instructor, OPS DET, Recruiter, Drill Instructor (11B OSUT), SMU OTC Instructor, ROTC Military Science Instructor.

#### **9-14. Military occupational specialty 18E professional development model**

The PDM for MOS 18E is available at <https://actnow.army.mil>.

#### **9-15. Military occupational specialty 18E Reserve Component**

a. *Major duties.* The mission and duties for RC CMF 18 Soldiers are identical to AC with the following exceptions/considerations:

(1) The RC CMF 18 draws its applicants through the ARNG and volunteers from other RC units. In-service volunteers for SF must be male recruits from SPC through SSG, all MOSs and in limited cases, SFC. All requests for waivers should be addressed through command channels (including the State ADT Manager) to the CG, USAJFKSWCS (AOJK-SP), Fort Bragg, NC 28310.

(2) IADT/REP 63 Soldiers can be recruited off the street for the ARNG. This Initial Entry Enlistee (prior or non-prior service) is a male between the ages of 18 and 29, meeting USAREC recruiting criteria for SF, enlisting in the ARNG for CMF 18. The respective State will determine the feeder MOS for CMF 18/SFQC. These Soldiers will complete the respective OSUT and Basic Airborne Course at Fort Benning, GA before beginning SF Training at Fort Bragg, NC. Those not completing SFAS or the SFQC are reassigned in accordance with the needs of the respective State ARNG.

(3) Soldiers who fail to complete SF training will be returned to their Parent RC units.

b. *Reserve Component duty/operational assignments.*

(1) The RC Soldiers may serve in USAJFKSWCS and various SF and SO positions by volunteering for and being selected for assignment. The RC SF Soldiers may serve active duty tours in the AGR program under the provisions of AR 135-18. They will serve under the provisions of Title 32 (State) or Title 10 (Federal), U.S. Code performing AGR tours in full time support positions assigned by each state (Title 32) or assigned by NGB (Title 10). Title 32 AGR tour will normally be performed in assignments to ARNG SF or SO units. However, due to geographic considerations and limited upward mobility in ARNG SO units, some Soldiers may not be able to stay only in SO units. They should seek assignments in State HQ (for ARNG); unified or specified commands, area commands, IMA program, or at Regional Readiness Commands for USAR. Title 10 AGR tours will be performed at USSOCOM; USASOC; USASFC (A);

USAJFKSWCS; or NGB. Title 10 assignments are made and sponsored by NGB with the consent of the DARNG in support of the NGB charter.

(2) ARNG/USAR Soldiers may volunteer for and serve specified periods of active duty (for example, short tours) with USSOCOM; USASOC; USASFC (A); USAJFKSWCS; TASOSC; TSOC; any active component group (including the 1st Special Warfare Training Group) and its subordinate units; Military Missions in Foreign Nations; or with Army, Joint, and combined staffs requiring ARNG/USAR SF experience/support.

(3) Requirements exist for RC Soldiers to serve short tours of 179, or fewer, days in duration such as: TTAD managed by CDR, HRC in accordance with AR 135–210, ADSW in accordance with AR 135–200, and KPUP managed by the NGB only, normally limited to 90 days in duration.

(4) RC SF Soldiers may also serve in the traditional M–Day or IMA status.

## **9–16. Military occupational specialty 18F special forces assistant operations and intelligence sergeant**

*a. Major duties.* The SF Intelligence SGT (SFC) prepares intelligence estimate (analysis) during mission planning and preparation (isolation); employs conventional and unconventional techniques in intelligence collection and processing during unilateral, combined, coalition, JIIM OPS; plans, organizes, trains, advises, assists, and supervises indigenous and allied personnel on collection and processing of intelligence information; establishes intelligence nets, conducts agent handling and prepares agent reports within the operational area; capable of establishing identification through fingerprinting; processes prisoners of war; establishes security plan and performs security duties; maintains all classified documents in the operational area and establishes destruction and evacuation plans; provides area SPC assistance to U.S. Forces and outside agencies.

*b. Prerequisites.* To be considered for retraining to MOS 18F, a Soldier must hold a primary MOS in CMF 18 (18B, C, D or E). After successful completion of the Special Forces Intelligence SGT’s Course (SFISC), all SFC will be awarded MOS 18F, all SSGs and below will maintain their current MOS until promotion to SFC and will be awarded the MOS 18F. The CG, USAJFKSWCS, is the final waiver approval authority for course prerequisites and qualification requirements. All requests for waivers should be addressed to the Commander, USAJFKSWCS, (AOJK–SFP), Fort Bragg, NC 28310.

*c. Goals for development.*

(1) *Assignments.* The vast majority of enlisted authorizations in CMF18 are in operational assignments (for example, SF Operational GP, Special Forces Operational DET Alpha (SFODA), Regional Support DET (RSD)/Special Forces Operational DET Echo (SFODE) or Jedburgh DET/Special Forces Operational DET Golf (SFODG), or SMU, with most on a SFODA/SMU Team). SF NCO will spend the majority of their career in these war-fighter assignments. SF NCO, in a typical career, can expect to do a minimum of one staff rotation within an SF Operational GP (SFODB/SFODF/SFODH/ BN/GP) and one TDA assignment (outside the SF GP). SNCO, serving in an Operational GP/SMU (in a staff or similar position), should avoid extended or consecutive assignments (in excess of 48 months) away from the SFODA/SFODE/SFODG/SMU Team and consecutive (back-to-back) TDA assignments away from the Operational GP/SMU. It is not uncommon for a SF NCO in an SFODE/SFODG/SFODF/SFODH/SMU to serve most or all of his operational time in an SFODE/SFODG/ SFODF/SFODH/SMU.

(2) *Self-development.* SSD 3 is a prerequisite to attend SLC. ALC–CC focuses on preparing unit and subordinate elements for peace, wartime missions and contingencies. All SSGs who graduated ALC, previously known as the BNCOC will be automatically enrolled in SSD 3 prior SLC attendance.

(3) *Advanced (special skills) training.* All CMF 18 Soldiers must successfully complete the Static Line Jumpmaster Course (SLJM) as a prerequisite for CMF 18 MSG selection. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, Advance Training and Language Course (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Combat Diver Supervisor Course (CDSC), Military Free Fall Jumpmaster Course (MFFJM), Combat Diving Medical Technician (CDMT), USASOC Mountain Course, Multipurpose Canine Handlers Course, SOTACC, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, JSOU Courses, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, National Interagency/Intergovernment Course. Cross-training into another CMF 18 MOS is desirable as well.

(4) *Language training and regional orientation.* Completion of SOLT is required for initial award of CMF18 MOS and is included in the SFQC. SF units are regionally oriented to ensure they have the resident skills and cultural understanding necessary to communicate with and influence their foreign counterparts. All SF NCO must sustain a minimum Foreign Language Proficiency Rating (FLPR) of 1/1 or higher on the DLPT. Based on the advance mission requirements of the SFODE/SFODG the Foreign Language Proficiency Rating (FLPR) of 2/2 or higher on the DLPT.

(5) *Physical fitness.* All SF NCOs should strive to sustain an excellent degree of physical fitness throughout their entire career. This level of fitness directly correlates to the SF Soldier’s combative skills. All SF NCO must meet

height/weight requirement in accordance with AR 600–9 and a minimum of 240 APFT score (80 percent in each event).

(6) *Civilian education.* Any civilian education attained while in SF shows an *exceptional* degree of motivation, however, the absence of any such education should in no way detract from the promotion potential of an otherwise highly qualified NCO.

*d. Sergeant first class.*

(1) *Institutional training.* The scope of tasks/competencies addressed in SLC will provide both the detachment and company level perspective, where appropriate, and build upon experience gained in previous training and operational assignments. Please review AR 350–1 Army Training and Leader Development.

(2) *Operational assignments.* Serve as the Senior Intelligence SGT on a SFODA/SFODE/ SFODG/SMU. To be considered eligible for selection for promotion to MSG/18Z, SFCs must successfully serve not less than 42 months on a SFODA/SFODE/SFODG/SMU. CMF 18 DET assistant OPS SGT is the NCO appointed by the team/OPS SGT to be the 2IC, regardless of MOS. The SFODA/SFODE/SFODG/SMU is the primary war-fighter assignment for a SFC. Other operational assignments include: Staff OPS (SFODB/SFODF/SFODH to major command level. The 18F assigned to the SFODE/SFODG is the senior intelligence SGT and the SME in advanced SO, focusing on the direct in-theater requirements of the GCC and TSOC operational plans. His work environments will be at the tactical, operational and strategic level.

(3) *Self-development.* The focus for self-development is on maintaining and upgrading SF regional and linguistic expertise, MOS cross training, and seeking out duties in a supervisory role. The SF SFC should continue to pursue additional civilian education as the unit's operational commitments permit. CMF 18 MOSs (B, C, D, E, and F) feed 18Z, DET Team/OPS SGT. To be considered eligible for selection for promotion to MSG/18Z, SFC must successfully serve not less than 42 months on a SFODA/SFODE/SFODG/SMU. CMF 18 DET assistant OPS SGT is the NCO appointed by the team/OPS SGT to be the 2IC, regardless of MOS. All SFCs must complete the Static Line Jumpmaster Course. Additionally, all SFCs should seek assignment to the SFODE/SFODG. (For additional information on self-development, see para 9–3.) SSD 3 is a prerequisite to attend SLC. All SGTs (P), SSGs, and SFC will be automatically enrolled in SSD 3 upon completion of all phases of ALC and prior to SLC attendance. After completion of SLC, all SFCs will be automatically enrolled in SSD 4; SSD 4 is a prerequisite for CMF 18 MSG Selection.

(4) *Additional training.* Those Soldiers that have completed the Special Forces Intelligence SGT's Course (SFISC) will serve as the DET Intel SGT/18F. All CMF 18 Soldiers must successfully complete the Static Line Jumpmaster Course (SLJM) as a prerequisite for CMF 18 MSG selection. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, Advance Training and Language Course (ATLC), ASOT, Special Warfare Training Course (SWTC), SFISC, Combat Diver Supervisor Course (CDSC), Military Free Fall Jumpmaster Course (MFFJM), Combat Diving Medical Technician (CDMT), USASOC Mountain Course, Multipurpose Canine Handlers Course, SOTACC, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, JSOU Courses, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, National Interagency/Intergovernment Course.

(5) *Special assignments.* CMF 18 Branch Manager, Regional Support DET (RSD)/Special Forces Operational DET Echo (SFODE), Jedburgh DET/Special Forces Operational DET Golf (SFODG), Regional Support Element (RSE)/Special Forces Operational DET Foxtrot (SFODF), Jedburgh Company/Special Forces Operational DET Hotel (SFODH), Multi-Purpose Canine Handler, USAJFKSWCS Instructor, OPS DET, Recruiter, Drill Instructor (11B OSUT), SMU OTC Instructor, ROTC Military Science Instructor.

## **9–17. Military occupational specialty 18F professional development model**

The PDM for MOS 18F is available at <https://actnow.army.mil>.

## **9–18. Military occupational specialty 18F Reserve Component**

*a.* Per AC guidance with the following exceptions and considerations: Soldiers holding primary MOS 18D may attend the SFISC upon receiving approval from their ARNG Company CDR.

*b.* RC duty/operational assignments are as follows:

(1) The RC Soldiers may serve in USAJFKSWCS and various SF and SO positions by volunteering for and being selected for assignment. The RC SF Soldiers may serve active duty tours in the AGR program under the provisions of AR 135–18. They will serve under the provisions of Title 32 (State) or Title 10 (Federal), U.S. Code performing AGR tours in full time support positions assigned by each state (Title 32) or assigned by NGB (Title 10). Title 32 AGR tour will normally be performed in assignments to ARNG SF or SO units. However, due to geographic considerations and limited upward mobility in ARNG SO units, some Soldiers may not be able to stay only in SO units. They should seek assignments in State HQ (for ARNG); unified or specified commands, area commands, IMA program, or at Regional Readiness Commands for USAR. Title 10 AGR tours will be performed at USSOCOM; USASOC; USASFC (A);

USAJFKSWCS; or NGB. Title 10 assignments are made and sponsored by NGB with the consent of the DARNG in support of the NGB charter.

(2) ARNG/USAR Soldiers may volunteer for and serve specified periods of active duty (for example, short tours) with USSOCOM; USASOC; USASFC (A); USAJFKSWCS; TASOSC; TSOC; any active component group (including the 1st Special Warfare Training Group) and its subordinate units; Military Missions in Foreign Nations; or with Army, Joint, and combined staffs requiring ARNG/USAR SF experience/support.

(3) Requirements exist for RC Soldiers to serve short tours of 179, or fewer, days in duration such as: TTAD managed by CDR, HRC in accordance with AR 135–210, ADSW in accordance with AR 135–200, and KPUP managed by the NGB only, normally limited to 90 days in duration.

(4) Reserve Component SF Soldiers may also serve in the traditional M–Day or IMA status.

### **9–19. Military occupational specialty 18Z special forces senior sergeant**

*a. Major duties.* The Team/OPS SGT 18Z is the SNCO of the SFODA/SFODE/ SFODG/SMU Team. Duties include all administrative, operational, and training requirements of the detachment in peacetime and war; supervises all aspects of mission preparation (isolation) and execution. CMF 18 MSGs are the SME in ASOF, capable of planning and executing conventional and unconventional combat OPS across the spectrum of conflict in support of theatre level objectives in a unilateral, JIIM, combined, or coalition environment. Assignment within the SFODE/SFODG requires the NCO to continue to serve within his assigned CMF18 MOS on the SFODE/SFODF/SFODG/SFODH and as the SME in advanced SO, focusing on the direct in-theater requirements of the GCC and TSOC missions. This SNCO is expected to operate at the operational and strategic level positions.

*b. Prerequisites.* For initial award of the CMF 18 MOS, see DA Pam 611–21 in the HRC Smart book for details. SF recruits volunteers from within the ranks of the U.S. Army as well as from among U.S. Army Initial Entry Enlistees. Upon graduation from all phases of the SFQC, Soldiers are awarded CMF 18 MOS, promoted to the rank of SGT E–5, awarded the Green Beret and SF Tab. Graduates will have completed, as part of the SFQC: Basic Airborne Course, WLC, ALC, SERE, and SOLT.

*c. Goals for development.*

(1) *Assignments.* The vast majority of enlisted authorizations in CMF18 are in operational assignments, (for example, the SF Operational GP, Special Forces Operational DET Alpha (SFODA), Regional Support DET (RSD)/ Special Forces Operational DET Echo (SFODE) or Jedburgh DET/Special Forces Operational DET Golf (SFODG), or SMU, with most on a SFODA /SMU Team). SF NCO will spend the majority of their career in these war-fighter assignments. SF NCO, in a typical career, can expect to do a minimum of one staff rotation within an Special Forces Operational GP (SFODB/SFODF/SFODH /BN/GP) and one TDA assignment (outside the SF GP). sSNCO, serving in an Operational GP/SMU (in a staff or similar position), should avoid extended or consecutive assignments (in excess of 48 months) away from the SFODA/SFODE/SFODG/SMU Team and consecutive (back-to-back) TDA assignments away from the Operational GP/SMU. It is not uncommon for a SF NCO in an SFODE/SFODG/SFODF/SFODH/SMU to serve most or all of his operational time in an SFODE/SFODG/ SFODF/SFODH/SMU.

(2) *Self-development.* To be considered eligible for selection for promotion to SGM, MSGs must successfully serve no less than 24 months as an SFODA/SFODE/SFODG/SMU Team/OPS SGT. MSGs should avoid extended or consecutive assignments (in excess of 48 months) outside the Operational GP or SMU. (For additional information on self-development, see para 9–3.) SSD 4 is a prerequisite to attend SMC/JSOFSEA. All SSGs (P), SFC, and MSGs will be enrolled automatically into SSD 4 upon completion of SLC.

(3) *Advanced (Special Skills) training.* All CMF 18 Soldiers must successfully complete the Static Line Jumpmaster Course (SLJM) and at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFAR-TAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, ASOT, Special Warfare Training Course (SWTC), and strive to complete an additional Advance Training such as: SFISC, Combat Diver Supervisor Course (CDSC), Military Free Fall Jumpmaster Course (MFFJM), Combat Diving Medical Technician (CDMT), USASOC Mountain Course, Multipurpose Canine Handlers Course, SOTACC, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, JSOU Courses, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, National Interagency/ Intergovernment Course. Cross-training into another CMF 18 MOS is desirable as well.

(4) *Language training and regional orientation.* Completion of SOLT is required for initial award of CMF 18 MOS and is included in the SFQC. SF units are regionally oriented to ensure they have the resident skills and cultural understanding necessary to communicate with and influence their foreign counterparts. All SF NCO must sustain a minimum Foreign Language Proficiency Rating (FLPR) of 1/1 or higher on the DLPT. Based on the advance mission requirements of the SFODF, the Foreign Language Proficiency Rating (FLPR) of 2/2 or higher on the DLPT.

(5) *Physical fitness.* All SF NCOs should strive to sustain an excellent degree of physical fitness throughout their entire career. This level of fitness directly correlates to the SF Soldier's combative skills. All SF NCO must meet height/weight requirement in accordance with AR 600–9 and a minimum of 240 APFT score (80 percent in each event).

(6) *Civilian education.* Any civilian education attained while in SF shows an *exceptional* degree of motivation, however, the absence of any such education should in no way detract from the promotion potential of an otherwise highly qualified NCO.

*d. Master sergeant.*

(1) *Institutional training.* SGM Academy, JSOFSEA or sister service equivalent. The scope of tasks/competencies addressed in SLC will provide both the detachment and company level perspective, where appropriate, and build upon experience gained in previous training and operational assignments. Please review AR 350-1.

(2) *Operational assignments.* Serves as SFODA/SFODE/SFODG/SMU DET (Team/OPS) Senior SGT. The 18Z Team/OPS SGT is the SNCO of the SFODA/SFODE/SFODG/SMU Team. Duties include all administrative, operational, and training requirements of the detachment in peacetime and war; supervises all aspects of mission preparation (isolation) and execution. CMF18 MSGs are the SME in ASOF; capable of planning and executing conventional and unconventional combat OPS across the spectrum of conflict in support of theatre level objectives in a unilateral, IIIM combined, or coalition environment. The SFODE/SFODG Team SGT is the SME in all matters pertaining to Advanced SO, focusing on the direct in-theater requirements of the GCC and TSOC Operational Plans. His work environments will be at the tactical, operational, and strategic level. The SFODA/SFODE/SFODG/SMU is the primary warfighter assignment for a MSG. Other operational assignments include: 1SG/OPSDET/SFODB/SFODF/SFODH/BN/GP HQ.

(3) *Self-development.* To be considered eligible for selection for promotion to SGM, MSGs must successfully serve no less than 24 months as an SFODA/SFODE/SFODG/SMU Team/OPS SGT. MSGs should avoid extended or consecutive assignments (in excess of 48 months) outside the Operational GP or SMU. (For additional information on self-development, see para 9-3.) SSD 4 is a prerequisite to attend SMC. All SSGs (P), SFC and MSGs will be enrolled automatically into SSD 4 upon completion of SLC.

(4) *Additional training.* The SF SGM must be a graduate of the Static Line Jumpmaster Course and at least one advanced skill such as; Ranger School, Special Forces Sniper Course (SFSC formerly SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), Combat Diver Qualification Course (CDQC), Military Free Fall Parachutist (MFF), SMU OTC, Advance Training and Language Course (ATLC), ASOT, Special Warfare Training Course (SWTC).

(5) *Special assignments.* CMF 18 HRC Branch Manager, CMF 18 Proponent, 1SG, OPSDET Instructor, USAJFKSWCS/SMU Senior Instructor/Cadre, Combat Development NCO and ROTC Military Science Instructor.

## **9-20. Military occupational specialty 18Z professional development model**

The PDM for MOS 18Z is available at <https://actnow.army.mil>.

## **9-21. Military occupational specialty 18Z Reserve Component special forces master sergeant and first sergeant**

*a.* Per AC guidance with the following exception/consideration: RC duty/operational assignments.

*b.* RC duty/operational assignments are as follows:

(1) The RC Soldiers may serve in USAJFKSWCS and various SF and SO positions by volunteering for and being selected for assignment. The RC SF Soldiers may serve active duty tours in the AGR program under the provisions of AR 135-18. They will serve under the provisions of Title 32 (State) or Title 10 (Federal), U.S. Code performing AGR tours in full time support positions assigned by each state (Title 32) or assigned by NGB (Title 10). Title 32 AGR tour will normally be performed in assignments to ARNG SF or SO units. However, due to geographic considerations and limited upward mobility in ARNG SO units, some Soldiers may not be able to stay only in SO units. They should seek assignments in State HQ (for ARNG); unified or specified commands, area commands, IMA program, or at Regional Readiness Commands for USAR. Title 10 AGR tours will be performed at USSOCOM; USASOC; USASFC (A); USAJFKSWCS; or NGB. Title 10 assignments are made and sponsored by NGB with the consent of the DARNG in support of the NGB charter.

(2) ARNG/USAR Soldiers may volunteer for and serve specified periods of active duty (for example, short tours) with USSOCOM; USASOC; USASFC (A); USAJFKSWCS; TASOSC; TSOC; any active component group (including the 1st Special Warfare Training Group) and its subordinate units; Military Missions in Foreign Nations; or with Army, Joint, and combined staffs requiring ARNG/USAR SF experience/support.

(3) Requirements exist for RC Soldiers to serve short tours of 179, or fewer, days in duration such as: TTAD managed by CDR, HRC in accordance with AR 135-210, ADSW in accordance with AR 135-200, and KPUP managed by the NGB only, normally limited to 90 days in duration.

(4) Reserve Component SF Soldiers may also serve in the traditional M-Day or IMA status.

## **9-22. Military occupational specialty 18Z special forces sergeant major and command sergeant major (O-5/O6 levels of command)**

*a. Major duties.*

(1) The SGM is the SNCO of a SF Company (O-4 level of command) or serves as an OPS SGT at the various levels of command from the BN level through various senior level HQ. Additionally, SF SGM can serve in a variety of

key positions that require SNCO experience. In the role of a SF Company SGM, he is the primary advisor to the commander on all matters pertaining to enlisted personnel, individual training, and advance skills training. He provides vast experience and knowledge to the commander in regards to Soldier equipment and experience in combat OPS. He enforces the implementation of established policies and standards on the performance, training, appearance, and conduct of enlisted personnel within the command. He provides counsel and guidance to the NCO within his company. In other roles as an OPS SGM, he fills a key staff role within the commands managing the daily activities and OPS for the HQ he is assigned. He also coordinates and oversees the daily activities of a deployed Joint Operations Center (JOC). He provides seasoned experience in all aspects of Special Force's missions and OPS to the staff.

(2) The CSM is the SNCO of a SF BN (O-5 level of command) or GP (O-6 level of command). He is the primary advisor to the commander and his staff on all matters pertaining to enlisted personnel, individual training, and advance skills training. He provides vast experience and knowledge to the commander and staff in regards to Soldier equipment and seasoned experience in SF missions and combat OPS. He enforces the implementation of established policies and standards on the performance, training, appearance, and conduct of enlisted personnel within the command. He provides counsel and guidance to the NCO and all enlisted personnel within the organization.

*b. Prerequisites.* For initial award of the CMF 18 MOS, see DA Pam 611-21 in the HRC Smart book for details.

*c. Goals for development.*

(1) The vast majority of enlisted authorizations in CMF18 for SGM and CSM are in operational assignments (for example, SF Operational GP or SMU). Historically, all SF NCO will spend the majority of their career in war-fighter assignments within the SF Operational GP. The key and developmental position that a SF SGM must be successful in to qualify to be a CSM is as Company SGM of an SFODB/SFODF/SFODH (SF Company or SMU Troop (6S ASI)). Successful performance as a Company SGM in combination with success in other developmental assignments as a SF OPS SGM at the BN, GP, and other senior levels of HQ commands (examples of higher commands: USASOC; USASFC (A); USAJFKSWCS; USSOCOM; the 6 x TSOC) and OPS DET SGM prepare SF SGM to be qualified to perform the duties as a SF CSM. While the Company SGM position is the cornerstone of the career path, the OPS SGM positions at the SF GP or higher have higher functions, including managing joint OPS OCONUS in Combined and Joint Special OPS Task Force HQ, (examples are JSOTF-P, CJSOTF-A, CJSOTF-AP or other designated Task Forces). The best qualified SF SGM for CSM will have performed exceptionally well at the Company level and as an OPS SGM at one of the levels of command. Additionally, some SGMs, following a performance as a Company SGM will have assignments in and out of SOF that are not the traditional OPS SGM position, successful performance in these positions are enhancing and provide many times a strategic overview of the force. These assignments include the Joint Staff in Washington DC, Inter-Agency positions, Defense Threat Reduction Agency (DTRA), National Assessment GP, and LNOs in specified countries worldwide. Assignments that are also enhancing following a tour in the operational force include; Assistant Commandant USAJFKSWCS NCOA, and Instructor at the Joint Special OPS Forces Senior Enlisted Academy or USASMA are a few of these assignments. SGM should avoid extended or consecutive assignments (in excess of 48 months/back-to-back) in TDA assignments in USAJFKSWCS or staff assignments away from the operational force (SF GP or SMU Squadron) prior to completing an assignment as a Company/Troop SGM. SSD 5 is a prerequisite for Nominative Assignments. All MSGs (P) and SGM will be enrolled into SSD 5 upon completion of SMC or its equivalent.

(2) SF BN CSM (O-5 level of command (6C ASI)), the majority of positions reside in the operational force, (SF GP and SMU Squadron/Unit) with some positions residing in the generating force in TDA assignments at USAJFKSWCS. Most CSM will spend the majority of their assignments in the operational force. The goal is to bring operational experience to the generating force so CSM selected for a second CSM tour will normally be slated to serve in a generating force assignment in the USAJFKSWCS. Not all CSM will have a tour in the operational force and generating force before being selected for an O-6 level position. The key developmental position is proven excellence in the SF Operational BN and enhanced by a tour as a CSM in the generating force.

(3) Special Forces GP CSM (O-6 level of command (7C ASI)), the majority of positions reside in the operational force, (SF GP and SMU Unit) with some positions residing in the generating force in TDA assignments at USAJFKSWCS (Special Warfare Training Group (SWTG (A)), Special Warfare Medical Group (SWMG (A)), Special Warfare Education Group (SWEG (A)), NCOA Commandant). Most CSM selected to the GP level will spend the majority of their assignments in the operational force. CSM selected for a second CSM assignment will normally be slated to serve in a generating force assignment in the USAJFKSWCS or an assignment to one of the O-6 level CSM positions in a TSOC or deployed HQ. Not all CSM will have a tour in the operational force and generating force before being selected for a nominative CSM level position. Some CSM will be selected to the generating force O-6 level positions without O-6 level experience in the operational force based on availability. The key developmental position is proven excellence in the SF Operational Group (O6 level) command prior to a nominative CSM position and enhanced by a tour as a CSM in the generating force or served a second tour in an O6 level position in a TSOC or deployed HQ. Positions for SGM (7S ASI) are as follows: TSOC J-3 SGM/USASOC G-3 SGM/Proponent SGM.

*d. Operational assignments.*

(1) The SF BN and GP is the primary operational and war-fighter assignment for a SGM and CSM. These positions range from the Operational Company/GP level assignments to the operational assignments in a TSOC or in a deployed task force/command. Some select SGM will also see assignments to senior commands and nominative SGM positions

at the Joint Staff and USSOCOM. Some SGM will also see assignment to the generating force USAJFKSWCS, SWTG (A), SWMG (A), SWEG (A), and NCOA.

(2) CSM can expect primarily operational assignments with a select few having an assignment to the generating force USAJFKSWCS, SWTG(A), SWMG(A), SWEG(A), NCOA Commandant, or to deployed Task Forces/commands. CSM who are qualified at the BN or GP level from CSM tours but were not selected by the ASOF CSM centralized selection list for another command position may be slated for OPS assignments at the senior HQ; USASOC; USASFC (A); USAJFKSWCS; the 6 x TSOC and nominative SGM positions at the Joint Staff and USSOCOM.

(3) CSM who have completed a minimum of one tour at the O–6 level are competitive for assignment to the nominative CSM level. These positions include USASFC (A); USAJFKSWCS; SOCCENT; SOCEUR; SOCAFRICA; SOCPAC; SOCSOUTH; SOCKOR; JFSOC; ODRP; JSOC and other Army nominative assignments at the 1 and 2 star levels. CSM who have completed one nominative assignment are competitive for assignment to the following nominative assignments USSOCOM, USASOC, JSOC, NATO SO Command and other senior Army nominative assignments at the 3 and 4 star level. All 18Z CSM selected for a nominative assignment will change to MOS 00Z CSM and awarded 8C ASI.

*e. Self-development.* The SF CSM is the senior mentor for SF NCO, SSG to SGM. (For additional information on self-development, see para 9–3.) SSD 5 is a prerequisite for Nominative Assignments. All MSGs (P) and SGM will be enrolled into SSD 5 upon completion of SMC or its equivalent.

*f. Institutional training.* Prior to assuming a SGM Position a SGM must complete the USASMC or JSOFSEA. Prior to assuming a CSM position in ASOF selected SGM will attend three Pre-Command Courses: Army Pre-Command Course, Fort Leavenworth, KS; ASOF Pre-Command Course, Fort Bragg, NC; JSOF Pre-Command Course, Tampa, FL.

*g. Additional training.* SF GP (O–6 level of command) CSM will be expected to attend Keystone and Summit Course prior to competing for a nominative assignment.

*h. Special assignments.* Nominative SGM and CSM assignments to DDSO on the Joint Staff; USSOCOM; all TSOC; National Assessment GP; DTRA; NATO SOF; AWG; USASFC (A); and USAJFKSWCS are all coordinated through the Office of the CSM USASOC.

### **9–23. Military occupational specialty 00Z professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **9–24. Military occupational specialty 18Z Reserve Component special forces sergeant major and command sergeant major (O–5/O6 levels of command)**

*a.* Per AC guidance with the following exceptions and considerations: RC duty/operational assignments.

*b.* RC duty/operational assignments are as follows:

(1) The RC Soldiers may serve in USAJFKSWCS and various SF and SO positions by volunteering for and being selected for assignment. The RC SF Soldiers may serve active duty tours in the AGR program under the provisions of AR 135–18. They will serve under the provisions of Title 32 (State) or Title 10 (Federal), U.S. Code performing AGR tours in full time support positions assigned by each state (Title 32) or assigned by NGB (Title 10). Title 32 AGR tour will normally be performed in assignments to ARNG SF or SO units. However, due to geographic considerations and limited upward mobility in ARNG SO units, some Soldiers may not be able to stay only in SO units. They should seek assignments in State HQ (for ARNG); unified or specified commands, area commands, IMA program, or at Regional Readiness Commands for USAR. Title 10 AGR tours will be performed at USSOCOM; USASOC; USASFC (A); USAJFKSWCS; or NGB. Title 10 assignments are made and sponsored by NGB with the consent of the DARNG in support of the NGB charter.

(2) ARNG/USAR Soldiers may volunteer for and serve specified periods of active duty (for example, short tours) with USSOCOM; USASOC; USASFC (A); USAJFKSWCS; TASOSC; TSOC; any active component group (including the 1st Special Warfare Training Group) and its subordinate units; Military Missions in Foreign Nations; or with Army, Joint, and combined staffs requiring ARNG/USAR SF experience/support.

(3) Requirements exist for RC Soldiers to serve short tours of 179, or fewer, days in duration such as: TTAD managed by CDR, HRC in accordance with AR 135–210, ADSW in accordance with AR 135–200, and KPUP managed by the NGB only, normally limited to 90 days in duration.

(4) Reserve Component SF Soldiers may also serve in the traditional M–Day or IMA status.



## Chapter 10 Armor (Career Management Field 19) Career Progression Plan

### 10–1. Duties

The mission of the Armor Branch is to provide combined arms formations the capability to close with and destroy the enemy using fire, maneuver, and shock effect, as well as scout and cavalry formations the capabilities to perform reconnaissance, and security during combined arms OPS and wide area security OPS. The Armor and Cavalry Soldier leads, supervises, or serves as a member of an Armored Brigade Combat Team (ABCT), IBCT or SBCT in offensive, defensive, and contingency combat OPS. In addition, MOSC 19D/19K/19Z serves or assists on staffs at BN or higher level. The 19D/19K/19Z Soldier may also serve in a variety of TDA positions that are vital to the Army and its ability to perform various missions.

### 10–2. Transformation

Armor Soldiers are valued for their warfighting skills. They acquire and perfect those skills primarily through realistic training, PME, and service in the most demanding leadership position Armor Branch offers. Service with Soldiers is of primary importance to the Armor Branch. While serving with troops, Armor Soldiers polish their tactical and technical proficiencies through practical application of warfighting skills.

*a.* The ongoing Army transformation is having a significant impact on Armor organizations and Soldiers. The transition to three maneuver BN in many organizations will result in some short-term personnel turbulence as we reshape the current inventory of Armor Soldiers to meet the needs of the Army's modular operational units and to support the training and developmental needs of the generating force. Regardless of the ongoing transition, the Armor Force will continue to serve as a critical component of the combined arms maneuver team.

*b.* The Army's current personnel requirements to meet the demands of the contemporary operational environment will result in Armor Soldiers serving in undocumented positions. The most prominent of these is the Security Force Advisory Teams (SFAT). These teams train and certify the armies of our International Partners. SFATs advise the security forces in the areas of intelligence, communication, fire support, logistics, and tactics. The goal is to make the foreign nation's unit (at BN, BDE or DIV level) self-sustainable tactically, operationally, and logistically so that the unit is prepared to take over responsibility for an area of OPS. In addition to filling Armor designated positions, Armor Soldiers may also be required to serve as authorized substitutions for other Military Occupational Specialties based on personnel shortages. These assignments are considered developmental when complimented by the time spent in a key leadership assignment at each rank.

### 10–3. Recommended career management self-development, by rank

*a.* Ultimately, Soldiers manage their own careers. The quality and success of an Armor Soldier's career is directly proportional to that Soldier's consistent commitment to excellence, regardless of the assignment. Soldiers committed to achieving high goals will develop technical, tactical and leadership skills with the practical knowledge and ambition to put them to good use. The primary objective of the Armor Soldier is to become proficient within his CMF based on a variety of developmental assignments followed by a broadening assignment. Regardless of the assignment, the Armor Soldier should consistently seek self-improvement.

*b.* Self-development is a mandatory planned, progressive and sequential program followed by NCO. It is comprised of individual study, education, research and professional reading. The Self-development program is thoroughly discussed by rank (in para 2–13).

*c.* The Maneuver Leader Development Strategy (MLDS) provides the vision and guidance for developing maneuver leaders across the force with. MLDS is an inclusive document encompassing Infantry, Armored and SBCT, Reconnaissance and Security BDE, and other maneuver units and activities. This includes PME and functional training for officers and NCOs at the MCoE, home station, CTC, and while deployed. Moreover, it lays out a program for the individual self-development efforts of maneuver leaders throughout their careers. It accomplishes this by laying out a deliberate, continuous, and progressive development process, synthesizing the knowledge and abilities that leaders gain through training, education, and experience. Through this "lifelong" process, maneuver leaders master the tactical and operational levels of the military profession, while developing their strategic leadership abilities. The MLDS can be found at: <http://www.benning.army.mil/mssp/PDF/MLDSpercent20signedpercent20pdf.pdf>.

*d.* The Maneuver Self Study Program consists of books, articles, doctrine, films, lectures, and practical application exercises to help educate maneuver leaders about the nature and character of war, as well as their duties to prepare their Soldiers for combat, lead them in battle, and accomplish the mission. The intent is to enhance understanding of the complex interaction between war and politics and to improve the effectiveness of maneuver leaders in complex environments and in combat against determined, adaptive enemies. The Program can be found at: <http://www.benning.army.mil/MSSP/index.html>.

*e.* Professional reading is an important element in self-development and understanding the profession of arms. The Maneuver Center of Excellence publishes a list of books recommended for Maneuver Soldiers and Leaders. It is available through the Warrior University under the leader development tab at <http://www.benning.army.mil>.

*f.* The OPTEMPO of assignments may limit the opportunity for traditional civilian education. Soldiers should take

advantage of the opportunities available through their local education center or through GoArmyEd (<https://www.eArmyu.com>). GoArmyEd is the virtual gateway for all eligible active duty, ARNG and Army Reserve Soldiers to request tuition assistance online, anytime, anywhere for classroom and distance learning. It allows Soldiers to manage their education records including college classes, testing, on-duty classes and Army Education Counselor support. The College of the American Soldier, accessible through the career resources tab on the ACT, is designed to expand existing civilian education choices for NCO to provide them with degree options that will enhance their leadership capabilities while maximizing college credit granted for military experience and NCO training. Business and management related degrees designated as career NCO degrees support TRADOC's pentathlete concept.

g. CLEP, DANTES, and programs available through eArmyU are available for those Soldiers unable to pursue formal civilian courses. Pursuing a college education is not a mandatory requirement but pursuit of excellence while earning a degree may distinguish one from his peers. College education is a critical piece of the self-development program and Soldiers should plan their college program around a degree that relates to their MOS by using information provided on the SOCAD Web site. Armor Soldiers have the opportunity to apply skills and knowledge attained in the performance of their duties with Thomas Edison State College and the University of Maryland University College.

h. Soldiers with a GT score below 100 may limit their options for functional training courses such as the tank, MGS and Bradley Master Gunner Courses, Pathfinder course, or broadening assignments such as AC/RC advisor, drill sergeant, recruiter or instructor. Armor Soldiers who have successfully served in these positions have repeatedly shown a higher propensity for promotion to the next higher rank. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through the Functional Academic Skills Test, commonly referred to as FAST.

i. The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. CLEP and DANTES are other resources for converting previously acquired knowledge or training into college credit. Soldiers may also pursue technical certification and earn promotion points through the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

j. The Armor force will continue to require agile, flexible Soldiers and leaders with the ability to operate in a dynamic and complex environment that dictates the continual development of knowledge, skills and abilities. The PDM serves as the reference for a successful career within CMF 19 by providing information and guidance on assignments, education and training. PDM can be found in the ACT at <https://actnow.Army.mil>. (A detailed explanation of the PDM is available in para 2-13; the ACT is discussed in para 2-18.)

k. EPMS is the system that balances the needs of the Army with the developmental requirements of Armor force. EPMS shapes the professional enlisted force through programs that govern the training, career development, assignment and utilization of Soldiers. (EPMS is discussed in chap 3.)

(1) Private E-1-Specialist/Corporal.

(a) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(b) Soldiers should study and master the following military publications: FM 7-21.13; STP 21-1-SMCT; FM 7-22; FM 4-25.11; AR 670-1; STP 17-19D1-SM; STP 17-19K1-SM; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. MOS specific publications are available at the following address: [http://armypubs.army.mil/doctrine/17\\_Series\\_Collection\\_1.html](http://armypubs.army.mil/doctrine/17_Series_Collection_1.html).

(c) NCO and leaders need to be actively involved with Excellence in Armor (EIA) by selecting highly motivated Armor Soldiers whose performance demonstrates superb leadership potential, both in One Station Unit Training (OSUT) conducted by the 194<sup>th</sup> Armored BDE, Armor BCT, and Cavalry units Armywide. EIA seeks to identify and develop selected Armor Soldiers while encouraging their career progression and growth into leaders while supporting the Commander's decision-making process for accelerated position appointments and promotion. EIA also applies to CMF 19 Soldiers serving in non-Armor units, Active, Reserve and ARNG.

(2) Sergeant.

(a) The quality and success of a SGT's career is directly proportional to a consistent commitment to excellence, regardless of the mission. SGTs committed to achieving high standards will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(b) SGT should study and master the following military publications: FM 7-22.7; STP 21-24; ADP/ADRP 1; ADP 3-0; FM 6-22; ADP/ADRP 7-0; ADP/ADRP 6-22; STP 17-19D2-SM; STP 17-19K2-SM; AR 600-9; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment. MOS specific publications are available at the following address: [http://armypubs.army.mil/doctrine/17\\_Series\\_Collection\\_1.html](http://armypubs.army.mil/doctrine/17_Series_Collection_1.html).

(c) Soldier boards such as "NCO of the Quarter" and "NCO of the Year," and the SGT Audie Murphy and SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally to enhance confidence and build more adaptive leaders.

(d) NCO and Leaders should continue to enroll their Soldiers into EIA upon promotion to SGT.

(3) Staff sergeant.

(a) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: STP 17-19D3-SM-TG; STP 17-19K3-SM-TG; AR 623-3; STP 21-24; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. MOS specific publications are available at the following link: [http://armypubs.army.mil/doctrine/17\\_Series\\_Collection\\_1.html](http://armypubs.army.mil/doctrine/17_Series_Collection_1.html).

(b) Soldier boards such as "NCO of the Quarter" and "NCO of the Year," and the SGT Audie Murphy and SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally to enhance confidence and build more adaptive leaders. (Note: Enrollment into EIA is not open to Soldiers once they have reached the rank of SSG.)

(4) Sergeant first class.

(a) As NCO become more senior in rank, self-development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Strive to complete a degree program or accumulate two years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(b) Project Warrior is a highly selective program designed to spread the expertise developed by the Scout/Armor Platoon SGT/OC-T to the rest of the Armor force. Upon successful completion of duties as a platoon sergeant, the SFC is selected to serve as an OC-T at a maneuver training center with a follow-on assignment as an instructor at the Maneuver Center of Excellence in either A-BOLC or M-SLC. While consecutive generating force assignments are highly discouraged, Project Warrior is the exception to this policy and back-to-back generating force assignments are required.

(c) These SFC should study and master the following additional military publications: STP 17-19D4-SM; STP 17-19K4-SM; AR 350-1; AR 750-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. MOS specific publications are available at the following address: [http://armypubs.army.mil/doctrine/17\\_Series\\_Collection\\_1.html](http://armypubs.army.mil/doctrine/17_Series_Collection_1.html).

(d) Soldier boards, such as the SGT Audie Murphy and SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally to enhance confidence and build more adaptive leaders.

(5) Master sergeant/first sergeant.

(a) Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records indicate civilian education can be considered a major discriminator for selection to SGM. Strive to complete a degree program or accumulate two years of college credit towards a degree. However, continuing civilian education (completion of associates or bachelor's degree) is encouraged.

(b) MSGs/ISGs should study and master the following military publications: STP 17-19Z-SM; AR 601-280; AR 600-20; DA Pam 611-21 AR 220-1. MOS specific publications are available at the following address: [http://armypubs.army.mil/doctrine/17\\_Series\\_Collection\\_1.html](http://armypubs.army.mil/doctrine/17_Series_Collection_1.html).

(c) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(6) Sergeant major/command sergeant major.

(a) The goal of the SGM/CSM is to possess an upper level degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of soldiers their communications reach. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions.

(b) SGM should continue to exploit other distributed learning programs and broaden their focus to include functional training. SGM/CSM should recognize their role as an SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

#### **10-4. Military occupational specialty 19D cavalry scout**

*a. Major duties.* Cavalry scouts perform three basic types of missions as part of combat OPS: reconnaissance, security, and economy of force. The cavalry scouts must provide their commander with real time, accurate information about the terrain and enemy, preserve and protect other friendly units, and be prepared to fight and win as part of a combined arms team. Cavalry scouts are valued for their warfighting skills that are acquired and perfected primarily through realistic training, PME, and service in the most demanding leadership positions the Armor Branch offers. That being the case, it is service with troops, where tactical and technical proficiencies are polished through practical application of warfighting skills that is of primary importance to the Armor Branch. The focus of the MOS 19D PDM

is to seek key leadership positions in order to become MOS proficient as early as possible in each position (team leader, scout squad leader, scout platoon sergeant, and 1SG). In any key leadership position, the cavalry scout performs duties in his PMOS at the authorized or next higher grade, in both the operating and generating force. Serving in the operating force is the premier PD assignment; however, at times, the needs of the Army will require NCOs to serve in assignments away from Soldiers. The key for success during these specialty assignments is to excel at whatever position that the NCO is assigned. Cavalry scouts are expected to maintain their warfighting skills through professional reading and correspondence courses. Back-to-back TDA assignments should be avoided if at all possible with the exception of those SFCs and MSGs selected to participate in Project Warrior. In addition, cavalry scouts should take advantage of available opportunities to expand their military and civilian education.

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Office of the Chief of Armor, United States Army Armor School (USAARMS).

*c. Goals for development.* The focus of the cavalry scout's career should be on the following to ensure success: mastering the warfighting skills for his skill level, successfully serving in MOS developing positions and specialty assignments, attending and successfully completing all NCOES schools and PD Schools (Reconnaissance and Surveillance Leaders Course (RSLC), Army Reconnaissance Course (ARC), Cavalry Leaders Course (CLC), Airborne, Air Assault, Ranger, Pathfinder, Sniper, Battle Staff and Master Gunner), continuing to further civilian education, and serving operational time on a BN or squadron staff. Soldiers selected for promotion to the grades of SGT through SFC will attend the appropriate NCOES (WLC, ALC, or M–SLC).

(1) *Private E–1: specialist/corporal.*

*(a) Operational assignments.* The primary focus during the early years of their career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. The cavalry scouts should successfully complete one or more assignments as a dismounted scout. If assigned to an ABCT, the scout should strive to serve as a cavalry fighting vehicle gunner. Performance in branch developing positions remains the primary criterion for excellence in the CMF. The cavalry scout should seek responsibility and take advantage of opportunities to display leadership, initiative, and motivational skills.

*(b) Self-development.* For additional information on self-development, refer to paragraph 2–13.

*(c) Additional training.* RSLC teaches reconnaissance, surveillance and target acquisition fundamentals to Soldiers. Cavalry scouts should make every effort to attend and graduate this challenging course. Additionally, the 19D cavalry scout should attempt to expand his PD through attendance in one or more of the following courses or programs: Ranger, Airborne, Sniper, Air Assault, and Stryker/Bradley Operator and Maintenance Course.

*(d) Special assignments.* None.

(2) *Sergeant.*

*(a) Operational assignments.* SGTs should focus during this phase of their career on developing troop leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. The SGT should successfully serve as a cavalry fighting vehicle Stryker, high-mobility multipurpose wheeled vehicle commander, team or squad leader. These are positions for career progression and steps to gain the necessary expertise to serve as a SSG. Should a SGT serve in a duty position higher than his current rank or position, even if it is nonconsecutive with his promotion to the next higher rank, as long as that time has been documented by a DA Form 2166–8, also known as an NCOER, that time will count towards his critical leadership time.

*(b) Self-development.* (For additional information on self-development, refer to para 2–13.)

*(c) Additional training.* RSLC teaches reconnaissance, surveillance and target acquisition fundamentals to Soldiers. Cavalry scout SGTs should make every effort to attend and graduate this challenging course. Additionally, the cavalry scout should attempt to expand his PD through attendance in one or more of the following courses or programs: Ranger, Airborne, Sniper, Air Assault, Pathfinder, Bradley Advanced Training System (BATS), I/O, Vehicle Crew Evaluator (VCE) and Stryker/Bradley Operator and Maintenance/Commander's course and the Bradley Master Gunner School (upon receipt of a promotable status).

*(d) Special assignments.* Recruiting and drill sergeant duty are specialty assignments for qualified SGTs. Additional specialty assignments include OPS assistant (BN/BDE staff), instructor/writer, and training management NCO.

(3) *Staff sergeant.*

*(a) Operational assignments.* The critical assignments at this stage of the SSG's career are scout squad leader and vehicle commander. The Soldier should focus on refining and developing his leadership, tactical, and technical expertise. The Armor Branch's guidance is for every SSG to serve at least a minimum of 24 months in each key leadership assignment. SSGs who fail to attain at least 24 months of rated critical leadership time should not be considered for promotion to SFC. Additionally, at this stage of a career there are competing Army requirements that often conflict with primary career development. The SSG must aggressively seek leadership assignments in MOS developing positions prior to serving in a specialty assignment; however, SSGs who have served as squad leaders and vehicle commanders should take the opportunity to fill a platoon sergeant position when possible. Should a SSG serve in a duty position higher than his current rank or position, even if it is nonconsecutive with his promotion to the next higher rank—as long as that time has been documented by a DA Forms 2166–8, also known as an NCOER—that time will count towards his critical leadership time.

(b) *Self-development.* (For additional information on self-development, refer to para 2–13.)

(c) *Additional training.* ARC develops confident and agile reconnaissance leaders who can operate in unpredictable combat and training environments within their commanders' intent. SSGs should make every effort to attend this course. SSG assigned to an ABCT should strive to complete the Bradley Master Gunners Course. In addition, the 19D Cavalry Scout should attempt to expand his PD through attendance in one or more of the following courses or programs: Ranger, Airborne, Sniper, Air Assault, Pathfinder, BATS I/O, VCE, Stryker/Bradley Operator and Maintenance/Commander's Course. When possible the NCOs should attend the Air Load Movement/Planner Course.

(d) *Special assignments.* SSGs who have successfully served in an MOS-developing leadership position may be selected to serve in one or more of the following duty positions: drill sergeant, Armor School instructor/writer, doctrinal writer, combat development NCO or in AC/RC positions. These are favorable positions, because they keep SSGs close to Soldiers and close to changing doctrine or technical developments. Recruiting duty is another encouraged specialty assignment that qualified SSGs will be selected to fill. The MOS 19D SSG may also serve as a training management or OPS NCO. However, prior to entering a TDA nontactical assignment, the SSG should build a solid base of troop leadership time by serving in a key leadership assignment.

(e) *Other considerations.* There is no substitute for serving in the key leadership positions throughout an Armor Soldier's career. However, the Armor Force will assign a number of quality NCOs with little or no leadership time to Transitional Training Teams. While a Transitional Training Team provides some level of leadership development it does not provide a full range of leadership skills. Soldiers who serve on Transitional Training Teams should at a minimum also serve 12 months in an additional leadership developing assignment at this level. These two assignments in combination will provide the NCO the full range of skills, knowledge, and abilities to be successful at the next level of leadership.

(4) *Sergeant first class.*

(a) *Operational assignments.* The critical assignment at this stage of the NCO's career is Scout platoon sergeant. More than any other critical troop leadership assignment, platoon sergeant is the assignment a Soldier must have and must excel in to advance to MSG/1SG and SGM/CSM. The SFC must take advantage of the opportunity to serve as a Scout platoon sergeant whenever possible. A platoon sergeant is normally in charge of 28 or more Soldiers (depending on unit of assignment) and one lieutenant. Due to Army requirements, if a SFC passes up an assignment as a platoon sergeant, he may never get another opportunity. Without the opportunity to achieve and maintain proficiency as a platoon sergeant, an MOS 19D SFC will not be competitive for promotion to MSG. The Armor Branch's guidance is for every NCO to serve at least a minimum of 24 months in each key leadership assignment. SFCs who fail to attain at least 24 months of rated critical leadership time as a platoon sergeant should not be considered for promotion to MSG. Other operational assignments may include BN/BDE assistant OPS SGT or master gunner. A SFC who has served as a platoon sergeant should take the opportunity to fill a 1SG position when possible. Should a SFC serve in a duty position higher than his current rank or position, even if it is nonconsecutive with his promotion to the next higher rank—as long as that time has been documented by a DA Form 2166–8, also known as an NCOER—that time will count towards his critical leadership time.

(b) *Self-development.* (For additional information on self-development, refer to para 2–13.)

(c) *Additional training.* CLC trains NCOs who are involved in the planning and execution of reconnaissance collection and tactical security tasks at the Troop and Squadron level, as well as Joint asset planners and operators who support ground OPS. SFC should strive to attend this challenging course. SFCs assigned to an ABCT should strive to attend the Bradley Master Gunner Course. Additionally, the 19D Cavalry NCOs should attempt to expand PD through attendance in one or more of the following courses or programs when possible: ARC, BSNCO, Air Load Movement/Planner, Airborne, Air Assault, Pathfinder, or Ranger.

(d) *Special assignments.* The SFC who has demonstrated proficiency as a platoon sergeant may be selected to serve in one or more of the following duty positions: assignments manager at HRC, branch manager with the Office of the Chief of Armor, O/C at a CTC (NTC, JRTC, and CMTC); AWG advisor; EOA; inspector general NCO; senior drill sergeant; college-level ROTC instructor; Armor School senior instructor/team chief, training developer/writer, combat development NCO, training management NCO; AC/RC senior platoon OC/trainer; BN/squadron level master gunner, or assistant OPS SGT. Project Warrior (Project Warrior is a program designed to spread the expertise developed by the Scout/Armor platoon sergeant/OC–T to the rest of the Armor force. This would be accomplished when the NCO serves as a small group instructor in A–BOLC or M–SLC.) Note: While consecutive TDA assignments are highly discouraged, Project Warrior is the exception to this policy. The Project Warrior NCO will serve as an observer/controller at a MTC followed by an assignment as an instructor at ABOLC or M–SLC.

(e) *Other considerations.* There is no substitute for serving in the key leadership positions throughout an Armor Soldier's career. However, the Armor Force will assign a number of quality NCOs with little or no leadership time to Transitional Training Teams. While a Transitional Training Team provides some level of leadership development it does not provide a full range of leadership skills within the CMF. Soldiers that serve on a Transitional Training Teams should at a minimum also serve 12 months as a Scout platoon sergeant. These two assignments in combination will provide the NCO the full range of skills, knowledge and abilities to be successful at the next level of leadership.

(5) *Master sergeant/first sergeant.* See MOS 19Z.

### **10-5. Military occupational specialty 19D professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **10-6. Military occupational specialty 19D Reserve Component**

The RC Noncommissioned Officer Development and CMF Standards are the same as the RA as outlined in paragraph 10-4. Additional guidance is outlined in NGR 600-200 and AR 140-158.

### **10-7. Military occupational specialty 19K M1 armor crewman**

*a. Major duties.* The Armor crewman’s role on the battlefield is to close with and destroy enemy forces using firepower, mobility, and shock action; or to destroy the enemy’s will to continue the battle. Some of the missions conducted by Armor crewmen are movement to contact, hasty attack, deliberate attack, and defend in sector. Armor crewmen are valued for their warfighting skills which are acquired and perfected primarily through realistic training, military education, and service in the most demanding leadership positions Armor Branch offers. That being the case, it is service with Soldiers, where tactical and technical proficiencies are polished through practical application of warfighting skill that is of primary importance to the Armor Branch. The key to Armor crewman PD is to seek leadership positions in order to become MOS proficient as early as possible (gunner, tank commander, platoon sergeant and 1SG). Troop time is the premier PD assignment. However, at times the needs of the Army will require NCOs to serve in assignments away from Soldiers. The key for success during these specialty assignments is to excel at that assignment and maintain warfighting skills through professional reading and correspondence courses. With the exception of those SFCs and MSGs chosen to participate in Project Warrior, back-to-back TDA assignments should be avoided if at all possible. In addition, Armor crewmen should take advantage of available opportunities to expand their military and civilian education.

*b. Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Office Chief of Armor, USAARMS.

*c. Goals for development.* The focus for an Armor crewman should be on the following to ensure success: mastering the warfighting skills for their particular skill level, successfully serving in MOS developing positions and specialty assignments, attending and successfully completing all NCOES schools and PD Schools (Airborne, Air Assault, Battle Staff and Master Gunner), continuing to further civilian education, and serving in operational positions on BN/Squadron staff. Soldiers selected for promotion to the grades of SGT through SFC will attend the appropriate NCOES (WLC, ALC, or M-SLC). (For information regarding conditional promotion, see AR 600-8-19.)

(1) *Private E-1-Specialist/Corporal.*

*(a) Operational assignments.* The primary focus during the early years of the Armor Crewman’s career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. The Armor crewman should successfully complete one or more assignments as a driver, loader, or gunner. Performance in branch developing assignment remains the primary criterion for excellence in the CMF. The Armor crewman should seek responsibility and take advantage of opportunities to display leadership, initiative, and motivational skills.

*(b) Self-development.* (For additional information on self-development, refer to para 2-13.)

*(c) Additional training.* The MOS 19K Armor crewman has very limited opportunities for institutional training course attendance, but should step outside their comfort zone and attend schools such as Airborne and Air Assault to further their institutional knowledge as well as setting them self up for possible future assignments and progression later in their career.

*(d) Special assignments.* None.

(2) *Sergeant.*

*(a) Operational assignments.* SGTs should focus, during this phase of a career, on developing troop leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. The Armor Crewman should successfully serve as a MGS gunner, tank gunner, or gunner/tank commander on a command vehicle. This is a logical career progression step to gain the necessary expertise to serve as a MGS commander or a tank commander. Should a SGT serve in a duty position higher than his current rank or position, even if it is nonconsecutive with his promotion to the next higher rank—as long as that time has been documented by a DA Form 2166-8, also known as an NCOER—that time will count towards his critical leadership time.

*(b) Self-development.* (For additional information on self-development, refer to para 2-13.)

*(c) Additional training.* The Armor crewman should attempt to expand PD through attendance in institutional training courses such as the instructor training course (ITC), Airborne, Air Assault, Advanced Gunnery Training Simulator (AGTS), I/O, Vehicle Crew Evaluator (VCE) MGS and Tank operators maintenance course, Commanders course and upon receipt of a promotable status attend the Tank and MGS Master Gunner Course.

*(d) Special assignments.* Recruiting and drill sergeant duty are specialty assignments for qualified SGT. Additional specialty assignments include OPS assistant (BN/BDE staff), instructor/writer, and training management NCO.

(3) *Staff sergeant.*

(a) *Operational assignments.* The critical assignment at this stage of the Armor crewman's career is tank commander or mobile gun system commander. The Soldier should focus on refining and developing his leadership, tactical, and technical expertise. The Armor Branch's guidance is for every SSG to successfully serve at least a minimum of 18 or more months in each key leadership assignment, SSGs who fail to attain at least 24 months of rated critical leadership time should not be considered for promotion to SFC. Additionally, at this stage of a career there are competing Army requirements that often conflict with primary career development. The SSG must aggressively seek leadership assignments in MOS developing positions prior to serving in a specialty assignment. SSG who have served as tank commanders or MGS commanders should take the opportunity to fill a platoon sergeant position when possible. Should a SSG serve in a duty position higher than his current rank or position, even if it is nonconsecutive with his promotion to the next higher rank—as long as that time has been documented by a DA Form 2166–8, also known as an NCOER—that time will count towards his critical leadership time.

(b) *Self-development.* (For additional information on self-development, refer to para 2–13.)

(c) *Additional training.* The Tank and MGS Master Gunner Courses prepare the armor SSG to train the unit for combat and act as SMEs for all weapon system platforms in the ABCT. Qualified SSGs should seek to attend this demanding course. Additionally, the armor crewman should attempt to expand PD through attendance in one or more of the following courses or programs: Tank Commanders Certification Course, AGTS Instructor/ Operator (IO), VCE, Air Load Movement/Planner, Airborne, Air Assault, and the BSNCO.

(d) *Special assignments.* SSGs who have successfully served in a leadership position in a MOS developing assignment may be selected to serve in one of the following duty positions: drill sergeant, Armor School instructor/writer, doctrinal writer, combat development NCO or in AC/RC positions. These are favorable positions because they keep NCOs close to Soldiers and close to changing doctrine or technical developments. Recruiting duty is another encouraged specialty assignment that qualified SSGs will be selected to fill. The 19K SSG may also serve as a training management or OPS NCO. However, prior to entering a TDA or a professionally developing assignment, a SSG must build a solid base of troop leadership time by developing in a key leadership assignment.

(e) *Other considerations.* There is no substitute for serving in the key leadership positions throughout an Armor Soldier's career. However, the Armor Force will assign a number of quality NCOs with little or no leadership time to Transitional Training Teams. While a Transitional Training Team provides some of the skills, knowledge and abilities to be successful, it must be combined with time spent in the key leadership assignment to provide the full range of skills required to be successful at the next leadership level. Soldiers that serve on a Transitional Training Team should, at a minimum, also serve 12 months in the key leadership developing assignment at this level. These two assignments, in combination, will provide the NCO the full range of skills, knowledge and abilities to be successful at the next level of leadership.

(4) *Sergeant first class.*

(a) *Operational assignments.* The critical assignment at this stage of the Armor crewman's career is platoon sergeant. More than any other critical troop leadership assignment, platoon sergeant is the assignment a SFC must have-and must excel in-to advance to MSG/1SG and SGM/CSM. The SFC must take advantage of the opportunity to serve as a platoon sergeant whenever possible. In a tank PLT, an Armor platoon sergeant is charged with training and leading 14 Soldiers and one lieutenant. In an MGS platoon, a platoon sergeant leads seven Soldiers and one Lieutenant. Due to Army requirements, if a SFC passes up an assignment as a platoon sergeant, he may never get another opportunity. Without the opportunity to achieve and maintain proficiency as a platoon sergeant, an MOS 19K SFC will not be competitive for promotion to MSG. The Armor Branch's guidance is for every SFC to successfully serve at least a minimum of 24 months in each key leadership assignment, SFCs who fail to attain at least 24 months of rated critical leadership time as a platoon sergeant should not be considered for promotion to MSG. Other operational assignments may include BN/BDE assistant OPS SGT or master gunner. The SFC who has served as a platoon sergeant should take the opportunity to fill a 1SG position when possible. Should a SFC serve in a duty position higher than his current rank or position, even if it is nonconsecutive with his promotion to the next higher rank—as long as that time has been documented by a DA Form 2166–8, also known as an NCOER—that time will count towards his critical leadership time.

(b) *Self-development.* (For additional information on self-development, refer to para 2–13.)

(c) *Additional training.* The Tank and MGS Master Gunner Courses prepare the armor SFC to train the unit for combat and act as SMEs for all weapon system platforms in the ABCT. Qualified SFCs should seek to attend this demanding course. The 19K armor crewman should also attempt to expand his PD through attendance in the following courses or programs: Airborne, Air Assault, Battle Staff, and the Air Load Movement/Planner course. Enrollment in the Project Warrior NCO Program is encouraged.

(d) *Special assignments.* The SFC who has demonstrated proficiency as a platoon sergeant may be selected to serve in one or more of the following duty positions: assignments manager at HRC, branch manager with the Office of the Chief of Armor, O/C at a CTC (NTC, JRTC, and CMTIC); EOA; inspector general NCO; senior drill sergeant; college-level ROTC instructor; Armor School senior instructor/team chief, training developer/writer, combat development NCO, training management NCO; AC/RC senior platoon OC/trainer; BN/squadron level master gunner, or assistant OPS SGT. Project Warrior (Project Warrior is a program designed to spread the expertise developed by the Scout/Armor platoon sergeant/OC–T to the rest of the Armor force. This would be accomplished when the NCO serves as a

small group instructor in A-BOLC or M-SLC.) Note: While consecutive TDA assignments are highly discouraged, Project Warrior is the exception to this policy. The Project Warrior NCO will serve as an observer/controller at an MTC, followed by an assignment as an instructor at ABOLC or M-SLC.

(e) *Other considerations.* There is no substitute for serving in the key leadership positions throughout an Armor Soldier's career. However, the Armor Force will assign a number of quality NCOs with little or no leadership time to Transitional Training Teams. While a Transitional Training Team provides some level of leadership development it does not provide a full range of leadership skills. Soldiers that serve on a Transitional Training Teams should at a minimum also serve 12 months in the key leadership developing assignment at this level. These two assignments, in combination, will provide the NCO the full range of skills, knowledge and abilities to be successful at the next level of leadership.

(5) *Master sergeant/first sergeant.* See MOS 19Z.

#### **10-8. Military occupational specialty 19K professional development model**

Access to the "Career Maps" is from the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.army.mil>.

#### **10-9. Military occupational specialty 19K Reserve Component**

The RC NCO Development and CMF Standards are the same as the RA as outlined in paragraph 10-7. Additional guidance is outlined in NGR 600-200 and AR 140-158.

#### **10-10. Military occupational specialty 19Z armor senior sergeant**

a. *Major duties.* The Armor Senior SGT serves as the principal NCO in an Armor Company, Cavalry Troop, or OPS and Intelligence staff section in an ABCT, armored cavalry regiment, IBCT or SBCT or higher level organizations. Senior Armor SGT are valued both for their warfighting and doctrinal skills that are acquired and perfected primarily through realistic training, PME, and service in the most demanding leadership positions Armor Branch offers. That being the case, it is service with troops, where tactical and technical proficiencies are polished through practical application of warfighting skills that is of primary importance to the Armor Branch.

b. *Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Office Chief of Armor, USAARMS.

c. *Goals for development.* At this point in the Armor Senior SGT's career, he should be focused on the following to ensure success: successfully serving at least a minimum of 24 months as a unit 1SG; mastering the warfighting skills required for their skill level; attending and successfully completing all NCOES schools and Battle Staff; attending PD School; finishing a college degree program; and serving operational time on BN, BDE, or higher staff. The MSG who has served as a 1SG should take the opportunity to fill a BN Operation SGT position when possible. (For information regarding conditional promotion to SGM, see AR 600-8-19.)

(1) *Master sergeant/first sergeant.*

(a) *Need a lead in.* The 19Z Armor senior SGT must be MOS trained at the USAARMS.

(b) *Need a lead in.* At this level the critical assignment for an Armor senior SGT is 1SG. Without a successful tour as a 1SG, promotion to SGM is virtually impossible. Time spent as a 1SG at SFC will be considered as a career developing assignment at MSG. After serving as the 1SG of a Troop or Company, the Armor senior SGT should seek additional 1SG time by serving as the 1SG of a HQ Troop or HQ Company, or in a specialty assignment. A MSG who fails to attain at least 24 months of critical leadership time as a 1SG should not be considered for promotion to SGM/CSM. Should a 1SG/MSG serve in a duty position higher than his current rank or position, even if it is nonconsecutive with his promotion to the next higher rank—as long as that time has been documented by a DA Form 2166-8, also known as an NCOER—that time will count towards his critical leadership time.

(c) *Self-development.* Not only will continued education benefit the Armor senior SGT in their Army career, but it also helps to prepare them for a civilian career upon retirement. (For additional information on self-development, refer to para 2-13.)

(d) *Additional training.* Armor senior SGTs designated to serve in Cavalry organizations are highly encouraged to attend CLC. Additional training can be attained by attending the Joint Fire Power Control and the BSNCOs.

(e) *Special assignments.* The MSG who has successfully served as a 1SG may be selected to serve at any of the following duty positions: Assignments manager at HRC; branch manager with the Office of the Chief of Armor; BN or higher OPS SGT; BN level or higher intelligence SGT; college ROTC tactical instructor; AC/RC OC or OPS NCO; TRADOC service school DIV chief; inspector general or EO; or master gunner at DIV or higher level. (Note: While consecutive TDA assignments are highly discouraged, Project Warrior is the exception to this policy.)

(f) *Other considerations.* There is no substitute for serving in the key leadership positions throughout an Armor Soldier's career. However, the Armor Force will assign a number of quality NCOs with little or no leadership time to Transitional Training Teams. While a Transitional Training Team provides some level of leadership development it does not provide a full range of leadership skills. Soldiers that serve on a Transitional Training Teams should, at a



minimum, also serve 12 months as a 1SG. These two assignments, in combination, will provide the NCO the full range of skills, knowledge and abilities to be successful at the next level of leadership.

(2) *Sergeant major/command sergeant major.*

(a) *Operational assignments.* The principal assignments for a SGM (other than CSM) are BN level or higher OPS SGM, or staff assignments at DIV level or above.

(b) *Self-development.* (For additional information on self-development, refer to para 2–13.)

(c) *Additional training.* CLC, SNCO joint professional military education (JPME), joint fire power control, or CSM designee course.

(d) *Special assignments.* SGMs may be selected to serve at any of the following duty positions: DIV, directorate, special staff SGM in a TDA assignment; AC/RC chief enlisted advisor; college ROTC; SMC faculty; inspector general or EO.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **10–11. Military occupational specialty 19Z professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

### **10–12. Military occupational specialty 19Z Reserve Component**

The RC NCO Development and CMF Standards are the same as the RA as outlined in paragraph 10–10. Additional guidance is outlined in NGR 600–200 and AR 140–158.

## **Chapter 11**

### **Communications and information systems operations—contains visual information operations, signal support operations, information systems operations, electromagnetic spectrum management operations and defensive cyberspace operations-internal defensive measures (CMF 25) career progression plan**

#### **11–1. Duties**

The Signal Corps is a branch designed to provide network management, Information Assurance (IA), computer network defense, information dissemination management, content staging, electromagnetic spectrum management and visual information (VI) support. CMF 25, Communications and Information Systems OPS, has five separate operational areas: VI OPS; Signal OPS; Information Systems Operations (ISO); Electromagnetic Spectrum Management Operations (ESMO); and Defensive Cyberspace Operations (DCO)-Internal Defensive Measures.

#### **11–2. Transformation**

The networks and information systems provided by the Signal Regiment are key enablers to and at the center of every ongoing transformation effort in the U.S. military. CMF 25 The Signal Regiment recognizes that communications plays an ever-increasing and critical role in global military OPS, and it supports this requirement while maintaining flexibility and fluidity during the transformation process and is changing more rapidly than the other traditional war fighting functions.

#### **11–3. Recommended career management self-development, by rank**

a. *Private E–1: specialist/corporal.*

(1) The quality and success of a Soldier’s career is in direct proportion to the Soldier’s consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and master the following military publications: STP 21–24–SMCT; FM 4–25.11; AR 670–1; FM 3–90.61; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. The CLEP and DANTES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier’s own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores

through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site. CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and Signal Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

(6) Soldier boards such as Soldier of the Quarter/Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(7) Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*b. Sergeant.*

(1) The quality and success of a SGT's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) SGT should study and master the following military publications: STP 21-24-SMCT; ADP 7-0; FM 6-22; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGT willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(5) Soldier boards such as "NCO of the Quarter" and "NCO of the Year" and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(7) Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*c. Staff sergeant.*

(1) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: STP 21-24; FM 3-22.3, -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education. Pursuing a college education is not a mandatory requirement but one that will place you above your peers who are not striving to obtain college credits. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self-development options are based on the SSG's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(4) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(5) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*d. Sergeant first class.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. SFC should strive to complete at least one year of college prior to eligibility for the MSG Board.

(2) These NCOs should study and master the following additional military publications: AR 350-1; AR 750-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFC willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an associate degree by 12 years and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(6) Active duty NCO at this grade are eligible for the TWI program (AR 621–1). Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*e. Master sergeant/first sergeant.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. MSG should strive to complete at least two years of college prior to eligibility for the SGM Board. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM.

(2) MSGs/SFCs should study and master the following military publications: AR 601–280; AR 600–20; DA Pam 611–21; AR 840–10; AR 220–1.

(3) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The ACCP provides an excellent educational resource in continued education, leadership, and technical proficiency.

(5) Active duty NCO at this grade are eligible for the TWI program (AR 621–1). Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

*f. Sergeant major/command sergeant major.*

(1) The goal of the SGM/CSM is to continually seek activities like professional reading or college courses. These help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions. The SGM should continue to seek college education related to their MOS.

(2) The SGM/CSM should read publications on their chains of command professional reading list. FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP provides an excellent educational resource in continued education, leadership, and technical proficiency.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

#### **11–4. Visual information operations—duties**

The VI operation, which is part of CMF 25, contains MOSs used for VI support for Army, Joint, and Coalition OPS (Combat Camera). These MOSs ensure radio and television equipment OPS/maintenance; VI equipment repair; still (digital), and video documentation/production OPS; multimedia illustration, desktop publishing and various image acquisition devices; planning, programming and supervision of VIO. VIO Soldiers are part of the Signal Branch and serve in positions at all echelons. VIO Soldiers serve in TDA and MTOE units, both signal and nonsignal. VIO Soldiers serve in the White House Communications Agency (WHCA) providing presidential VI support. They serve in positions that support the documentation of training exercises such as those conducted at CTCs. They serve in positions in tactical VI units documenting combat OPS for real-time information to support National Command Authority (NCA), Chairman of the Joint Chiefs of Staff, the MILDEPS and the Unified Combatant Commanders, Joint Combat Camera Center commanders and for historical documentation. VIO Soldiers in Military Intelligence (MI), Military Information Support Operations (MISO) and SF units, provide illustrations used for battlefield OPS. VIO Soldiers operate and maintain radio and television equipment for the Army Broadcast Service. Soldiers provide the photographic and video documentation support for military installations and posts Armywide. Soldiers serve in medical units

providing illustrations, photographic support, and video documentation of medical procedures. All MOSs in VIO are open to women; assignment to certain positions in Combat Arms units are prohibited. All assignments require a U.S. citizenship and a security clearance of Secret. A number of positions require a security clearance of Top Secret. A detailed description of VIO MOSs is provided in DA Pam 611–21.

#### **11–5. Military occupational specialty 25M multimedia illustrator**

*a. Major duties.* See DA Pam 611–21 for details.

*b. Prerequisites.* See DA Pam 611–21 for details.

*c. Goals for development.* The purpose of the Career Progression Plan is to inform Soldiers and NCO the Signal Corps intent for their career pattern and PD. Junior enlisted Soldiers should take steps to increase their technical and basic Soldiering attributes. Soldiers should use online training resources to continue to develop and enhance the skills needed to support the modular force. To develop Multimedia Illustrators their assignments must focus on demanding roles such as team chief and section chief. SNCOs should seek challenging positions such as platoon sergeant, 1SG or other leadership positions and serve in special and joint assignments. Signal SNCOs should seek demanding jobs such as OPS SGT and serve in special or joint assignments. Follow-on assignments at the BDE and DIV staff will add to their overall professional knowledge. Soldiers should avoid repetitive assignments outside of the MOS (for example, going from drill sergeant to Recruiter duty, Instructor/Writer, staff, or similar positions) whenever possible. This will ensure necessary diversity throughout the career path. It is possible that repetitive assignments will occur to meet the needs of the Army. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. Soldiers should pursue BN, BDE, or above level experience.

(1) Private E–1–Specialist/Corporal.

*(a) Operational assignments.* A Soldier should focus on building a strong base of technical expertise, basic MOS skills, and common Soldier tasks during the early years of their career. Assignments such as Multimedia Illustrator and Tactical Multimedia Illustrator with a tactical VI unit to enhance technical and operational expertise is recommended. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative and motivation.

*(b) Self-development.* Under SSD 1, Soldiers are enrolled automatically after completing BCT or One Station Unit Training (OSUT), Soldiers must complete SSD 1 prior to attending WLC. Soldiers PV1–SPC who completed BCT/OSUT, but not WLC, prior to 1 September 2010 are automatically enrolled. SSD 1 tasks are primarily focused at the team level. Under GSD, Soldiers and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP, and DANTES. Soldiers may convert military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their Armed Services Vocation Aptitude Battery (ASVAB) scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.Army.mil/accp/aipdnew.asp> Web site.

*(c) Additional training.* Digital Multimedia Course and Airborne. Suggested Army correspondence courses: VI Equipment Operator-Maintainer Course and Combat Documentation/Production SPC Course.

*(d) Special assignments.* None.

(2) Sergeant.

*(a) Operational assignments.* During this phase of a career NCOs should focus on tactical assignments to develop Soldier leadership skills, hone technical expertise, and lay a foundation of tactical knowledge. NCOs should seek positions to gain leadership experience such as Multimedia Illustrator with a tactical unit at every opportunity.

*(b) Self-development.* SSD 2 replaces ALC–CC. SSD 2 completion is a prerequisite for attending ALC. All SGT who are graduates of ALC are automatically enrolled in SSD 3. SGT(P) are enrolled in SSD 3 automatically upon completion of all phases of ALC. SSD 3 tasks are primarily focused at the platoon level. Under GSD, NCO and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DANTES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

*(c) Additional training.* Digital Multimedia Course and Airborne. Suggested Army correspondence courses: None.

*(d) Special assignments.* N/A.

(3) Staff sergeant.

(a) *Operational assignments.* NCOs should focus on continued development and refinement of their skills with assignments, which develop leadership skills, hone technical expertise, and lay a foundation of tactical knowledge during this phase of their career. NCO, at every opportunity NCO, should seek positions to gain leadership experience such as Multimedia NCO, Tactical Multimedia NCO or Squad Leader with a tactical VI unit, duty at the CTC or SO command, for example, military information support operations (MISO) to enhance technical and operational expertise.

(b) *Self-development.* Under SSD, all SSG who are graduates of ALC are automatically enrolled in SSD 3. SSG (P) will be enrolled automatically in SSD 4 upon completion of SLC. SSD 4 tasks are primarily focused at the BN level. Under SSD, NCO's should complete SSD 3 after graduating ALC and prior to graduating SLC. NCOs should actively pursue opportunities to further their civilian and military education (see para (c), below). Pursuing a college education is not a mandatory requirement but one that will place you above your peers who are not striving to obtain college credits. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(c) *Additional training.* Digital Multimedia Course, Airborne, and BSNCO. Suggested Army correspondence courses: None.

(d) *Special assignments.* Drill sergeant, AIT platoon sergeant, MiTT, WHCA, Recruiter, Instructor/Writer and ALC Small Group Leader.

(4) *Sergeant first class.* (See para 11–14.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **11–6. Military occupational specialty 25M professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **11–7. Military occupational specialty 25M Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from combat, to CS or CSS and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as his or her RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the type of units in which RC Soldiers may serve, Total Army Training System (TATS) and NCOES satisfies PD and functional area requirements. This is the same for all Army components.

### **11–8. Military occupational specialty 25R visual information equipment operator-maintainer**

a. *Major duties.* See DA Pam 611–21 for details.

b. *Prerequisites.* See DA Pam 611–21 for details.

c. *Goals for development.* The purpose of the Career Progression Plan is to inform Soldiers the Signal Corps intent for their career pattern and PD plan. Junior enlisted Soldiers should take steps to increase their technical and basic Soldiering attributes. Soldiers should use online training resources to continue to develop and enhance the skills needed to support the modular force. To develop VI Equipment Operator-Maintainers their assignments must focus on demanding roles such as team chief and section chief. SNCOs should seek challenging positions such as platoon sergeant, 1SG, or other leadership positions, and serve in special and joint assignments. Signal SNCOs should seek demanding jobs such as OPS SGT and serve in special or joint assignments. Follow-on assignments at the BDE and DIV staff will add to their overall professional knowledge. Soldiers should avoid repetitive assignments outside of the MOS (for example, going from drill sergeant to Recruiter duty, Instructor/Writer, staff, or similar positions) whenever possible. This will ensure necessary diversity throughout the career path. It is possible that repetitive assignments will occur to meet the needs of the Army. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. Soldiers should pursue BN, BDE or above level experience.

(1) Private E–1–Specialist/Corporal.

(a) *Operational assignments.* A Soldier should focus on building a strong base of technical expertise, basic MOS skills, and common Soldier tasks during the early years of their career. Assignments such as VI Equipment Operator-Maintainer with a tactical unit to enhance technical and operational expertise is recommended. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative and motivation.

(b) *Self-development.* Under SSD 1, Soldiers are enrolled automatically after completing BCT or One Station Unit Training (OSUT), Soldiers must complete SSD 1 prior to attending WLC. Soldiers PV1–SPC who completed BCT/OSUT, but not WLC, prior to 1 SEP 10 will be automatically enrolled by 1 JAN 12. SSD 1 tasks are primarily focused at the team level. Under GSD, Soldiers and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for

obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DAN TES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(c) *Additional training.* Airborne. Suggested Army correspondence courses: Multimedia Illustrator Course and Combat Documentation/Production SPC Course.

(d) *Special assignments.* None.

(2) Sergeant.

(a) *Operational assignments.* During this phase of a career NCOs should focus on tactical assignments to develop Soldier leadership skills, hone technical expertise, and lay a foundation of tactical knowledge. NCOs should seek positions that allow them to gain leadership experience such as VI Equipment Operator-Maintainer with a tactical unit.

(b) *Self-development.* SSD 2 completion is a prerequisite of attending ALC. All SGT who are graduates of ALC are automatically enrolled in SSD 3. SGT (P) are enrolled in SSD 3 automatically upon completion of all phases of ALC. SSD 3 tasks are primarily focused at the platoon level. Under GSD, NCO and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DAN TES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(c) *Additional training.* Airborne, Broadcast Radio and Television Systems Maintenance Course. Suggested correspondence courses: None.

(d) *Special assignments.* N/A.

(3) Staff sergeant.

(a) *Operational assignments.* NCOs should focus on continued development and refinement of their skills with assignments, which develop leadership skills, hone technical expertise, and lay a foundation of tactical knowledge during this phase of their career. NCOs should seek positions to gain leadership experience such as VI operator-maintainer NCO or squad leader with a tactical VI unit, duty at the CTC or SO command, for example, MISO to enhance technical and operational expertise at every opportunity.

(b) *Self-development.* Under SSD, all SSG who are graduates of ALC are automatically enrolled in SSD 3. SSG (P) will be enrolled automatically in SSD 4 upon completion of SLC. SSD 4 tasks are primarily focused at the BN level. NCOs should complete SSD 3 after graduating ALC and prior to graduating SLC. Under GSD, NCOs should actively seek opportunities to further their civilian and military education (see para (c), below). Pursuing a college education is not a mandatory requirement but one that will place you above your peers who are not striving to obtain college credits. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(c) *Additional training.* Broadcast Radio and Television Systems Maintenance, Airborne, and BSNCO C. Suggested Army correspondence courses: None.

(d) *Special assignments.* Drill sergeant, AIT platoon sergeant, MiTT, WHCA, Recruiter, Instructor/Writer, and ALC Small Group Leader.

(4) *Sergeant first class.* (See para 11–14.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See COOL Web site.

## **11–9. Military occupational specialty 25R professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

## **11–10. Military occupational specialty 25R Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from combat, to CS or CSS, and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as his or her RA counterpart

in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the type of units in which RC Soldiers may serve, TATS and NCOES satisfies PD and functional area requirements. This is the same for all Army components.

### **11–11. Military occupational specialty 25V combat documentation/production specialist**

*a. Major duties.* See DA Pam 611–21 for details.

*b. Prerequisites.* See DA Pam 611–21 for details.

*c. Goals for development.* The purpose of the Career Progression Plan is to inform Soldiers the Signal Corps intent for their career pattern and PD plan. Junior enlisted Soldiers should take steps to increase their technical and basic Soldiering attributes. Soldiers should use online training resources to continue to develop and enhance the skills needed to support the modular force. To develop Combat Documentation/Production SPC their assignments must focus on demanding roles such as team chief and section chief. SNCOs should seek challenging positions such as platoon sergeant, 1SG, or other leadership positions, and serve in special and joint assignments. Signal SNCOs should seek demanding jobs such as OPS SGT and serve in special or joint assignments. Follow-on assignments at the BDE and DIV staff will add to their overall professional knowledge. Whenever possible Soldiers should avoid repetitive assignments outside of the MOS (for example, going from drill sergeant to Recruiter duty, Instructor/Writer, staff, or similar positions). This will ensure necessary diversity throughout the career path. It is possible that repetitive assignments will occur to meet the needs of the Army. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. Soldiers should pursue BN, BDE, or above level experience.

(1) Private E–1–Specialist/Corporal.

*(a) Operational assignments.* A Soldier should focus on building a strong base of technical expertise, basic MOS skills, and common Soldier tasks during the early years of their career. Assignments as a Combat Documentation/Production SPC, COMCAM Documentation SPC or Tactical VI SPC with a tactical unit or duty at the CTC can enhance technical expertise and therefore are recommended. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative and motivation.

*(b) Self-development.* Under SSD 1, Soldiers are enrolled automatically after completing BCT or One Station Unit Training (OSUT), Soldiers must complete SSD 1 prior to attending WLC. Soldiers PV1–SPC who completed BCT/OSUT, but not WLC, prior to 1 SEP 10 are automatically enrolled by 1 JAN 12. SSD 1 tasks are primarily focused at the team level. Under GSD, Soldiers and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DANTES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

*(c) Additional training.* Airborne. Suggested Army correspondence courses: Multimedia Illustrator Course and VI/Equipment Operator-Maintainer Course.

*(d) Special assignments.* None.

(2) Sergeant.

*(a) Operational assignments.* During this phase of a career NCOs should focus on tactical assignments to develop Soldier leadership skills, hone technical expertise, and lay a foundation of tactical knowledge. NCO, at every opportunity, should seek positions to gain leadership experience such as Combat Documentation/Production SPC or COMCAM Documentation NCO with a tactical unit or duty at the CTC.

*(b) Self-development.* SSD 2 completion is a prerequisite of attending ALC. All SGT who are graduates of ALC are automatically enrolled in SSD 3. SGT (P) are enrolled in SSD 3 automatically upon completion of all phases of ALC. SSD 3 tasks are primarily focused at the platoon level. Under GSD, NCO and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DANTES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(c) *Additional training.* Airborne, Intermediate Videographer Course, Digital Multimedia Course. Suggested Army correspondence courses: None.

(d) *Special assignments.* N/A.

(3) Staff sergeant.

(a) *Operational assignments.* NCOs should focus on continued development and refinement of their skills with assignments, which develop leadership skills, hone technical expertise, and lay a foundation of tactical knowledge during this phase of their career. NCO, at every opportunity should seek positions to gain leadership experience such as combat documentation/production NCO or squad leader with a tactical VI unit, duty at the CTC or SO command, for example, MISO, to enhance their technical and operational expertise.

(b) *Self-development.* Under SSD, all SSG who are graduates of ALC are automatically enrolled in SSD 3. SSG (P) will be enrolled automatically in SSD 4 upon completion of SLC. SSD 4 tasks are primarily focused at the BN level. NCO's should complete SSD 3 after graduating ALC and prior to graduating SLC. Under GSD, NCOs should actively seek opportunities to further their civilian and military education (see para (c), below). Pursuing a college education is not a mandatory requirement but one that will place you above your peers who are not striving to obtain college credits. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(c) *Additional training.* Airborne, Intermediate Videographer Course, Digital Multimedia Course, and BSNCO. Suggested Army correspondence courses: None.

(d) *Special assignments.* Drill sergeant, AIT platoon sergeant, MiTT, WHCA, Recruiter, Instructor/Writer and ALC Small Group Leader.

(4) *SFC.* (See para 11–14.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **11–12. Military occupational specialty 25V professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

#### **11–13. Military occupational specialty 25V Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from combat, to CS or CSS, and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as his or her RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers may serve, TATS and NCOES satisfies PD and functional area requirements. This is the same for all Army components.

#### **11–14. Military occupational specialty 25Z visual information operations chief**

a. *Major duties.* See DA Pam 611–21 for details.

b. *Prerequisites.* See DA Pam 611–21 for details.

c. *Goals for development.* The purpose of the Career Progression Plan is to inform NCO of the Signal Corps intent for their career pattern and PD. NCOs should steadily increase their technical and basic Soldiering attributes. NCOs should use online training resources to continue to develop and enhance the skills needed to support the modular force. To develop VI OPS chiefs into professional NCO, their assignments must focus on the challenging and demanding jobs such as section SGT, platoon sergeant, 1SG or other supervisory positions. Signal SNCOs should seek the demanding jobs such as OPS SGT and serve in special or joint assignments. Follow-on assignments at the BDE and DIV staff will add to their overall professional knowledge. NCOs should avoid repetitive assignments outside of MOS (such as going from drill sergeant to Recruiter duty, Instructor/Writer, staff, or similar positions) whenever possible. This will ensure necessary diversity throughout the career path. It is possible that repetitive assignments will occur to meet the needs of the Army. NCO should interject and communicate their desire for assignments that allow them to remain competitive. NCOS should pursue BN, BDE or above level experience.

(1) Sergeant first class.

(a) *Operational assignments.* SFC should seek assignments as a VI supervisor, VI OPS SGT, platoon sergeant, VI liaison NCO in a signal VI company (tactical VI unit), VI SNCO on a DIV or installation staff, on a MiTT or within SO command, for example, MISO .

(b) *Self-development.* Under SSD, SFC are enrolled automatically in SSD 4 upon completion of SLC. It is highly recommended that SSD 4 be completed prior to assuming duties as a 1SG. SSD 4 tasks are primarily focused at the BN level. Under GSD, NCO and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. A college degree is not a requirement



for promotion but it may be a significant factor and should be pursued whenever possible. SFC should complete at least one year of college prior to eligibility for the MSG Board. There are methods for obtaining college credits other than the traditional classroom instruction. They include the Internet and Army correspondence courses online at the <http://www.atsc.army.mil/accp/aipdnew.asp> (see para (c), below, CLEP and DANTES).

(c) *Additional training.* Airborne, Digital Multimedia Course, VI Management Course, and BSNCO. Suggested Army correspondence courses: VI Advanced Refresher Course, Standards in Weapons Training Course.

(d) *Special assignments.* Senior drill sergeant, AIT platoon sergeant, EOA, recruiter, instructor/writer, WHCA and SLC small group leader.

(2) Master sergeant/first sergeant.

(a) *Operational assignments.* MSG should seek assignments as 1SG, chief VI NCO on a corps or major command staff, VI OPS NCO, VI planner, Joint Multinational Readiness Center Field AAR coordinator or VI supervisor at one of the CTCs.

(b) *Self-development.* Under SSD, MSGs will be automatically enrolled in SSD 4. NCOs must complete SSD 4 prior to attending the SMC or prior to one year TIG as a MSG/1SG. MSG (P)s will be automatically enrolled in SSD 5 upon completing SMC (or equivalent). SSD 5 tasks are primarily focused at nominative and joint staff levels. A college degree is not a requirement for promotion, but it may be a significant factor for selection to SGM and should be pursued whenever possible. MSGs should strive to complete at least 2 years of college prior to eligibility for the SGM Board.

(c) *Additional training.* Airborne, VI Management Course and another suggested Army correspondence course is available online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(d) *Special assignments.* Active Component/(AC/RC) advisor, senior career manager.

(3) Sergeant major/command sergeant major.

(a) *Operational assignments.* SGMs should seek assignments as chief VI NCO in the Information Services Support Branch of a Theater Signal Command, on HQDA or theater staff, as Signal Center VI staff NCO, as supervisor of 50 or more personnel that are engaged in VI activities, or SNCO at the Defense Information School (DINFOS).

(b) *Self-development.* SGMs are automatically enrolled in SSD 5 upon completion of the SMC. SSD 5 tasks are primarily focused at nominative and joint staff levels. SGM should have an associate's degree and should pursue a bachelor's or higher level degree.

(c) *Additional training.* VI Management Course and Army Force Management School. Suggested Army correspondence courses: None.

(d) *Special assignments.* AC/RC advisor.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See COOL Web site.

### **11–15. Military occupational specialty 25Z professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **11–16. Military occupational specialty 25Z Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from combat, to CS or CSS, and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as his or her RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers may serve, TATS and NCOES satisfies PD and functional area requirements. This is the same for all Army components.

### **11–17. Signal operations—duties**

The Signal OPS, which is a part of CMF 25, provides communications for activities Armywide. These MOSs ensure supervising, operating and maintaining tactical and strategic transmission and switching equipment, network control facilities, single and multi-channel radio systems; the operation, control and maintenance of Defense Satellite Communication (SATCOM) System and tactical (SATCOM), systems; maintaining maneuver control systems and Single Channel Ground and Airborne Radio Systems; installing and repairing cable and fiber optics systems; installing and maintaining WAN; and installing and maintaining the Enhanced Position Location and Reporting System (EPLRS) and Joint Tactical Radio Systems (JTRS) Network Management Terminals. These Soldiers serve in positions at all echelons, in TDA and MTOE units, both signal and nonsignal. They serve in combat arms, joint, allied, and special activities. The signal OPS Soldiers serve in the WHCA providing presidential communications support. Assignments also exist in SO units, Military Information Support OPS units, and key positions at the CTC to include the North Atlantic Treaty Organization (NATO). Signal OPS Soldiers assignments occur in every theater of operation at every

level of command. All MOSs in this signal OPS are open to women. However, certain positions in combat arms units are closed to women because of their projected proximity to direct combat. A detailed description of signal OPS MOSs are located in DA Pam 611–21.

### **11–18. Military occupational specialty 25C radio operator-maintainer**

*a. Major duties.* See DA Pam 611–21 for details.

*b. Prerequisites.* See DA Pam 611–21 for details.

*c. Goals for development.* The purpose of the Career Progression Plan is to inform Soldiers the Signal Corps intent for their career pattern and PD. Junior enlisted Soldiers should take steps to increase their technical and basic Soldiering attributes. Soldiers should use online training resources to continue to develop and enhance the skills needed to support the modular force. To develop radio operator-maintainers into professional Soldiers, their assignments must focus on the challenging and demanding jobs such as team chief, section chief, and platoon sergeant. SNCOs should seek challenging positions such as platoon sergeant, 1SG or other leadership positions and serve in special and joint assignments. Soldiers should seek the demanding jobs such as OPS SGT and serve in special or joint assignments. Follow-on assignments at the BDE and DIV staff will add to their overall professional knowledge. Soldiers should avoid repetitive assignments outside of MOS (for example, going from drill sergeant to recruiter duty, instructor/writer, staff, or similar positions) whenever possible. This will ensure necessary diversity throughout the career path. It is possible that repetitive assignments will occur to meet the needs of the Army Soldiers should interject and communicate their desire for assignments that allow them to remain competitive.

(1) Private E–1: specialist/corporal.

*(a) Operational assignments.* Soldiers should focus on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks during the early years of a career. Assignments such as radio operator-maintainer, EPLRS network manager operator-maintainer and enhanced ground/grid reference unit operator enhance technical and operational expertise. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative and motivation.

*(b) Self-development.* Under SSD 1, Soldiers are enrolled automatically after completing BCT or OSUT Soldiers must complete SSD 1 prior to attending WLC. Soldiers PV1–SPC who completed BCT/OSUT, but not WLC, prior to 1 SEP 10 are automatically enrolled by 1 January 2012. SSD 1 tasks are primarily focused at the team level. Under GSD, Soldiers and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DANTES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

*(c) Additional training.* Airborne, Air Assault, and EPLRS Network Manager Operator-Maintainer (ASI T2) Courses. Suggested Army correspondence courses: Single Channel Radio Operator Course and the Radio Operator Maintainer Course.

*(d) Special assignments.* None.

(2) Sergeant.

*(a) Operational assignments.* During this phase of a career NCOs should focus on tactical assignments to develop Soldier leadership skills, hone technical expertise, and lay a foundation of tactical knowledge. NCO at every opportunity, should seek the positions that allow them to gain leadership experience such as senior radio operator-maintainer and senior enhanced ground/grid reference unit Operator.

*(b) Self-development.* SSD 2 completion is a prerequisite of attending ALC. All SGT who are graduates of ALC are automatically enrolled in SSD 3. SGT (P) are enrolled in SSD 3 automatically upon completion of all phases of ALC. SSD 3 tasks are primarily focused at the platoon level. Under GSD, NCO and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP, and DANTES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(c) *Additional training.* EPLRS Network Manager Operator-Maintainer (ASI T2), Airborne, and Air Assault. Suggested Army correspondence courses: Single Channel Radio Operator Course; Radio Operator Maintainer Course.

(d) *Special assignments.* None.

(3) Staff sergeant.

(a) *Operational assignments.* NCOs should focus on continued development and refinement of their skills with assignments, which develop leadership skills, hone technical expertise, and lay a foundation of tactical knowledge during this phase of their career. NCOs should seek positions to gain leadership experience such as Radio Supervisor, EPLRS, NCS Supervisor, radio section chief, EPLRS Plans/OPS NCO and Radio OPS NCO at every opportunity.

(b) *Self-development.* Under SSD, all SSG who are graduates of ALC are automatically enrolled in SSD 3. SSG (P) will be enrolled automatically in SSD 4 upon completion of SLC. NCOs should complete SSD 3 after graduating ALC and prior to graduating SLC. SSD 4 tasks are primarily focused at the BN level. NCOs should actively seek opportunities to further their civilian and military education (see para (c), below). Pursuing a college education is not a mandatory requirement but one that will place you above your peers who are not striving to obtain college credits. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(c) *Additional training.* EPLRS Network Manager Operator-Maintainer (ASI T2), Airborne, Air Assault, and BSNCO. Suggested Army correspondence courses: Single Channel Radio Operator Course and the Radio Operator Maintainer Course.

(d) *Special assignments.* AIT platoon sergeant, drill sergeant, WHCA, recruiter, instructor/writer, AC/RC advisor, MiTT communications chief, ALC SGL.

(4) Sergeant first class/master sergeant. (See para 11–45.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **11–19. Military occupational specialty 25C professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **11–20. Military occupational specialty 25C Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from combat, to CS or CSS, and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within a unit of assignment as the RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within a state or region. Geographical limitations will determine the types of units in which RC Soldiers can serve, TATS and NCOES satisfies PD and functional area requirements. This is the same for all Army components.

### **11–21. Military occupational specialty 25L cable systems installer-maintainer**

a. *Major duties.* See DA Pam 611–21 for details.

b. *Prerequisites.* See DA Pam 611–21 for details.

c. *Goals for development.* The purpose of the Career Progression Plan is to inform Soldiers the Signal Corps intent for their career pattern and PD. Junior enlisted Soldiers should take steps to increase their technical and basic Soldiering attributes. Soldiers should use online training resources to continue developing and enhancing these technical skills needed to support the modular force. Junior enlisted assignments must focus on challenging, and demanding jobs such as team chief and section chief. SNCOs should seek challenging positions such as platoon sergeant, 1SG or other leadership positions and serve in special and joint assignments. Signal SNCOs should seek the demanding jobs such as OPS SGT and serve in special or joint assignments. Follow-on assignments at the BDE and DIV staff will add to their overall professional knowledge. Soldiers should avoid repetitive assignments outside of MOS (for example, going from drill sergeant to Recruiter duty, Instructor/Writer, staff, or similar positions) whenever possible. This will ensure necessary diversity throughout the career path. It is possible repetitive assignments will occur to meet the needs of the Army. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. SNCOs should round out their career with Army level experience.

(1) Private E–1: specialist/corporal.

(a) *Operational assignments.* A Soldier should focus on building a strong base of technical expertise, basic MOS skills, and common Soldier tasks during the early years of their career. Assignments such as cable systems installer-maintainer, antenna installer-maintainer, and cable system splicer enhanced technical and operational expertise. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(b) *Self-development.* Under SSD 1, Soldiers are enrolled automatically after completing BCT or One Station Unit

Training (OSUT), Soldiers must complete SSD 1 prior to attending WLC. Soldiers PV1–SPC who completed BCT/OSUT, but not WLC, prior to 1 SEP 10 are automatically enrolled by 1 JAN 12. SSD 1 tasks are primarily focused at the team level. Under GSD, Soldiers and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DANTEs. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(c) *Additional training.* Antenna Installation, Cable Splicing, Airborne and Air Assault. Suggested Army correspondence courses: Antenna Installation Course; Cable Splicing Course.

(d) *Special assignments.* None.

(2) Sergeant.

(a) *Operational assignments.* During this phase of a career NCOs should focus on tactical assignments to develop Soldier leadership skills, hone technical expertise and lay a foundation of tactical knowledge. NCO at every opportunity should seek the positions that allow them to gain leadership experience such as Cable System Team Chief, Antenna Team Chief, Senior Cable System Installer-Maintainer and Senior Cable System Splicer.

(b) *Self-development.* SSD 2 completion is a prerequisite of attending ALC. All SGT who are graduates of ALC are automatically enrolled in SSD 3. SGT (P) are enrolled in SSD 3 automatically upon completion of all phases of ALC. SSD 3 tasks are primarily focused at the platoon level. Under GSD, NCO and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DANTEs. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(c) *Additional training.* Antenna Installation, Cable Splicing, Airborne, Air Assault. Suggested Army correspondence courses: Antenna Installation Course; Cable Splicing Course.

(d) *Special assignments.* Recruiter, Instructor/Writer, and WHCA.

(3) Staff sergeant.

(a) *Operational assignments.* NCOs should focus on continued development and refinement of their skills with assignments, which develop leadership skills, hone technical expertise, and lay a foundation of tactical knowledge during this phase of their career. NCOs should seek positions to gain leadership experience such as Cable System Team Chief, cable system section chief, and cable OPS NCO at every opportunity.

(b) *Self-development.* Under SSD, all SSG who are graduates of ALC are automatically enrolled in SSD 3. SSG (P) will be enrolled automatically in SSD 4 upon completion of SLC. NCOs should complete SSD 3 after graduating ALC and prior to graduating SLC. SSD 4 tasks are primarily focused at the BN level. Under GSD, NCOs should actively seek opportunities to further their civilian and military education (see para (c), below). Pursuing a college education is not a mandatory requirement but one that will place you above your peers who are not striving to obtain college credits. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(c) *Additional training.* Antenna Installation, Cable Splicing, Airborne, Air Assault, and BSNCOc. Suggested Army correspondence courses: Antenna Installation Course; Cable Splicing Course.

(d) *Special assignments.* AIT platoon sergeant, drill sergeant, MiTT, ALC Small Group Leader (SGL), and Recruiter.

(4) Sergeant first class/master sergeant. (See para 11–45.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **11–22. Military occupational specialty 25L professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **11–23. Military occupational specialty 25L Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from combat, to CS or CSS, and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as his or her RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers may serve, TATS, NCOES satisfies PD and functional area requirements. This is the same for all Army components.

### **11–24. Military occupational specialty 25N nodal network systems operator-maintainer**

*a. Major duties.* See DA Pam 611–21 for details.

*b. Prerequisites.* See DA Pam 611–21 for details.

*c. Goals for development.* The purpose of the Career Progression Plan is to inform Soldiers the Signal Corps intent for their career pattern and PD. Junior enlisted Soldiers should take steps to increase their technical and basic soldiering attributes. Soldiers should use online training resources to increase their knowledge of complex Internet Protocol (IP) based systems and equipment that is needed to support the modular force. Junior enlisted assignments must focus on challenging, and demanding jobs such as team chief and section chief. Soldiers should avoid repetitive assignments outside of the MOS (such as going from drill sergeant to Recruiter duty, Instructor/Writer, staff, or similar positions) whenever possible. This will ensure necessary diversity throughout the career path. It is possible repetitive assignments will occur to meet the needs of the Army. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive.

(1) Private E–1–Specialist/Corporal.

*(a) Operational assignments.* A Soldier should focus on building a strong base of technical expertise, basic MOS skills, and common Soldier tasks during the early years of their career. Assignments such as Nodal Network Systems Operator-Maintainer, IP Switch Systems Repairer, and Node OPS Systems Operator-Maintainer enhance technical and operational expertise. Soldiers should seek responsibility and take advantage of opportunities to display leadership skills, initiative, and motivation.

*(b) Self-development.* Under SSD 1, Soldiers are enrolled automatically after completing BCT or One Station Unit Training (OSUT), Soldiers must complete SSD 1 prior to attending WLC. Soldiers PV1–SPC who completed BCT/OSUT, but not WLC, prior to 1 SEP 10 are automatically enrolled by 1 JAN 12. Soldiers SSD 1 tasks are primarily focused at the team level. Under GSD, Soldiers and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DANTES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

*(c) Additional training.* Airborne and Air Assault. Suggested Army correspondence courses: Network Switching Systems Operator-Maintainer Course. There is also an online Joint Network Node (JNN) simulation that is available via the Fort Gordon LandWarNet University.

*(d) Special assignments.* None.

(2) Sergeant.

*(a) Operational assignments.* During this phase of a career NCOs should focus on tactical assignments to develop Soldier leadership skills, hone technical expertise, and lay a foundation of tactical knowledge. NCO at every opportunity should seek the positions that allow them to gain leadership experience such as Senior Nodal Network Systems Operator-Maintainer and Senior IP Switch Systems Repairer.

*(b) Self-development.* SSD 2 completion is a prerequisite of attending ALC. All SGT who are graduates of ALC are automatically enrolled in SSD 3. SGT (P) are enrolled in SSD 3 automatically upon completion of all phases of ALC. SSD 3 tasks are primarily focused at the platoon level. Under GSD, NCO and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DANTES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation

education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(c) *Additional training.* Airborne and Air Assault. Suggested correspondence courses: Network Switching Systems Operator Maintainer Course. There is an online JNN simulation that is available via the Fort Gordon LandWarNet University.

(d) *Special assignments.* None.

(3) Staff sergeant.

(a) *Operational assignments.* NCOs should focus on continued development and refinement of their skills with assignments, which develop leadership skills, hone technical expertise, and lay a foundation of tactical knowledge during this phase of their career. NCO at every opportunity should seek positions to gain leadership experience such as Nodal Network Systems Supervisor, Network Management Systems Supervisor, Nodal OPS Systems NCO, and Plans/OPS NCO.

(b) *Self-development.* Under SSD, all SSG who are graduates of ALC are automatically enrolled in SSD 3. SSG (P) will be enrolled automatically in SSD 4 upon completion of SLC. SSD 4 tasks are primarily focused at the BN level. Under GSD, NCOs should actively seek opportunities to further their civilian and military education (see para (c), below). Pursuing a college education is not a mandatory requirement but one that will place you above your peers who are not striving to obtain college credits. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(c) *Additional training.* Airborne, Air Assault, and BSNCO. Suggested Army correspondence courses: Network Switching Systems Operator-Maintainer Course; NCO Basic Leadership Subjects Course (SGT and above). There is also an online JNN simulation that is available via the Fort Gordon LandWarNet University.

(d) *Special assignments.* AIT platoon sergeant, instructor, drill sergeant, recruiter, ALC small group leader (SGL), AC/RC advisor, and WHCA.

(4) *SFC/MSG.* (See para 11–45.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **11–25. Military occupational specialty 25N professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **11–26. Military occupational specialty 25N Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from combat, to CS or CSS, and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as his or her RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers can serve, TATS, NCOES satisfies PD and functional area requirements. This is the same for all Army components.

### **11–27. Military occupational specialty 25P microwave systems operator-maintainer**

a. *Major duties.* See DA Pam 611–21 for details.

b. *Prerequisites.* See DA Pam 611–21 for details.

c. *Goals for development.* The purpose of the Career Progression Plan is to inform NCO of the Signal Corps intent for their career pattern and PD. Junior enlisted Soldiers should take steps to increase their technical and basic Soldiering skills. Junior enlisted assignments must focus on the hard, demanding jobs such as team chief and section chief. SNCOs should seek positions such as platoon sergeant, 1SG, or other leadership positions, and serve in special and joint assignments. Follow-on assignments at the BDE and DIV staff will add to their overall professional knowledge. Soldiers should avoid repetitive assignments outside of MOS whenever possible. This will ensure necessary diversity throughout the career path. It is possible that repetitive assignments will occur to meet the needs of the Army. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. SNCOs should round out their career with BN, BDE or above level experience.

(1) *Private E–1: specialist/corporal.*

(a) *Initial training.*

1. This MOS is currently trained under a training strategy called Assignment Oriented Training . This strategy trains Soldiers on the equipment systems and skills they will need for their first assignment, rather than all of the equipment and skills in the MOS inventory. This method focuses Soldiers on their first unit of assignment and gets them there faster. When the Soldier is later reassigned to another unit with different equipment sets, they will receive additional training to better prepare them for that unit.

2. The MOS training is broken into three phases. Phase one is an MOS common core which teaches those critical skills required by any Soldier holding the MOS. Phase two is related specifically to the equipment and critical skills the Soldier will encounter at their first unit of assignment. Soldiers are awarded the MOS and an ASI upon completion of the phase two course. Phase three consists of the remaining technical track of training the Soldier did not receive during phase two.

3. The two ASIs used to identify Assignment Oriented Training (AOT) are 7D and 7E. ASI 7D is used to identify positions in Tactical units with related equipment and skills. ASI 7E is used to identify positions in Strategic units with related equipment and skills. Soldiers holding both ASIs are trained in all aspects of their MOS and are considered worldwide assignable.

(b) *Operational assignments.* A Soldier should focus on building a strong base of technical expertise, basic MOS skills, and common Soldier tasks during the early years of their career. Assignments such as Microwave Operator-Maintainer, Circuit Controller, High Power Radio Operator-Maintainer, Network Control Technician and Circuit Operator enhance technical and operational expertise. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) *Self-development.* Under SSD 1, Soldiers are enrolled automatically after completing BCT or One Station Unit Training (OSUT), Soldiers must complete SSD 1 prior to attending WLC. Soldiers PV1-SPC who completed BCT/OSUT, but not WLC, prior to 1 SEP 10 are automatically enrolled by 1 JAN 12. SSD 1 tasks are primarily focused at the team level. Under GSD, Soldiers and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (d) below), CLEP and DANTES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(d) *Additional training.* High Power Radio Operator-Maintainer, Airborne and Air Assault. Suggested correspondence courses: Microwave Systems Operator/Maintainer Course; Circuit Conditioning Course.

(e) *Special assignments.* None.

(2) *Sergeant.*

(a) *Operational assignments.* During this phase of a career the NCOs should focus on tactical assignments to develop Soldier leadership skills, hone technical expertise, and lay a foundation of tactical knowledge. NCOs should seek positions to gain leadership experience such as microwave team chief, circuit control team chief, circuit OPS SGT, high power radio team chief, and training NCO at every opportunity.

(b) *Self-development.* SSD 2 completion is a prerequisite of attending ALC. All SGTs who are graduates of ALC are automatically enrolled in SSD 3. SGT (P) are enrolled in SSD 3 automatically upon completion of all phases of ALC. SSD 3 tasks are primarily focused at the platoon level. Under GSD, NCO and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DANTES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(c) *Additional training.* High Power Radio Operator-Maintainer, Airborne, Air Assault. Suggested correspondence courses: microwave systems operator/maintainer course; circuit conditioning course.

(d) *Special assignments.* None.

(3) *Staff sergeant.*

(a) *Operational assignments.* NCOs should focus on continued development and refinement of their skills with assignments, which develop leadership skills, hone technical expertise, and lay a foundation of tactical knowledge during this phase of their career. NCOs at every opportunity should seek positions to gain leadership experience such as microwave supervisor, circuit control supervisor, high power radio supervisor, microwave OPS SGT, network control technician, and circuit OPS SGT.

(b) *Self-development.* Under SSD, all SSGs who are graduates of ALC are automatically enrolled in SSD 3. SSG (P) will be enrolled automatically in SSD 4 upon completion of SLC. SSD 4 tasks are primarily focused at the BN level. Under GSD, NCOs should also actively seek opportunities to further their civilian and military education (see para (c) below). Pursuing a college education is not a mandatory requirement but one that will place you above your peers who

are not striving to obtain college credits. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(c) *Additional training.* High power radio operator-maintainer, console control operator, WHCA, Airborne, Air Assault, drill sergeant, instructor/writer, recruiter, and BSNCO. Suggested correspondence courses: Microwave Systems Operator/Maintainer Course; Circuit Conditioning Course.

(d) *Special assignments.* Drill sergeant, MiTT, White House Communications Agency (WHCA), AIT platoon sergeant, ALC SGL, MOS 25P instructor/writer, and recruiter.

(4) *Sergeant first class.*

(a) *Operational assignments.* SFCs should seek assignments as a platoon sergeant, DET SGT, section chief, systems control officer, maintenance chief, network OPS chief, microwave management NCO, or circuit management NCO.

(b) *Self-development.* Under SSD, SFCs are enrolled automatically in SSD 4 upon completion of SLC. It is highly recommended that SSD 4 be completed prior to assuming duties as a 1SG. SSD 4 tasks are primarily focused at the BN level. Under GSD, NCO and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. A college degree is not a requirement for promotion but it may be a significant factor and should be pursued whenever possible. SFC should complete at least one year of college prior to eligibility for the MSG Board.

(c) *Additional training.* Airborne, Air Assault, drill sergeant, and BSNCO. Suggested Army correspondence courses: Microwave Systems Operator/Maintainer Course; Circuit Conditioning Course.

(d) *Special assignments.* SLC small group leader (SGL), senior drill sergeant, senior AIT platoon sergeant, EOA, senior instructor/writer, and AC/RC advisor.

(5) *Master sergeant/first sergeant.* (See para 11–45.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **11–28. Military occupational specialty 25P professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

#### **11–29. Military occupational specialty 25P Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to successful military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from combat to CS or CSS, and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as his or her RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers may serve; TATS, NCOES satisfies PD and functional area requirements. This is the same for all Army components.

#### **11–30. Military occupational specialty 25Q multichannel transmission systems operator-maintainer**

a. *Major duties.* See DA Pam 611–21 in the HRC Smartbook for details.

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details.

c. *Goals for development.* The purpose of the Career Progression Plan is to inform Soldiers and NCOs how the Signal Corps wants their career pattern and PD to unfold. Junior enlisted Soldiers should take steps to increase their technical and basic Soldiering attributes. Soldiers must utilize online training resources to continue developing and enhancing these technical skills needed to support the modular force. Junior enlisted assignments must focus on the hard, demanding jobs such as team chief and section chief. Whenever possible, avoid repetitive assignments outside of MOS (for example, going from drill sergeant to recruiter duty, instructor, staff, or similar positions). This will ensure necessary diversity throughout the career path. It is possible repetitive assignments will occur to meet Army needs. However, Soldiers should interject and communicate their desire for assignments that allow them to remain competitive.

(1) Private E–1: specialist/corporal.

(a) *Institutional training.* AIT and Warrior Leadership Course (WLC).

1. This MOS is currently trained under a new training strategy called AOT and approved as a Pilot program by TRADOC. This strategy trains Soldiers on the equipment systems and skills they will need for their first assignment, rather than all of the equipment and skills in the MOS inventory. This method produces a Soldier focused for their first unit of assignment and gets them there faster. When the Soldier is later reassigned to another unit with different equipment sets, they will receive additional training to better prepare them for that unit.

2. The MOS training is broken into three phases. Phase one is an MOS common core which teaches those critical skills required by any Soldier holding the MOS. Phase two is related specifically to the equipment and critical skills the Soldier will encounter at their first unit of assignment. Soldiers are awarded the MOS and an ASI upon completion of



the phase two course. Phase three consists of the remaining technical track of training the Soldier did not receive during phase two.

3. The two ASIs used to identify AOT are 7D and 7E. ASI 7D is used to identify positions in echelon corps and below and units with related equipment and skills. ASI 7E is used to identify positions in Echelons Above Corps and units with related equipment and skills. Soldiers holding both ASIs are trained in all aspects of their MOS and are considered worldwide assignable.

(b) *Operational assignments.* During the early years of a career, focus on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. Assignments such as XMSN system operator maintainer, FES radio operator-maintainer, radio access unit (RAU) operator-maintainer, TROPO operator-maintainer and Patriot switch operator-maintainer enhance technical and operational expertise. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) *Self-development.* While the OPTEMPO of tactical assignments limits the opportunity for civilian education, Soldiers and their chain of command must exploit every educational opportunity. There are methods for obtaining college credits other than the traditional classroom instruction. They include the Internet and "snail-mail" correspondence courses military and civilian (see para (d), below), CLEP, and DANTES. Military education and experience can be converted to college credit utilizing Service Member Opportunity College Army Degree (SOCAD) program. Prior to WLC, the completion of a college level English course is recommended. At this stage, it is also a good time to improve ASVAB scores, if appropriate. For more information on educational programs and financial support, see your chain of command and the installation education office. Soldiers can enroll online at the ACCP Web site.

(d) *Additional training.* Airborne and air assault. Suggested correspondence courses: Multichannel Transmission Systems Operator Maintainer Course; Signal Leadership Course (SPC-SGT); NCO Warrior Leadership Subjects Course (SPC/CPL).

(e) *Special assignments.* CPL recruiter.

(2) Sergeant.

(a) *Institutional training.* BNCOC. WLC (not conditional for promotion to SGT, see AR 600-8-19). Successful graduation with honors from this course could be a significant promotion factor.

(b) *Operational assignments.* During this phase of a career, focus on tactical assignments developing Soldier leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. NCOs, at every opportunity, should seek the positions that allow them to gain leadership experience such as senior transmission systems operator-maintainer, senior TROPO operator-maintainer and senior Patriot switch operator-maintainer.

(c) *Self-development.* NCOs should pursue educational excellence by beginning or continuing college level courses and Army correspondence courses (through ACCP) (see para (d), below).

(d) *Additional training.* Airborne and Air Assault. Suggested correspondence courses: Multichannel Transmission Systems Operator Maintainer; Signal Leadership Course (SPC-SGT); NCO Basic Leadership Subjects Course (SGT and above).

(e) *Special assignments.* Recruiter.

(3) Staff sergeant.

(a) *Institutional training.* ALC (not conditional for promotion to SSG, see AR 600-8-19), SLC, and BSNCO. Successful graduation with honors from these courses could be a significant promotion factor.

(b) *Operational assignments.* During this phase of a career, focus on tactical assignments developing Soldier leadership skills, honing technical expertise and laying a foundation of tactical knowledge. NCOs, at every opportunity, should seek positions to gain leadership experience such as Transmissions Systems Team Chief, transmissions systems section chief, TROPO team chief, and transmissions systems OPS NCO.

(c) *Self-development.* NCOs should actively seek opportunities to further their civilian and military education (see para (d), below). Although civilian education is not a requirement for promotion, it could be a significant factor.

(d) *Additional training.* Battlefield Spectrum Management, SSG(P), Airborne and Air Assault. Suggested correspondence courses: Multichannel Transmission Systems Operator Maintainer; NCO Basic Leadership Subjects Course (SGT and above); and Standards in Weapons Training Course.

(e) *Special assignments.* Drill sergeant, BNCOC SGL, and recruiter.

(4) Sergeant first class/master sergeant. (See para 11-45.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **11-31. Military occupational specialty 25Q professional development model**

The PDM for MOS 25Q is available at <https://atiam.train.army.mil/soldierPortal/>.

### **11-32. Military occupational specialty 25Q Reserve Component**

The integrated use of the RC is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from combat, to CS or CSS, and general supporting forces. The RC NCO must possess the same

qualifications and capabilities within the unit of assignment as his or her RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Although geographical limitations will determine the types of units in which RC Soldiers can serve, TATS, PD NCOES satisfies PD and functional area requirements. This is the same for all components.

### **11–33. Military occupational specialty 25S satellite communication systems operator-maintainer**

*a. Major duties.* See DA Pam 611–21 for details.

*b. Prerequisites.* See DA Pam 611–21 for details.

*c. Goals for development.* The purpose of the Career Progression Plan is to inform Soldiers the Signal Corps intent for their career pattern and PD. Junior enlisted Soldiers should take steps to increase their technical and basic soldiering attributes. Junior enlisted assignments must focus on challenging and demanding roles such as team chief and section chief. SNCOs should seek positions such as platoon sergeant, 1SG, or other leadership positions, and serve in special and joint assignments. Follow-on assignments at the BDE and DIV staff will add to their overall professional knowledge. Soldiers should avoid repetitive assignments outside of MOS (such as going from drill sergeant to Recruiter duty, Instructor, staff, or similar positions) at every opportunity. This will ensure necessary diversity throughout the career path. It is possible that repetitive assignments will occur to meet the needs of the Army. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. SNCOs should round out their career with BN, BDE or above level experience.

(1) Private E–1: specialist/corporal.

*(a) Initial training.*

1. This MOS is currently trained under a training strategy called AOT. This strategy trains Soldiers on the equipment systems and skills they will need for their first assignment, rather than all of the equipment and skills in the MOS inventory. This method focuses Soldiers on their first unit of assignment and gets them there faster. When the Soldier is later reassigned to another unit with different equipment sets, they will receive additional training to better prepare them for that unit.

2. The MOS training is broken into three phases. Phase one is an MOS common core which teaches those critical skills required by any Soldier holding the MOS. Phase two is related specifically to the equipment and critical skills the Soldier will encounter at their first unit of assignment. Soldiers are awarded the MOS and an ASI upon completion of the phase two course. Phase three consists of the remaining technical track of training the Soldier did not receive during phase two.

3. The two ASIs used to identify AOT are 7D and 7E. ASI 7D is used to identify positions in tactical units with related equipment and skills. ASI 7E is used to identify positions in strategic units with related equipment and skills. Soldiers holding both ASIs are trained in all aspects of their MOS and are considered worldwide assignable.

*(b) Operational assignments.* Soldiers must focus on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks during the early years of their career. Assignments such as SATCOM system operator-maintainer, TACSAT system operator-maintainer, military strategic satellite communications terminal operator-maintainer, satellite control operator-maintainer and SATCOM controller enhance technical and operational expertise. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative and motivation.

*(c) Self-development.* Under SSD 1, Soldiers are enrolled automatically after completing BCT or One Station Unit Training (OSUT); Soldiers must complete SSD 1 prior to attending WLC. Soldiers PV1–SPC who completed BCT/OSUT, but not WLC, prior to 1 SEP 10 are automatically enrolled by 1 JAN 12. SSD 1 tasks are primarily focused at the team level. Under GSD, Soldiers and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para *(d)* below), CLEP and DANTES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aidnew.asp> Web site.

*(d) Additional training.* Satellite Systems/Network Coordinator, Airborne, and Air Assault. Suggested Army correspondence courses: None.

*(e) Special assignments.* None.

(2) Sergeant.

*(a) Operational assignments.* During this phase of a career NCOs should focus on tactical assignments to develop Soldier leadership skills, hone technical expertise, and lay a foundation of tactical knowledge. NCOs should seek positions to gain leadership experience such as tactical satellite (TACSAT) system team chief, senior SATCOM

operator-maintainer, military strategic satellite communications senior operator-maintainer, senior SATCOM controller, ground mobile forces controller, satellite control NCO, and SATCOM training NCO at every opportunity.

(b) *Self-development.* SSD 2 completion is a prerequisite of attending ALC. All SGTs who are graduates of ALC are automatically enrolled in SSD 3. SGT (P) are enrolled in SSD 3 automatically upon completion of all phases of ALC. SSD 3 tasks are primarily focused at the platoon level. Under GSD, Soldiers and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DANTES. Soldiers may convert military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL Web site, at <https://www.cool.army.mil/> for civilian credentials associated with their respective MOS. Completing a college-level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(c) *Additional training.* Satellite Systems/Network Coordinator, Airborne and Air Assault. Suggested Army correspondence courses: None.

(d) *Special assignments.* None.

(3) Staff sergeant.

(a) *Operational assignments.* NCOs should focus on continued development and refinement of their skills with assignments, which develop leadership skills, hone technical expertise, and lay a foundation of tactical knowledge during this phase of their career. NCOs should seek positions to gain leadership experience such as SATCOM system supervisor, SATCOM OPS NCO, TACSAT systems team chief, SATCOM maintenance NCO, SATCOM OPS NCO, SATCOM chief, section chief, and SATCOM control supervisor at every opportunity.

(b) *Self-development.* Under SSD, all SSGs who are graduates of ALC are automatically enrolled in SSD 3. SSG (Ps) will be enrolled automatically in SSD 4 upon completion of SLC. SSD 4 tasks are primarily focused at the BN level. Under GSD, NCOs should also actively seek opportunities to further their civilian and military education (see para (c), below). Soldiers will be introduced to the CMF 25, MOS 25S Degree Builder Program, sponsored by the Service Members Opportunity College, while attending ALC. NCOs can choose to pursue an occupational degree in SATCOM systems. NCOs who attended ALC prior to the implementation of this program should visit their Education Center for enrollment. Pursuing a college education is not a mandatory requirement but it will place you above your peers who are not striving to obtain college credits. Soldiers should plan their college program around a degree that relates to their MOS, using information provided on the SOCAD Web site.

(c) *Additional training.* Satellite Systems/Network Coordinator, Airborne, Air Assault, drill sergeant, Recruiter, Instructor Trainers Course, and BSNCO. Suggested Army correspondence courses: None.

(d) *Special assignments.* Drill sergeant, AIT platoon sergeant, MiTT, WHCA, ALC SGL, instructor/writer, and recruiter.

(4) Sergeant first class.

(a) *Operational assignments.* SFCs should seek assignments as a platoon sergeant, DET SGT, section chief, SATCOM terminal chief, SATCOM OPS NCO, plans/OPS NCO, network controller spectrum management SNCO or SATCOM staff NCO.

(b) *Self-development.* Under SSD, SFCs are enrolled automatically in SSD 4 upon completion of SLC. It is highly recommended that SSD 4 be completed prior to assuming duties as a ISG. SSD 4 tasks are primarily focused at the BN level. Under GSD, NCOs and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. A college degree is not a requirement for promotion but it may be a significant factor and should be pursued whenever possible. SFC should complete at least one year of college prior to eligibility for the MSG Board.

(c) *Additional training.* Satellite Systems/Network Coordinator, Battlefield Spectrum Management, Airborne, Air Assault, Drill Sergeant, and BSNCO.

(d) *Special assignments.* SLC small group leader, senior drill sergeant, senior AIT platoon sergeant, WHCA, senior instructor/writer, EOA, career management NCO, and AC/RC advisor.

(5) *Master sergeant.* (See para 11–45.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **11–34. Military occupational specialty 25S professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

### **11–35. Military occupational specialty 25S Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to the successful accomplishment of

military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from combat, to CS or CSS, and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as his or her RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers can serve; TATS, NCOES satisfies PD and functional area requirements. This is the same for all Army components.

#### **11–36. Military occupational specialty 25T satellite/microwave systems chief**

*a. Major duties.* See DA Pam 611–21 for details.  
*b. Prerequisites.* See DA Pam 611–21 for details.  
*c. Goals for development.* The purpose of the Career Progression Plan is to inform NCOs of the Signal Corps' intent for their career pattern and PD. Junior enlisted Soldiers should take steps to increase their technical and basic soldiering attributes. To develop satellite/microwave systems chiefs into professional NCOs, their assignments must focus on challenging and, demanding roles such as 1SG and station chief. Follow-on staff assignments will add to their overall professional knowledge. Repetitive assignments outside of MOS should be avoided. SNCOs should ensure assignment diversity throughout the career path. It is possible repetitive assignments will occur to meet Army needs whenever possible. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. SNCOs should round out their career with BN/BDE level or above OPS experience.

(1) Master sergeant.

*(a) Operational assignments.* The critical assignment for a MSG is 1SG. Without a tour as a 1SG, the opportunity for promotion to SGM is limited. It is beneficial to career development to serve as a 1SG for at least 24 months (may consist of one or more assignments). Other assignments include senior career advisor, microwave/satellite station chief, or OPS chief.

*(b) Self-development.* Under SSD, MSG will be automatically enrolled in SSD 4. NCOs must complete SSD 4 prior to attending the SMC or prior to 1 year TIG as a MSG/1SG. MSG(P)s will be automatically enrolled in SSD 5 upon completing SMC (or equivalent). SSD 5 tasks are primarily focused at nominative and joint staff levels. A college degree is not a requirement for promotion, but it may be a significant factor for selection to SGM and should be pursued whenever possible. MSGs should strive to complete at least two years of college prior to eligibility for the SGM Board.

*(c) Additional training.* Airborne, Air Assault, and BSNCO.

*(d) Special assignments.* Career management SNCO.

(2) *Sergeant major.* (See para 11–45.)

*d. Army career degrees.* See SOCAD Army Career Degree Program.

*e. GI Jobs.* See GI Jobs COOL Web site.

#### **11–37. Military occupational specialty 25T professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

#### **11–38. Military occupational specialty 25T Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from combat, to CS or CSS, and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as his or her RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers may serve; TATS, NCOES satisfies PD and functional area requirements. This is the same for all Army components.

#### **11–39. Military occupational specialty 25U signal support systems specialist**

*a. Major duties.* See DA Pam 611–21 for details.

*b. Prerequisites.* See DA Pam 611–21 for details.

*c. Goals for development.* The purpose of the Career Progression Plan is to inform Soldiers the Signal Corps intent for career pattern and PD. Soldiers should steadily increase their technical and basic Soldiering attributes. NCOs should use online training resources to continue to develop and enhance the skills needed to support the modular force. Junior enlisted Soldiers should take steps to increase their technical and basic soldiering attributes. Junior NCO assignments must focus on the hard, demanding jobs such as team chief and platoon sergeant. SNCOs should seek positions such as section chief, platoon sergeant, signal support systems chief, and 1SG. Follow-on assignments, as SNCOs at the BDE and above staff positions, as well as special assignments such as USAR/ARNGUS advisor, inspector general NCO, and

ROTC Military Science Instructor will add to their overall professional knowledge as their career matures. Soldiers assigned to TDA units should seek challenging positions, such as ALC or SLC small group leader (SGLs) and take advantage of opportunities to serve in special or joint assignments. Priority or special assignments such as, observer/controller (OC), drill sergeant, recruiter, EOA, and inspector general NCOs are career enhancing. Soldiers should avoid repetitive assignments, outside of MOS whenever possible. This will ensure necessary diversity throughout the career path. It is possible repetitive assignments will occur to meet the needs of the Army. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. SNCOs should round out their career with BN, BDE or above level experience. SNCOs should round out their career with Army level OPS experience.

(1) *Private E-1: specialist/corporal.*

(a) *Operational assignments.* During the early years of a career, Soldiers should focus on building a strong base of technical expertise, basic MOS skills, and common Soldier tasks. Assignments such as radio retransmission operator, forward signal support SPC and Signal Information Service SPC enhance technical and operational expertise and are recommended. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(b) *Self-development.* Under SSD1 Soldiers are enrolled automatically after completing BCT or One Station Unit Training (OSUT), Soldiers must complete SSD 1 prior to attending WLC. Soldiers PV1-SPC who completed BCT/OSUT, but not WLC, prior to 1 SEP 10 are automatically enrolled by 1 JAN 12. SSD 1 tasks are primarily focused at the team level. Under GSD, Soldiers and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DANTES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(c) *Additional training.* Airborne and Air Assault. Suggested correspondence courses: NCO Primary Leadership Subjects Course (SPC/CPL), Signal Support Systems SPC Course, and Signal Leadership Course (SPC-SGT). Suggested certifications: A+, Network +, and Security + certifications.

(d) *Special assignments.* None.

(2) *Sergeant.*

(a) *Operational assignments.* During this phase of a career NCOSs should focus on tactical assignments, to develop Soldier leadership skills, hone technical expertise, and lay a foundation of tactical knowledge. NCOs should be familiar with DA Pam 611-21 and seek the positions that allow them to gain technical knowledge by serving in the position of forward signal support NCO and leadership experience by serving in the position of team chief, signal support system SNCO, and senior signal support system maintainer.

(b) *Self-development.* SSD 2 completion is a prerequisite of attending ALC. All SGTs who are graduates of ALC are automatically enrolled in SSG 3. SGT(P)s are enrolled in SSD 3 automatically upon completion of all phases of ALC. SSD 3 tasks are primarily focused at the platoon level. Under GSD, NCOs and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DANTES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(c) *Additional training.* Airborne and Air Assault. Suggested correspondence courses: None. Suggested technical certificates: A+, Network +, and Security + certifications.

(d) *Special assignments.* None.

(3) *Staff sergeant.*

(a) *Operational assignments.* NCOs should focus on continued development and refinement of their skills with assignments, which develop leadership skills, hone technical expertise, and lay a foundation of tactical knowledge during this phase of their career. Duty positions such as signal support systems supervisor, radio retrans supervisor, forward signal support NCO and ALC small group leader will increase experience and intensify leadership skills. NCOs should avoid back-to-back special duty assignments such as drill sergeant, recruiter, or any repetitive combination of assignments whenever possible. This reduces MOS proficiency due to continuous changes in modernization, structure and doctrine.

(b) *Self-development.* Under SSD, all SSGs who are graduates of ALC are automatically enrolled in SSD 3. SSG (P) will be enrolled automatically in SSD 4 upon completion of SLC. NCOs should complete SSD 3 after graduating ALC and prior to graduating SLC. SSD 4 tasks are primarily focused at the BN level. Under GSD, NCOs should actively seek opportunities to further their civilian and military education (see para (d), below). Pursuing a college education is not a mandatory requirement but one that will place you above your peers who are not striving to obtain college credits. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(c) *Additional training.* EOA, Drill Sergeant, Recruiter, Airborne, Air Assault, and BSNCO. Suggested correspondence courses: None. Suggested technical certificates: A+, Network +, and Security + certifications.

(d) *Special assignments.* AIT platoon sergeant, ALC small group leader, drill sergeant, and recruiter.

(4) *Sergeant first class.*

(a) *Operational assignments.* During this phase of a career, focus should be in tactical assignments as a PLT SGT, section chief, DET SGT, signal support staff NCO, and signal support SNCO. The platoon sergeant or section chief's job as the senior trainer in the platoon is essential in the development of junior leaders. This experience is also necessary to be competitive for promotion to MSG and appointment to 1SG.

(b) *Self-development.* Under SSD, SFCs are enrolled automatically in SSD 4 upon completion of SLC. It is highly recommended that SSD 4 be completed prior to assuming duties as a 1SG. SSD 4 tasks are primarily focused at the BN level. Under GSD, NCOs and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. A college degree is not a requirement for promotion but it may be a significant factor and should be pursued whenever possible. SFC should complete at least one year of college prior to eligibility for the MSG Board.

(c) *Additional training.* Airborne, Air Assault, and BSNCO. Suggested correspondence courses: Signal Support Systems SPC Course. Suggested certificates: Suggested technical certificates: A+, Network +, and Security + certifications.

(d) *Special assignments.* Senior drill sergeant, recruiter, EOA, observer/controller, CINC communications chief, and SLC small group leader.

(5) *Master sergeant/first sergeant.*

(a) *Operational assignments.* Critical assignments for a MSG are 1SG and signal support systems chief, which is limited.

(b) *Self-development.* Under SSD, MSGs will be automatically enrolled in SSD 4. NCOs must complete SSD 4 prior to attending the SMC or prior to 1 year TIG as a MSG/1SG. MSG(P)s will be automatically enrolled in SSD 5 upon completing SMC (or equivalent). SSD 5 tasks are primarily focused at nominative and Joint Staff levels. A college degree is not a requirement for promotion, but it may be a significant factor and should be pursued whenever possible. MSG should strive to complete at least 2 years of college prior to eligibility for the SGM Board.

(c) *Additional training.* Airborne, Air Assault, and BSNCO.

(d) *Special assignments.* Senior career advisor, career manager SNCO, senior instructor/writer, observer/controller, and AC/RC advisor.

(6) *Sergeant major.* (See para 11–45.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See COOL Web site.

#### **11–40. Military occupational specialty 25U professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

#### **11–41. Military occupational specialty 25U Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from combat, to CS or CSS and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as his or her RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers may serve; TATS, NCOES satisfies PD and functional area requirements. This is the same for all Army components.

#### **11–42. Military occupational specialty 25W telecommunications operations chief**

a. *Major duties.* See DA Pam 611–21 for details.

b. *Prerequisites.* See DA Pam 611–21 for details.

c. *Goals for development.* The purpose of the Career Progression Plan is to inform Soldiers of the Signal Corps' intent for their career pattern and PD. NCOs should steadily increase their technical and basic Soldiering attributes.

Soldiers should use online training resources to continue to develop and enhance the skills needed to support the modular force. To develop telecommunications OPS chiefs into professional NCOs, their assignments must focus on challenging and demanding jobs such as section chief, platoon sergeant, and DET SGT or other supervisory positions. Soldiers should avoid repetitive assignments that are outside of MOS (such as going from drill sergeant to recruiter duty, instructor/writer, staff, or similar positions) whenever possible. This will ensure necessary diversity throughout the career path. Soldiers should use online training resources to increase knowledge of complex IP based systems and enhance the understanding of the complex tasks of network management and control of these systems. It is possible that repetitive assignments will occur to meet the needs of the Army. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. SNCOs should round out their career with BN, BDE or Army level experience.

(1) *Sergeant first class.*

(a) *Operational assignments.* SFCs should seek assignments as a platoon sergeant, DET SGT, and telecommunications OPS chief.

(b) *Self-development.* Under SSD, SFCs are enrolled automatically in SSD 4 upon completion of SLC. It is highly recommended that SSD 4 be completed prior to assuming duties as a 1SG. SSD 4 tasks are primarily focused at the BN level. Under GSD, NCOs and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. A college degree is not a requirement for promotion but it may be a significant factor and should be pursued whenever possible. A SFC should complete at least one year of college prior to eligibility for the MSG Board.

(c) *Additional training.* Tactical Automated Switching Network Supervisor, Network Management Tool Staff OPS, Airborne, and Air Assault.

(d) *Special assignments.* Senior drill sergeant, recruiter, MiTT, joint OPS organizations, for example, Joint communications support element (JCSE), WHCA, SO, EOA, inspector general NCO, instructor/writer, CTC observer/controller, and RA/AC/RC advisor.

(2) *Master sergeant/first sergeant.*

(a) *Operational assignments.* The critical assignment for a MSG is 1SG. The opportunity for promotion to SGM is limited without a tour as a 1SG. It is beneficial to career development to serve as a 1SG for at least 24 months (this may consist of one or more assignments). Other assignments include Signal OPS SNCO, Telecommunications OPS SNCO and Signal Maintenance SNCO.

(b) *Self-development.* Under SSD, MSG will be automatically enrolled in SSD 4. NCO must complete SSD 4 prior to attending the SMC or prior to one year TIG as a MSG/1SG. MSG (P) will be automatically enrolled in SSD 5 upon completing SMC (or equivalent). SSD 5 tasks are primarily focused at nominative and joint staff levels. A college degree is not a requirement for promotion, but it may be a significant factor for selection to SGM and should be pursued whenever possible. MSG should strive to complete at least two years of college prior to eligibility for the SGM Board. (For additional information on self-development, see para 11-3.)

(c) *Additional training.* Joint Tactical Automated Switching Network Supervisor, Network Management Tool Staff OPS, Airborne, Air Assault, and BSNCO. Suggested correspondence courses: None.

(d) *Special assignments.* CTC, OC-T, instructor and AC/RC advisor.

(3) *Sergeant major.* (See para 11-45.)

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See COOL Web site.

### **11-43. Military occupational specialty 25W professional development model**

Access to the "Career Maps" is from the act Web site. They are located under the "career resources" tab at the following web address: <https://actnow.army.mil>.

### **11-44. Military occupational specialty 25W Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from combat, to CS or CSS and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as his or her RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers may serve; TATS, NCOES satisfies PD and functional area requirements. This is the same for all Army components.

### **11-45. Military occupational specialty 25X chief signal noncommissioned officer**

a. *Major duties.* See DA Pam 611-21 for details.

b. *Prerequisites.* See DA Pam 611-21 for details.

c. *Goals for development.* The purpose of the Career Progression Plan is to inform Soldiers the Signal Corps intent

for career pattern and PD. NCOs should steadily increase their technical and basic Soldiering attributes. NCOs should use online training resources to continue to develop and enhance the skills needed to support the modular force. To maintain senior signal SGT as professional NCOs, their assignments must focus on challenging and demanding jobs such as chief signal NCO, corps signal NCO, and DIV signal NCO. Follow-on staff assignments will add to their overall professional knowledge. Whenever possible, avoid repetitive assignments, outside of MOS. SNCOs should ensure assignment diversity throughout the career path. It is possible repetitive assignments will occur to meet the needs of the Army. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. SNCOs should round out their career with Army level experience.

(1) Sergeant major.

(a) *Operational assignments.* SGMs should seek appointment to CSM and operational assignments on a major command or HQDA staff.

(b) *Self-development.* Under SSD, SGMs are enrolled automatically into SSD 5 upon completion of SMC or its equivalent. Completion of SSD 5 is a prerequisite to be considered for nominative and joint assignments. SSD 5 tasks are primarily focused at nominative and joint staff levels. SGMs should have an associate's degree and should continue in courses to obtain a bachelor's degree.

(c) *Additional training.* None.

(d) *Special assignments.* None.

(2) Command sergeant major. See 00Z.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See COOL Web site.

#### **11-46. Military occupational specialty 25X professional development model**

Access to the "Career Maps" is from the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.army.mil>.

#### **11-47. Military occupational specialty 25X Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from combat, to CS or CSS and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as his or her RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers may serve; TATS, NCOES satisfies PD and functional area requirements. This is the same for all Army components.

#### **11-48. Information systems operation-duties**

ISO is designed to perform duties that pertain to computer OPS and maintenance activities Armywide. ISO Soldiers install, operating and maintain computer systems and local area networks (LAN). Performs system administration (SA) and maintains computers and servers within the computing environment and the network environment (NE). In addition, they provide SA to Tactical Battle Command Servers (TBC) in the TOC. A detailed description of Information Systems OPS are available in DA Pam 611-21.

#### **11-49. Military occupational specialty 25B information technology specialist**

a. *Major duties.* See DA Pam 611-21 for details.

b. *Prerequisites.* See DA Pam 611-21 for details.

c. *Goals for development.* The purpose of the Career Progression Plan is to inform Soldiers how the Signal Corps intent for their career pattern and PD to unfold. To develop Information Technology SPCs into professional NCOs, their assignments must focus on the hard, demanding jobs such as section SGT, platoon sergeant, 1SG, or other supervisory positions, and serve in special or Joint assignments. Follow-on assignments at the BDE and DIV staff will add to their overall professional knowledge. Soldiers should avoid repetitive assignments outside of MOS (such as going from drill sergeant to recruiter duty, instructor/writer, staff, or similar positions) whenever possible. It is possible repetitive assignments will occur to meet the needs of the Army. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. SNCOs should round out their career with BDE or above level experience.

(1) *Private E-1: specialist/corporal.*

(a) *Operational assignments.* Soldiers should focus on building a strong base of technical expertise, basic MOS skills, and common Soldier tasks during the early years of their career. Assignments such as local area network manager, senior local area network manager, information systems manager, software analyst, and information technical SPC may enhance technical expertise. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.



(b) *Self-development.* Under SSD 1, Soldiers are enrolled automatically after completing BCT or One Station Unit Training (OSUT); Soldiers must complete SSD 1 prior to attending WLC. Soldiers PV1–SPC who completed BCT/OSUT, but not WLC, prior to 1 SEP 10 are automatically enrolled by 1 JAN 12. Under GSD, Soldiers and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DANTES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(c) *Additional training.* Airborne, Air Assault, Webmaster, IA. Suggested correspondence courses: None.

(d) *Special assignments.* None.

(2) *Sergeant.*

(a) *Operational assignments.* NCOs should focus on tactical assignments developing Soldier leadership skills, honing technical expertise and laying a foundation of tactical knowledge during this phase of their career. NCOs should seek positions to gain leadership experience such as Team Chief, section SGT, and AIT Instructor at every opportunity. Other assignments include senior Joint operating planning system analyst, senior information technician SPC, and GCC/Army service component command IT NCO.

(b) *Self-development.* SSD 2 completion is a prerequisite of attending ALC. All SGTs who are graduates of ALC are automatically enrolled in SSD 3. SGT(P)s are enrolled in SSD 3 automatically upon completion of all phases of ALC. SSD 3 tasks are primarily focused at the platoon level. Under GSD, NCOs and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses (see para (c) below), CLEP and DANTES. Soldiers may convert Military education and experience to college credit by maximizing the SOCAD program. Soldiers should visit the COOL <https://www.cool.army.mil/> Web site for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the WLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the ACCP online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(c) *Additional training.* Airborne, Air Assault, Webmaster, IA and Local Area Networks Concepts and Configurations, Computer Network Defense (CND). Suggested correspondence courses: None.

(d) *Special assignments.* WHCA, Joint/DOD agencies, recruiter, drill sergeant ALC.

(3) *Staff sergeant.*

(a) *Operational assignments.* NCOs should focus on continued development and refinement of their skills with assignments, which develop leadership skills, hone technical expertise, and lay a foundation of tactical knowledge during this phase of their career. Duty assignments that will increase the experience and the leadership level of NCOs are section SGT, and operational assignments such as a Data Systems Integrator, Information Technology Team Chief, IA Staff Assistant, and assignments within Joint/DOD or SO organizations.

(b) *Self-development.* Under SSD, all SSGs who are graduates of ALC are automatically enrolled in SSD 3. SSG (P)s will be enrolled automatically in SSD 4 upon completion of SLC. SSD 4 tasks are primarily focused at the BN level. Under GSD, NCOs should actively seek opportunities to further their civilian and military education (see para (c), below). Pursuing a college education is not a mandatory requirement but it will place you above your peers who are not striving to obtain college credits. Soldiers should plan their college program around a degree that relates to their MOS, using information provided on the SOCAD Web site. At this level Soldiers should have completed their technical certification. The SSG is eligible for the TWI program.

(c) *Additional training.* Airborne, Air Assault, BSNCO, Webmaster, Certification Authority Workstation, Global Command and Control System, IA, Local Area Networks Concepts and Configurations, Systems Administrator Security and Network Security Manager, and CND. Suggested correspondence courses: None.

(d) *Special assignments.* AIT platoon sergeant, drill sergeant, ALC SGL, WHCA, TWI and recruiter.

(4) *Sergeant first class.*

(a) *Operational assignments.* NCOs should focus on tactical assignments as a PLT SGT, or operational assignment as Information Technology Staff SNCO, Information System Staff NCO, Information Technology Staff NCO during this phase of their career. As the senior trainer in the platoon, the platoon sergeant's job is essential in the development of junior leaders. It is necessary to be competitive for promotion to MSG and appointment to 1SG.

(b) *Self-development.* Under SSD, SFC are enrolled automatically in SSD 4 upon completion of SLC. It is highly recommended that SSD 4 be completed prior to assuming duties as a 1SG. SSD 4 tasks are primarily focused at the BN level. Under GSD, NCOs and their chain of command must exploit every education opportunity when the

OPTEMPO of tactical assignments limit the opportunity for civilian education. A college degree is not a requirement for promotion but it may be a significant factor and should be pursued whenever possible. SFCs should complete at least one year of college prior to eligibility for the MSG Board. Technical certification should be completed at this time.

(c) *Additional training.* Air Assault, Airborne, BSNCO, Webmaster, Global Command and Control System, IA, Local Area Networks Concepts and Configurations, Systems Administrator Security, CND, and Network Security Manager.

(d) *Special assignments.* Senior drill sergeant, SLC small group leader (SGL), recruiter, EOA, inspector general NCO, OPS SGT.

(5) *Master sergeant/first sergeant.*

(a) *Operational assignments.* The critical assignment for a MSG is 1SG and operational assignment as BDE/DIV/corps staff NCO. It is beneficial for career development to serve as a 1SG for at least 24 months (may consist of one or more assignments). Other important assignments for MSG include DIV/corps information chief, information systems supervisor, and record telecommunications chief.

(b) *Self-development.* Under SSD, MSG will be automatically enrolled in SSD 4. NCOs must complete SSD 4 prior to attending the SMC or prior to 1 year TIG as a MSG/1SG. MSG(P)s will be automatically enrolled in SSD 5 upon completing SMC (or equivalent). SSD 5 tasks are primarily focused at nominative and joint staff levels. A college degree is not a requirement for promotion but it may be a significant factor for selection to SGM and should be pursued whenever possible. MSGs should strive to complete at least 2 years of college prior to eligibility for the SGM Board.

(c) *Additional training.* Airborne, Air Assault, and BSNCO. Suggested correspondence courses: None.

(d) *Special assignments.* Career management SNCO, NCOPD instructor, CTC observer-controller.

(6) *Sergeant major.*

(a) *Operational assignments.* SGMs should seek appointment to CSM. The number of CSM positions with a CMF 25 background is limited. SGMs should seek operational assignments as information systems chief on a major command or HQDA staff. Other important assignments for SGM include WHCA, Proponent Office, USSOSCOM, Joint activities, major command information management NCO.

(b) *Self-development.* Under SSD, SGMs are automatically enrolled in SSD 5 upon completion of the SMC. SSD 5 tasks are primarily focused at nominative and joint staff levels. SGMs should have an associate's degree and should continue in courses to obtain a bachelor's degree.

(c) *Additional training.* None.

(d) *Special assignments.* N/A.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See COOL Web site.

#### **11–50. Military occupational specialty 25B professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

#### **11–51. Military occupational specialty 25B Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to successful military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from combat, to CS or CSS, and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as his or her RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the type of units in which RC Soldiers may serve, TATS and NCOES satisfies PD and functional area requirements. This is the same for all Army components.

#### **11–52. Defensive cyberspace operations internal defense measures—duties**

DCO internal defense measures are duties which pertain to network defense OPS Armywide. DCO internal defense measure Soldiers ensure the mission assurance of DCO within the Department of Defense Information Networks (DODIN). This includes actively hunting for advanced internal threats as well as triggering internal responses to these threats. Internal defensive measures respond to unauthorized activity or alerts/threat information within the DODIN, and leverage intelligence, counterintelligence (CI), law enforcement (LE), and other military capabilities as required. A detailed description of defensive cyberspace OPS and internal defense measures can be found in JP 3–12.

#### **11–53. Military occupational specialty 25D cyber network defender**

a. *Major duties.* See DA Pam 611–21 for details.

b. *Prerequisites.* See DA Pam 611–21 for details.

*c. Goals for development.* The purpose of the Career Progression Plan is to inform Soldiers how the Signal Corps intent for their career pattern and PD to unfold. To develop cyber network defenders into seasoned cyber professionals, their assignments must focus on the hard, demanding jobs such as analysts, infrastructure support, incident responders, auditors, or supervisory CND management positions, and they must serve in Regional Cyber Centers or joint assignments. Follow-on assignments at the DIV and corps levels will add to their overall professional knowledge. It is possible repetitive assignments will occur to meet the needs of the Army. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. SNCOs should round out their career with corps or above level experience.

(1) *Staff sergeant.*

(a) *Operational assignments.* NCOs should focus on continued development and refinement of their skills with assignments, which develop leadership skills, hone technical expertise, and lay a foundation of technical knowledge during this phase of their career. Duty assignments that will increase the experience and the leadership level of NCOs are section SGT, and operational assignments such as an infrastructure supporter, analyst, or communications security (COMSEC) account manager, and assignments within Joint/DOD or Cyber Mission Units.

(b) *Self-development.* Under SSD, all SSGs who are graduates of ALC are automatically enrolled in SSD 3. SSG (P)s will be enrolled automatically in SSD 4 upon completion of SLC. SSD 4 tasks are primarily focused at the BN level. Under GSD, NCOs should actively seek opportunities to further their civilian and military education (see para (c), below). Pursuing a college education is not a mandatory requirement but one that will place you above your peers who are not striving to obtain college credits. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. At this level Soldiers should have completed their required technical certification.

(c) *Additional training.* Airborne, Air Assault, Basic Computer Network Operations Course (BCNOPC), Security+, Certified Ethical Hacking. Suggested correspondence courses: None.

(d) *Special assignments.* Cyber Protection Teams, WHCA, Defense Information Systems Agency (DISA).

(2) *Sergeant first class.*

(a) *Operational assignments.* NCOs should focus on tactical assignments as a DET SGT or operational assignments as a senior infrastructure supporter, senior analyst, and senior incident responder during this phase of their career. As the senior cyber defender in the most BDE sections it is essential to maintain technical skills and develop the junior leaders. It is necessary to be competitive for promotion to MSG.

(b) *Self-development.* Under SSD, SFCs are enrolled automatically in SSD 4 upon completion of SLC. It is highly recommended that SSD 4 be completed prior to assuming duties as a 1SG. SSD 4 tasks are primarily focused at the BN level. Under GSD, NCOs and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. A college degree is not a requirement for promotion but it may be a significant factor and should be pursued whenever possible. SFCs should complete at least 2 years of college prior to eligibility for the MSG Board. Technical certification should be completed at this time.

(c) *Additional training.* Air Assault, Airborne, Incident Handler, Forensic Analyst, Systems and Network Auditor

(d) *Special assignments.* Cyber Mission Units, WHCA, Defense Information Systems Agency (DISA).

(3) *Master sergeant/first sergeant.*

(a) *Operational assignments.* The critical assignment for a MSG is 1SG and operational assignment as BDE/DIV/corps cyber staff NCO, such as auditor or CND manager. While it is beneficial for career development to serve as a 1SG for at least 24 months (may consist of one or more assignments) other important assignments for MSG include Regional Cyber Center or ASCC, auditor or cyber network defender manager.

(b) *Self-development.* Under SSD, MSGs will be automatically enrolled in SSD 4. NCOs must complete SSD 4 prior to attending the SMC or prior to 1 year TIG as a MSG/1SG. MSG (P)s will be automatically enrolled in SSD 5 upon completing SMC (or equivalent). SSD 5 tasks are primarily focused at nominative and Joint Staff levels. A college degree is not a requirement for promotion but it may be a significant factor for selection to SGM and should be pursued whenever possible. MSGs should strive to complete at least 3 years of college prior to eligibility for the SGM Board.

(c) *Additional training.* Airborne, Air Assault, BSNCO, Army Cyberspace Operations Planners Course (ACOPC), and Executive Cyberspace Operations Planners Seminar (ECOPS). Suggested correspondence courses: None.

(d) *Special assignments.* Career management SNCO, NCOPD instructor, and Defense Information Systems Agency (DISA).

(4) *Sergeant major.*

(a) *Operational assignments.* SGMs should seek appointment to CSM. The number of CSM positions with a CMF 25 background is limited. SGMs should seek operational assignments as senior CND manager on a major command or HQDA staff. Other important assignments for SGM include WHCA, Proponent Office, USSOSCOM, and Joint activities.

(b) *Self-development.* Under SSD, SGMs are automatically enrolled in SSD 5 upon completion of the SMC. SSD 5 tasks are primarily focused at nominative and joint staff levels. SGM should have an associate's degree and should continue in courses to obtain a bachelor's degree.

(c) *Additional training.* Army Cyberspace Operations Planners Course (ACOPC), Executive Cyberspace Operations Planners Seminar (ECOPS).

(d) *Special assignments.* N/A.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See COOL Web site.

#### **11–54. Military occupational specialty 25D Professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

#### **11–55. Military occupational specialty 25D Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces, from combat to sustainment and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as his or her RA counterpart in a similar unit of assignment. Duty assignments for career progression do not always parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographic limitations will determine the type of units in which RC Soldiers may serve, TATS and NCOES satisfies PD and functional area requirements. This is the same for all Army components.

#### **11–56. Electromagnetic spectrum management operations—duties**

The ESMO has only one MOS that is structured from SSG to SGM (see para 11–54); develops, produces, and distributes the Signal OPS instruction using computer software programs; maintains a database of frequency requests and assignments and performs periodic reviews and updates; takes steps to resolve frequency interference reports and maintains a database of interference incidents; prepares and forwards properly formatted frequency requests to the appropriate military or civilian agency for coordination and approval and maintains contact with them; performs unlimited frequency planning, selection, and deconfliction using automated tools. A detailed description of ESMO can be found in DA Pam 611–21.

#### **11–57. Military occupational specialty 25E electromagnetic spectrum manager**

a. *Major duties.* See DA Pam 611–21 for details.

b. *Prerequisites.* See DA Pam 611–21 for details.

c. *Goals for development.* The purpose of the Career Progression Plan is to inform signal Soldiers of the Signal Corps’ intent for their career pattern and PD. To develop spectrum managers to their full potential as professional NCOs, their assignments must follow a pattern of continuous, successive spectrum management positions with increased levels of responsibility. Junior EMSO NCOs should take steps to increase their technical attributes. Soldiers must use online training resources to increase their technical knowledge, and to continue to develop and enhance the skills needed to support the modular force. Follow-on assignments as instructors or Army staff advisors will add to their overall professional knowledge. Spectrum managers are technical experts who are members of the staff at the echelons where assigned and do not compete with other MOSs for promotion consideration. MOS 25E has no authorizations for traditional leadership positions; there are no team chief, platoon sergeant, or ISG positions associated with this MOS. MOS 25E Soldiers are not authorized for assignment as a recruiter, drill sergeant, inspector general or EOA. Soldiers should diversify their careers by requesting nontactical assignments, as most of the authorizations are in tactical assignments. It is possible that repetitive assignments will occur to meet the needs of the Army. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. SNCOs should round out their career with Army level experience.

(1) Staff sergeant.

(a) *Operational assignments.* During this phase of their career, Soldiers should focus on continued development and refinement of their technical expertise. Available duty assignments that will increase their experience include BCT, Corps Signal OPS Cells and the OPS section of signal organizations.

(b) *Self-development.* Under SSD, SSG (P)s will be enrolled automatically in SSD 4 upon completion of SLC. SSD 4 tasks are primarily focused at the BN level. Soldiers should actively seek opportunities to further their civilian and military education. Soldiers and their chain of command must exploit every education opportunity when the OP-TEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits other than the traditional classroom instruction. They include the Internet, Army correspondence courses military (see para (d), below), CLEP and DANTES. Pursuing a college education is not a mandatory requirement but one that will place you above your peers who are not striving to obtain college credits. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may enroll online at the ACCP and the Army eLearning SmartForce Computer Based Training online at the <http://www.atsc.army.mil/accp/aipdnew.asp> Web site.

(c) *Additional training.* BSNCO. Suggested Army correspondence courses: Principles of Radio Wave Propagation.

The Information Technology End-User Curricula in the Army eLearning SmartForce computer based training may be very useful to EMSO NCO.

(d) *Special assignments.* Spectrum management assignments: Joint Task Force and Joint Forces Land Component Commands (JTF/JFLCC), theater, and corps commands; instructor/writer.

(2) Sergeant first class.

(a) *Operational assignments.* During this phase of a career, focus on assignments within DIV, corps, or ASCC staffs. Additional assignments include instructor, combined/Joint commands, and EW cells at DIV and corps.

(b) *Self-development.* Under SSD, SFCs are enrolled automatically in SSD 4 upon completion of SLC. It is highly recommended that SSD 4 be completed prior to assuming duties as a 1SG. SSD 4 tasks are primarily focused at the BN level. Under GSD, NCOs and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. A college degree is not a requirement for promotion but it may be a significant factor and should be pursued whenever possible. SFCs should complete at least 1 year of college prior to eligibility for the MSG Board.

(c) *Additional training.* Airborne, Air Assault and BSNCO. ASI S9 for joint spectrum management is required at the rank of SFC and above. The ASI S9 course trains “Joint” related critical tasks necessary for an “experienced” EMSO SNCO to serve in a COCOM component position, an ad hoc Joint Task Force (JTF) position, and in a position in an Army unit that has a specified mission of supporting Joint Task Force/Joint Forces Land Component Commands (JTF/JFLCC); ASI S9 is awarded following the completion of SLC.

(d) *Special assignments.* Spectrum management assignments: Joint (JTF/JFLCC), theater, and corps commands; instructor/writer.

(3) Master sergeant.

(a) *Operational assignments.* During this phase of a career, focus on assignments as DIV or corps spectrum chief, or on ASCC staffs.

(b) *Self-development.* Under SSD, MSGs will be automatically enrolled in SSD 4. NCOs must complete SSD 4 prior to attending the SMC or prior to 1 year TIG as a MSG/1SG. MSG (P)s will be automatically enrolled in SSD 5 upon completing SMC (or equivalent). SSD 5 tasks are primarily focused at nominative and Joint Staff levels. MSGs should continue to aggressively attend college courses to obtain an associate’s or higher degree. A college degree is not a requirement for promotion but it may be a significant factor for selection to SGM and should be pursued whenever possible.

(c) *Additional training.* BSNCO. Suggested correspondence course: None.

(d) *Special assignments.* None.

(4) Sergeant major.

(a) *Operational assignments.* Forces Command (FORSCOM), CIO–G6, ASCC Army spectrum chief (named or numbered Army echelon command, such as the Third Army or HQ U.S. Army Pacific Command).

(b) *Self-development.* Under SSD, SGMs are automatically enrolled in SSD 5 upon completion of the SMC. SSD 5 tasks are primarily focused at nominative and Joint Staff levels. SGMs should have an associate’s degree and should continue in courses to obtain a bachelor’s degree.

(c) *Additional training.* None. Suggested correspondence course: None.

(d) *Special assignments.* None.

d. *Army career degrees.* See the SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **11–58. Military occupational specialty 25E professional development model**

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

## **11–59. Military occupational specialty 25E Reserve Component**

The integrated use of the RC, which includes the ARNG and AR, is essential to successful military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces, from combat to CS or CSS, and general supporting forces. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as his or her RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the Active Component (AC). Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers may serve, TATS and NCOES satisfies PD and functional area requirements. This is the same for all Army components.

## Chapter 12 Paralegal (Career Management Field 27) Career Progression Plan

### 12-1. Duties

*a. Paralegals.* Paralegals comprise an integral part of the Judge Advocate Legal Service (JALS) serving in MTOE and TDA organizations (in accordance with AR 27-1). JALS consists of members of the Judge Advocate General's Corps (JAGC), judge advocates, civilian attorneys, professional consultants, legal technicians, warrant officers, paralegal Soldiers, civilian employees, and other personnel on duty with the JALS. Paralegals are critical assets to a Staff Judge Advocate (SJA) section, Command Judge Advocate (CJA) section, BDE legal section, or the unit HQ. They participate in strategic, operational, and tactical missions in support of Army, Joint, and combined military commands.

*b. Proficiency.* In addition to maintaining a high level of tactical proficiency, paralegals must maintain a high level of technical proficiency in a number of very specialized areas of law. They administer and supervise the provision of legal services to unit commanders, staff, Soldiers, Family members, and retirees. They perform their duties under the technical supervision of judge advocates, legal administrators, and DA civilian attorneys with a common focus of providing timely and effective legal services. These legal services encompass the six core legal disciplines: military justice, international & operational law, claims, legal assistance, administrative & civil law, and contract & fiscal law. Within the military justice discipline, paralegals also provide support to judge advocates and attorneys working in independent organizations such as the U.S. Army Trial Defense Service and the U.S. Army Trial Judiciary. Paralegals are bound by the same rules of ethical behavior as judge advocates in accordance with AR 27-26. Paralegals need to have knowledge of the requirements contained in AR 25-55 and AR 340-21.

*c. Environment.* Paralegals function in a dynamic legal environment and perform a wide variety of diverse and technical tasks, which require a career development track focused on multifunctional legal capabilities. Some examples demonstrating the scope of this technical field are listed below.

(1) *International and operational law.* Operational law encompasses the law of war but goes beyond the traditional international law concerns to incorporate all relevant aspects of military law that affect the conduct of OPS. Paralegals provide support for military OPS, to include the military decision-making process, command and control, and planning OPS. Paralegals support the military decision-making process by performing mission analysis, preparing legal estimates and other operational law memoranda, designing the operational legal support structure, war-gaming, writing legal annexes, assisting in the development and training of rules of engagement and escalation of force, and reviewing plans and orders. Paralegals provide support during the conduct of OPS by maintaining situational awareness, assisting with targeting, rules of engagement implementation, and IO. Paralegals provide support for the correct processing of prisoners of war (POWs) and detainees. Paralegals help investigate and report alleged Law of War violations. They provide critical support in implementing the DOD Law of War Program by teaching Law of War and Code of Conduct classes. Paralegals provide support to host nations and their civilian/military justice rebuilding projects during stabilization OPS.

(2) *Military justice.* Paralegals interview witnesses, prepare courts-martial documents, draft charges and specifications, and record and transcribe judicial proceedings. They prepare and manage records of nonjudicial punishment, memoranda of reprimand, and officer and enlisted administrative separation documents. They logistically coordinate and support all legal proceedings and hearings from administrative separation boards to general courts-martial (GCM). They also assist judge advocates appointed as Special Assistant U.S. Attorneys in the prosecution of criminal offenses in U.S. Magistrate or District Courts.

(3) *Trial Defense Service.* Paralegals working in TDS offices support defense counsel who represent Soldiers at General and Special Courts-Martial, Article 32 hearings, pre-trial confinement hearings, Uniform Code of Military Justice proceedings, and before administrative boards; manage the schedules of the defense counsel, assist with witness interviews, and manage all office matters.

(4) *Claims.* Paralegals help administer the Army Claims Program, which includes claims filed under the Personnel Claims Act, the Military Claims Act, the Federal Torts Claims Act, and the Foreign Claims Act. In addition, paralegals process claims filed under Article 139, Uniform Code of Military Justice (redress of injuries to property). Paralegal duties include claim intake, investigation, and adjudication. Select paralegals serve as medical claim investigators (MCI) in major medical commands.

(5) *Administrative and civil law.* Paralegals assist judge advocates and DA civilian attorneys in the review and preparation of documents related to financial liability assessments, Freedom of Information Act requests, and investigations conducted pursuant to AR 15-6. Paralegals also assist litigation attorneys in the research and preparation of cases for civil litigation.

(6) *Contract and fiscal law.* Contract law is the application of domestic and international law to the acquisition of goods, services, and construction. Fiscal law is the application of domestic statutes and regulations to the funding of military OPS and support to nonfederal agencies and organizations. Paralegals coordinate and assist in contract and fiscal law legal actions.

(7) *Legal assistance.* Paralegals assist judge advocates in the management and delivery of legal assistance to

Soldiers, Family members, and other eligible personnel. Paralegal legal assistance duties include: administering the legal portion of Soldier readiness and pre-deployment processing; maintaining client records; preparing wills, powers of attorney, and other legal documents; providing income tax assistance under the supervision of a judge advocate; managing electronic filing of income tax returns; and providing notary services.

(8) *Functions.* In addition to the duties listed above, paralegals coordinate proceedings; schedule and manage appointments; maintain records and statistics; prepare reports; process legal actions; manage the legal office in garrison and in the field; apprise commanders and their staffs of the status of all legal actions and courses of action; coordinate unit legal support and services; plan and conduct military convoys in forward deployed areas of operation; train and mentor legal personnel; conduct legal briefings; maintain and execute preventive law programs; conduct intake/screening interviews of clients; maintain legal automation systems; and assist in the implementation of the DOD Law of War Program.

(9) *Operating environment.* Paralegals must be technically and tactically proficient in all environments and across the operational spectrum, as they will often be tasked with tactical duties in support of legal OPS, including convoy OPS; TOC/tactical OPS; setting up and operating a deployed OSJA; search and security duties in support of IO; and other tactical related duties.

(10) *Additional skills.* Paralegals with the ASI C5 are court reporters. In addition to the above duties, court reporters record and transcribe verbatim records of courts-martial, administrative proceedings, Article 5 tribunals, and other proceedings as required by law or regulation. Paralegals with the ASI 2S are battle-staff qualified. In addition to the above duties, they serve as a legal representative in the IO cell for BDE-level units and higher; are integrated in key command planning cells; and deploy as an integral member of the battle-staff for BDE-level units and higher.

*d. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details.

## **12–2. Transformation**

After the terrorist attacks of 11 September 2001, the Army and the DOD significantly changed the Army's force structure, doctrine, training, and equipment. One of the major changes was to shift the "center of gravity" for Army OPS from DIV to BDE level. BDE combat teams are now the Army's basic tactical maneuver units and the smallest combined arms units that can be committed independently. Under this new operational paradigm, an operational commander can select the number and type of BDE needed to accomplish a particular mission, and build a force package consisting of only those units. These BDE-based force packages have organic logistic support, thereby reducing the need to rely on outside logistic assets. In another major change to past practices, a deployed BDE does not always operate under the DIV that normally acts as the BDE higher HQ in garrison. Under the new construct, BDE deploy and operate under a variety of different higher HQ arrangements depending upon the mission. The BDE HQ element may be a DIV HQ, a corps HQ, or even a joint task force (JTF) HQ. This new approach allows Army forces greater flexibility to task-organize more efficiently and effectively for meeting uncertain and irregular threats. Accordingly, paralegals who work in a BDE legal section must be prepared to operate under the technical supervision of a higher HQ with which they have no habitual relationship. In those instances, close coordination, uniformity, and consistency of practice become even more essential. In addition to BDE-level legal positions, paralegal Soldiers may also be directly assigned to subordinate BN.

## **12–3. Recommended career management self-development, by rank**

### *a. Private E–1: specialist/corporal.*

(1) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to employ those skills.

(2) Soldiers should study and master the following military publications: FM 1–04; STP 21–1–SMCT; AR 670–1; FM 4–25.11; FM 7–22; TC 3–21.5; all -10 level maintenance manuals associated with their equipment; and WTBD associated with their current assignment.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DAN TES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site. CLEP and DAN TES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and paralegals should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may also enroll in GOARMYED, an Army program that

gives Soldiers the opportunity to pursue a degree program completely online. They may also participate in the Paralegal Degree Program, a program that assists paralegal Soldiers to receive college credit for Army schooling and work experience. The Paralegal Degree Program is endorsed by the American Bar Association. More information is available from the Training Developments Directorate at The Judge Advocate General's Legal Center and School (TJAGLCS).

(6) Soldier boards such as Soldier of the Month/Quarter/Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(7) Paralegal SPC/NCO may be recognized as a SGT Eric L. Coggins Award of Excellence recipient. The SGT Eric L. Coggins Award of Excellence was established in 1998, under the direction of Major General Walter B. Huffman, then The Judge Advocate General of the Army. The purpose of this annual award is to recognize the junior enlisted paralegal SPC or paralegal NCO, (SPC-SSG), who best embodies the standards for which SGT Coggins was known. SGT Coggins was a superb Soldier and junior NCO who was, and is, regarded throughout the JAG Corps as a hero. His untimely death is remembered each year with the selection of the new SGT Eric L. Coggins Award of Excellence recipient. Through a series of local board competitions at varying echelons of command, nominees are selected and then considered by a board at the Office of The Judge Advocate General. The recipient of this award is generally acknowledged as the best junior enlisted paralegal in the United States Army for that respective year. Nominees for this award receive special consideration for promotion.

(8) Soldiers may also earn promotion points for technical certification. A list of certifications can be found on the COOL Web site. For information on these and other education programs, Soldiers should visit the AEC on their installation for assistance.

*b. Sergeant.*

(1) The quality and success of a SGT's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) SGT should study and master the following military publications: STP 21-24-SMCT ; FM 1-04; ADP 1; ADP 3-0; ADP 6-22; FM 6-22; ADP 7-0; FM 7-22; all -10 level maintenance manuals associated with their equipment; and warrior tasks and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGT willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place them above their peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. They may also participate in the Paralegal Degree Program, a program that assists paralegal Soldiers to receive college credit for Army schooling and work experience. The Paralegal Degree Program is endorsed by the American Bar Association. More information is available from the Training Developments Directorate at TJAGLCS.

(5) Soldier boards such as NCO of the Month/Quarter/Year and the SGT Audie Murphy/SGT Morales Boards broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) Paralegal SPC /NCO may be recognized as a SGT Eric L. Coggins Award of Excellence recipient. The SGT Eric L. Coggins Award of Excellence was established in 1998, under the direction of Major General Walter B. Huffman, then The Judge Advocate General of the Army. The purpose of this annual award is to recognize the junior enlisted Paralegal SPC or Paralegal NCO, (SPC-SSG), who best embodies the standards for which SGT Coggins was known. SGT Coggins was a superb Soldier and junior NCO who was, and is, regarded throughout the JAG Corps as a hero. His untimely death is remembered each year with the selection of the new SGT Eric L. Coggins Award of Excellence recipient. Through a series of local board competitions at varying echelons of command, nominees are selected and then considered by a board at the Office of The Judge Advocate General. The recipient of this award is generally acknowledged as the best junior enlisted paralegal in the United States Army for that respective year. Nominees for this award receive special consideration for promotion.

(7) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(8) Soldiers may also earn promotion points for technical certification. A list of certifications can be found on the COOL Web site. For information on these and other education programs, Soldiers should visit the AEC on their installation for assistance.

*c. Staff sergeant.*

(1) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to employ those skills. These NCOs should study and master the following military publications: STP 21-24-SMCT; ADP 6-22; ADRP 6-22; FM 6-22; AR 623-3; AR 600-8-22; all -10 level maintenance manuals associated with their equipment; and WTBD associated with their current assignment.



(2) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSG willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self-development options are based on the SSG's own desire to excel. At this stage, SSG should seek opportunities to pursue completion of an associate's degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. They may also participate in the Paralegal Degree Program, a program that assists paralegal Soldiers to receive college credit for Army schooling and work experience. The program is endorsed by the American Bar Association. More information is available from the Training Developments Directorate at TJAGLCS.

(4) Soldier boards such as NCO of the Month/Quarter/Year and the SGT Audie Murphy/SGT Morales Boards broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(5) Paralegal SPC /NCO may be recognized as a SGT Eric L. Coggins Award of Excellence recipient. The SGT Eric L. Coggins Award of Excellence was established in 1998, under the direction of Major General Walter B. Huffman, then The Judge Advocate General of the Army. The purpose of this annual award is to recognize the junior enlisted Paralegal SPC or Paralegal NCO, (SPC–SSG), who best embodies the standards for which SGT Coggins was known. SGT Coggins was a superb Soldier and junior NCO who was, and is, regarded throughout the JAG Corps as a hero. His untimely death is remembered each year with the selection of the new SGT Eric L. Coggins Award of Excellence recipient. Through a series of local board competitions at varying echelons of command, nominees are selected and then considered by a board at the Office of The Judge Advocate General. The recipient of this award is generally acknowledged as the best junior enlisted paralegal in the United States Army for that respective year. Nominees for this award receive special consideration for promotion.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(7) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for technical certification. A list of certifications can be found on the COOL Web site. For information on these and other education programs, Soldiers should visit the AEC on their installation.

#### *d. Sergeant first class.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, train, and mentor Soldiers. They should strive to complete a degree program or accumulate two years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: AR 350–1 (Army Training and Leader Development); STP 21–24–SMCT (Soldier's Manual of Common Tasks, Warrior Leader Skills Level 2, 3, and 4); AR 750–1 (Army Materiel Maintenance Policy); all -10 level maintenance manuals associated with their equipment; and WTBD associated with their current assignment.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFC willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an associate's degree by 12 years and continue studies towards an upper level degree. A SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential for effective leadership as a SFC. They may also participate in the Paralegal Degree Program, a program that assists paralegal Soldiers to receive college credit for Army schooling and work experience. The program is endorsed by the American Bar Association. More information is available from the Training Developments Directorate at TJAGLCS.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for technical certification. A list of certifications can be found on the COOL Web site. For information on these and other education programs, Soldiers should visit the AEC on their installation.

#### *e. Master sergeant/first sergeant.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may make civilian education a major

discriminator for selection to SGM. These NCOs should strive to obtain a college degree or at least two years of college credit towards a degree.

(2) MSGs/1SGs should study and master the following additional military publications: AR 601–280; AR 600–20; DA Pam 611–21; AR 840–10; AR 220–1.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/>.

(4) MSGs should also continue to utilize other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offerings from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(5) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(6) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

*f. Sergeant major/command sergeant major.*

(1) The educational goal of the SGM/CSM is to possess an upper level degree and be working toward a Master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, train and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions.

(2) The SGM/CSM should read publications on their chains of command professional reading list. FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

#### **12–4. Military occupational specialty 27D paralegal specialist**

*a. Major duties.* Paralegals require a basic knowledge of all six core legal disciplines practiced in the JAG Corps (military justice, international & operational law, claims, legal assistance, administrative & civil law, and contract & fiscal law), as well as a detailed knowledge of their assigned duties. Therefore, continuous training and a wide variety of assignments are critical to the paralegal's development and ability to accept increased responsibilities. A paralegal's assignment pattern should have a variety of MTOE and TDA assignments. To develop the essential skills for progression, regular rotation should occur between the different sections in the SJA offices and legal positions located in various echelons of command. In addition, participation in unit rotations to the CTC (NTC, JRTC and JMTC) and DIV or Corps Warfighter Command Post Exercises are important to sharpen tactical proficiency and gain leadership experience. Paralegals should also seek leadership positions such as squad leader, platoon sergeant, 1SG, SJA section noncommissioned officer in charge (NCOIC), paralegal SNCO, chief paralegal NCO, and command paralegal NCO. Every paralegal should strive to become multifunctional in or at least have exposure to the six legal disciplines. As such, paralegals should continually improve their technical abilities through civilian education (including certification by agencies such as the National Paralegal Association), military and civilian correspondence courses, and resident PD courses offered by TJAGLCS, and other branches of the Armed Forces.

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details.

*c. Goals for development.* Paralegal SPC must meet certain standards in terms of schooling, OPS assignments, and self-development at each rank. Meeting these standards ensures that the Soldier acquire the skills, knowledge, and self motivation to remain proficient. Each Soldier should aggressively pursue education, leadership, and supervisory positions.

(1) *Private E–1: specialist/corporal.*

(a) *Institutional training.* Basic Combat Training, 27D Advanced Individual Training, and the WLC.

(b) *Operational assignments.* The paralegal SPC is primarily located in the BN or BDE HQ or in a SJA/command judge advocate (CJA) section. The paralegal SPC focus should be on building a strong base of technical and tactical expertise in MOS-related legal tasks, legal automation systems and networks, tactical communication systems, and basic Soldier skills. During these early years, paralegal SPCs should deploy often with their assigned units.

(c) *Self-development.* Paralegal SPCs can enroll in correspondence courses online at the ACCP Web site. Paralegal SPCs should pursue completion of college courses, particularly in the areas of management, automation, and criminal justice. The Paralegal Degree Program may facilitate these efforts. (For additional information on self-development, see para 12–3.)

(d) *Additional training.* Paralegal SPCs are encouraged to increase their Soldier skills and experience by attending Air Assault and/or Airborne School, appearing before Soldier of the Month/Quarter/Year Boards, becoming a certified

combat lifesaver, or assuming leadership positions. In addition, it is critical that paralegal SPCs obtain a military driver's license and become proficient with crew-served weapons authorized in their units (for example, M249 or M2). It is mandatory for all paralegal SPCs to have a minimum of a secret-level security clearance.

(e) *Special assignments.* Court reporter (ASI C5).

(2) *Sergeant.*

(a) *Institutional training.* WLC, ALC, TDS Course, Law for Paralegal NCO Course, and Court Reporter Course.

(b) *Operational assignments.* The majority of SGTs are typically assigned to BN HQ or in SJA/CJA sections. The SGTs should focus on developing troop leadership skills and reinforcing the technical and tactical skills learned as a paralegal SPC. They should actively seek leadership positions such as a squad leader or NCOIC in any SJA/CJA section. They must be personally prepared and prepare their subordinates to deploy with their assigned units.

(c) *Self-development.* SGTs must complete the TJAGLCS DL courses (Pre-ALC) that are required for career progression and attendance at the resident phase of ALC Phase II. SGTs are encouraged to attend the Law for Paralegal NCO course offered by TJAGLCS and the Trial Defense Services Course. In addition, they should pursue completion of college courses, particularly in the areas of management, automation, and criminal justice. The Paralegal Degree Program may facilitate these efforts. (For additional information on self-development, see para 12–3.)

(d) *Additional training.* SGTs are encouraged to increase their Soldier skills and experience by attending Air Assault, Airborne, and the Battle-Staff Course; appearing before NCO of the Month/Quarter/Year Boards and/or becoming a certified combat lifesaver. SGTs are also eligible to appear before the SGT Morales and SGT Audie Murphy Boards. However, appearance before these two boards should not take precedence over the operational assignments needed to develop leadership skills, and the refinement of their technical and tactical abilities.

(e) *Special assignments.* Court reporter (ASI C5).

(3) *Staff sergeant.*

(a) *Institutional training.* ALC, SLC, Court Reporter Course, Law for Paralegal NCO Course, TDS Course, Operational Law of War Course, and Battle-Staff Course.

(b) *Operational assignments.* SSGs are typically assigned to a support BDE HQ or to SJA/CJA sections. SSGs should continue to focus on developing and refining leadership skills, along with improving their tactical and technical expertise. At this point they have the opportunity to serve as a support BDE paralegal NCOIC. The numerous functions, coupled with the diverse duties, make service as the BDE paralegal NCOIC one of the most challenging paralegal assignments. Developing battle-staff skills is extremely important; thus, SSGs serving in the BDE HQ or as an OPS LAW NCO for a DIV, corps, or theater sustainment command (TSC) should attain the ASI 2S, battle-staff NCO. They serve as a legal representative in key command planning cells and deploy as an integral member of the battle staff for BDE-level units and higher. They must be prepared to deploy, support two judge advocates assigned to the BDE HQ, and exercise supervisory authority over BN paralegal SPCs and prepare them to deploy with their assigned units.

(c) *Self-development.* SSGs must complete the TJAGLCS DL courses (Pre-SLC) that are required for career progression to attend SLC. SSGs should attend the Law for Paralegal NCO course, TDS Course, and the OPLOW Course, offered by TJAGLCS. At this stage, SSGs should be pursuing an associate or bachelor's degree, or completion of the Paralegal Degree Program. Court reporters should be striving to achieve certification from the National Verbatim Reporters Association (NVRA). (For additional information on self-development, see para 12–3.)

(d) *Additional training.* SSG are encouraged to increase their Soldier skills and experience by attending Air Assault, Airborne, and Battle-Staff training (ASI 2S); appearing before NCO of the Month/Quarter/Year Boards; and/or becoming a certified combat lifesaver. In addition, SSGs should consider appearance before the SGT Audie Murphy and/or SGT Morales boards

(e) *Special assignments.* Court reporter (ASI C5); drill sergeant; recruiter; MOS 27D AIT instructor/writer; MOS 27D ALC small group leader/instructor; AIT platoon sergeant; paralegal NCO, SOF; and court reporter instructor (ASI C5).

(4) *Sergeant first class.*

(a) *Institutional training.* SLC, Senior Court Reporter Course, Senior Paralegal Course and Battle-Staff Course.

(b) *Operational assignments.* SFCs are typically assigned to commands having GCM jurisdiction, NCOIC of BCT (IBCT/HBCT/SBCT/ABCT) legal section. SFCs may also serve as the paralegal SNCO in SJA/CJA installation/branch offices or in special operation units (SMUs, 75th Ranger Regiment, SF Group, or 160th Special OPS Aviation Regiment). SFCs should refine their leadership skills and continue to improve their technical and tactical expertise. As a paralegal SNCO, management skills such as personnel and budget management, maintenance and use of their section's organizational equipment, load planning and palletizing equipment for deployment, management of the section's battle rhythm in the TOC, network and automation systems—especially in a deployed environment, supply and accountability, MTOE/TDA document management, training, and career counseling all take on increased importance. Developing battle-staff skills is important; thus, SFCs serving in the BCT HQ or as an operational law NCO for a DIV or corps should attain the ASI 2S, battle staff NCO, if they have not done so already as a SSG. They serve as a legal representative in key command planning cells and deploy as an integral member of the battle staff for BDE level

units and higher. They must be prepared to deploy, support the judge advocates assigned to the BDE HQ, and exercise supervisory authority over BN paralegal SPC /NCOs and prepare them to deploy with their assigned units.

(c) *Self-development.* SFCs should attend the resident paralegal SNCO Course, BDE Legal Course, Operational Law of Armed Conflict Course, Military Justice Managers Course, OPLOW Course, and Senior Court Reporter Course, all offered by TJAGLCS. SFCs should be actively pursuing a college degree or completion of the Paralegal Degree Program. Senior court reporters should be striving to achieve certification from the National Verbatim Reporters Association (NVRA). (For additional information on self-development, see para 12–3.)

(d) *Additional training.* SFCs are encouraged to increase their Soldier skills and experience by attending Air Assault and/or Airborne School; appearing before NCO of the Month/Quarter/Year Boards; and/or becoming a certified combat lifesaver. SFCs should also consider appearing before the SGT Audie Murphy or SGT Morales board. In addition, because many of the SFCs assigned to GCM jurisdictions normally hold key leadership positions in the deployed SJA section, attendance at the Battle-Staff NCO Course (ASI 2S) is strongly recommended.

(e) *Special assignments.* Senior court reporter (ASI C5), NCOIC of BCT (IBCT/ABCT/SBCT/HBCT) legal section, paralegal SNCO - SOF, senior drill sergeant; senior instructor/course director-MOS 27D AIT; senior instructor/writer/developer - TJAGLCS; platoon sergeant-MOS 27D AIT; MOS 27D SLC small group leader/instructor; JAGC NCOA senior small group leader, chief court reporter training - TJAGLCS (ASI C5); MOS 27D assignment manager; and MOS 27D observer/controller.

(5) *Master sergeant/first sergeant.*

(a) *Institutional training.* Battle-Staff Course, Senior Paralegal Course, and the USASMA.

(b) *Operational assignments.* MSGs are typically assigned as chief paralegal NCOs or military justice OPS SNCOs at the Army Operational Command Post and Army Main Command Post (MCP), TSC, DIV HQ, Corps HQ, Army Air Missile Defense Command, Military Police BDE, and large TRADOC installation SJA offices. In addition, MSGs are located in other specialized assignments like USSOCOM, JAGC Combat Developer, field operating agencies of The JAGC, The Judge Advocate General's NCOA 1SG, The Judge Advocate General's School Student DET (JAOCB) 1SG, Juliet Company AIT 1SG, and service school 1SG positions. MSGs typically serve as chief paralegal NCO. This position requires significant leadership and management skills, including training, counseling, mentoring, technical supervision, managing equipment and accounting for automation, planning logistical support, and preparing for deployments. When assigned as the senior paralegal for the organization, they serve as the principal advisor to the SJA/DSJA, commanders, and their staffs regarding all MOS 27D-paralegal SPC and NCO matters and ensure managing the career progression of the paralegal SPC and NCO under their technical supervision. Along with the SJA, DSJA, legal administrator, and the senior civilian representative, the chief paralegal NCO forms the central team that manages the legal organization and office. MSGs should refine and hone their leadership skills and continue to improve their technical and tactical expertise. They must be personally prepared to deploy and prepare the Soldiers and officers of their respective SJA office to deploy with their units.

(c) *Self-development.* MSGs should be nearing completion of their educational goals, to include obtaining their college degree or completing the Paralegal Degree Program. In addition, MSGs should attend the resident Paralegal SNCO course and the Military Justice Managers Course, both offered by TJAGLCS. (For additional information on self-development, refer to para 12–3.)

(d) *Additional training.* Battle-staff training.

(e) *Special assignments.* 1SG, JAGC NCOA, 1SG, Juliet Company, 1SG, JAGC student DET, 1SG - branch immaterial, combat developer, and HRC assignments/career manager.

(6) *Sergeant major/command sergeant major.*

(a) *Institutional training.* USASMA, Command Paralegal Course.

(b) *Operational assignments.* SGM assignments include positions in SJA offices as command paralegal NCO in DIV, corps, and ASCCs, instructor - USASMA, TJAGLCS (CSM), and the regimental CSM. The command paralegal NCO represents the culmination of training, education, and experience. Command paralegal NCOs must mentor their subordinates and develop their leadership, management, technical, tactical, and training skills. They serve as the principal advisor to the SJA/DSJA, commanders, and their staffs regarding all MOS 27D-paralegal SPC and NCO matters and ensure managing the career progression of the paralegal SPC and NCO under their technical supervision. Along with the SJA, DSJA, legal administrator, and the senior civilian representative, the command paralegal NCO forms the central team that manages the legal organization and office. Command paralegal NCOs exercise technical supervision over all 27Ds assigned to subordinate or task organized units. This function includes ensuring legal services provided by 27Ds in subordinate or task organized units are prompt, efficient, and legally sufficient; managing the career progression of the paralegal SPC and NCO under their technical supervision; and ensuring subordinate and task organized units are adequately manned with 27Ds capable of supporting that unit's mission. Command paralegal NCOs are key leaders in their command's battle-staff and as such must regularly coordinate with the other staff SGM on current OPS and operational planning. SJAs and commanders rely on the experience of their command paralegal NCO to address the complexity of issues faced by the organizations listed above. They should develop a vision and goals for their subordinates and implement a strong technical and tactical training program for their organization and for all subordinate or task organized units. They are also a driving force in the execution of legal office OPS in the

garrison and deployed environment. The CSM at TJAGLCS has duties that include the training and force development for MOS 27D; development and implementation of programs and training to increase the competence, relevance, and readiness of all 27Ds; mentoring officer students attending TJAGLCS; and is the Commandant for the NCOA. Serving as the Regimental CSM for the JAGC is the pinnacle assignment. The Regimental CSM is the SNCO to The Judge Advocate General (TJAG) for all paralegal matters in all three components. The Regimental CSM and CSM for TJAGLCS are hand-selected by TJAG and are the most experienced and qualified 27D SGM in the JAGC.

(c) *Self-development.* At this point SGM should have completed a bachelor's degree and be nearing completion of graduate level studies. For additional information on self-development, refer to para 12-3.

(d) *Additional training.* See duties and major duties above.

(e) *Special assignments.* Command paralegal NCO - Corps, CSM - TJAGLCS, CSM - branch immaterial, the regimental CSM for MOS 27D.

## **12-5. Military occupational specialty 27D professional development model**

Access to the "Career Maps" is from JAGCNet, PDM, or JAGCNet-TJAGLCS-CDD-Documents.

## **12-6. Military occupational specialty 27D Reserve Component**

a. *Career.* Career progression should parallel RA assignments to the maximum extent possible based on the available TPU or IMA positions. In addition to the assignments outlined above, approximately half of the RC paralegal NCOs are assigned to unique legal organizations, which include the Legal Operations Detachments (LOD) and their subordinate Legal Operations Teams (LOT). These organizations fall under the command and control of the United States Army Reserve Legal Command (USARLC), a direct reporting unit (DRU) to the USARC. IMA, on the other hand, are assigned to specific units and installations to provide legal support in the event of mobilization. IMA are normally scheduled to work with their active component counterpart for their two-week annual training each year. Based on grade and position, the focus for the RC paralegal should be similar to the focus of the RA paralegal-supporting the traditional missions of the JAGC to an operational Reserve Force in accordance with AR 27-1 and FM 1-04. The RC paralegal, however, may be called upon to provide additional administrative duties during the portion of their career assigned to an LOD. While a legal organization typically functions as a separate office, it is embedded in a HQ element for support purposes. The LOD, however, is a separate command and has additional command and unit responsibilities not found in other legal organizations. The senior judge advocate in the LOD is the LOD commander. Therefore, the chief paralegal NCO performs duties associated with command as well as his or her legal duties. For example, he or she not only manages the execution of daily legal OPS, but also manages and supports the execution of command tasks, such as unit status reports and periodic training briefs. The RC paralegal should possess the same qualifications and capabilities as the RA paralegal and is, therefore, trained in a similar manner. Due to circumstances, such as the distance from the RC Soldier's personal residence to the Battle Assembly location and civilian employment demands, paralegals need a PD program that provides effective use of limited available training opportunities. A proactive self-development program planned over a period of time and consistent with RA career development outlined in this chapter is critical for successful RC advancement. This requires close coordination with supervisors and TJAGLCS to obtain appropriate assignment, training, schooling, and qualification requirements. Additionally, RC Paralegals should ensure their assignments periodically rotate between Operational, Functional, Training and Support units which contain the vast majority of traditional MOS 27D positions and missions and LOD, which feature a greater variety of opportunities for paralegals to hone their leadership and administrative skills. Specific guidance on RC paralegal career progression is outlined below:

b. *Troop program unit, operational modification table of organization and equipment or modified table of organization and equipment and institutional assignments.*

(1) *Private E-1: specialist/corporal.*

(a) *Operational assignments.* The paralegal SPC is primarily located in the BN or BDE HQ SJA/CJA section, a Legal OPS DET, Legal OPS Team, Expeditionary Sustainment Command, or a RSC. The paralegal SPC focus should be on building a strong base of technical and tactical expertise in MOS-related legal tasks, legal automation systems and networks, tactical communication systems, and basic WTBD. During these early years paralegal SPC should deploy often with their assigned units.

(b) *Special assignments.* Court reporter (ASI C5).

(2) *Sergeant.*

(a) *Operational assignments.* The majority of SGTs are typically assigned to BN HQ SJA/CJA sections or at a Legal OPS DET, Legal OPS Team, Expeditionary Sustainment Command, or a Regional Support GP. The SGT should focus on developing troop leadership skills and reinforcing the technical and tactical skills learned as a paralegal SPC. They should actively seek leadership positions such as a squad leader or NCOIC in any SJA/CJA section. They must be personally prepared and prepare their subordinates to deploy with their assigned units.

(b) *Court reporter (ASI C5).*

(3) *Staff sergeant.*

(a) *Operational assignments.* SSGs are typically assigned to the level of a Special Court-Martial Convening

Authority (SPCMCA) in the SJA/CJA section or at an LOD, LOT, Expeditionary Sustainment Command, or a RSC. SSG should continue to focus on development and refinement of leadership skills along with improving their tactical and technical expertise. At this point they have the opportunity to serve as the NCOIC of a CJA Office or an LOD Team. The numerous functions, coupled with the diverse duties, means service as the paralegal NCOIC is one of the most challenging assignments. Developing battle staff skills is extremely important; thus, SSG serving directly with the operational staff of a unit should attain the ASI 2S, Battle-Staff NCO. They serve as a legal representative in key command planning cells; and deploy as an integral member of the battle staff for BDE-level units and higher. They must be prepared to deploy, support the judge advocates assigned to the BDE HQ, and exercise supervisory authority over BN paralegal SPC and prepare them to deploy with their assigned units.

(b) *Special assignments.* Court Reporter (ASI C5), Instructor/Writer/Developer, particularly in support of the Paralegal Warrior Training Course; drill sergeant; Recruiter; EOA; and inspector general (must be in the rank of SSG(P) or above).

(4) *Sergeant first class.*

(a) *Operational assignments.* SFC are typically assigned to commands having GCM jurisdiction, as well as LOD Teams, and as paralegal SNCO within the USARC and USARLC. SFC should refine their leadership skills and continue to improve their technical and tactical expertise. In particular, SFC should prepare themselves to be a chief paralegal NCO in charge of a GCMCA level SJA/CJA office. As a chief paralegal NCO, management skills such as personnel and budget management, maintenance and use of their section's organizational equipment, load planning and palletizing equipment for deployment, management of the section's battle rhythm in the TOC, network, and automation systems-especially in a deployed environment, supply and accountability, MTOE/TDA document management, training, and career counseling all take on increased importance. Developing battle-staff skills is important; thus, SFC serving with the operational staff should attain the ASI 2S, Battle Staff NCO. They serve as a legal representative in key command planning cells; and deploy as an integral member of the battle staff for BDE level units and higher. They must be prepared to deploy, support numerous judge advocates simultaneously and exercise supervisory authority over BN paralegal SPC and prepare them to deploy with their assigned units.

(b) *Special assignments.* Senior Court Reporter, SFC: Senior drill sergeant; Recruiter; NCOA Small Group Leader/Instructor, NCOA Senior Small Group Leader, EOA; and inspector general.

(5) *Master sergeant/first sergeant.*

(a) *Operational assignments.* MSGs are typically assigned as Chief Paralegal NCO at an LOD, and at other Functional Command levels. These positions require significant leadership and management skills, including training, counseling, mentoring, technical supervision, managing equipment and accounting for automation, planning logistical support, and preparing for deployments. They serve as the principal advisor to the SJA/DSJA, commanders, and their staffs regarding all MOS 27D paralegal matters, and ensure managing the career progression of the paralegal SPC and NCO under their technical supervision. Along with the SJA, DSJA, legal administrator, and the senior civilian representative, the Chief Paralegal NCO forms the central team that manages the legal organization and office. MSG should refine and hone their leadership skills and continue to improve their technical and tactical expertise. They must be personally prepared to deploy and prepare the Soldiers and officers of their respective SJA office to deploy with their units.

(b) *Special assignments.* ISG (MOS immaterial), EOA, and inspector general.

(6) *Sergeant major.*

(a) *Operational assignments.* SGM assignments include positions in both MTOE and TDA units. The command paralegal NCO represents the culmination of training, education, and experience. Command paralegal NCOs must mentor their subordinates and develop their leadership, management, technical, tactical, and training skills. Command paralegal NCOs exercise technical supervision over all 27Ds assigned to subordinate or task organized units. This function includes ensuring legal services provided by 27Ds in subordinate or task organized units are prompt, efficient, and legally sufficient; managing the career progression of the paralegal SPC and NCO under their technical supervision; and ensuring subordinate and task organized units are adequately manned with 27Ds capable of supporting that unit's mission. Command paralegal NCOs are key leaders in their command's battle-staff and as such must regularly coordinate with the other staff SGM on current OPS and operational planning. SJAs and commanders rely on the experience of their command paralegal NCO to address the complexity of issues faced by the organizations listed above. They should develop a vision and goals for their subordinates and implement a strong technical and tactical training program for their organization and for all subordinate or task organized units. They are also a driving force in the execution of legal office OPS in the garrison and deployed environment. The CSM at legal command ensure training and development for all 27Ds within the LOD; development and implementation of programs and training to increase the competence, relevance, and readiness of all 27Ds.

(b) *Special assignments.* Instructor, USASMA (MOS-immaterial) and CSM, USAR Legal Command or to The USARC.

(c) *Active guard reserve, special assignments.*

(7) *Staff sergeant.*

(a) *Operational assignments.* SSGs in the AGR program are typically assigned to the SJA section of an Operational,

Functional, Training and Support Command or at a Legal OPS DET. SSG should continue to focus on development and refinement of leadership skills along with improving their tactical and technical expertise. At this point they have the opportunity to serve as the NCOIC of a CJA/SJA office. Developing battle staff skills is extremely important; thus, SSG serving directly with the operational staff of a unit should attain the ASI 2S, Battle-Staff NCO. They serve as a legal representative in key command planning cells; and deploy as an integral member of the battle staff for BDE-level units and higher. They must be prepared to deploy, support the judge advocates assigned to the BDE or higher HQ, and exercise supervisory authority over BN paralegal SPC and prepare them to deploy with their assigned units.

(b) *Special assignments.* Court Reporter (ASI C5), drill sergeant; Recruiter; NCOES Small Group Leader/Instructor or Paralegal Warrior Training Course Instructor or OPS /Logistics NCO; 27D AIT Instructor; inspector general (must be in the rank of SSG(P) or above); and EOA.

(8) *Sergeant first class.*

(a) *Operational assignments.* SFC are typically assigned to units at the SPCMCA or GCMCA level for Operational, Functional, Training and Support Commands.. SFC may also be assigned to an LOD HQ, USARLC, or to The USARC. SFC should refine their leadership skills and continue to improve their technical and tactical expertise. In particular, SFC should prepare themselves to be a paralegal SNCO in charge of an ACOM SJA/CJA office. As a paralegal SNCO, management skills such as personnel and budget management, maintenance and use of their section's organizational equipment, load planning and palletizing equipment for deployment, management of the section's battle rhythm in the TOC, network, and automation systems-especially in a deployed environment, supply and accountability, MTOE/TDA document management, training, and career counseling all take on increased importance. Developing battle-staff skills is important; thus, SFC serving in a deployable HQ or as an operational law NCOs should attain the ASI 2S, Battle Staff NCO. They serve as a legal representative in key command planning cells; and deploy as an integral member of the battle staff. They must be prepared to deploy, and exercise supervisory authority over BN paralegal SPC and prepare them to deploy with their assigned units.

(b) *Special assignments.* Senior Court Reporter (ASI C5), Senior/Chief Paralegal NCO at the functional command, Senior drill sergeant, NCOES Small Group Leader/Instructor, or Paralegal Warrior Training Course Senior Instructor, Senior Instructor/Writer/Developer, inspector general, EOA.

(9) *Master sergeant/first sergeant.*

(a) *Operational assignments.* MSG are typically assigned as Chief Paralegal NCO at the Army Reserve Functional Commands, LOD, HRC, USARC, USARLC, and Office of the Chief, AR. These positions require significant leadership and management skills, including training, counseling, mentoring, technical supervision, managing equipment, and accounting for automation, planning logistical support, and preparing for deployments. They serve as the principal advisor to the SJA/DSJA, commanders, and their staffs regarding all MOS 27D-paralegal SPC matters and ensure managing the career progression of the paralegal SPC and NCO under their technical supervision. Along with the SJA, DSJA, legal administrator, and the senior civilian advisor, the Chief Paralegal NCO forms the central team that manages the legal organization and office. MSG should refine and hone their leadership skills and continue to improve their technical and tactical expertise. They must be personally prepared to deploy and prepare the Soldiers and officers of their respective SJA office to deploy with their units.

(b) *Special assignments.* 1SG, branch immaterial; inspector general; EOA.

(10) *Sergeant major.*

(a) *Operational assignments.* SGM may serve as a CSM in a MOS immaterial position. The command paralegal NCO represents the culmination of training, education, and experience. Command paralegal NCOs must mentor their subordinates and develop their leadership, management, technical, tactical, and training skills. Command paralegal NCOs exercise technical supervision over all 27Ds assigned to subordinate or task organized units. This function includes ensuring legal services provided by 27Ds in subordinate or task organized units are prompt, efficient, and legally sufficient; managing the career progression of the paralegal SPCs and NCOs under their technical supervision; and ensuring subordinate and task organized units are adequately manned with 27Ds capable of supporting that unit's mission. Command paralegal NCOs are key leaders in their command's battle-staff and as such must regularly coordinate with the other staff SGM on current OPS and operational planning. SJAs and commanders rely on the experience of their command paralegal NCO to address the complexity of issues faced by the organizations listed above. They should develop a vision and goals for their subordinates and implement a strong technical and tactical training program for their organization and for all subordinate or task organized units. They are also a driving force in the execution of legal office OPS in the garrison and deployed environment.

(b) *Special assignments.* Command paralegal NCO - USARC and CSM - USARLC.

## **Chapter 13**

### **Electronic Warfare (Career Management Field 29) Career Progression Plan**

#### **13-1. Duties**

The EW NCO serves as the staff SME at all echelons. In this capacity, the 29E NCO advises and assists the

commander or command electronic warfare officer (EWO), regarding use of the integration of EW capabilities in order to control the electromagnetic spectrum (EMS) and defeat the enemy. Additionally, the EW NCO ensures a successful EW program and battlefield survivability through:

- a. Operation and integration of all EW systems.
- b. Integration of EW into operational assessments and planning process.
- c. Development and oversight of command EW training, and training programs.
- d. Development, training and maintenance of EW SOP, TTP, and battle drills.
- e. Fielding and maintenance of EW systems.
- f. Development and execution of EW OPS.

### **13-2. Transformation**

Trends in the operational environment, particularly the rapid evolution of wireless communications technology, make control of the EMS an increasingly important factor in successful unified land operations (ULO). Achieving this control will require the commander to utilize EW capabilities in support of cyber electromagnetic activities (CEMA) to shape the EMS to their advantage. CMF 29 provides commanders with a professional enlisted force, capable of assisting commanders in integrating and optimizing the wide range of EW resources in support of unit objectives. An essential part of this effort is the creation and maintenance of a professional EW NCO Corps capable of maintaining Army EW as an enduring capability. This professionalism requires not only EW competence and proficiency, but also a solid foundation of the operational characteristics of the other branches of the Army with particular emphasis on the Army's maneuver force and SOF elements. Factors contributing to EW NCO development include:

- a. Joint and Army doctrine.
- b. Armywide manning needs and echelon requirements.
- c. Institutional training courses and curricula.
- d. Current and future EW systems development, assessment, and fielding.
- e. Operational and tactical EW considerations of employment.
- f. Counter Radio-Controlled Improvised Explosive Device EW System (CREW) Electronic Counter Measure (ECM) Force Protection (FP) system programming and OPS.

### **13-3. Recommended career management self-development, by rank**

All Soldiers bear individual responsibility for the success of their career by ensuring timely completion of Army requirements through individual effort and active participation in professional education, training and assignment decisions. Soldiers should establish an IDP on ACT based on leader/mentor input outlining career (military and civilian), education and training goals as well as milestones for each. AKO, milSuite, Center for Army Lessons Learned (CALL), and the Central Army Registry also provide self-development resources. Although a college education is preferred, operational assignments may limit the availability of civilian education at certain points in a Soldier's career. The CLEP, DANTES, and eArmyU are available for those Soldiers unable to pursue formal civilian courses. Most institutions operating on U.S. installations are part of the Service Members' Opportunity Colleges Army Degree (SOCAD), which guarantees Soldiers' transfer of credits and acceptance of nontraditional credits such as military experience and CLEP tests. Opportunities also exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 110 should seek to improve their scores through FAST. The ACCP also provides excellent educational advancements in continued education, leadership, and technical proficiency. Additional educational opportunities can be found at the ACES Web site. Soldiers may enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online, and may also earn promotion points for technical certification. A list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC and ACT.

#### *a. Sergeant.*

(1) Study the following military publications with a goal of proficiency: ADRP 3-0, FM 3-36, ADRP 5-0, ADRP 6-0, FM 7-22.7, FM 3-38, FM 6-22, STP 21-24, and all -10 level maintenance manuals associated with assigned equipment, unit SOP, TTP, and battle drills.

(2) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/>.

(3) Participate in Soldier boards such as the "NCO of the Quarter" and "NCO of the Year" awards, as well as SGT Audie Murphy and SGT Morales Clubs to broaden the knowledge base, instill discipline, and improve verbal communication skills.

#### *b. Staff sergeant.*

(1) Master the military publications noted in the preceding skill level and expand proficiency across the spectrum of Army and Joint administrative, doctrinal, operational, and technical publications as necessary or required.

(2) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.



(3) Strive to achieve honors at schools, Army/Soldier boards, and annual competitions such as Soldier of the Year and entrance to SGT Audie Murphy or SGT Morales Clubs.

(4) Demonstrate initiative through academic excellence in both traditional Army and civilian education.

*c. Sergeant first class.*

(1) Master the military publications noted in the preceding skill levels and include JP 3–13.1, JP 6–01, FM 2–01.3, FM 6–02, FM 6–02.70 and forthcoming cyberspace doctrine to expand knowledge of Army and Joint EW cyberspace and spectrum management doctrinal principles.

(2) Expand professional reading and continue civilian education to develop the knowledge base and organizational leadership skills essential to coach, teach, train, and mentor Soldiers. Doctrinal, management, and operational topics should begin to assume a greater portion of materials read. College education gains increased importance for assignment and promotion; development of writing and speaking skills are essential and are a matter of particular emphasis.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) Exceed military course standards and strive to achieve Commandant's List, Distinguished Graduate, or Honor Graduate.

*d. Master sergeant.*

(1) Master the military publications noted in skill levels 2–4 and expand proficiency across the spectrum of Army and Joint administrative, doctrinal, operational, and technical publications as necessary or required. Familiarity with *How the Army Runs: A Senior Leader Reference Book*, <http://www.carlisle.army.mil/usawc/dclm/htar.pdf> is highly recommended.

(2) Cultivate an understanding of CEMA classified and unclassified policy to include national and DOD policies. A complete listing can be found in the reference section of FM 3–38.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) Pursue civilian education and military functional courses to enhance leadership expertise deemed inherent to coaching, teaching, training and mentoring.

*e. Sergeant major.*

(1) Maintain mastery of all applicable military publications and pursue SNCO JPME: [http://www.jfsc.ndu.edu/schools\\_programs/se\\_jpme/default.asp](http://www.jfsc.ndu.edu/schools_programs/se_jpme/default.asp).

(2) The SGM should read publications on their chains of command professional reading list. FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) Write articles for publication in Army and public professional journals. Seek out public speaking opportunities and community involvement. Represent the Army in civic functions to enhance leadership and hone existing skill sets.

(4) Possess a bachelor's degree and actively work towards completing a master's degree in a chosen discipline.

### **13–4. Military occupational specialty 29E electronic warfare specialist**

*a. Major duties.* Serves as the principal enlisted EW advisor to the command EWO or commander, as applicable, and/or as a staff NCO for commands at BN and higher, as applicable. EW NCO establish and direct echelon EW training, operate and maintain EW equipment, and develop and execute EW policies, procedures, and reporting guidelines for supported organizations. They also coordinate external EW support mission requirements and integrate EW OPS into the MDMP.

*b. Prerequisites.* See DA Pam 611–21 Smartbook for details.

*c. Goals for development.* NCOs should serve in varying assignments from the tactical to the strategic in MTOE and TDA units. Due to the inherent technical specificity of MOS 29E, documented leadership positions common to other CMFs such as squad leader, platoon sergeant, and 1SG do not exist. Therefore, EW NCOs must strive to seek additional broadening and leadership opportunities when available at all levels such as recruiting NCO, drill sergeant instructor, and supervisory positions when given the opportunity.

(1) Sergeant.

*(a) Operational assignments.* SGTs are generally assigned to BNs and serve as the CREW system technical expert with duties that include training and supervising company CREW SPC, as required to ensure an effective CREW ECM–FP program; including CREW system accountability, maintenance, installation and update of CREW related firmware and threat loads. In certain BNs, a SGT may serve as the sole EW SME to the commander with duties for planning and executing EW OPS involving EW ground platforms and coordinating with higher for Airborne Electronic Attack (AEA) support of unit OPS. Additionally, they establish SOP, TTP, and execute, and monitor BN level EW training.

*(b) Self-development.* (See para 2–13 for more information.)

(c) *Additional training.* CREW SPC Course; Military Intelligence, Signal Corp, and IO distance learning courses; Army correspondence courses (with emphasis on technical specialties); Airborne; Air Assault; Pathfinder; Ranger.

(d) *Special assignments.* NCO at this level may be eligible to apply for selected special assignments, however it is highly recommended to concentrate on successful completion of tactical level assignments.

(2) Staff sergeant.

(a) *Operational assignments.* SSGs are assigned to BN and BDE level positions to serve as the SME for EW integration into all phases of the OPS process focusing on employment of organic EW equipment and external EW support requests. As the CREW program SME, they resolve operational, technical, interoperability, maintenance, and sustainment support issues within the unit, including subordinate units. They establish SOP and TTP for dissemination to subordinate units to integrate command-specific EW guidance from higher echelons. Varied EW assignments are highly desired.

(b) *Self-development.* (See para 2–13 for further information.)

(c) *Additional training.* Instructor Qualification Course; Unit Movement Officer (UMO) and Load Planner Courses; resident and nonresident Military Intelligence, Signal Corp, and IO courses; Army correspondence course studies (with emphasis on technical specialties); Airborne; Air Assault; Ranger; Pathfinder; Master Fitness Trainer; Master Resilience Trainer; SHARP Victim Advocate (VA).

(d) *Special assignments.* Army Research Lab, NATO, drill sergeant; recruiter; institutional school instructor.

(3) Sergeant first class.

(a) *Operational assignments.* SFC are primarily assigned to maneuver BN and BDE as an EW staff NCO. SFCs serving as the EW SNCOs are tasked with the preparation of staff estimates, MDMP, and OPORD development. SFC serving as a member of BDE CEMA cell ensure the integration, deconfliction, employment of organic EW OPS and coordination and prioritization of external EW resources. In addition, they ensure subordinate unit EW support including AEA, EW ground systems, and CREW ECM–FP; EW training programs; SOP and TTP development; EW QC and battlefield circulation. Varied EW assignments from strategic to the tactical level in MTOE and TDA units look favorable for promotion to MSG.

(b) *Self-development.* (See para 2–13 for more information.)

(c) *Additional training.* Army Cyberspace OPS Planners Course, Tactical IO; Instructor Qualification Course; Airborne; Air Assault; Ranger; Pathfinder; Master Resilience Trainer; SHARP Sexual Assault Response Coordinator (SARC).

(d) *Special assignments.* CTC, Joint Electromagnetic Preparedness for Advanced Combat (JEPAC); drill sergeant; recruiter; institutional school instructor; training developer; NCOES small group leader; academy instructor; EOA; inspector general NCO.

(4) Master sergeant

(a) *Operational assignments.* MSGs are assigned to SOF, BCT and DIV level positions to serve primarily as EW staff NCO or CEMA section NCOIC. These assignments provide significant emphasis on joint EW integration in support of ULO at the DIV and JTF level; EW special technical OPS; offensive and defensive computer network OPS; electromagnetic spectrum OPS; prioritization, de-confliction, and allocation of EW resources to support commander's operational priorities. As the EW SNCO they develop and implement robust mentorship, development, and training programs for subordinate EW organizations and NCO.

(b) *Self-development.* (See para 2–13 for more information.)

(c) *Additional training.* EW Coordination Course; Joint Network Attack Course (JNAC); IO Capabilities (IOCAP); Joint EW Theater Operations Course (JEWTOC).

(d) *Special assignments.* Senior AC/RC Advisor; Chief O/C–T; inspector general NCO; HRC PDNCO, Proponent; Institutional School Chief Instructor.

(5) Sergeant major.

(a) *Operational assignments.* SGM are assigned at the Corps, ASCC, or higher echelons as the senior enlisted EW advisor to the echelon EWO and Commander. These assignments have heavy joint emphasis, with theater, ASCC, and inter-service level OPS and decisional aspects; prioritization, allocation, and coordination of ground, air, sea, and space EW assets and OPS; development and pass-down of strategic concepts and OPS; direct involvement with HQDA, ACOM and ASCC.

(b) *Self-development.* (See para 2–13 for more information.)

(c) *Additional training.* EW Coordination Course

(d) *Special assignments.* Proponent SGM; inspector general NCO; NCO Academy Commandant; Institutional School SGM, nominative positions (00Z only).

### **13–5. Military occupational specialty 29E professional development model**

“Career Maps” is from the ACT Web site located under the Soldier tab at the following Web address: <https://actnow.army.mil>.

### **13–6. Military occupational specialty 29E Reserve Component**

All Soldiers, regardless of component, are essential to the successful accomplishment of military OPS. The RC provides a substantial percentage of the structure and capability of the Army's operational force. RC 29E NCO must possess the same qualifications and capabilities as AC personnel and the quality and quantity of training of 29E RC Soldiers will be the same as their AC counterparts. Duty assignments and PD steps for career progression parallel those of the AC. Geographic limitations and varying MTOE authorizations will restrict the types of units and availability of 29E assignments.

## **Chapter 14 Military Police (Career Management Field 31) Career Progression Plan**

### **14–1. Duties**

The Military Police Corps mission is to provide professional policing, investigations, corrections and security support and target odor detection (explosives/drugs) across the full range of military OPS in order to enable protection and promote the rule of law through four very distinct arms of law enforcement serving a population of more than one million Soldiers, civilians, contractors, and family members worldwide. The Military Police Corps' missions are not confined to posts, camps, and stations, but are carried out during combat OPS, humanitarian assistance and disaster relief efforts, and in support of the United States, its citizens, and its partners.

### **14–2. Transformation**

The Military Police Corps is a premier force recognized as policing, investigations and corrections professionals who enable the Army's decisive action in unified land OPS in concert with our partners to achieve tactical, operational, and strategic outcomes in unstable and complex worldwide environments. The Military Police Corps contains four MOS: Military Police (MOS 31B), U.S. Army Criminal Investigation Command (USACIDC) Special Agent (MOS 31D), Corrections and Detention (C/D) SPC (MOS 31E) and Working Dog Handler (MOS 31K). Military Police NCO have always been agile and versatile in adapting to any mission or environment in supporting both the garrison and combat environments, and will continue to do so in the future. The future Military Police NCO will further define such dynamic leadership and live and display the Army Values which characterize us as American Soldiers and what we stand for. As Military Police, our Army and Nation hold us to even higher standards of behavior as stewards of the public trust with the authority to apply force when lawfully justified. Every day, Military Police professionals decide and act against a range of threats, frequently with incomplete or inaccurate information, often in highly emotional and dynamic circumstances, and typically under pressure. The foundation upon which the Military Police Force is built are four Military Police core competencies including soldiering, policing, investigations, and corrections. These competencies represent the Military Police Corps strengths and unique capabilities and are acquired through the professional training and education developed, sustained, and improved by performing assigned tasks and missions. Military Police NCO use everyday police-community interaction, every peacetime training opportunity, and every combat deployment to improve on these competencies and instill in their Soldiers the confidence and ability to carry on their duties in a professional manner. Military Police continuously refine and expand their abilities to perform these competencies proficiently and learn to apply them in increasingly complex situations. This lifelong learning approach to our calling as Military Police ensures the Military Police Soldier remains a viable professional force.

### **14–3. Recommended career management self-development, by rank**

The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers should focus their self-development to prepare themselves for positions of greater responsibility. Leaders have an obligation to mentor their Soldiers self-development, to assist them in achieving their individual goals and meeting the Army's needs. Soldiers should take advantage of as many military courses as possible. The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP, DANTES, and eArmyU are available for those Soldiers unable to pursue formal civilian courses. Pursuing a college education is not a mandatory requirement but one that will place you above your peers. CLEP and DANTES are other resources for converting previously acquired knowledge or training into college credit. College education is a critical aspect of the self-development program and Soldiers should plan their college program around a degree that relates to their MOS using information provided on the Service members Opportunity Colleges Army Degree SOCAD Web site. Opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST, not only for self-improvement but to improve their options for reenlistment and to meet course prerequisites. The ACCP also provides excellent educational advancements in continued education, leadership, and technical proficiency. Education opportunities are available at the ACES Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the

opportunity to pursue a degree program completely online, and may also earn promotion points for technical certification. A list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation. Soldiers may also use the ACT to integrate training, education, and experiential learning into one personalized and easy to use interface. ACT provides users with a more efficient and effective way to monitor their career development and allows leaders/supervisors and mentors the ability to track and advise users with a personalized approach to leadership development. SSD is now linked to the NCO Education System (NCOES) which will better prepare NCO for the complexities of today's operational environment while reinforcing the benefits of a deliberate, continuous, sequential and progressive PD strategy. Soldiers are required to complete SSD courses to be eligible for promotion to the next higher grade as outlined in AD 2013-15 (NCO Promotions) dated 1 July 2013.

*a. Private E-1: Specialist/corporal.*

(1) Soldiers should study and master the following military publications: STP 21-1; TC 3-21.5; FM 4-25.11; AR 670-1; FM 3-90.61; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) Soldier boards such as Soldier of the Quarter/Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(4) Skill Level I Soldiers should be assigned to an operational assignment to get a broad understanding of Military Police duties, missions and skill sets.

*b. Sergeant.*

(1) SGT should study and master the following military publications: STP 21-24; ADRP 1; ADRP 3-0; ADRP 6-22; ADRP 7-0; FM 21-18; FM 3-55.93; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(2) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) Soldier boards such as "NCO of the Quarter" and "NCO of the Year" and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve communication skills/leadership potential.

(4) Skill level II Soldiers should have a broad range of assignments and avoid back to back assignments in the generating force.

*c. Staff sergeant.*

(1) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: STP 21-24, -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. SSGs key and developmental position is as a squad leader in either an operating or generating force assignment.

(2) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/>.

(3) Military Police Regimental Association's Order of the Marechausee award is given to a small percentage of Military Police Corps personnel for significant contributions to the MP Corps. Commandants 100 is awarded to members of the United States Army Military Police Corps Regiment who distinguish themselves by meritorious achievement or meritorious service, while serving in any capacity within the Corps to recognize greatness from the young Soldiers, NCO and Officers in our Regiment. The Military Police Corps Commandant will choose 100 of the top Military Police to receive this award.

(4) All SSGs should seek opportunities to pursue the completion of an associate's degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified for advancement.

(5) SSGs key and developmental position is as a squad leader in either an operating or generating force assignment.

*d. Sergeant first class.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC.

(2) All SFC should seek opportunities to pursue the completion of a bachelor's degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified for advancement.

(3) These NCOs should study and master the following additional military publications: AR 350-1; FM 3-11 CBRN OPS; AR 750-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(4) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(5) Military Police Regimental Association's Order of the Marechausee award is given to a small percentage of Military Police Corps personnel for significant contributions to the MP Corps. The Commandants 100 is awarded to members of the United States Army Military Police Corps Regiment who distinguish themselves by meritorious achievement or meritorious service, while serving in any capacity within the Corps to recognize greatness from the young Soldiers, NCO and Officers in our Regiment. The Military Police Corps Commandant will choose 100 of the top Military Police to receive this award.

(6) SFC primary key and developmental position is as a platoon sergeant, detachment SGT or kennel master in either the operating force or generating force.

*e. Master sergeant/first sergeant.*

(1) As NCO become more senior in rank, self-development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM.

(2) All MSGs should seek opportunities to pursue the completion of a master's degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified for advancement.

(3) MSGs/ISGs should study and master the following military publications: AR 601–280; AR 600–20; DA Pam 611–21; AR 840–10 and AR 220–1.

(4) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(5) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(6) MSGs primary key and developmental position is as a ISG.

*f. Sergeant major/command sergeant major.*

(1) The goal of the SGM/CSM is to possess an upper level degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Refined communications skills are required just by the nature of the number of Soldiers their communications reach because of the span of influence serving as a SNCO to the commander. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions.

(2) The SGM/CSM should read publications on their chains of command professional reading list. FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) Military Police Regimental Association's Order of the Marechausee award is given to a small percentage of Military Police Corps personnel for significant contributions to the MP Corps. Commandants 100 is awarded to members of the United States Army Military Police Corps Regiment who distinguish themselves by meritorious achievement or meritorious service, while serving in any capacity within the Corps to recognize greatness from the young Soldiers, NCO and Officers in our Regiment. The Military Police Corps commandant will choose 100 of the top Military Police to receive this award.

#### **14–4. Military occupational specialty 31B military police**

*a. Major duties.* Military Police provide a wide range of diverse support because of their agility and versatility to adapt to any mission or environment. As a combat multiplier, they support the maneuver commander by performing the three Military Police disciplines. These functions support traditional maneuver, fires and effects; OPS support; and force sustainment missions and organizations and include Security and Mobility Support; Police OPS; and Detention OPS. Military Police Soldiers provide CS throughout the full spectrum of Army OPS. Positions requiring special skills are normally lengthy, and repetitive assignments may be the norm. NCO that are in this career track should be viewed based on the uniqueness of the position. The purpose of the military police PDM is to advise Soldiers and NCO how the Military Police Corps wants their career pattern and PD to unfold. To develop Military Police into professional NCO, their assignments must focus on leadership positions at the company and BN level. Follow-on assignments at BDE and upper-echelon levels will then add to their overall professional knowledge. Back-to-back, non-military police assignments should be avoided (for example, going from drill sergeant to recruiter duty, instructor, or staff positions). NCOs should seek the harder, more professionally rewarding, leadership positions: squad leader, platoon sergeant, and ISG. They should round out their careers by serving in a variety of positions both operational and institutional.

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Commandant, U.S. Army Military Police School (USAMPS). Formal training (completion of MOS 31B

course conducted under the auspices of the USAMPS) is mandatory. All applicants for MOS 31B must be interviewed by an HRC Security Interviewer. Security waivers will only be granted by DA G1 (DAPE-MPA-RP). All RA service members reclassifying for MOS 31B must be interviewed by the local Provost NCO (SFC or above) or Provost Marshal (Captain (CPT) or above). All RC service members reclassifying for MOS 31B must be interviewed by a MP SNCO (SFC or above) or MP officer (CPT or above) in the gaining MP unit. In either case, written endorsement must accompany the re-enlistment contract.

*c. Goals for development.* Proficiency in the three Military Police disciplines: Security and Mobility Support; Police OPS; and Detention OPS. Soldiers should continue developing interpersonal communication skills, pursue other specialized training within the Military Police field such as: Special Reaction Team (SRT), Military Police Investigator (MPI), Traffic Management and Collision Investigator (TMCI), Military Working Dog Handler (MWD), Non-Lethal Weapons Trainer, appearing before incentive boards, exceeding APFT/and basic marksman weapon standards, aggressive pursuit of further military and civilian education, continued pursuit of duties with increased responsibilities directly related to the MOS.

(1) *Private E-1: Specialist/Corporal.*

*(a) Operational assignments.* The focus during the early years of their career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. This can be acquired in operational (tactical) assignments serving as a gunner, driver, team leader and so forth. Although generating force assignments are not preferred for Soldiers immediately following completion of Initial Military Training, it is important that SL1 Soldiers maintain law enforcement expertise and experience. Soldiers should seek responsibility and take advantage of opportunities to display their motivation, initiative, and leadership skills in team leading.

*(b) Self-development.* For information on self-development, refer to paragraph 14-3.

*(c) MOS enhancing courses.* Military Police Investigations (MPI), Traffic Management and Collision Investigator (TMCI), Military Working Dog Handler, Child Abuse Prevention Intervention Training (CAPIT), Domestic Violence Intervention Training (DVIT), Inter-service Non-Lethal Weapons Instructor, SRT Training, and Protective Service Training.

*(d) Special assignments.* There are ample opportunities for MOS 31B Soldiers to deploy in support of OCO, although this should not be the sole determining factor it should be viewed favorably over those who have not deployed in support of Global War on Terrorism (GWOT) or OCO

(2) *Sergeant.*

*(a) Operational assignments.* The focus during this phase of a career should be in tactical assignments developing Soldier leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. SGT should maintain a team leader position a minimum of 24 months prior to moving to other positions that support the generating force. At every opportunity NCOs should seek elevated positions that allow them to gain leadership experience.

*(b) Self-development.* For additional information on self-development, refer to paragraph 14-3.

*(c) MOS enhancing courses.* Military Police Investigations (MPI), Traffic Management and Collision Investigator (TMCI), Military Working Dog Handler, CAPIT, DVIT, Inter-service Non-Lethal Weapons Instructor, SRT Training, Conventional Physical Security course, and Protective Service Training.

*(d) Special assignments.* Service School Instructor/Writer, Recruiter, and Joint Staff Security Force.

(3) *Staff sergeant.*

*(a) Operational assignments.* The focus during this phase of their career must be on continued development and refinement of their leadership skills, tactical and technical expertise. Duty assignments in tactical units that will increase the experience and develop their leadership level are Squad Leader, OPS SGT, drill sergeant, Plans NCO and platoon sergeant. SSGs should maintain these positions a minimum of 24 months prior to moving to other positions that support the generating force. If possible, SSGs should continuously strive for diversity in their assignments. Diversity ensures NCO maintain their MOS proficiency throughout continuous changes in modernization, structure, and doctrine.

*(b) Self-development.* For additional information on self-development, refer to paragraph 14-3.

*(c) MOS enhancing courses.* Military Police Investigations (MPI), Traffic Management and Collision Investigator (TMCI), Military Working Dog Handler, CAPIT, DVIT, Non-Lethal Weapons Instructor, SRT Training, Conventional Physical Security Course, Criminal Antiterrorism and Police Intelligence Management Course (CAPIM) and Protective Service Training.

*(d) Special assignments.* Instructor/Writer, drill sergeant, Recruiter, ALC SGL, Joint Staff Security Force, and Senior MWD Trainer. There are ample opportunities for MOS 31B Soldiers to deploy in support of OCO, although this should not be the sole determining factor it should be viewed favorably over those who have not deployed in support of GWOT or OCO.

(4) *Sergeant first class.*

*(a) Operational assignments.* The focus during this phase of their career should be in operational assignments such as a military police platoon sergeant or kennel master for a minimum of 24 months. The platoon sergeant's/kennel master's job as the senior trainer in the platoon/kennel is essential in the development of junior leaders. It is also necessary in order to be competitive for promotion to 1SG.

(b) *Self-development.* For additional information on self-development, refer to paragraph 14–3.

(c) *Additional training.* Drill Sergeant Course, EOA Course, Inspector General Course, Battle Staff, and Non-Lethal Weapons Trainer, Physical Security Course, Basic Instructor Course, Anti Terrorism Program Managers Course, Anti Terrorism Evasive Driving Course

(d) *Special assignments.* Drill sergeant, EOA, Assistant inspector general, RA/RC Advisor, Career Management NCO, Senior Instructor/Writer, DET NCO, ALC Senior SGL, SLC SGL, Joint Staff Security Force NCOIC, OC, United States Military Academy TAC NCO, and MWD Program Coordinator. There are ample opportunities for MOS 31B Soldiers to deploy in support of OCO, although this should not be the sole determining factor it should be viewed favorably over those who have not deployed in support of GWOT or OCO.

(5) *Master sergeant/first sergeant.*

(a) *Operational assignments.* The critical assignment for a MSG is 1SG. Without a tour as a 1SG, the opportunity for promotion to SGM is limited. It is beneficial in career development to serve as a 1SG for at least 24 months (may consist of one or more assignments).

(b) *Self-development.* (See para 14–3.)

(c) *MOS Enhancing courses.* Military Police Investigations (MPI), Traffic Management and Collision Investigator (TMCI), Military Working Dog Handler, CAPIT, DVIT, Inter-service Non-Lethal Weapons Instructor, SRT Training, Conventional Physical Security Course, Criminal Antiterrorism and Police Intelligence Management Course (CAPIM), Protective Service Training (PST), EOA Course, Inspector General Course, Battle Staff, Police TT Course and Law Enforcement Senior Leaders Course (LESLC).

(d) *Special assignments.* Assistant inspector general, RA/RC Advisor, EOA, NCOES Course Manager, and Enlisted MP Branch/Senior Career Manager OC–T, USASMA Instructor, Mobile TT and Police Mentorship Team,

(6) *Sergeant major.*

(a) *Operational assignments.* The majority of the SGM positions are OPS SGM

(b) *Self-development.* (See para 14–3.)

(c) *MOS Enhancing courses.* Military Police Investigations (MPI), Traffic Management and Collision Investigator (TMCI), Military Working Dog Handler, CAPIT, DVIT, Inter-service Non-Lethal Weapons Instructor, SRT Training, Conventional Physical Security Course, Criminal Antiterrorism and Police Intelligence Management Course (CAPIM), Protective Service Training (PST), EOA Course, Inspector General Course, Battle Staff, Police TT Course and Law Enforcement Senior Leaders Course (LESLC).

(d) *SGM/CSM Positions.* CMF 31 SGM positions are tiered to allow for development and growth. Tier I SGM positions include BN S–3 SGM, DES SGM, Senior Instructor/Writer NCO, AC/RC Advisor and Director of Training SGM. Tier II SGM positions include BN CSM, BDE S3 SGM, ACOM/ASCC/DRU Provost Marshal SGM, DIV Provost Marshal SGM and USASMA Small Group Leader. Tier III SGM Positions include BDE CSM and Personnel Proponency SGM. A limited number of MP Soldiers are assigned to SMU (highly demanding classified operational positions), which due to their nature limit the Soldiers' opportunities in other traditional promotion enhancing areas. MP Soldiers assigned to SMU conduct high-risk operational missions. These assignments, due to their specialized nature, require a long term commitment by the Soldier to the SMU. There are ample opportunities for MOS 31B Soldiers to deploy in support of OCO, although this should not be the sole determining factor it should be viewed favorably over those who have not deployed in support of GWOT or OCO.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **14–5. Military occupational specialty 31B professional development model**

Access to CMF 31 Career Maps can be accessed by going to the USAMPS home page at <http://www.wood.army.mil/usamps/> and clicking the “Enlisted PDM” link on the left. Users will be directed to the USAMPS Knowledge Network and will need to click the “31B 31D 31E 31K” link on the top which will direct the user to CMF 31’s PDM on the USAMPS Directorate of Proponency, Initiatives and Integration Web page. Alternately, users may log in to the ACT homepage (<https://actnow.army.mil>), select the “My Planner” tab and click the “Printable Career map for 31B” tab to view a printable version of MOS 31B (Military Police) Career Map.

#### **14–6. Military occupational specialty 31D Criminal Investigation Command special agent**

a. *Major Duties.* The Criminal Investigation Division (CID) Special Agent supervises or conducts investigations of incidents and offenses or allegations of criminality affecting DA or DOD personnel, property, facilities, or activities. The CID Special Agents support the Army in peacetime and in war, and are capable of performing professional criminal investigations anywhere in the world and in any environment. In addition to the basic mission of conducting felony criminal investigations, the CID provides support to field commanders at all levels and echelons, which includes general crimes (committed against persons or property), economic crime, counter-drug OPS, logistics security, and criminal intelligence both in garrison and on the battlefield. The CID Special Agent supervises and / or conducts personal security (protective services) for DOD and DA officials. Performs Personal Security Vulnerability Assessments on senior DOD and DA personnel. The CID Special Agents must possess battlefield skills and their mission

expands and often intensifies during contingency OPS to include war crimes, antiterrorism, protective service OPS, and force protection OPS. Force protection protects Soldiers, DA and DOD Civilian employees, Family Members, facilities, and equipment in garrison and deployed scenarios by providing investigative and criminal intelligence support to combating terrorism, physical and personal security, information, and law enforcement OPS. Performing these missions during conflict or OPS other than war requires the same skills they use every day in support to commanders during peace. The 31D MOS is the feeder MOS for Warrant Officer MOS 311A, CID Special Agent. Interested CID Special Agent NCO serving in the rank of SGT or above, who have demonstrated leadership potential and possess well-rounded tactical and technical experience should consult with their leadership and consider applying to become a warrant officer. Positions requiring special skills are normally lengthy and repetitive assignments may be the norm. The NCO in this career track should be viewed based on the uniqueness of the position.. Positions requiring special skills are normally lengthy, and repetitive assignments may be the norm. NCO that are in this career track should be viewed based on the uniqueness of the position.

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. All Soldiers entering MOS 31D must meet the requirements outlined in AR 195–3 and receive a favorable decision for acceptance by the Accreditations DIV of USACIDC. Furthermore, the applicant must successfully complete the 31D course of instruction as specified in DA Pam 611–21. CID is a nonaccession MOS. See USAMPS Proponency Page and CID Homepage.

*c. Goals for development.* The CID Special Agent are proficient in criminal law, criminalistics, crime scene processing, testimonial evidence, investigations of crimes against persons and property, physical evidence, drug investigation, fraud and waste, investigative reports, special investigative techniques, and protective services. CID Special Agents may apply for and attend training to become qualified in specialized fields, areas or skills. CID Special Agents may train at or with the FBI National Academy, Federal Law Enforcement Training Center, Defense Acquisition University (DAU), Army Logistics Management College (ALMC), Canadian Police Academy, and Metropolitan Police Academy. Aggressive pursuit of further military and civilian education, continued pursuit of duties with increased responsibilities directly related to MOS.

(1) *Sergeant.* Key and developmental position for a SGT is as a Special Agent.

*(a) Operational assignments.* Since this will be the Soldier's first assignment in this MOS, they must learn and reinforce basic soldiering and individual MOS skills during training and actually perform the tasks associated with their MOS at the entry level. SGT should seek leadership positions at every opportunity to broaden technical, tactical, and leadership skills in support of the CID combat and peacetime missions.

*(b) Self-development.* Refer to the applicable chapters of the Soldier's Manual, MOS 31D, CID Special Agent SL2 for SGT's tasks. Soldiers at this SL with at least 2 years special agent investigative experience should consider becoming a CID Warrant Officer Special Agent, MOS 311A. (For additional information on self-development, refer to para 14–3.)

*(c) Additional training.* Protective Service Training, Hostage Negotiation, Advanced Crime Scene Investigative Techniques Course.

*(d) Special assignments.* Special assignments for CID Special Agents do not exist for recruiting, ROTC, and drill sergeant. Due to the limited deployment opportunities for MOS 31D not all Soldiers have deployed in support of OCO. Recent deployment experience is not the stand-alone assessment tool in determining a Soldier's potential

(2) *Staff sergeant.* Key and developmental position for a SSG is as a Special Agent.

*(a) Operational assignments.* CID Special Agent SSG will continue to serve primarily as case agents conducting investigations. If at all possible, CID special agents will be assigned to positions where they will serve as DET SGTs, Evidence Custodians, Criminal Intelligence NCO, Digital Forensic Examiner, Team Chiefs or Protective Service Agent when they do not already possess that experience.

*(b) Self-development.* Refer to the applicable chapters of the Soldier's Manual, MOS 31D, CID Special Agent SL3 for SSG' tasks. SSG should continue the link between personal self-development activities and military career goals by using the PDM. Soldiers at this SL with at least 2 years special agent investigative experience should consider becoming a CID Warrant Officer Special Agent, MOS 311A. (For additional information on self-development, refer to para 14–3.)

*(c) Additional training.* If appropriate and available, Airborne and Air Assault training should be conducted if assigned to units supporting such DIVs. Hostage Negotiations, CAPIT, Advanced Crime Scene Investigative Techniques Course, and Criminal Intelligence Analyst, Canadian Police College, Metropolitan Police Academy, FBI National Academy, and Battle Staff .

*(d) Special assignments.* Service School Instructor/Writer, ALC SGL, and Field Investigative Unit,

(3) *Sergeant first class.* Key and developmental position for a SFC is as a DET SGT.

*(a) Operational assignments.* CID Special Agent SFC lead CID Detachments or CID Office. They supervise and perform duties as a DET SGT and Evidence Custodians of a CID Office within military communities. Other key assignments at this phase include staff NCO positions in BN and BDE S2/S3 sections, ACOM/ASCC/DRU staff positions, and staff and faculty positions at USAMPS.

*(b) Self-development.* Refer to the applicable chapters of the Soldier's Manual, MOS 31D, CID special agent SL4



for SFC. SFC should continue the link between personal self-development activities and military career goals by using the PDM. (For additional information on self-development, refer to para 14–3.)

(c) *Additional training.* Canadian Police College, Metropolitan Police Academy, FBI National Academy and Battle Staff.

(d) *Special assignments.* SLC SGL and field investigative unit.

(4) *Master sergeant/first sergeant.* Key and developmental position for a MSG is as a 1SG.

(a) *Operational Assignments.* The critical assignment for a MSG is 1SG. Without a tour as a 1SG, the opportunity for promotion to SGM is limited. CID Special Agent MSG can expect assignments to senior staff positions. Key positions at this rank include 1SG in a CID BN, BN/BDE S2 or S3 Sections.

(b) *Self-development.* SSD 4; in addition NCOs should continue to pursue individual PD activities to include civilian education and the Career Development Model and reading program using the recommended reading lists for their appropriate SL and MOS. (For additional information on self-development, refer to para 14–3.)

(c) *Additional training.* Canadian Metropolitan Police College, FBI National Academy, Battle Staff.

(d) *Special assignments.* *Career Advisor.* (HRC), NCOIC, MP Investigations Division (MPID), inspector general NCO, and EOA.

(5) *Sergeant major/command sergeant major positions.* MOS 31D SGM positions are tiered to allow for growth and development. The tiers for MOS 31D are: Tier I inspector general SGM, OPS SGM and BN SGM. Tier II Group CSM. There are no Tier III positions for MOS 31D.

(a) *Operational assignments.* The majority of the SGM positions are OPS SGM positions. Lateral appointment to CSM is an option for consideration each year in conjunction with the SGM Board.

(b) *Self-Development.* Civilian education is not a requirement for promotion to SGM or lateral appointment to CSM; However, continuing civilian education (completion of a bachelor's/master's degree) is encouraged. For additional information on self-development, refer to paragraph 14–3.

(c) *Additional training.* Inspector General Course.

(d) *Special assignments.* CIDC inspector general SGM.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **14–7. Military occupational specialty 31D professional development model**

Access to CMF 31 Career Maps can be accessed by going to the USAMPS home page at <http://www.wood.army.mil/usamps/> and clicking the “Enlisted PDM” link on the left. Users will be directed to the USAMPS Knowledge Network and will need to click the “31B 31D 31E 31K” link on the top which will direct the user to CMF 31’s PDM on the USAMPS Directorate of Proponency, Initiatives and Integration Web page. Alternately, users may log in to the ACT homepage (<https://actnow.army.mil>), select the “My Planner” tab and click the “Printable Career map for 31D” tab to view a printable version of MOS 31D (CID Special Agent) Career Map.

#### **14–8. Military occupational specialty 31E corrections/detention specialist**

a. *Major duties.* The career progression model for the Corrections/Detention SPC is used to advise Soldiers and NCO how their career pattern and PD should unfold. To develop Internment/Resettlement SPC into professional NCO, their assignments must focus on a progression of leadership functions within the Detention Company, Detention BN, Regional Correctional Facilities (RCF) and the United States Disciplinary Barracks. Soldiers should seek to balance traditional leadership positions with hard corrections/detention specific professional positions. NCOs should avoid consecutive non-corrections/detention assignments (such as going from drill sergeant to recruiter duty, instructor, or staff to similar positions). This reduces MOS proficiency due to continuous changes in modernization, structure, and doctrine. However, it is possible these situations will occur due to direct assignment from the DA G1. They should round out their careers with BN/BDE OPS experience.

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the USAMPS Commandant.

c. *Goals for development.* Proficiency in C/D OPS include: reviewing and implementing emergency action plans that address minor/major prisoner disturbances, prisoner escapes, and mass casualty events associated with natural disasters; providing supervision of custody/control and accountability of US military prisoner or other detained person (during time of war/conflict) population. Soldiers should continue developing interpersonal communication skills, pursuing other specialized training in the corrections/detention field, participating as a member SRT member, appearing before incentive boards, exceeding APFT and basic marksmanship qualification standards, aggressive pursuit of further military and civilian education, and pursuit of duties with increased functions directly related to MOS.

(1) *Private E–1: Specialist/Corporal.*

(a) *Operational assignments.* The focus during the early years of their career should be on building a strong base of technical expertise in equipment accountability, basic MOS skills and common Soldier tasks. This can be acquired by serving as a correctional officer in a variety of security and administrative positions such as access/egress security,

special housing unit/domicile security, prisoner escort, and central control clerk. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(b) *Self-development.* American Corrections Association Certified Corrections Officer. (For additional information on self-development, refer to para 14–3.)

(c) *Additional training.* SRT Phase I and II, and MPI Course .

(d) *Special assignments.* MPI. Due to the limited deployment opportunities for MOS 31E, not all Soldiers have deployed in support of OCO. Recent deployment experience is not the stand-alone assessment tool in determining a Soldier's potential. 31Es assigned to GTMO are tracked through HRC as a PCS move; however this is a high stress and critical mission in direct support of OCO.

(2) *Sergeant.*

(a) *Operational assignments.* The focus at this level of an NCO's career should be as the first-line supervisor with technical and tactical knowledge and experience to supervise and assist Soldiers in his or her charge. This NCO teaches, mentors and guides Soldiers through the most difficult stages of developing the "firm but fair" attitude needed to be successful in the corrections/detention environment. The NCO is continuing to hone his or her leadership techniques when communicating with subordinates, US prisoners, and other detained (during time of war/conflict) while performing duties as an corrections/detention NCO. At every opportunity SGT should seek the positions that allow them to gain leadership experience. SGT' key and developmental position is as a team leader in either an operating or generating force assignment.

(b) *Self-development.* American Corrections Association Certified Corrections Officer. At this level NCO must focus on self-improvement that will as a result be substantiated in their personal records annually. This reflects a positive image and sets the example of a true professional that displays excellent potential possibilities and greatly increases promotion opportunities. (For additional information on self-development, refer to para 14–3.)

(c) *Additional training.* SRT Phase I and II, , MPI Course, , Conventional Physical Security Course, and Inter-Service Non-Lethal Weapons Instructor Course.

(d) *Special assignments.* MPI and Physical Security NCO. Due to the limited deployment opportunities for MOS 31E, not all Soldiers have deployed in support of OCO. Recent deployment experience is not the stand-alone assessment tool in determining a Soldier's potential. 31Es assigned to GTMO are tracked through HRC as a PCS move; however this is a high stress and critical mission in direct support of OCO.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of their career must be on continued development and refinement of their leadership skills and tactical and technical expertise. Duty assignments at corrections/detention facilities that will increase the experience and develop the leadership level of the SSG, are Squad Leader, Physical Security NCO, OPS/Training NCO Corrections NCO (Liaison), Housing Unit NCO/NCOIC, AIT platoon sergeant and Corrections/Detention NCO.

(b) *Self-development.* American Corrections Association Certified Corrections Officer. (For additional information on self-development, refer to para 14–3.)

(c) *Additional training.* SRT Phase I and II, Anti-Terrorism Course (Basic), Battle Staff NCO Course, Foundation Instructor Facilitator Course, , Conventional Physical Security Course, and Inter-Service Non-Lethal Weapons Instructor Course.

(d) *Special assignments.* Service school instructor/writer, drill sergeant, recruiter, MPI, and ALC SGL, and AIT platoon sergeant Positions requiring special skills are normally lengthy, and repetitive assignments may be the norm. NCO that are in this career track should be viewed based on the uniqueness of the position. Due to the limited deployment opportunities for MOS 31E, not all Soldiers have deployed in support of OCO. Recent deployment experience is not the stand-alone assessment tool in determining a Soldier's potential 31Es assigned to GTMO are tracked through HRC as a PCS move, however this is a high stress and critical mission in direct support of OCO.

(4) *Sergeant first class.*

(a) *Operational assignments.* The focus at this level of an NCO career should be in tactical and technical assignments such as a platoon sergeant for a minimum of 18 months in an corrections/detention environment. The platoon sergeant is the primary leader and trainer in the PLT. Also, as a corrections/detention SNCO in the correctional / detention environment, the platoon sergeant's leadership skills, institutional knowledge, and hands-on experience in handling prisoners and other detained/interned person (during time of war/conflict) are essential in the development of junior leaders.

(b) *Self-development.* American Corrections Association Certified Corrections Supervisor. Soldiers should possess expertise in the interpersonal communication skills, prisoner/other detained person (during time of war/conflict) accountability, prison administration, Common Article III of the Geneva Conventions and emergency control OPS. These Soldiers influence young Soldiers to take charge in the absence of authority. (For additional information on self-development, refer to para 13–3.)

(c) *Additional training.* Battle Staff NCO Course, Conventional Physical Security Course, and Inter-Service Non-Lethal Weapons Instructor Course.

(d) *Special assignments.* Drill sergeant, Assistant EOA, or inspector general NCO, SLC SGL, Special Housing Unit

NCOIC, OC-T, AIT platoon sergeant and Service School Senior Instructor/ Writer/Developer, SARC and NCOPD instructor. Positions requiring special skills are normally lengthy, and repetitive assignments may be the norm. NCO that are in this career track should be viewed based on the uniqueness of the position. Due to the limited deployment opportunities for MOS 31E, not all Soldiers have deployed in support of OCO. Recent deployment experience is not the stand-alone assessment tool in determining a Soldier's potential. 31Es assigned to GTMO are tracked through HRC as a PCS move, however this is a high stress and critical mission in direct support of OCO.

(5) *Master sergeant/first sergeant.*

(a) *Operational assignments.* The critical assignment for a MSG is 1SG. Without a tour as a 1SG, the opportunity for promotion to SGM is limited. It is beneficial to career development to serve as a 1SG for at least 24 months (may consist of one or more assignments). Other important assignments for a corrections/detention MSG are United States Disciplinary Barracks watch commander, OPS NCO, Corrections/Detention SNCO and Prisoner Administration NCO

(b) *Self-development.* American Corrections Association Certified Corrections Manager. (For additional information on self-development Soldier should possess expert knowledge of prison administration, administration and operation of a C/D Facility and Common Article III of the Geneva Conventions, refer to para 14-3.)

(c) *Additional training.* BSNCO and advanced corrections training at Federal Bureau of Prisons.

(d) *Special assignments.* Career management SNCO, inspector general NCO and EOA. 1SGs of NCOES courses are hand-selected by the regimental CSM due to their exceptional leadership, experience and performance. Positions requiring special skills are normally lengthy, and repetitive assignments may be the norm. NCOs that are in this career track should be viewed based on the uniqueness of the position. Due to the limited deployment opportunities for MOS 31E, not all Soldiers have deployed in support of OCO. Recent deployment experience is not the stand-alone assessment tool in determining a Soldier's potential. 31Es assigned to GTMO are tracked through HRC as a PCS move; however this is a high stress and critical mission in direct support of OCO.

(6) *Sergeant major/command sergeant major.* Positions: MOS 31E SGM positions are tiered to allow for growth and development. The tiers for MOS 31E are: Tier I BN S3 SGM and Facility SGM. Tier II positions include BN CSM, BDE S3 SGM . Tier III position for MOS 31E is BDE CSM.

(a) *Operational assignments.* SGM positions vary from facility SGM to OPS SGM positions. Lateral appointment to CSM is an option for consideration each year in conjunction with the centralized selection list board.

(b) *Self-development.* American Corrections Association Certified Corrections Executive. Civilian education is not a requirement for promotion to SGM or lateral appointment to CSM. However, continuing civilian education (completion of a college degree) is encouraged. (For additional information on self-development, refer to para 14-3.)

(c) *Additional training.* EOA Course.

(d) *Special assignments.* Positions requiring special skills are normally lengthy, and repetitive assignments may be the norm. NCOs that are in this career track should be viewed based on the uniqueness of the position. Due to the limited deployment opportunities for MOS 31E, not all Soldiers have deployed in support of OCO. Recent deployment experience is not the stand-alone assessment tool in determining a Soldier's potential. 31Es assigned to GTMO are tracked through HRC as a PCS move, however this is a high stress and critical mission in direct support of OCO.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **14-9. Military occupational specialty 31E professional development model**

Access to CMF 31 Career Maps can be accessed by going to the USAMPS home page at <http://www.wood.army.mil/usamps/> and clicking the "Enlisted PDM" link on the left. Users will be directed to the USAMPS Knowledge Network and will need to click the "31B 31D 31E 31K" link on the top which will direct the user to CMF 31's PDM on the USAMPS Directorate of Proponency, Initiatives and Integration Web page. Alternately, users may log in to the ACT homepage (<https://actnow.army.mil>), select the "My Planner" tab and click the "Printable Career map for 31E" tab to view a printable version of MOS 31E (Corrections/Detention SPC) Career Map.

#### **14-10. Military occupational specialty 31K military working dog handler**

a. *Major duties.* Military Working Dog (MWD) teams contribute to the combat power and installation security on the battlefield and at home station by providing target odor detection (explosive/drug) and a less than lethal course of action that serves as a psychological deterrent in supporting police OPS. Patrol drug detector dog and patrol explosive detector dog teams provide installation and Maneuver Commanders the ability to detect and locate hidden personnel, illicit drugs and paraphernalia, weapons, ammunition, explosive ordnance, and Improvised Explosive Device (IED).

b. *Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Commandant, USAMPS. Formal training (completion of MOS 31K course, phase I and II, conducted under the auspices of the USAMPS) is mandatory. All applicants for MOS 31K must be interviewed by an HRC Security Interviewer. Security waivers will only be granted by DA G1 (DAPE-MPA-RP). All RA service members reclassifying into MOS 31K must be interviewed by the local Provost NCO (SFC or above) or Provost Marshal (CPT or above). MOS 31K is not open to RC service members. Written endorsement must accompany the re-enlistment contract.

c. *Goals for development.* Thorough understanding of principles of conditioning in the training and handling of the

Military Working Dogs. Handlers should recognize the three types of learning in the training of Military Working Dogs: habituation, classical conditioning, and instrumental conditioning. MWD handlers must understand the primary and secondary drives in training the Military Working Dog to perform required tasks in supporting garrison and combat OPS. MWD handlers are routinely around both explosives and drugs in the training of their assigned MWDs. Handlers should have an understanding in how an MWD perceives its environment through the use of its senses during odor detection and must be consistent in sustainment training in maintaining mandated training hours in both explosive and drug detection. Handlers should continue to develop decoying skills, military and civilian education, and duties with increased functions directly related to MOS 31K.

(1) *Private E-1-Specialist/Corporal.*

(a) *Operational assignments.* The focus during the early years of a Soldier's career should be an operation assignment in an MWD DET as a Military Working Dog handler handling a patrol drug detector dog. Soldiers should seek responsibility and take advantage of opportunities to display their motivation, initiative, and leadership skills in everyday kennel OPS.

(b) *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. For additional information on self-development, refer to paragraph 14-3.

(c) *Additional training.* HAZMAT Courses (Driving and Handling)

(d) *Special assignments.* Assignment as a Military Working Dog trainer at the dog training section (DTS) at Lackland Air Force Base, TX; assignment will broaden the Soldiers ability to comprehend training theories and assist in quality sustainment training at future assignments. Soldiers graduating the MWD Handlers Course and directly assigned to D/701<sup>st</sup> should not exceed 24 months on station at Lackland Air Force Base, TX. Soldiers should not be assigned to D/701<sup>st</sup> more than one time in the grades of E1 to E6. Ample opportunities exist for MOS 31K Soldiers to deploy as a patrol drug detector dog or patrol explosive detector dog handler in support of OCO.

(2) *Sergeant.*

(a) *Operational assignments.* SGT should focus on developing tactical and technical leadership skills, serving as team or squad leaders in a Military Working Dog DET with the additional duty of handling a patrol drug detector dog or patrol explosive detector dog. SGT should maintain a team leader position a minimum of 24 months prior to them moving to other positions that support the generating force. SGT should seek elevated levels of responsibility and take advantage of opportunities to display their motivation, initiative, and leadership skills in everyday kennel OPS.

(b) *Self-development.* SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. (For additional information on self-development, refer to para 14-3.)

(c) *Additional training.* HAZMAT Courses (Driving and Handling); Army Basic Instructors Course (SQI 8); Inter-Service Non-Lethal Weapons Instructor (ASI 2A).

(d) *Special assignments.* Assignment as a Military Working Dog trainer at the dog training section (DTS) at Lackland Air Force Base, TX; assignment will broaden the SGT ability to comprehend training theories and assist in quality sustainment training at future assignments. Soldiers should not be assigned to D/701<sup>st</sup> more than one time in the grades of E1 to E6. Ample opportunities exist for MOS 31K SGT to deploy as a patrol drug detector dog or patrol explosive detector dog handler in support of OCO.

(3) *Staff sergeant.*

(a) *Operational assignments.* Commanders and CSM should ensure SSGs are serving in appropriate development assignments and positions and know how these assignments affect promotion and career development. SSGs should serve a minimum of 24 months as a Squad Leader within a Military Working Dog DET with the additional duty of handling a patrol explosive detector dog. SSGs should focus on serving a minimum of 36 months in an operational assignment before serving in temporary or special duty assignments. Consideration for promotion to SFC is considerably weighed for those SSGs having served at least 12 months as a Military Working Dog Plans NCO.

(b) *Self-development.* SSGs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. (For additional information on self-development, refer to para 14-3.)

(c) *Additional training.* HAZMAT Courses (Driving and Handling); Army Basic Instructors Course (SQI 8); Inter-Service Non-Lethal Weapons Instructor (ASI 2A); Conventional Physical Security Course (ASI H3); Anti-Terrorism Courses (Basic and Advanced); Battle Staff NCO (ASI 2S); Military Working Dog Trainer/Kennel Master Course.

(d) *Special assignments.* ALC Small Group Leader or assignment as an Instructor/Writer. Soldiers should not be assigned to D/701<sup>st</sup> more than one time in the grades of E1 to E6. Ample opportunities exist for MOS 31K SSGs to deploy as a patrol explosive detector dog or MWD Plans NCO in support of OCO.

(4) *Sergeant first class.*

(a) *Operational assignments.* The critical assignment for a SFC is a Kennel Master in an operational Military

Working Dog DET for a period of 24 months. Successful assignments as a Kennel Master enhance the overall competence of the SFC and increase their promotion potential for selection to MSG. The OPS SGT billet in D/701<sup>st</sup> should be reserved for those SFC having successfully served 24 months as a Kennel Master in an operational Military Working Dog DET.

(b) *Self-development.* The SFC who is committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. (For additional information on self-development, refer to para 14–3.)

(c) *Additional training.* HAZMAT Courses (Driving and Handling); Army Basic Instructors Course (SQI 8); Inter-Service Non-Lethal Weapons Instructor (ASI 2A); Conventional Physical Security Course (ASI H3); Anti-Terrorism Courses (Basic and Advanced); Battle Staff NCO (ASI 2S); Military Working Dog Trainer/Kennel Master Course; Law Enforcement Senior Leaders Course; Combat Developers Course.

(d) *Special assignments.* SLC Small Group Leader; NCOPTD instructor at HRC MP Branch; Senior Instructor/Writer; Training Management SNCO; Combat Development NCO; AIT platoon sergeant. Ample opportunities exist for MOS 31K SFC to deploy as a Kennel Master or MWD Program Manager in support of OCO.

(5) *Master sergeant/first sergeant.*

(a) *Operational assignments.* The critical assignment for a MSG is 1SG. MSGs having successfully served at least 24 months as a 1SG increase their promotion potential for selection to SGM.

(b) *Self-development.* The MSG who is committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. (For additional information on self-development, refer to para 14–3.)

(c) *Additional training.* HAZMAT Courses (Driving and Handling); Anti-Terrorism Courses (Basic and Advanced); Battle Staff NCO (ASI 2S); Law Enforcement Senior Leaders Course; Combat Developers Course.

(d) *Special assignments.* 31K AIT Course Manager at USAMPS BMPTD; Senior Instructor/Writer at USAMPS ITDD; Career Management NCO at USAMPS PII; Systems Development NCO at MSCOE CDID/RDD. There are opportunities that exist for MOS 31K MSGs to deploy as a MWD Program Managers in support of OCO.

(6) *Sergeant major.*

(a) *Operational assignments.* The principal assignment for a SGM is the Senior MWD Program Manager at the USAMPS and the MWD Program Coordinator at the Office of the Provost Marshal (OPMG). Experience and leadership skills are gained through a variety of challenging and key developmental duty assignments that are paramount for a SGM.

(b) *Self-development.* The SGM who is committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. (For additional information on self-development, refer to para 14–3.)

(c) *Additional training.* HAZMAT Courses (Driving and Handling); Anti-Terrorism Courses (Basic and Advanced); Battle Staff NCO (ASI 2S); Law Enforcement Senior Leaders Course; Combat Developers Course; Force Management Course.

(d) *Special assignments.* At this time, there are no special assignments available to an MOS 31K SGM.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **14–11. Military occupational specialty 31K professional development model**

Access to CMF 31 Career Maps can be accessed by going to the USAMPS home page at <http://www.wood.army.mil/usamps/> and clicking the “Enlisted PDM” link on the left. Users will be directed to the USAMPS Knowledge Network and will need to click the “31B 31D 31E 31K” link on the top which will direct the user to CMF 31’s PDM on the USAMPS Directorate of Proponency, Initiatives, and Integration Web page. Alternately, users may log in to the ACT homepage (<https://actnow.army.mil>), select the “My Planner” tab and click the “Printable Career map for 31K” tab to view a printable version of MOS 31K (Working Dog Handler) Career Map.

#### **14–12. Military occupational specialty 31 Reserve Component**

The integrated use of the RC is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of the Military Police force. The contributions of the RC cover the entire spectrum of types of forces from combat, to CS or CSS, law enforcement, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as the RA counterpart. The quality and quantity of training that the RC Military Police NCO receives should be the same as the RA NCO. Duty assignments for career progression parallel that of the RA. Although geographical limitations will determine the types of units in which RC Soldiers may serve, the RC PD NCOES satisfies both PD and functional area requirements. The primary peacetime mission of the RC Military Police NCO is sustaining training, perfecting their combat skills, and developing their

subordinates into a well-trained Military Police unit. The RC must maintain a state of readiness in preparation for deployment and combat. The ARNGUS also has a second peacetime mission, namely, the role of Citizen Soldier. Under the direction of the state government the ARNGUS Soldier may be called upon at anytime to support the community during a disaster, natural or man-made.

## **Chapter 15**

### **Military Intelligence (Career Management Field 35) Career Progression Plan**

#### **15-1. Duties**

Intelligence is the product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning foreign nations, hostile, or potentially hostile forces or elements, or areas of actual or potential OPS. Intelligence is also a function that facilitates situational understanding and supports decision making; directly supporting the OPS process through understanding the commander's information requirements, analyzing information from all sources, and conducting OPS to develop the situation. As a function, it is inherently JIIM and leverages the intelligence enterprise; the Army focuses its intelligence effort through the intelligence warfighting function to systematically answer requirements to support unified land OPS. Because of the complexity of MI systems, this CMF has its own systems maintenance and/or integration MOS, which plays a key role in the effectiveness of the Intelligence Warfighting Function. The MI mission extends from the tactical battlefield to the national command level. This CMF supports the commander with intelligence to plan, prepare, execute, and assess OPS. The two most important aspects of intelligence are enabling mission command and providing support to commanders and decision makers; to ensure effective support, the understanding of the interrelationship of mission command, the intelligence warfighting function, and fundamental intelligence doctrine, thus timely, relevant, and accurate intelligence and predictive assessments which help maintain operational flexibility, exercise mission command, and mitigate risk. Due to the nature of MI assignments and missions, not all MI Soldiers will deploy during OCO. MI is supporting the OCO effort through many different means to include sanctuary OPS, individual augmentations, and home-station reach back OPS, at theater level, NATO, multinational, and Joint assignments, which provide direct and general support to Warfighters. Additionally, some Soldiers may serve in consecutive Strategic or Tactical assignments. In some cases, this is due to structure, lifecycle-managed units, or the unique characteristics of some MI MOSs, which are strategic in nature. Traditional leadership positions are often limited in some MI MOSs due to their low density nature. CMF 35 Soldiers need to have knowledge of; ADP and/or ADRP 2-0), AR 25-55, AR 381-10, and Privacy Act Systems of Records Notices.

#### **15-2. Transformation**

Military intelligence covers a wide spectrum of missions that makes the Intelligence Soldier a multifaceted professional in an ever-changing world. The commander drives intelligence, intelligence facilitates OPS, and OPS are supportive of intelligence (a continuous relationship). MI Soldiers provide this valuable intelligence for Commanders to use in the decision making process during combat OPS. Soldiers are expected to adapt quickly to the ever-changing combat environment. MI Soldiers conduct specific missions and perform numerous tasks to support the Commander. The primary function of MI Soldiers is to provide commanders and staffs with timely, relevant, accurate, predictive, and tailored intelligence about the enemy and area of OPS, and support the commander's decision making. This is accomplished through the application of specialized technical skills developed over a career. Three intelligence core competencies - intelligence synchronization, intelligence OPS, and intelligence analysis - are those areas which all military intelligence units and Soldiers must continuously train on in order to maintain a high degree of proficiency. The unique technical training and oversight requirements, required to operate as part of the intelligence enterprise, are priorities which intelligence Soldiers must thoroughly understand. Soldiers and NCOs are afforded the opportunity to further their technical skills through advanced intelligence schools. Technical certification programs are available to Soldiers wishing to further develop their understanding and application of their technical skill-sets. Soldiers and NCOs are also given the opportunity to attend training such as Airborne, Air Assault, and Ranger schools. MI NCOs must be first and foremost leaders of Soldiers. NCOs must place the welfare of their Soldiers ahead of their own and adhere to the Army profession and ethic. MI NCOs are expected to mentor Soldiers to become technically and tactically proficient in their job. NCOs are the primary trainers for all intelligence Soldiers and oversee their PD within the unit. Their example will inspire others to achieve the same level of commitment and professionalism, enabling them to continue growing as leaders and to train Soldiers and small units. With the rapid growth under modular transformation, there are many NCOs in the MI Corps who recently reclassified and may possess narrow technical experience; however, these Soldiers are fully qualified to perform in their MOS and lead others. To better prepare intelligence Soldiers, seeking a diverse range and type of assignments to allow the developing of capability to see, work, learn, and contribute outside one's own perspective level of understanding for the betterment of both individual and organization while providing a bench of senior leaders with the knowledge and ability to lead, manage, and compete for resources at executive levels. Spending limited time outside of typical assignments or positions will enhance mission effectiveness

and capability as gained expertise and knowledge is returned. Opportunities such as recruiter and drill sergeant are available, as well as training developer, instructor and/or writer, military language instructor, NCOA instructor/small group leader, inspector general, EOA, and combat trainer/OC-T. Leadership opportunities are available through the ranks with positions such as team leader, squad leader, platoon sergeant, DET SGT, and 1SG.

a. Nontraditional leadership roles are also available such as enlisted advisor or chief intelligence (or \*INT) SGT, section NCOIC/supervisor of a BDE, GP, and/or regiment or above element, watch desk and/or floor NCOIC, mission manager, Army attaché NCO, senior and career manager or NCOPD instructor, combat advisor (Advisor and Assistance Team NCO or MiTT), and senior or chief research development test and evaluation (RDT&E) NCO. Typical broadening assignments include recruiter, drill sergeant, AIT platoon sergeant, SO support, and BCT S2 NCOIC.

(1) Brigade combat team S2 noncommissioned officer-in-charge serves as the NCOIC for the BCT S2; responsible for all intelligence OPS in support of subordinate commands and worldwide contingency missions; leads, mentors, trains and develops enlisted Soldiers assigned to the BCT; coaches and advises the commissioned and warrant officers assigned to the S2.

(2) Asymmetric Warfare Group - The AWG is designed to identify and then assist units to overcome capabilities gaps as well as collect and analyze enemy TTP and the Best Practices of United States and other friendly forces. The AWG quickly obtains first-hand knowledge and experience through embedded teams with deployed units and shares that knowledge with other units and the DOD through predeployment training, embedded advisors, and standing relationships with DOD and other national level agencies. All personnel are volunteers who undergo a rigorous assessment and selection process followed by specialized training particular to their specified duties. All military intelligence professionals conduct multidiscipline intelligence analyst and advisor duties in addition to their MOS specific requirements.

(3) Great Skill Program - The program is a voluntary program requiring specialized training and career management for a highly select group of MI Soldiers answering the most sensitive Army and National Intelligence requirements, as determined by the DCS, G-2. The great skill program is governed by AR 614-115. Each applicant completes a rigorous screening and selection process, and upon successful screening, the Commanding General, U.S. Army Intelligence and Security Command (INSCOM) personally approves accession into the Great Skill Program. Members then begin a 3-year probationary period before being awarded full tenure into the program. Annual assessments are conducted during the probationary period to ensure each candidate's suitability is maintained. The training pipeline for the Great Skill Program varies based on intelligence discipline, but ranges from 6 months to 3 years. Great skill members remain in the program for the duration of their careers. Based on the sensitive nature of the missions and the requirement for operational continuity, duty assignments in the program are longer than their conventional counterparts.

(4) Special mission units - A limited number of MI Soldiers are assigned to SMU (highly demanding classified operational positions); which, due to their nature, limit the Soldiers' opportunities in other traditional promotion enhancing areas. MI Soldiers assigned to SMU operate in support of National Command Authority, conducting high-risk intelligence and operational missions. These assignments, due to their specialized nature, require a long-term commitment by the Soldier to the SMU.

(5) Special operations support - A limited number of MI Soldiers are assessed and selected into SOF SMU. These are highly demanding classified operational positions in support of the National Command Authority conducting high-risk intelligence and operational missions. These assignments, due to their specialized nature, require a long-term commitment by the Soldiers and the Army to these SOF SMUs. Additionally, a limited number of MI Soldiers are assessed and selected into the 75<sup>th</sup> Ranger Regiment or one of their BN. These are mentally and physically demanding positions with emphasis on leadership and advanced infantry skills in support of strategic objectives. MI Soldiers support these missions with the same level of initial entry, Ranger School requirement, and sustainment as any other Combat Arms Soldier in the Regiment. These assignments, due to their high mental and physical demands, require long-term commitments by the Soldiers and the Army to the Rangers.

(6) Training developer - A developer is responsible for developing and maintaining training material for programs of instruction such as DA service schools or training for new systems. The skills for MI MOSs are constantly evolving; therefore, training developers create and revise academic lesson plans, training aids, and test evaluation criteria to ensure Soldiers continue to receive training that is both highly technical and relevant. Training developers furnish MI Soldiers the knowledge and skills necessary to provide commanders timely and accurate intelligence.

(7) Instructor/writer - responsible for the training of AIT students, international and reclassification students, and new equipment and systems to perform their jobs in both garrison and tactical environments while writing, instructing, updating and validating course materials that are in a state of constant change. NCOs in this position use the knowledge gained from previous assignments, lessons learned, and new technology based on the ever-changing world and threat. Instructor and/or writers enforce training standards for MI MOSs and ensure that field and garrison commanders receive highly trained, fully competent Soldiers ready to accept challenging missions worldwide.

(8) NCOA instructor and/or small group leader (SGL) - In the NCO Education System (NCOES) courses (WLC, ALC, SLC), SGLs are responsible for the supervision, PD, morale, health and welfare of junior and SNCO while facilitating instruction for both common leadership and advanced technical MOS training. The SGL is responsible for

maximizing student participation during training and classroom discussions. They conduct both academic and leadership evaluations for students and provide feedback to enhance NCO professional growth. SGLs are responsible to unit commanders in ensuring that NCOs return to their units as more competent and technically proficient leaders.

(9) Recruiter - Responsible for maintaining close working relationships with educational institutions and civic groups. This NCO must have a high degree of sales techniques and communication skills. This duty is both demanding and time intensive. These NCOs use both technical training and practical application skills to screen for the most qualified men and women to enlist in the Army.

(10) Drill sergeant and AIT platoon sergeant - Responsible for initiating new recruits entering the Army into the customs and practices of military life and MI advanced individual training.

*b.* ASIs and skills qualification identifiers (SQI) normally identify specialized skills, qualifications, and requirements that are closely related to and are in addition to those inherent to the MOS. They are used to identify skills requiring formal school training or civilian certification (that is, Airborne and Air Assault). The following is a list of MI specific ASIs that Soldiers and NCOs can acquire through additional training:

- (1) 1A–JSTARS E8–A Systems Operator.
- (2) 1D–Digital Media Collector (DMC).
- (3) 1F–Intelligence Master Analyst (Rescind 201410).
- (4) D6–Basic Digital Network Analyst (BDNA).
- (5) E6–Interactive On-Net Operator.
- (6) E7–Prophet Ground Systems Operator (Rescind 201410).
- (7) G9–Technical Surveillance Countermeasures (TSCM).
- (8) J1–Telemetry Collection OPS (Rescind 201410).
- (9) J4–MASINT Collection and Analyst Course.
- (10) K2–Advanced Communications Signals Analysis.
- (11) K3–Prophet Analyst (Rescind 201410).
- (12) M7–Intermediate (Inter) Analysis.
- (13) N7–Strategic Debriefing.
- (14) Q7–Intelligence, Surveillance, and Reconnaissance (ISR) Synchronization Manager.
- (15) R7–Army Reconnaissance.
- (16) S1–Source Handler.
- (17) S5–Community Imagery Analysis Course (CIAC).
- (18) S7–Foreign CI Agent.
- (19) T5–Target Digital Network Analyst.
- (20) T6–Tactical Exploitation System (TES).
- (21) V3–Aerial Precision Geo-Location (APG).
- (22) V4–Advanced Source Handler.
- (23) W6–Weapons Intelligence SPC.
- (24) Z8–Technical ELINT Collection and Analysis.

### **15–3. Recommended career management self-development, by rank**

#### *a.* Private E–1: Specialist/corporal.

(1) The quality and success of any Soldier’s career is in direct proportion to the Soldier’s consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and master the following military publications: AR 670–1; FM 2–0; FM 3–90.61; FM 4–25.11; FM 7–21.13; STP 21–1–SMCT; ADP/ADRP 1; ADP and/or ADRP 1–02; ADP and/or ADRP 2–0; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DANTES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier’s own desire to excel. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site. The National Intelligence University also offers many graduate and post-graduate degree programs for Military Intelligence Soldiers. CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education



is a critical piece of the self-development program and Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site in order to receive maximum credit for previous military training. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

(6) Soldier boards such as Soldier of the Month, Quarter, and/or Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally. The Army's "Doctrine 2015" Publication list for Soldiers to use as references for all Semi-Centralized Boards is available on the Mission Command Center of Excellence's Web site: <http://usacac.army.mil/cac2/MCCOE/Doctrine2015Tables.asp>.

(7) Soldiers may also earn promotion points for technical certification; a list of certifications can be found on the COOL Web site. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, Certified Forensic Interviewer (CFI), Certified Information Systems Security Professional (CISSP), Espionage Controls And Countermeasures Association, OPSEC Certified Professional, Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP); however for a full list of certifications refer to the COOL Web site at <https://www.cool.army.mil/>. For information on these and other education programs, visit the AEC on your installation.

(8) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award and DOD, DA, and/or INSCOM Linguist of the Year serve not only to gain recognition from within the field but also as an indicator of strong promotion potential.

*b. Sergeant.*

(1) The quality and success of a SGT's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Additionally, SGTs should begin working in the role of "mentor." The goal of the mentor is to assist lesser experienced Soldiers in reaching their personal and professional potential. Mentorship encompasses all of the leader development behaviors, such as: counseling, teaching, coaching, and role modeling. Mentorship requires a SGT to take every opportunity to teach, counsel, or coach to build skills and confidence in the mentored Soldier(s) and is not limited to formal sessions and could occur at any juncture. Mentoring develops great leaders to lead great Soldiers.

(2) SGTs should study and master the following military publications: ADP and/or ADRP 1; ADP and/or ADRP 2-0; ADP and/or ADRP 3-0; ADP and/or ADRP 5-0; ADP and/or ADRP 6-22; AR 670-1; FM 2-22.3; FM 4-25.11; FM 21-18; TC 7-22.7; STP 21-24-SMCT; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment and a general working knowledge of FM 1-0 (HR Support).

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGTs willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. NCOs should tend to focus on English Composition, Interpersonal Communications, and Management skills. Soldiers should strive to earn their associate's degree by their 12<sup>th</sup> year and a bachelor's degree by their 16<sup>th</sup> year of service. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site in order to receive maximum credit for previous military training.

(5) Soldier boards such as "NCO of the Quarter"/Year and the SGT Audie Murphy, and SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally. The Army's "Doctrine 2015" Publication list for Soldiers to use as references for all Semi-Centralized Boards is available on the Mission Command Center of Excellence's Web site: <http://usacac.army.mil/cac2/MCCOE/Doctrine2015Tables.asp>.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site. The National Intelligence University also offers many graduate and post-graduate degree programs for Military Intelligence Soldiers.

(7) Soldiers may also earn promotion points for technical certification; a list of certifications is available on the COOL Web site. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, CFI, CISSP, Espionage Controls And Countermeasures Association, OPSEC Certified Professional, Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP). For information on these and other education programs, visit the AEC on your installation.

(8) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI Specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award, and DOD/DA/INSCOM Linguist of the Year serve not only to gain recognition from within the field but also as an indicator of strong promotion potential.

c. Staff sergeant.

(1) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Additionally, SSGs should continue to become a highly sought after mentor. Mentorship requires a leader to take every opportunity to teach, counsel or coach to build skills and confidence in the mentored Soldier(s) and is not limited to formal sessions and could occur at any juncture. Mentoring develops great leaders to lead great Soldiers. Competent and confident NCOs are the result of progressive and sequential education, training, and experience. These NCOs should study and master the additional military publications: DA Pam 623-3; AR 623-3; ADP and/or ADRP 1-02; ADP and/or ADRP 1; ADP and/or ADRP 2-0; ADP and/or ADRP 3-0; ADP and/or ADRP 5-0; ADP and/or ADRP 6-0; ADP and/or ADRP 6-22; ADP and/or ADRP 7-0; AR 670-1; FM 3-22.9; FM7-22; FM 4-25.11; FM 3-22; FM 21-18; STP 21-24-SMCT; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSG willing to make the required sacrifices should seize the available opportunities. NCOs should tend to focus on English Composition, Interpersonal Communications and Management skills. Soldiers should strive to earn their associate's degree by their 12<sup>th</sup> year and a bachelor's degree by their 16<sup>th</sup> year of service. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site in order to receive maximum credit for previous military training. These self-development options are based on the SSG's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(4) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site. The National Intelligence University also offers many graduate and post-graduate degree programs for MI Soldiers.

(5) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, CFI, CISSP, Espionage Controls And Countermeasures Association, OPSEC Certified Professional, Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP). For information on these and other education programs, visit the AEC on your installation.

(6) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI Specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award, DOD, DA, and/or INSCOM Linguist of the Year, and Drill Sergeant of the Year, serve not only to gain recognition from within the field but also as an indicator of strong promotion potential. The Army Gold Recruiter Badge is another such award that indicates a level of proficiency and dedication that is a desirable trait for NCO.

d. Sergeant first class.

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO master organizational leadership skills needed to coach, teach and mentor Soldiers. Strive to complete a degree program or accumulate 2 years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. Competent and confident NCOs are the result of progressive and sequential education, training, and experience.

(2) These NCOs should study and master the following additional military publications: ADP and/or ADRP 1; ADP and/or ADRP 1-02; ADP and/or ADRP 2-0; ADP and/or ADRP 3-0; ADP and/or ADRP 4-0; ADP and/or ADRP 5-0; ADP and/or ADRP 6-0; ADP and/or ADRP 6-22; ADP and/or ADRP 7-0; AR 350-1; AR 670-1; AR 750-1; FM 3-11; FM 3-11.4; FM 4-25.11; FM 7-22; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFC willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. NCOs should tend to focus on English Composition, Algebra, Interpersonal Communications and Management skills should be the focus. Ideally, a SFC should have completed an Associate's Degree by 12 years and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical

proficiency. Education opportunities are available at the ACES Web site. The National Intelligence University also offers many graduate and post-graduate degree programs for Military Intelligence Soldiers.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for technical certification, a list of certifications are available on the COOL Web site. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, CFI, CISSP, Espionage Controls And Countermeasures Association, OPSEC Certified Professional, Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP). For information on these and other education programs, visit the AEC on your installation.

(7) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI Specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award, DOD, DA, and/or INSCOM Linguist of the Year, USAICoE AIT platoon sergeant of the Year, and Drill Sergeant of the Year, serve not only to gain recognition from within the field but also as an indicator of strong promotion potential. The Army Gold Recruiter Badge is another such award that indicates a level of proficiency and dedication that is a desirable trait for NCO.

*e. Master sergeant/first sergeant.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. SNCOs must continue to seek higher education.

(2) MSGs and/or 1SGs should study and master the following military publications: ADP and/or ADRP 1; ADP and/or ADRP 2-0; ADP and/or ADRP 3-0; ADP and/or ADRP 4-0; ADP and/or ADRP 5-0; ADP and/or ADRP 6-0; ADP and/or ADRP 6-22; ADP and/or ADRP 7-0; AR 220-1; AR 220-45; AR 600-9; AR 600-20; AR 601-280; AR 840-10; DA Pam 611-21.

(3) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as an SNCO and pursue functional course offerings from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency. The National Intelligence University also offers many graduate and post-graduate degree programs for MI Soldiers.

(5) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, CFI, CISSP, Espionage Controls And Countermeasures Association, OPSEC Certified Professional, Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP). For information on these and other education programs, visit the AEC on your installation.

*f. Sergeant major/command sergeant major.*

(1) The goal of the SGM/CSM is to possess a graduate level degree and continue to seek higher education. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM and/or CSM will often be representing the command or Army in civic functions.

(2) The SGM and/or CSM should read publications on their chains of command professional reading list. TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency. The National Intelligence University also offers many graduate and post-graduate degree programs for Military Intelligence Soldiers.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, CFI, CISSP, Espionage Controls And Countermeasures Association, OPSEC Certified Professional, Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP). For information on these and other education programs, visit the AEC on your installation.

#### **15–4. Military occupational specialty 35F, intelligence analyst**

*a. Major duties.* The intelligence analyst conducts all-source analysis, develops the threat situation, produces, fuses and disseminates all-source intelligence products to support the Military Decision Making Process. Performs, coordinates, and/or supervises the IPB process; planning requirements and assessing collection and support to targeting. Supports the command, staff, and advises on the use of intelligence resources at all echelons. The purpose of the Intelligence Analyst Career Progression Plan is to inform Soldiers how their career and PD should unfold. Soldiers should devote their career development and advancement in both leadership and technical expertise required to meet the Army's intelligence mission. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible with duty in both tactical and strategic assignments, DIV and corps assignments, CONUS and OCONUS, and MTOE and TDA assignments; however, Soldiers may have more time in Operating Force (OF) assignments.

*b. Prerequisites.* See DA Pam 611–21 for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* Soldiers should always strive to exceed the standard regardless of the position serving. Boards select exceptional leaders with a balanced, diverse career of assignments, balancing technical and leadership positions, seek advantage of military education and certification opportunities as well as maximize opportunities for civilian educational degrees and certifications, and displayed a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Excellence in this MOS requires exceeding the standard with demonstrated performance and potential in technical and leadership skills and abilities consistently; assignment diversity CONUS and OCONUS, in OF and Generating Force (GF) assignments at the tactical, operational and strategic levels; and fulfilling traditional (Team Leader, Squad Leader, platoon sergeant, and DET SGT) and nontraditional leadership positions (section leader, section NCOIC, and command and staff positions). Success in this MOS is demonstrated in achievement of the standard in the performance and potential of technical and leadership skills and abilities consistently; limited assignment diversity CONUS and OCONUS, in OF and/or GF assignments at tactical, operational, and/or strategic levels; and fulfillment of traditional or nontraditional leadership positions.

(1) Private E–1: Specialist/corporal.

*(a) Operational assignments.* The focus during the early years of an intelligence analyst's career should be on building a strong base of tactical and technical expertise in basic MOS skills, warrior tasks and common Soldier tasks. The foundation of technical expertise, MOS, and Soldier skills proficiency can all be acquired in tactical and/or strategic assignments serving as an intelligence analyst; however, are best attained in OF assignments. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation. Additional responsibility and experience is also gained through appointing of additional duties and functional training opportunities. Soldiers and Junior NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the Soldier's Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, completing civilian education courses while maintaining a high grade point average from an accredited institution, and competing for Soldier of the Month, Quarter, and Year competitions. MOS 35F can serve in the following positions at this skill level: intelligence analyst, technical intelligence (TECHINT) analyst. The following additional assignments should be considered broadening assignments: Company Intelligence Support Team (CoIST).

*(b) Self-development.* Soldiers must strive to take advantage of educational opportunities. Self-development should also focus on communication skills, briefing techniques, technical writing, and research techniques. Include stress management, public speaking, and training on management, organizational behavior, psychology, critical thinking, and problem-solving related courses or training. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future positions. Education includes but is not limited to: civilian college degrees, technical certification, National Defense Intelligence College (NDIC), Undergraduate/Post Graduate Intelligence Program (UGIP and/or PGIP), Bachelor of Science in Intelligence (BSI), and Master of Science in Strategic Intelligence (MSSI). Soldiers should strive to earn their associate's degree by their 12<sup>th</sup> year and a bachelor's degree by their 16<sup>th</sup> year of service. For additional information on self-development, refer to paragraph 2–13.

*(c) Additional training.* Additional training and experience is also available via INSCOM Foundry Program. See paragraph 15–2c or DA Pam 611–21 for additional training.

*(d) Special assignments.* SO support, Ranger Regiment intelligence positions.

(2) Sergeant.

*(a) Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

*(b) Operational assignments.* The focus during this phase of a 35F's career should be further establishing Soldier and leadership skills, enhancing tactical expertise, and advancing upon an established foundation of technical knowledge. To best augment the tactical and technical knowledge and to further leadership skills, seek assignments in the OF at tactical and operational levels (DIV and below echelons). As a junior NCO, assignments in the OF and GF at operational and strategic levels (corps and above echelons), are at times the entry position as an intelligence analyst or

ISR synchronization manager, thus augmented tactical, technical, and leadership skills may be limited, however, not detrimental to NCO development Soldiers should seek to serve in a Team Leader or similar position at every opportunity. Junior NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the NCO Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, conduct of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, competing in NCO of the Month, Quarter, and Year competitions. Exceeding NCOES course standards (Distinguished Honor Graduate, Commandant's List, Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and have quality and quantifiable DA Forms 2166-8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35F can serve in the following position at this skill level: Intelligence analyst, TECHINT analyst, and ISR synchronization manager. The following additional assignments should be considered broadening assignments: CoIST and defense attaché OPS NCO.

(c) *Self-development.* Junior NCO must strive to take advantage of educational opportunities. Self-development should focus on communication skills, briefing techniques, technical writing, and research techniques. Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving related courses or training. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future positions. For additional information on self-development, see paragraph 2-13.

(d) *Additional training.* ISR Synchronization Managers Course, Weapons Intelligence Course (WIC), Joint Analyst-Interrogator Collaborator Course (JAICC), and additional training and experience is also available via INSCOM Foundry Program. See paragraph 15-2c or DA Pam 611-21 for additional training.

(e) *Special assignments.* Special Missions Units (SMU), Great Skill Program, SO support, Ranger regiment intelligence positions.

(3) Staff sergeant.

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a 35F's career must be on persistent advancement and fine-tuning of leadership skills and tactical and technical expertise. Incorporation of diversity in duty assignments is imperative. To best expand an analyst's professionalism, leadership, and knowledge, assignments in the OF at the tactical, operational, and strategic levels and GF broadening assignments are paramount. Serving a balanced career among positions as an intelligence SGT, a section NCOIC or Squad Leader positions in the OF as well, balanced in GF assignments, particularly MOS agnostic, represent such diversity. Vigilance to limit back-to-back assignments outside of MOS skill related positions is necessary, as continuous changes in modernization, structure, and doctrine reduces MOS proficiency. NCOs should set personal standards and goals in order to remain competitive for promotion to include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the NCO Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, management of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, competing and mentoring Soldiers and Junior NCO for Month, Quarter, Year competitions, and NCOs should maintain a current DA photo wearing current rank and a proper fitting uniform. Exceeding NCOES course standards (Distinguished Honor Graduate, Commandant's List, Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and have quality and quantifiable DA Forms 2166-8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35F can serve in the following positions at this skill level: Intelligence SGT, ISR synchronization manager, and TECHINT NCO. The following additional assignments should be considered broadening assignments: BCT BN S2 NCOIC, combat trainer and/or OC-T, defense attaché OPS NCO, drill sergeant, instructor and/or writer, recruiter, research development test & evaluation (RDT&E) NCO, small group leader, training developer.

(c) *Self-development.* NCO must strive to take advantage of educational opportunities. Self-development should focus on communication skills, briefing techniques, technical writing, and research techniques. Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers. For additional information on self-development, see paragraph 2-13.

(d) *Additional training.* Battle Staff OPS Course, ISR Synchronization Managers Course, WIC, JAICC, and additional training and experience is also available via INSCOM Foundry Program. See paragraph 15-2c or DA Pam 611-21 for additional training.

(e) *Special assignments.* SMU, GSP, SO support, Ranger regiment intelligence positions.

(4) Sergeant first class.

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a Senior Intelligence Analyst's career should be fundamentals in management, training, and leadership of personnel and MOS skills and tasks. Continued assignment diversity is paramount to further the professionalism and career advancement as a SNCO. Balancing opportunities in OF assignments at the tactical, operational, and strategic levels, GF assignments, and broadening assignments identifies those in the upper percentile of the MOS. Demonstrated among the best performance as a tactical, operational S2 or equivalent NCOIC, a Senior Intelligence SGT or Senior ISR Synchronization Manager at operational and strategic OF assignments, Senior Intelligence SGT within GF assignments and equivalent broadening assignment positions, as well as, serving as platoon sergeant or DET SGT or organizational similar levels of responsibility and scope leadership positions are highly recommended to remain competitive for selection to the senior grades. SNCOs should continue to set personal standards and goals for themselves and able to assist Soldiers and NCO in identifying and establishing their respective personal standards and goals. These should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the Soldier's Creed, the NCO Creed, physical fitness standards, evaluation of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, mentoring Soldiers and Junior NCO for Month, Quarter, Year competitions, and SNCOs should maintain a current DA photo wearing current rank and a proper fitting uniform. Exceeding NCOES course standards (Distinguished Honor Graduate, Commandant's List, Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and have quality and quantifiable DA Forms 2166-8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35F can serve in the following positions at this skill level: Senior intelligence SGT, senior ISR synchronization manager, and TECHINT SNCO. The following additional assignments should be considered broadening assignments: BCT, BDE, section G2/S2 NCOIC (or equivalent), AIT platoon sergeant, senior drill sergeant, combat trainer/OC-T, EOA, inspector general, defense attaché OPS coordinator, career management NCO, combat advisor (includes Security Force Assistance, Advisor and Assistance Team, or TT), RDT&E SNCO, senior instructor and/or writer, senior training developer, and senior SGL.

(c) *Self-development.* SNCOs must strive to take advantage of educational opportunities. Self-development should focus on advanced communication skills, advanced briefing techniques, senior technical writing, and senior research techniques. Include stress management, public speaking, and advanced training in management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead and develop Soldiers in future positions. For additional information on self-development, see paragraph 2-13.

(d) *Additional training.* ISR Synchronization Managers Course, JAICC, WIC, Battle Staff OPS Course, and additional training and experience is also available via INSCOM Foundry Program. See paragraph 15-2c or DA Pam 611-21 for additional training.

(e) *Special assignments.* SMU, GSP, SO support, Ranger regiment intelligence positions.

(5) Master sergeant/first sergeant. MOS 35F competes with MOS 35G for selection and promotion to MOS 35X at MSG/E8. See paragraph 15-10.

d. *Army career degrees.* See SOCAD Army Career Degree Program and Cochise College (AZ) Associate of Applied Science in Intelligence OPS Studies (MOS related degree).

e. *GI Jobs.* See Army COOL Web site, the Army Career and Alumni Program (ACAP) installation office or Web site, Veterans Affairs (VA) Web site, G.I. Jobs Web site, Turbo Transition Assistance Program (TAP) Web site, and Veteran Success (VetSuccess) Web site, and other transition service related installation and Web site resources.

### **15-5. Military occupational specialty 35F, career development model**

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT is accessed from the Soldier's AKO Homepage, by selecting "My Training" from the "Self Service" dropdown, then select "Visit ACT" from the "ACT" gadget. It may also be accessed at the following web address: <https://actnow.army.mil>.

### **15-6. Military occupational specialty 35F, Reserve Component**

The integrated use of the RC is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies PD and functional area requirements. This is the same for all components.

## 15–7. Military occupational specialty 35G, geospatial intelligence imagery analyst

*a. Major duties.* The GEOINT imagery analyst conducts GEOINT analysis on multiple types and categories of imagery. GEOINT analysis involves identifying, analyzing and reporting targets observed on imagery from satellite and airborne systems. Besides analyzing standard optical imagery, the analyst will also learn the theory and application involved in analyzing radar, infrared, and spectral imagery and geospatial data. Intelligence derived by the GEOINT imagery analyst is critical for mission success at the national, theater and tactical levels. The GEOINT imagery analyst supports geospatial intelligence through the utilization of various global satellite communication networks. The purpose of the GEOINT Imagery Analyst Career Progression Plan is to inform Soldiers how their career and PD should unfold. Soldiers in this MOS often have more FORSCOM and other Operating Force assignments; however, Soldiers should devote their career developing and advancing both their leadership and technical expertise required to meet the Army's intelligence mission. Success in this MOS requires demonstrated performance and potential that exceeds the standards in both technical and tactical leadership skills. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible with duty in both Tactical and Strategic assignments, DIV and Corps assignments, CONUS and OCONUS, and MTOE and TDA assignments. Soldiers in this MOS should spend a portion of their career developing the technical expertise needed for the Army Intelligence mission, a portion of their career in leadership positions (Team Leader, Squad Leader, platoon sergeant, DET SGT), and a portion in staff positions (S2/S3). Additionally, Soldiers should volunteer or embrace opportunities to fulfill broadening assignments when able. These opportunities contribute to the effectiveness and sustainment of the force and are often MOS and/or CMF immaterial; however, understand the challenging duties and responsibilities entailed. Soldiers should avoid extended or concurrent broadening assignments, even though some assignments require a minimum obligation. Soldiers should still progress and remain successful commensurate with their MOS counterparts at the respective skill levels. Broadening assignments include, but are not limited to, joint intelligence activities, selections to SMU, and selected generating force (GF) assignments.

*b. Prerequisites.* See DA Pam 611–21 for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* Soldiers should always strive to exceed the standard regardless of the position one currently holds. Boards select successful leaders who have served in a variety of assignments, have supported their role as MI NCO by serving in both technical and leadership positions successfully, constantly escalating their military education levels and certification and credentialing opportunities, as well as maximizing their opportunities for civilian educational degrees and displayed a trend of outstanding performance in each position held with respect to the Total Soldier Concept.

(1) Private E–1: Specialist/corporal.

*(a) Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. Technical expertise, MOS and Soldier skills proficiency can all be acquired in tactical and/or strategic assignments while serving as a GEOINT imagery analyst. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation. Responsibility and experience are also gained through seeking additional duties. Soldiers and NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to the Army profession, the Warrior Ethos, the Soldier's Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, have strong counseling packets reflecting outstanding duty performance and potential in challenging positions and varied assignments, receiving a college degree from an accredited institution, and competing for Soldier of the Month, Quarter, and/or Year Boards. MOS 35G can serve in the following positions at this skill level: Common ground station (CGS) analyst, tactical ground station (TGS) analyst, imagery analyst, GEOINT analyst, community imagery analyst (CIAC), measurement and signatures intelligence (MASINT) analyst, and TES data analyst.

*(b) Self-development.* Self-development should focus on communication skills, briefing techniques, technical writing, and research techniques. Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving; any of which will enhance the ability of the Soldier to lead in future assignments. Education includes but is not limited to: civilian college degrees, technical certifications (through the Army COOL), ACCP, Army e-Learning, National Intelligence University (NIU), University of Military Intelligence, Army Learning Management System (ALMS), Undergraduate/PGIP (Bachelors of Science, Intelligence and Masters in Science, Strategic Intelligence). Soldiers should strive to earn their associate's degree in their 12<sup>th</sup> year and a bachelor's degree in their 16<sup>th</sup> year of service. For additional information on self-development, see paragraph 2–13.

*(c) Additional training.* Additional training and experience is available via the U.S. Army INSCOM Foundry Program. See paragraph 15–2c or DA Pam 611–21 for additional training.

*(d) Special assignments.* Imagery analyst in SO support, Ranger regiment intelligence positions.

(2) Sergeant.

*(a) Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

*(b) Operational assignments.* The focus during this phase of a 35G's career should be in developing Soldier and leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. SGT should serve in a team

and/or section or Shift Leader position if possible. This level represents the first opportunity for a GEOINT Imagery Analyst to demonstrate leadership skills. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience. Junior NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the NCO Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, conduct of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader, and/or Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, have strong counseling packets and DA Forms 2166-8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and varied assignments, and competing in NCO of the Month, Quarter, and Year competitions MOS 35G can serve in the following positions at this skill level: CGS analyst, TGS analyst, imagery analyst, CIAC analyst, GEOINT analyst, MASINT analyst, and TES data analyst. The following additional assignments should be considered broadening assignments: drill sergeant and recruiter.

(c) *Self-development.* Junior NCOs should focus on communication skills, briefing techniques, technical writing, and research techniques. Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future assignments. Education includes but is not limited to: civilian college degrees, technical certifications (through the Army COOL, ACCP, Army e-Learning, NIU, University of Military Intelligence, ALMS, undergraduate/PGIP (bachelor of science in Intelligence, and master of science in Strategic Intelligence). Soldiers should strive to earn their associate's degree in their 12<sup>th</sup> year and a bachelor's degree in their 16<sup>th</sup> year of service. For additional information on self-development, see paragraph 2-13.

(d) *Additional training.* Additional training and experience is available via the U.S. Army INSCOM Foundry Program. See paragraph 15-2c or DA Pam 611-21 for additional training.

(e) *Special assignments.* Imagery analyst in SO support, Ranger regiment intelligence positions, and defense attaché OPS NCO.

(3) Staff sergeant.

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a 35G's career must be on continued development and refinement of leadership skills, tactical and technical expertise, and building on the ability to mentor junior leaders and Soldiers. The 35G SSG should choose duty assignments to add diversity to the assignments already completed. SSGs should serve at least 18 months as a Squad Leader, Shift Leader, or section NCOIC and always strive for increased levels of leadership. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible with duty in Tactical and/or Operational Force, Generating Force and Strategic assignments, CONUS and OCONUS; avoiding back-to-back positions where they are working outside of MOS Skill Related positions (broadening assignments). Soldiers in this MOS should spend a portion of their career developing the technical expertise needed for the Army Intelligence mission, a portion of their career in leadership positions, and a portion in staff positions (S2/S3). NCOs should set personal standards and goals in order to remain competitive for promotion to include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the NCO Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, management of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, competing and mentoring Soldiers and Junior NCO for Month, Quarter, Year competitions, and NCOs should maintain a current DA photo wearing current rank and a proper fitting uniform. Exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader/Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and have quality and quantifiable DA Forms 2166-8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35G can serve in the following positions at this skill level: Imagery SGT, CIAC SGT, CGS SGT, TGS SGT, TES Data SGT, ISR synchronization manager, and MASINT NCO. The following additional assignments should be considered broadening assignments: EOA, inspector general NCO, drill sergeant, recruiter, AIT platoon sergeant, combat trainer and/or OC-T, instructor and/or writer, training development NCO, small group leader, research development test & evaluation (RDT&E) NCO and JSTARS Aircrew.

(c) *Self-development.* NCOs should focus on communication skills, briefing techniques, technical writing, and research techniques. Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead and mentor Soldiers in future assignments. Education includes but is not limited to: civilian college degrees, technical certifications via the Army COOL, ACCP, Army e-Learning, NIU, University of Military Intelligence, ALMS, undergraduate and/or PGIP (bachelor of science in Intelligence, and master of science in Strategic Intelligence). Soldiers should strive to earn their associate's degree in their 12<sup>th</sup> year and a bachelor's degree in their 16<sup>th</sup> year of service. (For additional information on self-development, refer to see para 2-12.)



(d) *Additional training.* Additional training and experience is available via the U.S. Army INSCOM Foundry Program. See paragraph 15–2c or DA Pam 611–21 for additional training.

(e) *Special assignments.* SO support, Great Skill Program (GSP), ranger regiment or special missions unit (SMU) intelligence positions and defense attaché OPS NCO.

(4) Sergeant first class.

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a senior 35G's career should be fundamentals in management, leadership, and training of personnel in MOS skills and tasks. This phase of their career should be in assignments as a platoon sergeant for a minimum of 24 months. The platoon sergeant's job as the senior trainer in the platoon is essential in the development of junior leaders and peers. It is also necessary in order to be competitive for promotion to MSG. Balancing opportunities in OF assignments at the tactical, operational, and strategic levels; GF; and broadening assignments identify those in the upper percentile of the MOS. Those that demonstrate technical expertise and are rated among the best in performance in the OF and GF assignments and equivalent broadening assignment positions, as well as, serving as platoon sergeant or DET SGT, or organizational similar levels of responsibility and scope, leadership positions are highly recommended to remain competitive for selection to the senior grades. NCOs should set personal standards and goals in order to remain competitive for promotion to include demonstrating and enforcing high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the NCO Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, management of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, competing and mentoring Soldiers and Junior NCO for Month, Quarter, Year competitions, and NCOs should maintain a current DA photo wearing current rank and a proper fitting uniform. Selection for SGT Audie Murphy and/or SGT Morales Clubs, and have quality and quantifiable DA Forms 2166–8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35G can serve in the following positions at this skill level: Senior imagery analyst, senior CIAC SGT, senior MASINT SGT, TES data SGT, senior CGS SGT, senior TGS SGT, and senior ISR manager. The following additional assignments should be considered broadening assignments: career management NCO, NCOPD instructor, combat advisor (including Security Force Assistance, Advisor and Assistance Team or TT), senior instructor and/or writer, senior training development NCO, JSTARS Aircrew, combat trainer and/or OC–T, EOA, inspector general NCO, senior drill sergeant, recruiter, AIT platoon sergeant, DET SGT, platoon sergeant, senior SGL and RDT&E SNCO.

(c) *Self-development.* SNCO must strive to take advantage of educational opportunities and focus on degree completion and additional communication skills, briefing techniques, technical writing, and research techniques. Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead and mentor Soldiers in future assignments. Education includes but is not limited to: civilian college degrees, technical certifications via the Army COOL, ACCP, Army e-Learning, NIU, University of Military Intelligence, ALMS, Undergraduate/PGIP (Bachelors of Science, Intelligence and Masters in Science, Strategic Intelligence). Soldiers should strive to earn their associate's degree in their 12<sup>th</sup> year and a bachelor's degree in their 16<sup>th</sup> year of service. For additional information on self-development, see paragraph 2–13.

(d) *Additional training.* Additional training and experience is available via the U.S. Army INSCOM Foundry Program. See paragraph 15–2c or DA Pam 611–21 for additional training.

(e) *Special assignments.* SO support, GSP, Ranger Regiment or SMU intelligence positions and Defense Attaché OPS Coordinator.

(5) *Master sergeant/first sergeant.* MOS 35G competes with MOS 35F for selection and promotion to MOS 35X at MSG/E8 (see para 15–10).

d. *Army career degrees.* See the College of the American Soldier Career NCO Degree Program, the Service members Opportunity Colleges Army Degree Program (SOCAD), and Cochise College (AZ) Associate of Applied Science in Intelligence OPS Studies (MOS related degree), and other installation and Web site education centers and services.

e. *GI Jobs.* See Army COOL Web site, the Army Career and Alumni Program (ACAP) installation office or Web site, Veterans Affairs (VA) Web site, G.I. Jobs Web site, Turbo Transition Assistance Program (TAP) Web site, and Veteran Success (VetSuccess) Web site, and other transition service related installation and Web site resources.

### **15–8. Military occupational specialty 35G, professional development model**

Access to the “Career Maps” are available at the ACT Web site. They are located under the career resources’ tab at the following Web address: <https://actnow.army.mil>.

## 15–9. Military occupational specialty 35G, Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies PD and functional area requirements. This is the same for all components.

## 15–10. Military occupational specialty 35X, intelligence senior sergeant/chief intelligence sergeant

*a. Major duties.* The Chief Intelligence SGT serves as the principal NCO in either a company as a 1SG, or as the principle NCO in staff sections of BN and higher echelons in tactical, operational, strategic, and joint level environments in Operating Force (OF) and Generating Force (GF) assignments. The MSG/1SG provides leadership and tactical and technical guidance to peers and subordinates, as well, provides recommendations and insight to superiors in the accomplishment of their duties. The Chief Intelligence SGT edits and prepares plans, training materials, and coordinates the implementation of OPS, training programs, and communication activities; reviews intelligence related publications, policies, procedures, and prepares recommended changes and updates to support present and future OPS; and compares, reviews, and requests force manning and structure authorization documents with intelligence scope, mission and function to recommend revisions or requisitions. The purpose of the Chief Intelligence SGT Career Progression Plan is to inform Soldiers how their career and PD should advance. Attaining MOS 35X requires demonstrated potential in both technical skills and leadership abilities.

*b. Prerequisites.* See DA Pam 611–21 for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* SNCOs should always strive to exceed the standard regardless of the position serving. Boards select exceptional leaders with a balanced, diverse career of assignments and duty positions, enhanced the professionalism as a Intelligence SNCO by ever-increasing civilian and military education levels, and displayed a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Excellence in MOS 35X is demonstrated through exceeding the standards of proficiency and potential in leadership and technical skills, and also seeks diversity in assignment type and duty positions among OF, GF, and broadening assignments at available echelons. Success in this MOS is demonstrated by achievement of the standards of duty and position proficiency and potential in leadership, traditional and nontraditional roles, technical skills, and limited assignment diversity by type or duty position, in either OF and GF assignments.

(1) Master sergeant and/or first sergeant.

*(a) Institutional training.* CC/First Sergeant Course (FSC). Achieving distinction attending PME/NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

*(b) Operational assignments.* The critical assignment a MSG should aggressively seek is the appointment as 1SG. Demonstrated excellence serving as a 1SG in OF and GF for at least 24 months, at tactical and operational levels significantly contributes toward a 35Xs potential as a future SGM. Having modest authorizations for 1SG, exemplary performance as a Chief Intelligence SGT in OF assignments at the tactical and operational levels, to include BCT, SO organizations, and Divisional Analytical Control Element (ACE) positions, require similar 1SG leadership skills and knowledge, and also require significant technical and staff level competencies. Those best qualified for selection and promotion to SGM represent the top percentile in regards to standards, leadership, mentorship, training, competency, have diverse but balanced duty positions, and diversity in OF, GF, and broadening assignments at tactical, operational, strategic, and joint levels. Success and recommended for selection and promotion above peers are those which have exceptionally demonstrated of high standards, leadership, mentorship, training, competency, have limited diversity in duty positions, as well limited diversity in OF, GF, or broadening assignments at tactical, operational, strategic, or joint levels including CS and service support type organizations, and Corps and above ISR, OPS, plans and exercise associated sections. MOS 35X can serve in the following position at this skill level: chief intelligence SGT and BN OPS SGT. The following additional assignments should be considered broadening assignments: ACE, TGIC, CACC, and/or Fusion NCOIC, 1SG, Assistant inspector general, Combat Advisor (including security force assistance, advisor and assistance team or TT), Combat Trainer and/or OC–T, HR command PD branch chief, joint intelligence centers and/or activities, defense and Army element positions, defense attaché OPS coordinator, instructor and/or writer USASMA, chief instructor, RDT&E SNCO, TECHINT NCO, senior training developer, career management SNCO, and BCT S2 NCOIC.

*(c) Self-development.* SNCO must strive to take advantage of educational opportunities. Self-development should focus on advanced communication skills, advanced briefing techniques, senior technical writing, and senior research techniques. Include stress management, public speaking, and advanced training in management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead and develop Soldiers. For additional information on self-development, see paragraph 2–13.

(d) *Additional training.* Battle staff OPS, CIAC, and additional training and experience is also available via INSCOM Foundry Program. See paragraph 15–2c or DA Pam 611–21 for additional training.

(e) *Special assignments.* SMU, Great Skill Program (GSP), SO support, Ranger regiment intelligence positions.

(2) Sergeant major/command sergeant major.

(a) *Operational assignments.* The critical assignment for SGM is G2 SGM (DIV, corps, and Army). Other important assignments are S3 NCOIC of a MI BDE, ACE NCOIC (Corps) and DCS, G–2, SGM. MOS 35X can serve in the following positions at this skill level: chief intelligence SGT, G2 SGM (DIV, Corps, Army), BN and/or BDE staff SGM. The following additional assignments should be considered broadening assignments: nominative positions, G3/S3 SGM, ACE NCOIC (Corps and above), chief career manager.

(b) *Self-development.* For additional information on self-development, see paragraph 2–13.

(c) *Additional training.* See paragraph 15–2c or DA Pam 611–21 for additional training.

(d) *Special assignments.* SMU, GSP, SO support, Ranger regiment intelligence positions, and nominative positions.

d. *Army career degrees.* See the College of the American Soldier Career NCO Degree Program, the SOCAD, and Cochise College (AZ) Associate of Applied Science in Intelligence OPS Studies (MOS related degree), and other installation and Web site education centers and services.

e. *GI Jobs.* See Army COOL Web site, the Army Career and Alumni Program (ACAP) installation office or Web site, Veterans Affairs (VA) Web site, G.I. Jobs Web site, Turbo Transition Assistance Program (TAP) Web site, and Veteran Success (VetSuccess) Web site, and other transition service related installation and Web site resources.

### **15–11. Military occupational specialty 35X, career development model**

Access to the Career Map is located on the ACT Web site. ACT is the Army’s first comprehensive leadership development tool to integrate training, assignment history and formal/informal education activities in one location. ACT is accessed from the Soldier’s AKO Homepage, by selecting “My Training” from the “Self Service” dropdown, then select “Visit ACT” from the “ACT” gadget. It can also be accessed at the following Web address: <https://actnow.army.mil>.

### **15–12. Military occupational specialty 35X, Reserve Component**

The integrated use of the RC is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies PD and functional area requirements. This is the same for all components.

### **15–13. Military occupational specialty 35L, counterintelligence agent**

a. *Major duties.* The CI agent is able to operate as part of an Army modular component to a Joint Task Force organization and conduct OPS in a Joint and/or combined operational environment. Supervises and conducts investigations, collections and OPS to detect, identify, counter, exploit and neutralize adversarial, Foreign Intelligence Security Service (FISS) and International Terrorist Organization (ITL) threats to Army and DOD equities; utilizes appropriate reporting and communications equipment. The purpose of the CI Agent Career Progression Plan is to inform Soldiers and NCO how their career and PD should unfold. NCOs in this MOS requires demonstrated potential in both technical skills and leadership abilities. Soldiers in this MOS are encouraged to seek as much assignment diversity as possible with duty in both tactical and strategic assignments, echelon above corps (EAC), and echelon corps and below assignments, CONUS and OCONUS, and MTOE and TDA assignments. This variety of assignments adds to each NCO’s overall professional knowledge and improves their promotion potential. NCO in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions (team leader, platoon sergeant, DET SGT), and a portion in staff or training positions (S2/S3, TRADOC, HQDA).

b. *Prerequisites.* The CI agent is an in-service accession MOS that recruits from all CMFs. See DA Pam 611–21 for additional details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* NCOs should always strive to exceed the standard regardless of the position one currently holds. Boards select successful leaders who have served in a variety of assignments, have supported their role as MI NCO by consistently increasing their civilian and military education levels, and displayed a trend of outstanding performance in each position held.

(1) Sergeant.

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during the early years of their career should be on building a strong base of

technical expertise in equipment, basic MOS skills and common Soldier tasks. Technical expertise, MOS, and Soldier skills proficiency can all be acquired in tactical or strategic assignments serving as a CI agent. At this level a CI agent should continue growth of knowledge in the following technical base skills: Covering Agent Program and the Army Threat Awareness and Reporting Program (TARP), providing CI assistance knowledge and reporting procedures to all military and JIIM organizations. Assist in the management of all military CI collections, CI investigations and intelligence information reports production. NCOs should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation. Responsibility and experience are also gained through seeking additional duties. NCOs can also focus during this phase of their career on developing their Soldier leadership skills, honing their technical expertise, and laying a foundation of strategic knowledge by serving in investigative assignments. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience. NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to the Army profession, maintaining high physical fitness standards and consistent compliance with height and weight standards, exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader Award), selection for SGT Audie Murphy and/or SGT Morales Clubs, have strong counseling packets and DA Forms 2166-8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and varied assignments, and receiving a college degree from an accredited institution. MOS 35L Soldiers can serve in the following positions at this skill level: CI agent, CI analyst, and defense against sound equipment (DASE) SPC. The following additional assignments should be considered broadening assignments: Strategic debriefer, drill sergeant, instructor/writer.

(c) *Self-development.* As Soldiers develop as NCOs, self-motivated development becomes keys to success at every role and rank. College level courses should include English grammar usage, automation, technical writing, public speaking, geography, foreign and/or international studies, and other subjects that enhance the knowledge gained in AIT and Defense Language Institute Foreign Language Center (DLIFLC). MOS-related courses in basic investigative techniques, information technology, computer security, criminal justice, and target language area/cultural/political focus are also very beneficial. Education includes but is not limited to: Civilian college degrees, CLEP and DANTES, technical certification (via Army COOL); ACCP; Army Learning Management System (ALMS); Army e-Learning; University of Military Intelligence, NDIC, UGIP and/or PGIP, BSI, MSSI, and Monterey Institute Master of Arts for Teaching Foreign Language (MATFL). NCOs should strive to earn their associate's degree by their 12<sup>th</sup> year and a bachelor's degree by their 16<sup>th</sup> year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, see paragraph 2-13.

(d) *Additional training.* TSCM Course, Defense Strategic Debriefing Course, G2X Course, Battle Staff OPS Course, Intermediate and/or Advanced Language Courses, Military CI Collections (MCC) Course, and Advanced Foreign CI Course. See paragraph 15-2c or DA Pam 611-21 for additional training.

(e) *Special assignments.* TSCM agent, defense human intelligence (HUMINT) services, Great Skill Program (GSP), and SMU.

(2) Staff sergeant.

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a 35L's career must be on continued development and refinement of leadership skills as well as tactical, strategic, and technical expertise. Choose duty assignments to add diversity to the assignments already completed. To best expand a CI agent's professionalism, leadership, and knowledge, assignments in the OF at the tactical, operational, and strategic levels and GF broadening assignments are paramount. Limiting back-to-back assignments outside of MOS skill related positions is essential, as continuous changes in modernization, structure, and doctrine reduces MOS proficiency. A CI SGT should have a comprehensive understanding of the five functional areas of CI investigations, OPS, collections, analysis production, and technical services. NCOs should set personal standards and goals in order to remain competitive for promotion to include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the NCO Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, management of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, competing and mentoring Soldiers and Junior NCO for Month, Quarter, or Year competitions, and NCOs should maintain a current DA photo wearing current rank and a proper fitting uniform. Exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader, and/or Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and have quality and quantifiable DA Forms 2166-8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35L can serve in the following positions at this skill level: CI SGT and DASE SGT. The following additional assignments should be considered broadening assignments: Combat trainer/OC-T, DTRA analyst, drill sergeant, recruiter, research development test & evaluation (RDT&E) NCO, retention NCO, SGL, SO support, ranger regiment, instructor/writer, and cyber CI activity.

(c) *Self-development.* NCO must strive to take advantage of educational opportunities. Self-development should

focus on communication skills, briefing techniques, technical writing, and research techniques. Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future positions. Education includes but is not limited to: civilian college degrees; CLEP and DANTES; technical certifications via Army COOL; ACCP; ALMS; Army e-Learning; University of Military Intelligence. Soldiers should strive to earn their associate's degree by their 12th year of service and a bachelor's degree by their 16th year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, see paragraph 2-13.

(d) *Additional training.* Basic/Intermediate/Advanced Language Courses, MCC, and Department of Defense Cyber Investigations Training Academy (DODCITA) certification training. Additional training and experience is also available via the INSCOM Foundry Program. See paragraph 15-2c or DA Pam 611-21 for additional training.

(e) *Special assignments.* SMU intelligence positions, WHCA NCO, Defense HUMINT Services, GSP, and TSCM SGT.

(3) Sergeant first class.

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a senior CI SGT should be in tactical and/or strategic assignments as a platoon sergeant or DET SGT for a minimum of 24 months. The platoon sergeant's job as the senior trainer in the PLT is essential in the development of junior leaders. It is also necessary in order to be competitive for promotion to MSG and/or 1SG. A senior CI SGT should at this point be a technical expert in CI investigative and collection techniques, providing supervision and mentorship in all facets of CI, technical control, and oversight. SNCOs should continue to set personal standards and goals for themselves and able to assist Soldiers and NCOs in identifying and establishing their respective personal standards and goals. These should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the Soldier's Creed, the NCO Creed, physical fitness standards, evaluation of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, mentoring Soldiers and Junior NCOs for Month, Quarter, Year competitions, and SNCOs should maintain a current DA photo wearing current rank and a proper fitting uniform. Exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader and/or Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and have quality and quantifiable DA Forms 2166-8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35L can serve in the following positions at this skill level: senior CI SGT and senior DASE SGT. The following additional assignments should be considered broadening assignments: AIT platoon sergeant, combat advisor (including security force assistance, Advisor and Assistance Team or TT), combat trainer/OC-T, EOA, inspector general, senior drill sergeant, and RDT&E SNCO career advisor NCO, career management NCO, DET SGT, platoon sergeant, section NCOIC or equivalent, senior instructor/writer, senior small group leader, training developer SNCO SO support, Ranger regiment, and Cyber CI Activity.

(c) *Self-development.* SNCOs must strive to take advantage of educational opportunities. Self-development should focus on communication skills, briefing techniques, technical writing, and research techniques. Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future positions. Education includes but is not limited to: civilian college degrees; CLEP and DANTES; technical certifications via Army COOL; ACCP; ALMS; Army e-Learning; University of Military Intelligence. Soldiers should strive to earn their associate's degree by their 12th year of service and a bachelor's degree by their 16th year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, see paragraph 2-12.

(d) *Additional training.* DODCITA certification training, and Intermediate/Advanced Language Courses. Additional training and experience is also available via the INSCOM Foundry Program. See paragraph 15-2c or DA Pam 611-21 for additional training.

(e) *Special assignments.* Senior TSCM SGT, SMU intelligence positions, DTRA analyst, WHCA NCO, and GSP.

(4) *Master sergeant/first sergeant.* MOS 35L competes with MOS 35M for selection and promotion to MOS 35Y at MSG/E8 (see para 15-19).

d. *Army career degrees.* See the College of the American Soldier Career NCO Degree Program, the Service Members Opportunity Colleges Army Degree Program (SOCAD), and Cochise College (AZ) Associate of Applied Science in Intelligence OPS Studies (MOS related degree), and other installation and Web site education centers and services.

e. *GI Jobs.* See Army COOL Web site, the Army Career and Alumni Program (ACAP) installation office or Web site, Veterans Affairs (VA) Web site, G.I. Jobs Web site, Turbo Transition Assistance Program (TAP) Web site, and Veteran Success (VetSuccess) Web site, and other transition service related installation and Web site resources.

#### **15–14. Military occupational specialty 35L, career development model**

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal/informal education activities in one location. ACT is accessed from the Soldier's AKO Homepage, by selecting "My Training" from the "Self Service" dropdown, then select "Visit ACT" from the "ACT" gadget. It may also be accessed at the following Web address: <https://actnow.army.mil>.

#### **15–15. Military occupational specialty 35L, Reserve Component**

The integrated use of the RC is essential to the success of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from maneuver and fires, to OPS support and effects, force sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies PD and functional area requirements. This is the same for all components.

#### **15–16. Military occupational specialty 35M, human intelligence collector**

*a. Major duties.* The HUMINT Collector is able to operate as part of an Army modular component to a Joint Task Force organization and conducts OPS in a Joint/combined OPS environment. The HUMINT collector seeks to identify adversarial elements, intentions, compositions, strength, dispositions, tactics, equipment, personnel and capabilities through the use of military source operations (MSO), Interrogations, screenings, debriefings, battlefield forensics, and assists in the translation and exploitation of documents and media. The purpose of the HUMINT Collector Career Progression Plan is to inform Soldiers and NCOs how their career and PD should unfold. Success in this MOS requires demonstrated potential in both technical skills and leadership abilities. Soldiers in this MOS are encouraged to seek as much assignment diversity as possible with duty in both tactical and strategic assignments, EAC and echelon corps and below assignments, CONUS and OCONUS, and MTOE and TDA assignments. This variety of assignments adds to each Soldier's overall professional knowledge and improves their promotion potential. Soldiers in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions (team leader, squad leader, platoon SGT, DET SGT), and a portion in staff or training positions (S2/S3, TRADOC, HQDA).

*b. Prerequisites.* See DA Pam 611–21 for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* Soldiers should always strive to exceed the standard regardless of the position serving. Boards select exceptional leaders with balanced, diverse career of assignments, balancing technical and leadership positions, seek advantage of military education and certification opportunities as well as maximize opportunities for civilian educational degrees and certifications, and displayed a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Excellence in this MOS requires exceeding the standard with demonstrated performance and potential in technical and leadership skills and abilities consistently; assignment diversity CONUS and OCONUS, in Operating Force (OF) and generating force (GF) assignments at the tactical, operational and strategic levels; and fulfilling traditional (team leader, squad leader, platoon sergeant, and DET SGT) and nontraditional leadership positions (section leader, section NCOIC, and command and staff positions). Success in this MOS is demonstrated in achievement of the standard in the performance and potential of technical and leadership skills and abilities consistently; limited assignment diversity CONUS and OCONUS, in OF and/or GF assignments at tactical, operational, and/or strategic levels; and fulfillment of traditional or nontraditional leadership positions. Broadening assignments reflect opportunities for Soldiers to experience a unique set of duties, often not found within their respective MOS or CMF. Assignments include, but are not limited to, joint intelligence activities and selected GF assignments. Soldiers should avoid extended or concurrent broadening assignments, even though some assignments require a minimum obligation. Soldiers should still progress and remain successful commensurate with their MOS counterparts at the respective skill levels.

(1) Private E–1: Specialist/corporal.

*(a) Operational assignments.* The focus during the early years of their career should be on building a strong base of technical and language expertise, basic MOS skills and common Soldier tasks. Technical expertise, MOS, and Soldier skills proficiency can all be acquired in tactical and/or strategic assignments serving as a HUMINT collector. Language skill maintenance and enhancement can require additional personal discipline to ensure that daily exposure to target/control language is achieved. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation. Additional responsibility and experience is also gained through seeking additional duties. Soldiers and NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the Soldier's Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, , have strong counseling packets reflecting outstanding duty performance and potential in challenging positions and varied assignments, completing civilian education courses while maintaining a

high grade point average from an accredited institution, and competing for Soldier of the Month, Quarter, and Year competitions. MOS 35M can serve in the following positions at this skill level: HUMINT collector, interrogator, and strategic debriefer.

(b) *Self-development.* Soldiers must strive to take advantage of educational opportunities. Some assignments may limit the opportunity for additional education through traditional means but there are other methods for obtaining college credit. College level courses should include English grammar usage, automation, technical writing, public speaking, geography, foreign and/or international studies, and other subjects that enhance the knowledge gained in AIT and DLIFLC. MOS-related courses in psychological interrogation techniques, information technology, computer security, and target language area/cultural/political focus are also very beneficial. Education includes but is not limited to: civilian college degree, technical certification, NDIC, UGIP/PGIP, BSI, MSSI, and MATFL. Soldiers should strive to earn their associate's degree by their 12<sup>th</sup> year and a bachelor's degree by their 16<sup>th</sup> year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, see paragraph 2–13.

(c) *Additional training.* DODCITA certification training, Defense Strategic Debriefing Course, Battle Staff OPS Course, Battlefield Forensics, and Basic and/or Intermediate, and/or Advanced Language Courses. Additional training and experience is also available via the U.S. Army INSCOM Foundry Program. See paragraph 15–2c or DA Pam 611–21 for additional training.

(d) *Special assignments.* SO, Ranger regiment, and SMU support and operational positions.

(2) Sergeant.

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a 35M's career should be in tactical assignments to develop Soldier leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. Serving as a Team Leader is a prime opportunity to begin building leadership experience. This level is the first opportunity to pursue nontraditional, language-specific 35M positions, such as DTRA - Russian language. At every opportunity, NCOs should seek the positions that allow them to gain leadership and technical language experience. HUMINT Collectors should continue developing their technical skills through conduct of debriefings, interrogations and military source OPS, and analysis. HUMINT collectors should also focus on foreign language related tasks with use of an interpreter and/or translator or with demonstrated individual language proficiency. As a junior NCO, Soldiers should seek to serve in a team leader or similar position at every opportunity, allowing additional leadership development. Junior NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the NCO Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, conduct of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, and competing in NCO of the Month, Quarter, and Year competitions. Exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader/Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and have quality and quantifiable DA Forms 2166–8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. The MOS 35M can serve in the following positions at this skill level: HUMINT collector, interrogator, and strategic debriefer. The following additional assignments should be considered broadening assignments: drill sergeant, recruiter, DTRA analyst, instructor/writer, and survival evasion, resistance, and escape (SERE) instructor.

(c) *Self-development.* Junior NCOs must strive to take advantage of educational opportunities. Some assignments may limit the opportunity for additional education through traditional means but there are other methods for obtaining college credit. College level courses should include English grammar usage, automation, technical writing, public speaking, geography, foreign and/or international studies, and other subjects that enhance the knowledge gained in AIT and DLIFLC. MOS-related courses in psychological interrogation techniques, information technology, computer security, and target language area, cultural, and/or political focus are also very beneficial. Education includes but is not limited to: civilian college degree, technical certification, NDIC, UGIP, PGIP, BSI, MSSI, and MATFL. Soldiers should strive to earn their associates' degree by their 12<sup>th</sup> year of service and a bachelor's degree by their 16<sup>th</sup> year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, see paragraph 2–13.

(d) *Additional training.* DCITA certification training, Defense Strategic Debriefing Course, SOC, Advanced Source Handler, Battle Staff OPS Course, G2X Course, Basic, Intermediate, and/or Advanced Language Courses. Additional training and experience is also available via the INSCOM Foundry Program. See paragraph 15–2c or DA Pam 611–21 for additional training.

(e) *Special assignments.* SO, Ranger regiment, and SMU support and operational positions, Defense HUMINT Services, Great Skill Program (GSP), and defense attaché OPS NCO.

(3) Staff sergeant.

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a 35M's career must be on continued development and refinement of leadership skills, tactical and technical expertise, and language skills. A HUMINT SGT should be proficient in technical HUMINT skills, interrogations, military source OPS, screenings, and analysis and sought after positions to supervise and train others in those skills. Choose duty assignments to add diversity to the assignments already completed. The SSG should serve at least 18 months in squad leader/team leader, instructor, or drill sergeant positions. Avoid back-to-back assignments of a similar type. This reduces MOS proficiency due to continuous changes in modernization, structure, and doctrine. Strong language skills can significantly influence the probability of obtaining some of the more mission-focused assignments. NCOs should set personal standards and goals in order to remain competitive for promotion to include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the NCO Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, management of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, competing and mentoring Soldiers and Junior NCO for Month, Quarter, or Year competitions, and NCOs should maintain a current DA photo wearing current rank and a proper fitting uniform. Exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader and/or Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and having quality and quantifiable DA Forms 2166-8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35M Soldiers can serve in the following positions at this skill level: HUMINT collection SGT, interrogator, strategic debriefer, Operational Management Team (OMT) NCOIC, S2X NCOIC, and HUMINT team leader. The following additional assignments should be considered broadening assignments: Combat trainer and/or OC-T, combat advisor (including Security Force Assistance, Advisor and Assistance Team or TT), drill SGT, recruiter, research development test & evaluation (RDT&E) NCO, retention NCO, command language program manager, collection management NCO, SERE instructor, military language instructor (MLI), instructor/writer, small group leader, training developer, and DTRA analyst.

(c) *Self-development.* NCO must strive to take advantage of educational opportunities. Self-development should focus on communication skills, briefing techniques, technical writing, and research techniques. Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future positions. Education includes but is not limited to: civilian college degrees; CLEP and DANTES; technical certifications (via Army COOL); ACCP; Army Learning Management System (ALMS); Army e-Learning; University of Military Intelligence. Soldiers should strive to earn their associate's degree by their 12th year of service and a bachelor's degree by their 16th year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, see paragraph 2-13.

(d) *Additional training.* Defense Strategic Debriefing Course, SOC, Advanced Source Operations Course (ASOC), Advanced Source Handler Course (ASOC), Battle Staff OPS Course, G2X Course, Joint Interrogation Management Course (JIMC), JAICC, Joint Source Validation Course (JSVC), Joint Senior Interrogator Course (JSIC), DCITA certification training, and Intermediate/Advanced Language Courses. Additional training and experience is also available via the INSCOM Foundry Program. See paragraph 15-2c or DA Pam 611-21 for additional training.

(e) *Special assignments.* SO, Ranger regiment, and SMU support and operational positions, Defense HUMINT Services, GSP, and defense attaché OPS NCO.

(4) Sergeant first class.

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a senior HUMINT SGT's career should be fundamentals in management, training, and leadership of personnel and MOS skills and tasks. A SNCOs should be in tactical assignments as a platoon sergeant, DET SGT, Military Language Instructor (MLI), or (some mission and/or technical position equivalent to platoon sergeant) for a minimum of 24 months. The platoon sergeant's job as the senior trainer in the PLT is essential in the development of junior leaders. It is also necessary in order to be competitive for promotion to MSG and/or 1SG. Strong language skills can significantly influence the probability of obtaining some of the more active mission-focused assignments. SNCOs should continue to set personal standards and goals for themselves and able to assist Soldiers and NCOs in identifying and establishing their respective personal standards and goals. These should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the Soldier's Creed, the NCO Creed, physical fitness standards, evaluation of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, mentoring Soldiers and Junior NCO for Month, Quarter, Year competitions, and SNCOs should maintain a current DA photo wearing current rank and a proper fitting uniform. Exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader and/or Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and have quality and quantifiable DA Forms 2166-8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments



are often representative of those best qualified for increased responsibility and promotion. MOS 35M Soldiers can serve in the following positions at this skill level: Senior HUMINT collection SGT, DET SGT, platoon sergeant, section NCOIC or equivalent, and senior interrogator. The following additional assignments should be considered broadening assignments: Combat trainer/OC-T, AIT platoon sergeant, combat advisor (including Security Force Assistance, Advisor and Assistance Team or TT), EOA, inspector general, senior drill sergeant, recruiter, RDT&E SNCO, career advisor NCO, career management NCO, senior instructor/writer, senior small group leader, training developer SNCO, SERE instructor, DTRA analyst, and military language instructor (MLI).

(c) *Self-development.* NCO must strive to take advantage of educational opportunities. Self-development should focus on communication skills, briefing techniques, technical writing, and research techniques. Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future positions. Education includes but is not limited to: civilian college degrees; CLEP and DANTES; technical certifications via Army COOL; ACCP; ALMS; Army e-Learning; University of Military Intelligence. Soldiers should strive to earn their associate's degree by their 12th year of service and a bachelor's degree by their 16th year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, see paragraph 2-13.

(d) *Additional training.* SOC, ASOC, JSIC, DCITA certification training, Basic, Intermediate, and/or Advanced Language Courses, MCC, JIMC, JAICC, JSVC, and Battle Staff OPS Course. Additional training and experience is also available via the INSCOM Foundry Program. See paragraph 15-2c or DA Pam 611-21 for additional training.

(e) *Special assignments.* SO, Ranger regiment, and SMU support and operational positions, Defense HUMINT Services, GSP, and defense attaché OPS NCO.

(5) *Master sergeant/first sergeant.* MOS 35M competes with MOS 35L for selection and promotion to MOS 35Y at MSG/E8 (see para 15-19).

d. *Army career degrees.* See the College of the American Soldier Career NCO Degree Program, the Service Members Opportunity Colleges Army Degree Program (SOCAD), and Cochise College (AZ) Associate of Applied Science in Intelligence OPS Studies (MOS related degree), and other installation and Web site education centers and services.

e. *GI Jobs.* See Army COOL Web site, the Army Career and Alumni Program (ACAP) installation office or Web site, Veterans Affairs (VA) Web site, G.I. Jobs Web site, Turbo Transition Assistance Program (TAP) Web site, and Veteran Success (VetSuccess) Web site, and other transition service related installation and Web site resources.

### **15-17. Military occupational specialty 35M, career development model**

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT is accessed from the Soldier's AKO Homepage, by selecting "My Training" from the "Self Service" dropdown, then select "Visit ACT" from the "ACT" gadget. It may also be accessed at the following Web address: <https://actnow.army.mil>.

### **15-18. Military occupational specialty 35M, Reserve Component**

The integrated use of the RC is essential to the success of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies PD and functional area requirements. This is the same for all components.

### **15-19. Military occupational specialty 35Y, chief counterintelligence/human intelligence sergeant**

a. *Major duties.* The Chief CI and/or HUMINT SGT performs duties of initial feeder (MOS 35L or 35M), manages and supervises subordinate Soldiers of either discipline. The Chief CI HUMINT SGT is able to operate as part of an Army modular component to a Joint Task Force organization and conduct OPS in a Joint and/or combined operational environment. Supervise the collection, processing, development, and dissemination of CI and HUMINT information; supervise strategic debriefing, exploitation and theater interrogation centers; plans, participates in and supervises HUMINT source OPS; supervise the full spectrum of HUMINT collection and multidiscipline CI activities at GP, corps, Army, or comparable and higher HQ; coordinate HUMINT operational collection and CI requirements and/or activities of subordinate units with major supported units; plans, coordinates and supervises intelligence OPS and training; manage CI collection activities and source OPS; manage CI investigative functions, to include operational and case control reviews; manage special investigative and collection techniques; review CI-related reports and plans; perform CI coordinating authority and S, G, J, and/or C-2X staff management for all subordinate CI elements, to provide technical control and oversight. Advises the Commander and/or Senior S2 on CI and HUMINT training and

OPS. The purpose of the Chief CI and HUMINT SGT Career Progression Plan is to inform Soldiers how their career and PD should advance.

*b. Prerequisites.* See DA Pam 611–21 for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* Soldiers should always strive to exceed the standard regardless of the position one currently holds. Boards select successful leaders who have served in a variety of assignments, have supported their role as MI NCO by consistently increasing their civilian and military education levels, and displayed a trend of outstanding performance in each position held. Excellence in MOS 35Y is demonstrated through exceeding the standards of proficiency and potential in leadership and technical skills, and also seeks diversity in assignment type and duty positions among OF, GF, and broadening assignments at available echelons. Success in this MOS is demonstrated by achievement of the standards of duty and position proficiency and potential in leadership, traditional and nontraditional roles, and technical skills, and limited assignment diversity by type or duty position, in either OF, GF, or broadening assignments. Broadening assignments reflect opportunities for NCOs to experience a unique set of duties, often not found within their respective MOS or CMF. Assignments include, but are not limited to, Joint intelligence activities and selected GF assignments. NCOs should avoid extended or concurrent broadening assignments, even though some assignments require a minimum obligation. NCOs should still progress and remain successful commensurate with their MOS counterparts at the respective skill level.

(1) Master sergeant/first sergeant.

*(a) Institutional training.* CC/FSC and achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

*(b) Operational assignments.* The key assignment for a MSG is 1SG. It is beneficial for career development to serve as a 1SG for at least 24 months (may consist of one or more assignments). 35Ys can also serve in the following positions: Chief CI and/or HUMINT SGT. The following additional assignments should be considered broadening assignments: 1SG, chief instructor and/or writer, NATO Region NCOIC, senior career manager, DTRA analyst, and Assistance Team.

*(c) Self-development.* SNCO must strive to take advantage of educational opportunities. Self-development should focus on advanced communication skills, advanced briefing techniques, senior technical writing, and senior research techniques. Include stress management, public speaking, and advance training on management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future positions. Soldiers should strive to earn their associate's degree by their 12th year of service and a bachelor's degree by their 16th year of service. (For additional information on self-development, refer to para 2–12.)

*(d) Additional training.* Asymmetric Warfare Operational Support, DODCITA certification training, Battle Staff OPS, SOC, ASOC, and Advanced Foreign CI Course (CI Agents only). See paragraph 15–2c or DA Pam 611–21 for additional training.

*(e) Special assignments.* WHCA NCO, Special Missions Units (SMU), Great Skill Program (GSP), Senior CI SGT, and Defense HUMINT Services.

(2) Sergeant major/command sergeant major.

*(a) Operational assignments.* The following additional assignments should be considered broadening assignments: BDE and/or GP S3/G3 SGM and G2 SGM .

*(b) Self-development.* For additional information on self-development, see paragraph 2–13.

*(c) Additional training.* See paragraph 15–2c or DA Pam 611–21 for additional training.

*(d) Special assignments.* SMU, GSP, Defense HUMINT Services, and nominative positions.

*d. Army career degrees.* See the College of the American Soldier Career NCO Degree Program, the Service Members Opportunity Colleges Army Degree Program (SOCAD), Cochise College (AZ) Associate of Applied Science in Intelligence OPS Studies (MOS related degree), and other installation and Web site education centers and services.

*e. GI Jobs.* See Army COOL Web site, the Army Career and Alumni Program (ACAP) installation office or Web site, Veterans Affairs (VA) Web site, G.I. Jobs Web site, Turbo Transition Assistance Program (TAP) Web site, Veteran Success (VetSuccess) Web site, and other transition service related installation and Web site resources.

## **15–20. Military occupational specialty 35Y, career development model**

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal/informal education activities in one location. ACT is accessed from the Soldier's AKO Homepage, by selecting "My Training" from the "Self Service" dropdown, then select "Visit ACT" from the "ACT" gadget. Also, it may also be accessed at the following web address: <https://actnow.army.mil>.

## **15–21. Military occupational specialty 35Y, Reserve Component**

The integrated use of the RC is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire

spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies PD and functional area requirements. This is the same for all components.

## **15–22. Military occupational specialty 35N, signals intelligence analyst**

*a. Major duties.* The SIGINT Analyst supervises and performs analysis and reporting of intercepted foreign communications and non-communications at all echelons; assist in the Intelligence, Surveillance, and Reconnaissance (ISR) Synchronization process; produces combat, strategic, and tactical intelligence reports. The purpose of the SIGINT Analyst Career Progression Plan is to inform Soldiers how their career and PD should unfold. Soldiers in this MOS often have more time in U.S. Army INSCOM; however, Soldiers should devote their career developing and advancing both their leadership and technical expertise required to meet the Army’s intelligence mission. Success in this MOS requires demonstrated potential in both technical skills and leadership abilities. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible with duty in both tactical and strategic assignments, DIV and Corps assignments, CONUS and OCONUS assignments, and TOE and TDA assignments. Soldiers in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions (Team Leader, Squad Leader, platoon sergeant, DET SGT), and a portion in staff positions (S2/S3).

*b. Prerequisites.* See DA Pam 611–21 for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* Soldiers should always strive to exceed the standard regardless of the position one currently holds. Boards select exceptional leaders with balanced, diverse career of assignments, balancing technical and leadership positions, seek advantage of military education and certification opportunities as well as maximize opportunities for civilian educational degrees and certifications, and displayed a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Excellence in this MOS requires exceeding the standard with demonstrated performance and potential in technical and leadership skills and abilities consistently; assignment diversity CONUS and OCONUS, in Operating Force (OF) and Generating Force (GF) assignments at the tactical, operational and strategic levels; and fulfilling traditional (Team Leader, Squad Leader, platoon sergeant, and DET SGT) and nontraditional leadership positions (section leader, section NCOIC, and command and staff positions). Success in this MOS is demonstrated in achievement of the standard in the performance and potential of technical and leadership skills and abilities consistently; limited assignment diversity CONUS and OCONUS, in OF and/or GF assignments at tactical, operational, and/or strategic levels; and fulfillment of traditional or nontraditional leadership positions. Broadening assignments reflect opportunities for Soldiers to experience a unique set of duties, often not found within their respective MOS or CMF. Assignments include, but are not limited to, joint intelligence activities and selected GF assignments. Soldiers should avoid extended or concurrent broadening assignments, even though some assignments require a minimum obligation. Soldiers should still progress and remain successful commensurate with their MOS counterparts at the respective skill levels.

### *(1) Private E–1: specialist/corporal.*

*(a) Operational assignments.* The focus during the early years of a 35N’s career should be on building a strong base of tactical, technical expertise in basic MOS skills, warrior tasks, common Soldier tasks, and language skills, if applicable. Technical expertise and Soldier skills proficiency can all be acquired in tactical and/or strategic assignments while serving as a SIGINT Analyst. However, the focus at each echelon can be markedly different. Language skills acquisition maintenance and enhancement can require additional personal discipline beyond scheduled unit language training time to ensure that daily exposure to target and/or control language is achieved (for MOS 35N Soldiers who possess a language and “L” identifier). Additionally, Soldiers should seek responsibility and take advantage of opportunities to display their skills, initiative, and motivation. Responsibility and experience are also gained through performing additional duties. Soldiers and NCOs should set personal standards and goals to achieve in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the warrior ethos, the Soldier’s Creed, maintaining high physical fitness standards, and consistent compliance with height and weight standards, have strong counseling packets reflecting outstanding duty performance and potential in challenging positions and varied assignments, completing civilian education courses while maintaining a high grade point average from an accredited institution, and competing for Soldier of the Month, Quarter, and Year competitions. MOS 35N can serve in the following positions at this skill level: SIGINT Analyst, BDNA, TES Data Analyst, Training NCO, and Voice Analyst.

*(b) Self-development.* Soldiers must strive to take advantage of educational opportunities. Self-development should focus on communication skills, briefing techniques, technical writing, research techniques, and courses including radio frequency (RF) theory/basics (for example, HAM Radio OPS). Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving related courses or training. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future

positions. Education includes but is not limited to: civilian college degree, CLEP and DANTES; technical certification via Army COOL; ACCP; Army Learning Management System (ALMS); Army e-Learning; University of Military Intelligence, NDIC, UGIP and/or PGIP, BSI, MSSSI, and MATFL. Soldiers should strive to earn their associate's degree by their 12<sup>th</sup> year and a bachelor's degree by their 16<sup>th</sup> year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, see paragraph 2-13.

(c) *Additional training.* Additional training and experience is available via the U.S. Army INSCOM Foundry Program and through the National Security Agency (NSA) Military Cryptologic Continuing Education Program (MCCEP). See paragraph 15-2c or DA Pam 611-21 for additional training.

(d) *Special assignments.* Military Intern SIGINT Analyst Program (MINSAP).

(2) *Sergeant.*

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a 35N's career should be in developing Soldier and leadership skills, enhancing tactical expertise and common Soldier tasks, advancing upon an established foundation of technical knowledge, and honing language expertise if applicable. Soldiers should serve in a team or section leader position whenever possible, allowing additional leadership development. Junior NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the NCO Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, conduct of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, and competing in NCO of the Month, Quarter, and Year competitions. Exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader and/or Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and having quality and quantifiable DA Forms 2166-8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. This level is the first opportunity to pursue nontraditional 35N positions, such as SOT-B member (SF - male Soldiers only). At every opportunity, NCOs should seek the positions that allow them to gain leadership and technical language experience. MOS 35N Soldier can serve in the following positions at this skill level: SIGINT analyst, voice analyst, RDT&E NCO, BDNA, training NCO, and TES data analyst. The following additional assignments should be considered broadening assignments: instructor/writer, SOT-B member.

(c) *Self-development.* Junior NCOs must strive to take advantage of educational opportunities. Self-development should focus on communication skills, briefing techniques, technical writing, research techniques and courses including RF theory and/or basics (for example, HAM Radio OPS). Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving related courses or training. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future positions. Education includes but is not limited to: civilian college degrees; CLEP and DANTES; technical certifications via Army COOL; ACCP; ALMS; Army e-Learning; University of Military Intelligence. Soldiers should strive to earn their associate's degree by their 12<sup>th</sup> year of service and a bachelor's degree by their 16<sup>th</sup> year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, see paragraph 2-13.

(d) *Additional training.* Additional training and experience is available via the INSCOM Foundry Program and through the NSA MCCEP. See paragraph 15-2c or DA Pam 611-21 for additional training.

(e) *Special assignments.* MINSAP, Middle Enlisted Cryptologic Career Advancement Program (MECCAP); Great Skill Program (GSP), SMU, Defense Attaché OPS NCO.

(3) *Staff sergeant.*

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* During this phase of a 35N's career, the focus must continue to be on development and refinement of tactical and technical expertise, leadership skills, and honing language expertise, if applicable. NCOs should serve as a Squad Leader, Shift Leader, or section NCOIC, and always strive for increased levels of leadership. Success also requires a NCO in this MOS to seek as much assignment diversity as possible with duty in both Tactical and/or Operational Force, Generating Force and Strategic assignments, CONUS and OCONUS; avoiding back-to-back positions where they are working outside of MOS skill related positions (broadening assignments). NCO in this MOS should spend a portion of their career developing the technical expertise needed for the Army Intelligence mission, a portion of their career in leadership positions, and a portion in staff positions (S2/S3). NCOs should set personal standards and goals in order to remain competitive for promotion to include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the NCO Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, management of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, competing and mentoring Soldiers and Junior NCO for Month, Quarter, Year competitions, and NCOs

should maintain a current DA photo wearing current rank and a proper fitting uniform. Exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader and/or Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and having quality and quantifiable DA Forms 2166-8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35N can serve in the following positions at this skill level: SIGINT analyst SGT, BDNA SGT, voice analyst SGT, TES data analyst SGT, platoon SGT, and RDT&E NCO. The following additional assignments should be considered broadening assignments: DET SGT; instructor and/or writer; small group leader (SGL); drill sergeant; recruiter; retention NCO; inspector general NCO; combat trainer/OC-T; SOT-B member.

(c) *Self-development.* NCOs must strive to take advantage of educational opportunities. Self-development should focus on communication skills, briefing techniques, technical writing, research techniques, and courses including RF theory and/or basics (for example, HAM radio OPS). Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future positions. Education includes but is not limited to: civilian college degrees; CLEP and DANTEs; technical certifications via Army COOL; ACCP; ALMS; Army e-Learning; University of Military Intelligence. Soldiers should strive to earn their associate's degree by their 12th year of service and a bachelor's degree by their 16th year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, see paragraph 2-13.

(d) *Additional training.* Additional training and experience is also available via the INSCOM Foundry Program and through the NSA MCCEP. See paragraph 15-2c or DA Pam 611-21 for additional training.

(e) *Special assignments.* MINSAP, MECCAP, GSP, SMU, Defense Attaché OPS NCO.

(4) *Sergeant first class.*

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a 35N's career should be fundamentals in management, training, and leadership of personnel in MOS skills and tasks, and honing language expertise, if applicable. Continued assignment diversity is paramount to further the professionalism and career advancement as a SNCO. Balancing opportunities in OF assignments at the tactical, operational, and strategic levels, GF assignments, and broadening assignments identifies those in the upper percentile of the MOS. NCO that demonstrate technical expertise and are rated among the best in performance in the OF, GF, and equivalent broadening assignment positions, as well as serving as platoon sergeant or DET SGT, or organizational similar levels of responsibility and scope, leadership positions are highly recommended to remain competitive for selection to the senior grades. SNCOs should continue to set personal standards and goals for themselves and able to assist Soldiers and NCO in identifying and establishing their respective personal standards and goals. These should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the Soldier's Creed, the NCO Creed, physical fitness standards, evaluation of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, mentoring Soldiers and Junior NCO for Month, Quarter, Year competitions, and SNCOs should maintain a current DA photo wearing current rank and a proper fitting uniform. Exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader and/or Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and having quality and quantifiable DA Forms 2166-8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35N Soldiers can serve in the following positions at this skill level: Senior SIGINT SGT, senior BDNA SGT, voice analyst supervisor, and platoon sergeant. The following additional assignments should be considered broadening assignments: DET SGT; AIT platoon sergeant; senior combat trainer and/or OC-T; EOA; inspector general NCO; senior drill sergeant; senior advisor, leader; branch chief; senior SGL; senior instructor/writer; senior training developer and/or writer; PDNCO/career advisor.

(c) *Self-development.* SNCOs must strive to take advantage of educational opportunities. Self-development should focus on advanced communication skills, advanced briefing techniques, senior technical writing, senior research techniques, and courses including advanced RF theory (for example, HAM Radio OPS). Include stress management, public speaking, and advanced training in management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead and develop Soldiers in future positions. Education includes but is not limited to: civilian college degrees; CLEP and DANTEs; technical certifications via Army COOL; ACCP; ALMS; Army e-Learning; University of Military Intelligence. SNCOs should strive to earn a bachelor's degree by their 16th year of service and graduate level degree by their 20th year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, see paragraph 2-13.

(d) *Additional training.* Additional training and experience is available via the INSCOM Foundry Program and through the NSA MCCEP. See paragraph 15-2c or DA Pam 611-21 for additional training.

(e) *Special assignments.* GSP, SMU, Defense Attaché OPS Coordinator.

(5) *Master sergeant/first sergeant.* MOS 35N competes with MOSs 35Q, 35P, and 35S for selection and promotion to MOS 35Z at MSG/E8 (see para 15–34).

*d. Army career degrees.* See the College of the American Soldier Career NCO Degree Program, the Service Members Opportunity Colleges Army Degree Program (SOCAD), Cochise College (AZ) Associate of Applied Science in Intelligence OPS Studies (MOS related degree), and other installation and Web site education centers and services.

*e. GI Jobs.* See Army COOL Web site, the Army Career and Alumni Program (ACAP) installation office or Web site, Veterans Affairs (VA) Web site, G.I. Jobs Web site, Turbo Transition Assistance Program (TAP) Web site, and Veteran Success (VetSuccess) Web site, and other transition service related installation and Web site resources.

### **15–23. Military occupational specialty 35N, career development model**

Access to the Career Map is located on the ACT Web site. ACT is the Army’s first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT is accessed from the Soldier’s AKO Homepage, by selecting “My Training” from the “Self Service” dropdown, then select “Visit ACT” from the “ACT” gadget. It may also be accessed at the following web address: <https://actnow.army.mil>.

### **15–24. Military occupational specialty 35N, Reserve Component**

The integrated use of the RC is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the MOS 35N RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies PD and functional area requirements. This is the same for all components.

### **15–25. Military occupational specialty 35P, cryptologic linguist**

*a. Major duties.* The Cryptologic Linguist performs and supervises detection, acquisition, geolocation, identification, and exploitation and analysis of foreign communications at all echelons using SIGINT and/or EW systems. The Cryptologic Linguist copies, translates, transcribes, gists and/or produces summaries of foreign communication transmissions; performs analysis and ISR synchronization to support mission requirements. The purpose of the Cryptologic Linguist Career Progression Plan is to inform Soldiers how their career and PD should unfold. Success in this MOS requires demonstrated potential in both technical skills and leadership abilities. Success also requires Soldiers in this MOS to seek as much assignment diversity as possible with duty in both tactical and strategic assignments, CONUS and OCONUS assignments, and TOE and TDA assignments. Soldiers in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions (Team Leader, Squad Leader, platoon sergeant, DET SGT), and a portion in staff or training positions (S2/S3, TRADOC).

*b. Prerequisites.* See DA Pam 611–21 for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* Soldiers should always strive to exceed the standard regardless of the position one currently holds. Boards select successful leaders who have served in a variety of assignments, have supported their role as MI NCO by consistently increasing their civilian and military education levels, and displayed a trend of outstanding performance in each position held. Broadening assignments reflect opportunities for Soldiers to experience a unique set of duties, often not found within their respective MOS or CMF. Assignments include, but are not limited to, Joint intelligence activities, and selected GF assignments. Soldiers should avoid extended or concurrent broadening assignments, even though some assignments require a minimum obligation. Soldiers should still progress and remain successful commensurate with their MOS counterparts at the respective skill levels.

(1) *Private E–1–Specialist and/or Corporal.*

*(a) Institutional training.* Initial Entry Training (IET) and Basic Language Instruction - DLIFLC. NOTE: Soldiers with existing language skills that meet or exceed the minimum MOS requirement and either enlist as 35P under the Army Civilian Acquired Skills Program or reclassify into the MOS will bypass basic language instruction at the DLIFLC.

*(b) Operational assignments.* The focus during the early years of a career should be on building a strong base of language and technical expertise, equipment and software system utilization, basic MOS skills, and common Soldier tasks. Technical expertise and Soldier skills proficiency can all be acquired in tactical and/or strategic assignments. However, the focus at each echelon can be markedly different. Language skills maintenance and enhancement can require additional personal discipline beyond scheduled unit language training time to ensure that daily exposure to target and/or control language is achieved. Additionally, Soldiers should seek responsibility and take advantage of opportunities to display their skills, initiative, and motivation. Responsibility and experience are also gained through

performing additional duties. Soldiers and NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the Soldier's Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, have strong counseling packets reflecting outstanding duty performance and potential in challenging positions and varied assignments, completing civilian education courses while maintaining a high grade point average from an accredited institution, and competing for Soldier of the Month, Quarter, and Year competitions. MOS 35P can serve in the following positions at this skill level: Cryptologic Linguist, BDNA, Transcriber, and Prophet Ground System Operator.

(c) *Self-development.* College level courses should include English grammar usage, automation, technical writing, public speaking, geography, foreign/international studies, and other subjects that enhance the knowledge gained in AIT and DLIFLC. MOS-related courses in basic analysis techniques, signal technology, computer security, the principles of radio wave propagation and RF theory, and target language area, cultural, and/or political focus are also very beneficial. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future positions. Education includes but is not limited to: civilian college degree, CLEP and DANTES; technical certification (via Army COOL), ACCP; Army Learning Management System (ALMS); Army e-Learning; University of Military Intelligence, NDIC, UGIP and/or PGIP, BSI, MSSSI, and MATFL. Soldiers should strive to earn their associate's degree by their 12<sup>th</sup> year and a bachelor's degree by their 16<sup>th</sup> year of service. For additional information on self-development, see paragraph 2–13.

(d) *Additional training.* Additional training and experience is available via INSCOM Foundry Program and through the National Security Agency (NSA) Military Cryptologic Continuing Education Program (MCCEP). See paragraph 15–2c or DA Pam 611–21 for additional training.

(e) *Special assignments.* Military Language Analysis Program (MLAP).

(2) *Sergeant.*

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a 35P's career should be in developing Soldier and leadership skills, and honing language and technical expertise. Soldiers should serve in a team or section leader position whenever possible. This level is the first opportunity to pursue nontraditional 35P positions, such as SOT–A Team Member (SF - male Soldiers only), and language-specific missions, such as DTRA - Russian language. At every opportunity, NCOs should seek the positions that allow them to gain leadership and technical language experience. Junior NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the NCO Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, conduct of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, and competing in NCO of the Month, Quarter, and Year competitions. Exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader/Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and having quality and quantifiable DA Forms 2166–8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35P can serve in the following positions at this skill level: Cryptologic Linguist, BDNA, Transcriber, Prophet Ground System Team Leader, and Command Language Program Manager. The following additional assignments should be considered broadening assignments: SOT–A Team Member and DTRA Linguist.

(c) *Self-development.* Junior NCO must strive to take advantage of educational opportunities. Self-development should focus on English grammar usage, automation, technical writing, public speaking, geography, foreign and/or international studies, and other subjects that enhance the knowledge gained in AIT and DLIFLC. MOS-related courses in basic analysis techniques, signal technology, computer security, the principles of radio wave propagation and RF theory, and target language area, cultural, political focus are also very beneficial. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future positions. Education includes but is not limited to: civilian college degrees; CLEP and DANTES; technical certifications via Army COOL; ACCP; ALMS; Army e-Learning; and University of Military Intelligence. Soldiers should strive to earn their associate's degree by their 12<sup>th</sup> year of service and a bachelor's degree by their 16<sup>th</sup> year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, see paragraph 2–13.

(d) *Additional training.* Additional training and experience is available via INSCOM Foundry Program and through the NSA MCCEP. See paragraph 15–2c or DA Pam 611–21 for additional training.

(e) *Special assignments.* MLAP, Middle Enlisted Cryptologic Career Advancement Program (MECCAP), Great Skill Program (GSP), SMU, Defense Attaché OPS NCO.

(3) *Staff sergeant.*

(a) *Institutional training.* Achieving distinction attending PME/NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* During this phase of a 35P's career, the focus must continue to be on development and

refinement of language and technical expertise, as well as leadership skills. Soldiers should strive to achieve a 3/3 level of language proficiency at this point in their career. Select duty assignments that add diversity to assignments already completed. The SSG should serve in leadership positions for extended periods: 12–18 months in squad leader or section supervisor positions and 18–36 months for instructor, recruiter, or drill sergeant positions. Traditional leadership skills are best refined in a tactical environment. However, it is understood that some Soldiers hold languages that do not have authorizations below the strategic and/or national level. These Soldiers should pursue technically related leadership positions whenever possible. Avoid back-to-back assignments of a similar type whenever possible. Similar back-to-back assignments reduce opportunity for exposure to the continuous changes in modernization, structure, and doctrine. Strong language skills can significantly influence the probability of obtaining some of the more mission-focused assignments. NCOs should set personal standards and goals in order to remain competitive for promotion to include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the NCO Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, management of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, competing and mentoring Soldiers and Junior NCO for Month, Quarter, Year competitions, and NCOs should maintain a current DA photo wearing current rank and a proper fitting uniform. Exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader/Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and having quality and quantifiable DA Forms 2166–8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35P Soldiers can serve in the following positions at this skill level: Senior cryptologic linguist, BDNA, command language program manager, RDT&E NCO, senior transcriber, and translator. The following additional assignments should be considered broadening assignments: SOT–A Team member, DTRA linguist, and military language instructor (MLI), drill sergeant, recruiter, OC–T, retention NCO, instructor/writer, training developer, and SGL.

(c) *Self-development.* NCO must strive to take advantage of educational opportunities. Self-development should focus on English grammar usage, automation, technical writing, public speaking, geography, foreign and/or international studies, and other subjects that enhance the knowledge gained in AIT and DLIFLC. MOS-related courses in basic analysis techniques, signal technology, computer security, the principles of radio wave propagation and RF theory, and target language area, cultural, political focus are also very beneficial. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future positions. Education includes but is not limited to: civilian college degrees; CLEP and DANTES; technical certifications via Army COOL; ACCP; ALMS; Army e-Learning; and University of Military Intelligence. Soldiers should strive to earn their associate's degree by their 12th year of service and a bachelor's degree by their 16th year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, see paragraph 2–13.

(d) *Additional training.* Additional training and experience is available via the INSCOM Foundry Program and through the NSA MCCEP. See paragraph 15–2c or DA Pam 611–21 for additional training.

(e) *Special assignments.* MLAP, MECCAP, GSP, SMU, Defense Attaché OPS NCO.

(4) *Sergeant first class.*

(a) *Institutional training.* Achieving distinction attending PME/NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this career phase should be in assignments such as platoon sergeant, Military Language Instructor, or Mission Manager for a minimum of 24 months. The platoon sergeant's job as the senior Soldier trainer in the PLT is essential in the development of junior leaders. Senior leadership positions are necessary in order to be competitive for promotion to MSG and/or 1SG. Soldiers who choose to focus on language or MOS-related assignments may have reduced opportunities to pursue this professional path. However, strong language skills can significantly influence the probability of obtaining some of the more mission-focused or specialized assignments. SNCOs should continue to set personal standards and goals for themselves and able to assist Soldiers and NCO in identifying and establishing their respective personal standards and goals. These should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the Soldier's Creed, the NCO Creed, physical fitness standards, evaluation of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, mentoring Soldiers and Junior NCO for Month, Quarter, Year competitions, and SNCOs should maintain a current DA photo wearing current rank and a proper fitting uniform. Exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader and/or Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and having quality and quantifiable DA Forms 2166–8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35P Soldiers can serve in the following positions at this skill level: Cryptologic linguist supervisor, BDNA SGT, RDT&E NCO, transcription supervisor, translation supervisor, command language program manager, and senior technical intelligence analyst. The following additional assignments should be considered broadening assignments: SOT–A Team member/leader, DTRA linguist, senior drill sergeant, AIT



platoon sergeant, EOA, recruiter, retention NCO, career management NCO, senior instructor/writer, senior training developer, senior SGL, and MLI.

(c) *Self-development.* SNCOs must strive to take advantage of educational opportunities. Self-development should focus on English grammar usage, automation, technical writing, public speaking, geography, foreign and/or international studies, and other subjects that enhance the knowledge gained in AIT and DLIFLC. MOS-related courses in basic analysis techniques, signal technology, computer security, the principles of radio wave propagation and RF theory, and target language area, cultural, and/or political focus are also very beneficial. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future positions. Education includes but is not limited to: civilian college degrees; CLEP and DANTEs; technical certifications via Army COOL; ACCP; ALMS; Army e-Learning; and University of Military Intelligence. Soldiers should strive to earn their associate's degree by their 12th year of service and a bachelor's degree by their 16th year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, see paragraph 2–13.

(d) *Additional training.* Additional training and experience is available via the INSCOM Foundry Program and through the NSA MCCEP. See paragraph 15–2c or DA Pam 611–21 for additional training.

(e) *Special assignments.* WHCA NCO (Russian linguists only), Defense Prisoner of War and/or Missing in Action Agency Intelligence Research NCO, GSP, SMU, Defense Attaché OPS Coordinator.

(5) *Master sergeant and/or first sergeant.* MOS 35P competes with MOSs 35Q, 35N, and 35S for selection and promotion to MOS 35Z at MSG/E8. See paragraph 15–34.

d. *Army career degrees.* See the College of the American Soldier Career NCO Degree Program, the Service Members Opportunity Colleges Army Degree Program (SOCAD), Cochise College (AZ) Associate of Applied Science in Intelligence OPS Studies (MOS related degree), and other installation and Web site education centers and services.

e. *GI Jobs.* See Army COOL Web site, the Army Career and Alumni Program (ACAP) installation office or Web site, Veterans Affairs (VA) Web site, G.I. Jobs Web site, Turbo Transition Assistance Program (TAP) Web site, and Veteran Success (VetSuccess) Web site, and other transition service related installation and Web site resources.

#### **15–26. Military occupational specialty 35P, career development model**

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal/informal education activities in one location. ACT is accessed from the Soldier's AKO Homepage, by selecting "My Training" from the "Self Service" dropdown, then select "Visit ACT" from the "ACT" gadget. It may also be accessed at the following web address: <https://actnow.army.mil>.

#### **15–27. Military occupational specialty 35P, Reserve Component**

The integrated use of the RC is essential to the success of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies PD and functional area requirements. This is the same for all components.

#### **15–28. Military occupational specialty 35Q, cryptologic network warfare specialist**

a. *Major duties.* The Cryptologic Network Warfare (CNW) SPC performs and supervises full-spectrum military Cryptologic digital OPS in order to enable actions in all domains, ensure friendly freedom of action in cyberspace and deny the same to the adversaries. The CNW SPC performs acquisition, collection, resource management (RM), analysis and exploitation of computer network communications, protocols, and data associated with those devices. The analysis of digital data and related device communications is used to establish target identification and operational patterns of both personas and the operating environment. The collection, identification and reporting of the intelligence information supports and attempts to answer intelligence requirements at all echelons, as appropriate. CNW SPC operate automatic data processing equipment for remote and local collection, processing, and reporting. Soldiers in this MOS will develop and maintain analytical working aids and databases to support target collection, identification, and location. CNW SPC prepare technical products and time sensitive reports in support of Cryptologic Network Warfare OPS to a variety of audiences and commanders. Success in the MOS requires demonstrated potential of highly technical skills and leadership abilities. Further success is demonstrated in Soldiers that seek diversity of operational duty assignments and work roles as designated in the 35Q Career Development Model. Soldiers in this MOS should divide their career in developing three areas: Technical expertise needed by Army Intelligence; Leadership positions such as Team Leader, Squad Leader, platoon sergeant, and 1SG; and finally, Staff positions (S2/S3).

b. *Prerequisites.* See DA Pam 611–21 for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* Soldier self-development focuses on growth technically and personally. It further demonstrates a continually learning attitude and self enrichment. Soldiers should always strive to exceed the standard

regardless of the position and assignment one currently holds. Exceeding the standard also applies to NCOES attendance. Boards select successful leaders with positive potential and have served in a variety of assignments and duties, have supported their role as MI NCO by constantly increasing their civilian and military education levels, and displayed a trend of outstanding performance through success in each position held. Broadening assignments reflect opportunities for Soldiers to experience a unique set of duties often found nowhere else in the Army. Assignments include but are not limited to joint intelligence activities. Time spent in a broadening assignment should be limited to three years before returning to their more conventional MOS duties. Although many SMUs require a minimum obligation, Soldiers should still progress and be successful commensurate with their conventional MOS counterparts at the appropriate skill levels.

(1) *Private E-1-Specialist and/or Corporal.*

(a) *Institutional training.* The entry and/or Advanced Individual Training at the Joint Cyber Analysis Course (JCAC).

(b) *Operational assignments.* The focus during the early years of a career in this MOS should be on building a strong base of technical skills and common Soldier tasks. Technical expertise, MOS, and Soldier skills proficiency can all be acquired in a variety of roles. Soldiers should seek opportunities of responsibility and take advantage of those opportunities to display their potential leadership skills, initiative, and motivation. Additional responsibility and experience is also gained through seeking additional duties. Soldiers can serve in the following positions at this skill level: Counter Cyber Support Analyst; End Point Exploitation Analyst; Production Operator; Close Access Operator; Digital Network Exploitation Analyst; and Computer Network OPS Test and Evaluation Technician.

(c) *Self-development.* Pursuit of higher education is strongly recommended. College level courses should focus on English grammar usage, technical writing, public speaking, geography, foreign/international studies, research, and other subjects that may expand on the highly technical knowledge gained in AIT. MOS-related courses in analytical techniques, digital networking technologies, computer security, the principles of RF wave propagation, and computer programming are beneficial. Education includes but is not limited to Civilian College Degree and Technical Computer Industry Certifications. Soldiers can earn promotion points for technical certifications which can be found on the Army COOL Web site. Recommend the following reading material: A Message to Garcia, Elbert Hubbard; The Defense of Duffer's Drift, Ernest Dunlop Swinton.

(d) *Additional training.* See paragraph 15-2c or DA Pam 611-21 for additional training.

(e) *Special assignments.* N/A.

(2) *Sergeant.*

(a) *Institutional training.* NCO that achieve distinction in NCOES are clearly ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a CNW NCO's career should be in refining Soldier and leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. Most authorized positions for the 35Q reside in strategic echelons. Some are strictly intelligence in nature and title, while others are leadership positions. At this level the 35Q should serve in at least a team leader position. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience, whether traditional or analytical such as project and section leads. MOS 35Q can serve in the following positions with increased documented responsibilities in at least the *apprentice* skill level: Forensic Analyst; Interactive Operator (ASI E6); Counter Cyber Support Analyst; Computer Network Defense Analyst; End Point Exploitation Analyst; Production Operator; Close Access Operator; Digital Network Exploitation Analyst; and Computer Network OPS Test and Evaluation Technician.

(c) *Self-development.* As Soldiers develop as NCO, self-motivated development becomes key to success at every role and rank. Pursuit of an Associates or Bachelors degree is strongly recommended. Continued emphasis on college level courses in the areas of mathematics, information system forensics, and computer science topics is helpful. Successful NCO's attend MOS-related courses that expand on analytical techniques and SIGINT topics in their current assignment or work roles that will ensure future mastery of that assignment. Intermediate technical computer industry certifications should be sought after and obtained. Continued self-development on and off duty demonstrates an NCO's willingness to seek self-improvement and an always learning attitude. This is achieved by attending and winning NCO recognition boards such as "NCO of the Quarter," SGT Audie Murphy, and SGT Morales. This shows a commitment in developing themselves ahead of their peers. Recommend the following reading material: TC 7-22.7, Army NCO Guide; NCO Guide, Robert S. Rush.

(d) *Additional training.* Remote Interactive Operator Training (RIOT) and Requirements and Targeting (R&T) Analysis Course. See paragraph 15-2c or DA Pam 611-21 for additional training.

(e) *Special assignments.* SMU, Great Skill Program (GSP).

(3) *Staff sergeant.*

(a) *Institutional training.* NCO that achieve distinction in NCOES are clearly ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a CNW SPC career should be on continued development and refinement of NCO skills and tactical and technical expertise. Choose duty assignments to add diversity to the assignments and roles already completed. SSGs should serve at least 12 months as a Squad Leader. Senior SSGs

should seek platoon sergeant time whenever possible. Technical expertise is honed and codified by serving as a successful instructor and/or writer in the NCOES and AIT. Avoid back-to-back assignments of a similar type that may potentially reduce overall MOS proficiency through skill atrophy due to continuous changes in modernization, structure, and doctrine in this ever evolving field. Successful performance in skill level 4 positions at this rank is a strong indication of potential for success at the next skill level. SSGs should serve in the following assignments as leads or NCOIC with increased documented responsibilities in at least a journeyman skill level: section NCOIC; forensic analyst; interactive operator; counter cyber support analyst; computer network defense analyst; end point exploitation analyst; production operator; close access operator; digital network exploitation analyst; and computer network OPS test and evaluation technician. The following additional assignments should be considered broadening assignments: SGT; recruiter; senior SGL; instructor and/or writer.

(c) *Self-development.* Continued pursuit of an associates or bachelors degree is strongly recommended. Expansion on Computer Science, Information Systems Security and Technologies college courses is recommended. Intermediate and advanced technical computer industry certifications should be sought after and obtained. Continued distinction at NCO of the Year, SGT Audie Murphy Club, and SGT Morales Club. This will keep NCO ahead of their peers. Consistent physical fitness and appearance are crucial when appearing before local and centralized boards.

(d) *Additional training.* RIOT and R&T Analysis Course. See paragraph 15–2c or DA Pam 611–21 for additional training.

(e) *Special assignments.* SMU, GSP.

(4) *Sergeant first class.*

(a) *Institutional training.* NCO that achieve distinction in NCOES are clearly ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this career phase should be success in assignments such as platoon sergeant, DET SGT, and Mission Manager for a minimum of 18 months. The platoon sergeant's job as the senior Soldier trainer in the platoon is essential in the development of junior leaders. Staff assignments in the S2/S3 not exceeding 36 months at the BN or higher level contribute to the diversity of a successful career. SFC should not seek consecutive staff assignments. Senior leadership positions are necessary in order to be competitive for promotion to MSG/1SG. Successful time spent in demanding positions at skill level 4 and 5 are considered best qualified for promotion. Traditional leadership skills are best refined in a tactical environment. However, it is understood that there are few MOS 35Q SFC/E7 authorizations below the Corps level. These Soldiers should pursue technically related leadership positions whenever possible such as work center SNCO/Leaders and Branch Chiefs when not serving as a platoon sergeant. SFC should serve in the following assignments as NCOIC with increased documented responsibilities in at least a *journeyman to master* skill level: section NCOIC; Forensic Analyst; Interactive Operator; Counter Cyber Support Analyst; Computer Network Defense Analyst; End Point Exploitation Analyst; Production Operator; Close Access Operator; Digital Network Exploitation Analyst; and Computer Network OPS Test and Evaluation Technician. The following additional assignments should be considered broadening assignments: SNCO/Leader; Branch Chief; AIT platoon sergeant; Senior Small Group Leader; Senior Instructor/Writer; Senior Training Developer and/or Writer; PDNCO/Career Advisor; Career Guidance Counselor.

(c) *Self-development.* Completion of higher education degree programs is strongly recommended. NCO with degrees are better qualified for promotion. Advanced technical computer industry certifications should be sought after and obtained. Continued positive recognition at NCO performance boards will set themselves ahead of their peers. Consistent high levels of physical readiness and exceptional appearance at all times will communicate positively to centralized promotion board members.

(d) *Additional training.* RIOT, R&T Analysis Course, Joint Network Attack Course, Basic CNO Planner's Course, and BSNCO. See (para 15–2c) or DA Pam 611–21 for additional training.

(e) *Special assignments.* SMU, GSP.

(5) *Master sergeant/first sergeant.* MOS 35Q competes with MOSs 35N, 35P, and 35S for selection and promotion to MOS 35Z at MSG/E8. See paragraph 15–34.

d. *Army career degrees.* See the College of the American Soldier Career NCO Degree Program, the Service members Opportunity Colleges Army Degree Program (SOCAD), and Cochise College (AZ) Associate of Applied Science in Intelligence OPS Studies (MOS related degree), and other installation and Web site education centers and services.

e. *GI Jobs.* See Army COOL Web site, the Army Career and Alumni Program (ACAP) installation office or Web site, Veterans Affairs (VA) Web site, G.I. Jobs Web site, Turbo Transition Assistance Program (TAP) Web site, Veteran Success (VetSuccess) Web site, and other transition service related installation and Web site resources.

## **15–29. Military occupational specialty 35Q, career development model**

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history, and formal/informal education activities in one location. ACT is accessed from the Soldier's AKO Homepage, by selecting "My Training" from the "Self Service" drop-down

menu, then select “Visit ACT” from the “ACT” gadget. It may also be accessed at the following Web address: <https://actnow.army.mil>.

### **15–30. Military occupational specialty 35Q, Reserve Component**

The RC does not currently have authorizations for MOS 35Q.

### **15–31. Military occupational specialty 35S, signals collector and/or analyst**

*a. Major duties.* The Signals Collector/Analyst performs and supervises SIGINT exploitation and RM during the search, collection, analysis, locating and reporting of foreign communications collected throughout the Electromagnetic Spectrum, special sources and digital networks; conducts efforts against non-communication transmissions to include ELINT and Foreign Instrumentation SIGINT; operates communications equipment and SIGINT related hardware and software at both strategic and tactical assignments to conduct search and survey of RF and Digital Networks in order to collect, identify, record, locate and report on target transmissions; determines signal parameters used in the identification and processing of Intelligence through the application of signals analysis techniques; conducts digital network analysis in an effort to extract intelligence, measure, classify and evaluate network composition and content. The purpose of the Signals Collector and/or Analyst Career Progression Plan is to inform Soldiers how their career and PD should unfold. Success in this MOS requires demonstrated potential in both technical skills and leadership abilities. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible with duty in both tactical and strategic assignments, DIV and Corps assignments, CONUS and OCONUS assignments, and TOE and TDA assignments; however, Soldiers in this MOS often have more time in U.S. Army INSCOM, so Soldiers should devote their career developing and advancing both their leadership and technical expertise required to meet the Army’s intelligence mission. Soldiers in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions (Team Leader, Squad Leader, platoon sergeant, DET SGT), and a portion in staff positions (S2/S3).

*b. Prerequisites.* See DA Pam 611–21 for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* Soldiers should always strive to exceed the standard regardless of the position one currently holds. Boards select exceptional leaders with balanced, diverse career of assignments, balancing technical and leadership positions, seek advantage of military education and certification opportunities as well as maximize opportunities for civilian educational degrees and certifications, and displayed a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Excellence in this MOS requires exceeding the standard with demonstrated performance and potential in technical and leadership skills and abilities consistently; assignment diversity CONUS and OCONUS, in Operating Force (OF) and Generating Force (GF) assignments at the tactical, operational, and strategic levels; and fulfilling traditional (Team Leader, Squad Leader, platoon sergeant, and DET SGT) and nontraditional leadership positions (section leader, section NCOIC, and command and staff positions). Success in this MOS is demonstrated in achievement of the standard in the performance and potential of technical and leadership skills and abilities consistently; limited assignment diversity CONUS and OCONUS, in OF and/or GF assignments at tactical, operational, and/or strategic levels; and fulfillment of traditional or nontraditional leadership positions. Broadening assignments reflect opportunities for Soldiers to experience a unique set of duties, often not found within their respective MOS or CMF. Assignments include, but are not limited to, joint intelligence activities and selected GF assignments. Soldiers should avoid extended or concurrent broadening assignments, even though some assignments require a minimum obligation. Soldiers should still progress and remain successful commensurate with their MOS counterparts at the respective skill levels.

(1) *Private E–1: specialist/corporal.*

*(a) Operational assignments.* The focus during the early years of a career in this MOS should be on building a strong base of tactical skills, technical expertise in basic MOS skills, warrior tasks, and common Soldier tasks. Technical expertise, MOS, and Soldier skills proficiency can all be acquired in tactical and/or strategic assignments while serving as a Signals Collector and/or Analyst. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation. Additional responsibility and experience is also gained through seeking additional duties and functional training opportunities. Soldiers and NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the Soldier’s Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, have strong counseling packets reflecting outstanding duty performance and potential in challenging positions and varied assignments, completing civilian education courses while maintaining a high grade point average from an accredited institution and competing for Soldier of the Month, Quarter, and Year competitions. MOS 35S can serve in the following positions at this skill level: Signals Collector/Analyst, BDNA, and Training NCO.

*(b) Self-development.* College level courses should include English grammar usage, automation, technical writing, public speaking, geography, foreign and/or international studies, and other subjects that enhance the knowledge gained in AIT. MOS-related courses in basic analysis techniques, signal technology, computer security, the principles of radio wave propagation and RF theory, and target area/cultural/political focus are also very beneficial. Any courses that can

be taken in management and communication will enhance the ability to lead Soldiers in future positions. Education includes but is not limited to: civilian college degree, CLEP and DANTES; technical certification via Army COOL, ACCP; Army Learning Management System (ALMS); Army e-Learning; University of Military Intelligence, NDIC, UGIP and/or PGIP, BSI, MSSSI, and MATFL. Recommend the following reading material: EW in the Information Age, D. Curtis Schleher; EW101: A First Course in EW, David Adamy; Fundamentals of EW, Sergei A. Vakin et al. Soldiers should strive to earn their associate's degree by their 12<sup>th</sup> year and a bachelor's degree by their 16<sup>th</sup> year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, see paragraph 2–13.

(c) *Additional training.* Additional training and experience is available via the U.S. Army INSCOM Foundry Program and through the National Security Agency (NSA) Military Cryptologic Continuing Education Program (MCCEP). See paragraph 15–2c or DA Pam 611–21 for additional training.

(d) *Special assignments.* Military Communications Intelligence Signals Analyst Program (MCSAP).

(2) *Sergeant.*

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a 35S's career should be in further establishing leadership skills, enhancing tactical expertise and common Soldier tasks, and advancing upon an established foundation of technical knowledge. There are positions for the 35S at all echelons. Some are strictly intelligence in nature and title, while others are leadership positions. At this level the 35S should serve in a Team Leader position. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience, whether traditional or analytical. Junior NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the NCO Creed, maintaining high physical fitness standards and consistent compliance with height and weight standards, conduct of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, and competing in NCO of the Month, Quarter, and Year competitions. Exceeding NCOES course standards (Distinguished Honor Graduate, Commandant's List, Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and having quality and quantifiable DA Forms 2166–8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35S can serve in the following positions at this skill level: Signals collector and/or analyst, BDNA, and training NCO.

(c) *Self-development.* Junior NCOs must strive to take advantage of educational opportunities. Self-development should focus on English grammar usage, automation, technical writing, public speaking, geography, foreign and/or international studies, and other subjects that enhance the knowledge gained in AIT. MOS-related courses in basic analysis techniques, signal technology, computer security, the principles of radio wave propagation and RF theory, and target area, cultural, and/or political focus are also very beneficial. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future positions. Education includes but is not limited to: civilian college degrees; CLEP and DANTES; technical certifications via Army COOL; ACCP; ALMS; Army e-Learning; and University of Military Intelligence. Soldiers should strive to earn their associate's degree by their 12<sup>th</sup> year of service and a bachelor's degree by their 16<sup>th</sup> year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, refer to paragraph 2–13.

(d) *Additional training.* Additional training and experience is available via the INSCOM Foundry Program and through the NSA MCCEP. See paragraph 15–2c or DA Pam 611–21 for additional training.

(e) *Special assignments.* MCSAP, Middle Enlisted Cryptologic Career Advancement Program (MECCAP), Great Skill Program (GSP), SMU, and Defense Attaché OPS NCO.

(3) *Staff sergeant.*

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a 35S's career must be on continued development and refinement of leadership skills and tactical and technical expertise. Choose duty assignments to add diversity to the assignments already completed. NCOs should serve as a Squad Leader, Shift Leader, or section NCOIC and always strive for increased levels of leadership. Success also requires a NCO in this MOS to seek as much assignment diversity as possible with duty in both Tactical and/or OF, GF, and Strategic assignments, CONUS and OCONUS; avoid back-to-back positions where they are working outside of MOS skill related positions (broadening assignments) that may potentially reduce MOS proficiency due to continuous changes in modernization, structure, and doctrine. NCO in this MOS should spend a portion of their career developing the technical expertise needed for the Army Intelligence mission, a portion of their career in leadership positions, and a portion in staff positions (S2/S3). NCOs should set personal standards and goals in order to remain competitive for promotion to include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the NCO Creed, maintaining

high physical fitness standards and consistent compliance with height and weight standards, management of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, competing and mentoring Soldiers and Junior NCO for Month, Quarter, Year competitions, and NCOs should maintain a current DA photo wearing current rank and a proper fitting uniform. Exceeding NCOES course standards (Distinguished Honor Graduate, Commandant's List, Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and having quality and quantifiable DA Forms 2166–8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35S Soldiers can serve in the following positions at this skill level: Signals collector/analyst SGT, BDNA SGT, and RDT&E NCO. The following additional assignments should be considered broadening assignments: Instructor and/or writer; small group leader; drill sergeant; recruiter; retention NCO; inspector general NCO, and OC–T.

(c) *Self-development.* NCO must strive to take advantage of educational opportunities. Self-development should focus on English grammar usage, automation, technical writing, public speaking, geography, foreign and/or international studies, and other subjects that enhance the knowledge gained in AIT. MOS-related courses in basic analysis techniques, signal technology, computer security, the principles of radio wave propagation and RF theory, and target area/cultural/political focus are also very beneficial. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers in future positions. Education includes but is not limited to: civilian college degrees; CLEP and DANTES; technical certifications via Army COOL; ACCP; ALMS; Army e-Learning; University of Military Intelligence. Soldiers should strive to earn their associate's degree by their 12th year of service and a bachelor's degree by their 16th year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development, refer to paragraph 2–13.

(d) *Additional training.* Additional training and experience is available via the INSCOM Foundry Program and through the NSA MCCEP. See paragraph 15–2c or DA Pam 611–21 for additional training.

(e) *Special assignments.* MCSAP, MECCAP, GSP, SMU, Defense Attaché OPS NCO.

(4) *Sergeant first class.*

(a) *Institutional training.* Achieving distinction attending PME and/or NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of a 35S's career should be fundamentals in management, training, and leadership of personnel and MOS skills and tasks. Continued assignment diversity is paramount to further the professionalism and career advancement as a SNCO. Balancing opportunities in OF assignments at the tactical, operational, and strategic levels, GF assignments, and broadening assignments identifies those in the upper percentile of the MOS. NCO that demonstrate technical expertise and are rated among the best in performance in the OF, GF, and equivalent broadening assignment positions, as well as serving as platoon sergeant or DET SGT, or organizational similar levels of responsibility and scope, leadership positions are highly recommended to remain competitive for selection to the senior grades. SNCOs should continue to set personal standards and goals for themselves and able to assist Soldiers and NCO in identifying and establishing their respective personal standards and goals. These should include demonstrating high standards of conduct and adherence to the Army profession and ethic, the Warrior Ethos, the Soldier's Creed, the NCO Creed, physical fitness standards, evaluation of intelligence training supporting unit OPS, completing civilian education courses while maintaining a high grade point average from an accredited institution, mentoring Soldiers and Junior NCO for Month, Quarter, Year competitions, and SNCOs should maintain a current DA photo wearing current rank and a proper fitting uniform. Exceeding NCOES course standards (Distinguished Honor Graduate, Commandant's List, Honor Awards), selection for SGT Audie Murphy and/or SGT Morales Clubs, and having quality and quantifiable DA Forms 2166–8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and diverse assignments are often representative of those best qualified for increased responsibility and promotion. MOS 35S Soldiers can serve in the following positions at this skill level: Senior signals collector and/or analyst SGT, platoon sergeant, watch NCOIC, and senior research test development & evaluation NCO. The following additional assignments should be considered broadening assignments: DET SGT; AIT platoon sergeant; senior OC–T; EOA; inspector general NCO; senior drill sergeant; senior advisor and/or leader; branch chief; senior small group leader; senior instructor and/or writer; senior training developer and/or writer; PDNCO and/or career advisor.

(c) *Self-development.* SNCOs must strive to take advantage of educational opportunities. Self-development should focus on English grammar usage, automation, technical writing, public speaking, geography, foreign and/or international studies, and other subjects that enhance the knowledge gained in AIT. MOS-related courses in advanced analysis techniques, signal technology, computer security, the principles of radio wave propagation and RF theory, and target area, cultural, and/or political focus are also very beneficial. Any courses that can be taken in management and communication will enhance the ability to lead and develop Soldiers in future positions. Education includes but is not limited to: civilian college degrees; CLEP and DANTES; technical certifications via Army COOL; ACCP; ALMS; Army e-Learning; and University of Military Intelligence. SNCOs should strive to earn a bachelor's degree by their 16th year of service and graduate level degree by their 20th year of service. Conduct periodic review of the recommended reading lists from senior leadership. For additional information on self-development (see para 2–13.

(d) *Additional training.* Additional training and experience is available via the INSCOM Foundry Program and through the NSA MCCEP. See paragraph 15–2cor DA Pam 611–21 for additional training.

(e) *Special assignments.* GSP, SMU, and defense attaché OPS coordinator.

(5) *Master sergeant/first sergeant.* MOS 35S competes with MOSs 35N, 35Q and 35P for selection and promotion to MOS 35Z at MSG/E8. (See para 15–34.)

d. *Army career degrees.* See the College of the American Soldier Career NCO Degree Program, the Service members Opportunity Colleges Army Degree Program (SOCAD), and Cochise College (AZ) Associate of Applied Science in Intelligence OPS Studies (MOS related degree), and other installation and Web site education centers and services.

e. *GI Jobs.* See Army COOL Web site, the Army Career and Alumni Program (ACAP) installation office or Web site, Veterans Affairs (VA) Web site, G.I. Jobs Web site, Turbo Transition Assistance Program (TAP) Web site, and Veteran Success (VetSuccess) Web site, and other transition service related installation and Web site resources.

### **15–32. Military occupational specialty 35S, career development model**

Access to the Career Map is located on the ACT Web site. ACT is the Army’s first comprehensive leadership development tool to integrate training, assignment history and formal/informal education activities in one location. ACT is accessed from the Soldier’s AKO Homepage, by selecting “My Training” from the “Self Service” drop-down menu, then select “Visit ACT” from the “ACT” gadget. It may also be accessed at the following Web address: <https://actnow.army.mil>.

### **15–33. Military occupational specialty 35S, Reserve Component**

The integrated use of the RC is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies PD and functional area requirements. This is the same for all components.

### **15–34. Military occupational specialty 35Z, signals intelligence senior sergeant and/or signals intelligence chief**

a. *Major duties.* The SIGINT Senior SGT and SIGINT Chief serves as the principal enlisted assistant to commanders and heads of staff elements, and as staff NCO for major commands, fixed and tactical units engaged in SIGINT/EW OPS and combat development, or training; supervises SIGINT/EW activities and provides technical, operational, and administrative guidance and direction to enlisted Soldiers at all echelons; reviews, evaluates, prepares and executes SIGINT/EW deployment, employment, and redeployment plans and orders; interpret intelligence requirements for translation into SIGINT/EW tasking; reviews SIGINT/EW doctrinal publications and prepares recommended changes; compares MTOE and TDA authorization documents with SIGINT/EW missions and functions and recommends revisions. The purpose of the SIGINT Intelligence Career Progression Plan is to inform Soldiers how their career pattern and PD should unfold. Attaining MOS 35Z requires demonstrated potential in both technical skills and leadership abilities. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible with duty in both Tactical and Strategic assignments, DIV and Corps assignments, CONUS and OCONUS, and MTOE and TDA assignments. Soldier in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions, a portion in staff positions (S2/S3), and broadening assignments. Soldiers selected to perform at this level must have a working knowledge and understanding of all intelligence functions and OPS in order to provide the requisite level of advisement to their commander or staff officer formations.

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

c. *Goals for development.* Soldiers should always strive to exceed the standard regardless of the position one currently holds. Boards select successful leaders who have served in a variety of assignments, have supported their role as MI NCO by consistently increasing their civilian and military education levels, and displayed a trend of outstanding performance in each position held. Broadening assignments reflect opportunities for NCO to experience a unique set of duties, often not found within their respective MOS or CMF. Assignments include, but are not limited to, joint intelligence activities and selected Generating Force assignments. NCOs should avoid extended or concurrent broadening assignments, even though some assignments require a minimum obligation. NCOs should still progress and remain successful commensurate with their MOS counterparts at the respective skill level.

(1) *Master sergeant/first sergeant.*

(a) *Institutional training.* CC/FSC. NCOs that achieve distinction in NCOES are clearly ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The critical assignment for a MSG is 1SG. Demonstrated excellence serving as a 1SG in OF and GF for at least 24 months (may consist of one or more assignments), at tactical and operational levels significantly contributes toward a 35Zs potential as a future SGM. Other important assignments for MSG are career management SNCO, SNCO/leader, OPS SGT, mission manager and chief instructor. Those best qualified for selection and promotion to SGM represent the top percentile in regards to standards, leadership, mentorship, training, competency, have diverse but balanced duty positions, and diversity in OF, GF, and broadening assignments at tactical, operational, strategic, and joint levels. Success and recommended for selection and promotion above peers are those which have exceptionally demonstrated of high standards, leadership, mentorship, training, competency, have limited diversity in duty positions, as well limited diversity in OF, GF, or broadening assignments at tactical, operational, strategic, or joint levels. MOS 35Z can serve in the following positions at this skill level: Watch NCO, SIGINT senior SGT, RDT&E SNCO, SIGINT chief, 1SG, OPS NCO, mission manager, and senior career advisor. The following additional assignments should be considered broadening assignments: career management SNCO; senior instructor/writer; 1SG; senior training developer; BCT and equivalent NCOIC; DIV and above ACE; assistant inspector general; SNCO/leader; combat advisor (including Security Force Assistance, Advisor and Assistance Team or TT); OC-T; HRC PD branch chief; Joint Intelligence Centers/Activities.

(c) *Self-development.* SNCO must strive to take advantage of educational opportunities. Self-development should focus on advanced communication skills, advanced briefing techniques, senior technical writing, and senior research techniques. Include stress management, public speaking, and advanced training in management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead and develop Soldiers in future positions. Education includes but is not limited to: civilian college degrees; CLEP and DANTEs; technical certifications via Army COOL; ACCP; ALMS; Army e-Learning; and University of Military Intelligence. SNCOs should strive to earn a bachelor's degree by their 16th year of service and graduate level degree by their 20th year of service. Conduct periodic review of the recommended reading lists from senior leadership. (For additional information on self-development, refer to para 2-13.)

(d) *Additional training.* Battle Staff OPS Course. Additional training and experience is also available via the INSCOM Foundry Program. (See para 15-2c or DA Pam 611-21 for additional training.)

(e) *Special assignments.* Great Skill Program (GSP), SMU.

(2) *Sergeant major/command sergeant major.*

(a) *Operational assignments.* The principal assignment for a SGM is G2 SGM at DIV level or higher staff assignments. Experience and leadership skills are gained through a variety of challenging and developmental duty assignments are paramount for progression and selection as a CSM or nominative position. Experience and leadership skills are gained through a variety of challenging and developmental duty assignments and are paramount for progression and selection as a CSM or nominative position. Subsequently, competing for the command selection list at the BN and BDE level further enhances the necessary leadership skills, knowledge, and experience to establish a foundation for future nominative positions. Diverse and varied assignment in staff sections and command positions in operating and generating force assignments develop the comprehensive, professional, senior intelligence leader capable of advising, mentoring and excelling at the nominative selection board/panel: Chief intelligence SGT; OPS SGM; and staff level SGM. The following additional assignments should be considered broadening assignments: Chief career management NCO; chief instructor/writer; G3/S3 SGM; Advisor and Assistance Team; nominative positions.

(b) *Self-development.* (For additional information on self-development, refer to para 2-13.)

(c) *Additional training.* (See para 15-2c or DA Pam 611-21 for additional training.)

(d) *Special assignments.* GSP, SMU.

d. *Army career degrees.* See the College of the American Soldier Career NCO Degree Program, the Service members Opportunity Colleges Army Degree Program (SOCAD), and Cochise College (AZ) Associate of Applied Science in Intelligence OPS Studies (MOS related degree), and other installation and Web site education centers and services.

e. *GI Jobs.* See Army COOL Web site, the Army Career and Alumni Program (ACAP) installation office or Web site, Veterans Affairs (VA) Web site, G.I. Jobs Web site, Turbo Transition Assistance Program (TAP) Web site, and Veteran Success (VetSuccess) Web site, and other transition service related installation and Web site resources.

### **15-35. Military occupational specialty 35Z, career development model**

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal/informal education activities in one location. ACT is accessed from the Soldier's AKO Homepage, by selecting "My Training" from the "Self Service" dropdown, then select "Visit ACT" from the "ACT" gadget. It may also be accessed at the following Web address: <https://actnow.army.mil>.

### **15-36. Military occupational specialty 35Z, Reserve Component**

The integrated use of the RC is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire



spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve, the RC NCOES satisfies PD and functional area requirements. This is the same for all components.

### **15–37. Military occupational specialty 35T, military intelligence systems maintainer/integrator**

*a. Major duties.* The MI systems maintainer/integrator integrates, configures, monitors, maintains, troubleshoots, and repairs Intelligence systems, equipment, transmission media and networks; conducts intelligence systems and intelligence networks integration; provides technical support to protect information in an intelligence network; performs computer hardware and software installation and reconfiguration; accesses and extracts data from fixed, portable, and wireless communication and storage devices; performs and supervises planning, employment, configuration, integration, monitoring and maintenance of ISR systems, complex computer-controlled MI and national cryptologic systems and networks for all intelligence disciplines to enable near-real-time support to the warfighter's worldwide Intelligence requirements and the requirements of the intelligence community. The purpose of the MI Systems Maintainer/Integrator Career Progression Plan is to inform Soldiers how their career and PD should unfold. Success in this MOS requires demonstrated potential in both technical skills and leadership abilities. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible with duty in both Tactical and Strategic assignments, at DIV and Corps-level, in CONUS and OCONUS; however 35T Soldiers may have more time in MTOE assignments. Soldiers in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions (team leader, squad leader, platoon sergeant, 1SG), and a portion in staff positions.

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* Soldiers should always strive to exceed the standard regardless of the position one currently holds. Self-development displays the ability to have the desire and discipline to move beyond an individual's current abilities. Each soldier should strive to exceed the standards with any position or school, especially within institutional training. Boards select successful leaders who have served in a variety of assignments, have supported their role as MI NCO by consistently increasing their civilian and military education levels, and displayed a trend of outstanding performance in each position held. Broadening assignments reflect opportunities for Soldiers to experience a unique set of duties often found nowhere else in the Army. Assignments include, but are not limited to: Joint Intelligence activities. Time spent in a broadening assignment should be limited to three years before returning to their more conventional MOS duties. Although many SMUs require a minimum obligation, Soldiers should still progress and be successful commensurate with their conventional MOS counterparts at the appropriate skill levels.

(1) *Private E-1: specialist/corporal.*

*(a) Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. This can be acquired in tactical and/or strategic assignments serving as an MI System maintainer/integrator. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation. Additional responsibility and experience is also gained through seeking additional duties. Soldiers and NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to the Army profession and ethic, maintaining high physical fitness standards, consistent compliance with height and weight standards, having strong counseling packets reflecting outstanding duty performance and potential in challenging positions and varied assignments, and receiving a college degree from an accredited institution. MOS 35T can serve in the following positions at this skill level: MI systems maintainer/integrator.

*(b) Self-development.* Pursuit of a higher education is strongly recommended. College level courses should include English grammar usage, automation, technical writing, public speaking, geography, and other math, science and electronics subjects that enhance the knowledge gained in IET. Courses in management and communication will enhance the ability to lead Soldiers in future positions. MOS-related courses in basic analysis techniques, signal technology, computer security, and the principles of radio wave propagation, are also beneficial. Education includes but is not limited to: civilian college degree, technical certification, NDIC, UGIP/PGIP, BSI, and MSSSI. The certifications found on the COOL Web site have been identified for promotion point conversion. Soldiers should strive to earn their associate's degree by their 12th year of service and a bachelor's degree by their 16th year of service. (For additional information on self-development, refer to para 2–13.)

*(c) Additional training.* Computer-Electronics Installer Course. In addition, training and experience is available via the U.S. Army INSCOM Foundry Program. Courses may include the Trojan Spirit Operator Course, Interactive On-Net Operator Course, Intelligence Workstation Certification Course (IWCC), Army Maintenance Management Course, and Weapons Intelligence Course (WIC). (See para 15–2c or DA Pam 611–21 for additional training.)

*(d) Special assignments.* N/A.

(2) *Sergeant.*

(a) *Institutional training.* Achieving distinction attending PME/NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of their career should be in developing their Soldier and leadership skills, honing their technical expertise, and laying a foundation of tactical knowledge. NCOs at this rank should serve in a team leader position. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience. MOS 35T can serve in the following positions at this skill level: MI systems maintainer/integrator, TES integrator/maintainer; system design NCO, and technical intelligence (TECHINT) analyst. The following additional assignments should be considered broadening assignments: instructor/writer.

(c) *Self-development.* As Soldiers develop as NCOs, individual development is vital for success at every work role and rank. Pursuit of an associate's or bachelor's degree is strongly recommended. Continued emphasis on college level courses in the areas of mathematics, information system forensics, and computer science topics is helpful. Intermediate and advanced technical computer and electronic industry certifications should be sought after and obtained. Continued self-development on and off duty demonstrates an NCO's willingness to seek self-improvement and an always learning attitude. This is achieved by attending and winning NCO recognition board awards such as "NCO of the Quarter" award, the "SGT Audie Murphy" award, and the "SGT Morales" award. This shows a commitment in developing themselves ahead of their peers. (For additional information on self-development, refer to para 2-13.)

(d) *Additional training.* Computer-Electronics Installer Course. In addition, training and experience is available via the U.S. Army INSCOM Foundry Program. Courses may include the Army Basic Instructor Course, Trojan Spirit Operator Course, Interactive On-Net Operator Course, IWCC, Army Maintenance Management Course, and WIC. (See para 15-2c or DA Pam 611-21 for additional training.)

(e) *Special assignments.* Great Skill Program (GSP); SMU; defense attaché OPS NCO.

(3) *Staff sergeant.*

(a) *Institutional training.* Achieving distinction attending PME/NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of their career must be on continued development and refinement of their leadership skills and tactical and technical expertise. Choose duty assignments to add diversity to the assignments already completed. SSGs should serve at least 18 months as a squad leader. NCOs should set personal standards and goals in order to remain competitive for promotion to include demonstrating high standards of conduct and adhering to the Army profession and ethic, the warrior ethos, the NCO Creed; maintaining high physical fitness standards and consistent compliance with height and weight standards; completing civilian education courses while maintaining a high grade point average from an accredited institution; exceeding NCOES course standards (Distinguished Honor Graduate, Commandant's List, Honor Awards), selection for SGT Audie Murphy/SGT Morales Clubs; have strong counseling packets and DA Forms 2166-8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and varied assignments competing and mentoring Soldiers and Junior NCO for Month, Quarter, Year competitions; and NCOs should maintain a current DA photo wearing current rank and a proper fitting uniform. Technical skills will be taken to the next level by serving as an instructor/writer. Avoid back-to-back assignments of a similar type as this reduces MOS proficiency due to continuous changes in modernization, structure, and doctrine. MOS 35T can serve in the following positions at this skill level: MI systems maintainer/integrator SGT, RDT&E NCO, OPS SGT, EW strategic systems repairer, and TECHINT analyst. The following additional assignments should be considered broadening assignments: inspector general; OC-T; retention NCO; Advisor and Assistance Team (formerly TT); training developer; instructor/writer; drill sergeant, small group leader, recruiter, and AIT platoon sergeant.

(c) *Self-development.* Continued pursuit of an associate's or bachelor's degree is strongly recommended. Expansion on Computer Science, Information Systems Security and Technologies college courses is recommended. Intermediate and advanced technical computer and electronic industry certifications should be sought after and obtained. For additional information on self-development, see paragraph 2-13.

(d) *Additional training.* Computer-Electronics Installer Course. In addition, training and experience is available via the U.S. Army INSCOM Foundry Program. Courses may include the Army Basic Instructor Course, Trojan Spirit Operator Course, Interactive On-Net Operator Course, IWCC, Army Maintenance Management Course, and WIC. (See para 15-2c or DA Pam 611-21 for additional training.)

(e) *Special assignments.* GSP; SMU; and defense attaché OPS NCO.

(4) *Sergeant first class.*

(a) *Institutional training.* Achieving distinction attending PME/NCOES demonstrates being ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The focus during this phase of their career should be in assignments as a platoon sergeant for a minimum of 24 months. The platoon sergeant's job as the senior trainer in the PLT is essential in the development of junior leaders. Similar duties, such as senior drill sergeant, should be viewed in the same category. Staff assignments in the S2/S3 not exceeding 36 months at the BN or higher level contribute to the diversity of a successful career. Consecutive staff assignments should not be sought. Senior leadership positions are necessary in order to be competitive for promotion to MSG/1SG. Successful time spent in demanding positions at skill level 4 and 5

are considered best qualified for promotion. MOS 35T can serve in the following positions at this skill level: Senior MI systems maintainer/integrator, section SGT, senior TECHINT analyst, instructor/writer, and RDT&E NCO. The following additional assignments should be considered broadening assignments: AIT platoon sergeant; combat advisor (including Security Force Assistance, Advisor and Assistance Team or TT), OC-T, EOA, inspector general, senior drill sergeant, RDT&E SNCO, DET SGT, platoon sergeant, NCOPD instructor, section NCOIC or equivalent, senior instructor/writer, senior SGL, and senior training developer. These assignments vary in scope and responsibility, however, the duties and responsibilities are appropriate for this grade level; serving in these positions are evaluated on the merits of their performance and specific responsibilities associated with the unconventional or unique circumstances of the assignment. When considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine their level of performance and potential to serve at the next higher grade.

(c) *Self-development.* Completion of higher education degree programs in Computer Information Systems, Computer Programming, Network Engineering, and Electronic Technology are strongly recommended. NCOs with degrees are better qualified for promotion. Advanced technical computer industry and electronic certifications should be sought after and obtained. Continued positive recognition at NCO performance boards will set themselves ahead of their peers. Consistent high levels of physical readiness and exceptional appearance at all times will communicate positively to centralized promotion board members. (For additional information on self-development, refer to para 2-13.)

(d) *Additional training.* Computer-Electronics Installer Course. In addition, training and experience is available via the U.S. Army INSCOM Foundry Program. Courses may include the Army Basic Instructor Course, Trojan Spirit Operator Course, Interactive On-Net Operator Course, IWCC, Army Maintenance Management Course, and WIC. (See para 15-2c or DA Pam 611-21 for additional training.)

(e) *Special assignments.* GSP; SMU; and defense attaché OPS coordinator.

(5) *Master sergeant/first sergeant.*

(a) *Institutional training.* CC/FSC. NCOs that achieve distinction in NCOES are clearly ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* The critical assignment for a MSG is 1SG. It is beneficial for career development to serve as a 1SG for at least 24 months (may consist of one or more assignments). Even though 1SG positions for 35T are very limited, NCO must seek them out in order to remain competitive. Currently 35Ts are allocated 1.12 percent of the 190 authorized 1SG positions in the Operating and Generating Force. Because of this, exemplary performance in positions such as senior career manager and chief MI systems maintainer/integrator should be considered favorably because they require leadership and technical expertise. Other important assignments for MSG are OPS SGT, branch chief, NCOA instructor, and chief instructor. Balanced position assignment in two or more different assignments is beneficial and should be considered above their peers for successful service. MOS 35T can serve in the following positions at this skill level: 1SG; OPS SGT; branch chief; NCOA instructor; and chief instructor. The following additional assignments should be considered broadening assignments: senior career manager and the Advisor and Assistance Team (formerly TT). These assignments vary in scope and responsibility, however, the duties and responsibilities are appropriate for this grade level; serving in these positions are evaluated on the merits of their performance and specific responsibilities associated with the unconventional or unique circumstances of the assignment. When considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine their level of performance and potential to serve at the next higher grade.

(c) *Self-development.* Completion of higher education degree programs in Computer Information Systems, Computer Programming, Network Engineering, and Electronic Technology based degrees are strongly recommended. NCOs with degrees are better qualified for promotion. Advanced technical computer industry and electronic certifications should be sought after and obtained. Continued positive recognition at NCO performance boards will set themselves ahead of their peers. Consistent high levels of physical readiness and exceptional appearance at all times will communicate positively to centralized promotion board members. (For additional information on self-development, refer to para 2-13.)

(d) *Additional training.* Computer-Electronics Installer Course. In addition, training and experience is available via the U.S. Army INSCOM Foundry Program. Courses may include the Interactive On-Net Operator Course, Army Basic Instructor Course, IWCC, Personnel Proponent Action Officer, Trojan Spirit Operator Course, WIC, Battle Staff OPS Course and Army Maintenance Management Course. (See para 15-2c or DA Pam 611-21 for additional training.)

(e) *Special assignments.* Embassy duty, GSP, and SMU.

(6) *Sergeant major/command sergeant major.*

(a) *Operational assignments.* The Military Intelligence system maintainer/integrator SGM/CSM can be assigned as a BN or higher CSM, while there are also operational assignments in major training and maintenance activities. These will be command level assignments whether as a SGM or a CSM. Assignments include: Chief MI systems maintainer/integrator, G3 SGM, and major command G4 SGM. The following additional assignments should be considered broadening assignments: committee chief and nominative positions.

(b) *Self-development.* Higher education degree programs, at the baccalaureate level, in Computer Information Systems, Computer Programming, Network Engineering, and Electronic Technology based degrees are strongly recommended and should be completed at this grade. NCOs with degrees are better qualified for promotion. Advanced

technical computer industry and electronic certifications should be sought after and obtained. Continued positive recognition at NCO performance boards will set themselves ahead of their peers. Consistent high levels of physical readiness and exceptional appearance at all times will communicate positively to centralized promotion board members. (For additional information on self-development, refer to para 2–13.)

(c) *Additional training.* Computer-Electronics Installer Course. In addition, training and experience is available via the U.S. Army INSCOM Foundry Program. Courses may include the Interactive On-Net Operator Course, Army Basic Instructor Course, IWCC, Army Maintenance Management Course, Personnel Proponent Action Officer, Trojan Spirit Operator Course, Battle Staff OPS, and the WIC. (See para 15–2c or DA Pam 611–21 for additional training.)

(d) *Special assignments.* Chief career manager.

d. *Army career degrees.* See the College of the American Soldier Career NCO Degree Program, the Service members Opportunity Colleges Army Degree Program (SOCAD), and other installation and Web site education centers and services.

e. *GI Jobs.* See Army COOL Web site, the Army Career and Alumni Program (ACAP) installation office or Web site, Veterans Affairs (VA) Web site, G.I. Jobs Web site, Turbo Transition Assistance Program (TAP) Web site, and Veteran Success (VetSuccess) Web site, and other transition service related installation and Web site resources.

### **15–38. Military occupational specialty 35T, career development model**

Access to the Career Map is located on the ACT Web site. ACT is the Army’s first comprehensive leadership development tool to integrate training, assignment history and formal/informal education activities in one location. ACT is accessed from the Soldier’s AKO Homepage, by selecting “My Training” from the “Self Service” dropdown, then select “Visit ACT” from the “ACT” gadget. It may also be accessed at the following Web address: <https://actnow.army.mil>.

### **15–39. Military occupational specialty 35T, Reserve Component**

The integrated use of the RC is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from maneuver and fires, to OPS support and effects, force sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the military intelligence maintainer and/or integrator RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve, the RC PD NCOES satisfies PD and functional area requirements. This is the same for all components.

## **Chapter 16**

### **Financial Management Technician (Career Management Field 36) Career Progression Plan**

#### **16–1. Duties**

Financial Management battlefield functions are outlined in detail in FM 1–06 and replace the core functions of RM and Finance Operations (FO) as terms. Financial Management integrates these core functions under one term. The individual with singular responsibility for FM at the theater Army, corps, and DIV level is the Assistant Chief of Staff, Financial Management (G–8), who consults with the Financial Management Support Center (FMSC). The Army has deployed modular FM units as part of the Sustainment Warfighting Function within the TSC, Expeditionary Sustainment Command (ESC), and the Sustainment (SUST) BDE. The Financial Management mission is to analyze the commander’s tasks and priorities, and to identify the financial resource requirements that will enable the commander to accomplish the mission. Financial managers acquire, program, budget, allocate, distribute, and control all funds. They provide critical advice to the commander on the best allocation of scarce resources. Additionally they fund Army, Joint, and unified action forces by providing timely procurement and contracting support, banking and currency support, U.S. and non-U.S. pay support, accounting and cost capturing support, financial advice, protecting funds from fraud, waste and abuse, conduct manpower assessments, and analyze CDRs tasks and priorities to ensure proper financial resources are available to accomplish the mission. Financial management units also have the mission to protect and defend themselves, to continue sustainment of the force, and to maintain battle freedom for combat units to engage the enemy. All financial management units must have enhanced communications and adequate automatic data processing equipment to conduct effective split-based OPS. CMF 36 Soldiers need to have knowledge of AR 25–55 and AR 340–21.

#### **16–2. Transformation**

The Finance Corps core values of patriotism, integrity, competence, and service are embodied in its commitment to the global combat force sustainment mission. Although the mission is a highly technical one, financial management NCOs are first and foremost Soldiers who are expected to remain physically fit, tactically proficient, and live the seven Army values. In this regard, it is imperative that financial management NCOs be proficient in all WTBD in order to defend

themselves in hostile environments, take care of their Soldiers, and safely accomplish the mission. Under the modular force structure, financial management NCOs serve in ASCC, Corps, DIV, TSC, and/or ESC G8s, ESC and/or sustainment BDE, financial management support centers, financial management support units, and financial management support detachments. Although continuing advancements and refinements to electronic payroll processing have been implemented, they have not diminished the financial managers' role in that process. There has been, however, an increased focus on budgetary, cost culture, accounting, cash management, travel support, and procurement activities. Financial management NCOs are responsible for leading, training, and advising Soldiers in all aspects of these technical core competencies and must keep abreast of new training opportunities and procedural changes as financial management support systems continue to rapidly evolve. Effects of financial management force modularity have impacted our Corps by converting 16 CSM billets to SGM billets and only two authorized CSM billets will remain for FY 14/15. The three remaining CSM billets are Regimental and/or Corps, U.S. Army Financial Management Command (USAFMCOM). The centralized selection list opportunities for CSM will remain the same for FY14. Additionally, action was approved for renaming the Financial Management Center (FMC) to Financial Management Support Center (FMSC), the Financial Management Company (FMCo) to Financial Management Support Unit (FMSU), and Financial Management DET (FMD) to Financial Management Support DET (FMSD) thereby completing the FM renaming convention of FM tactical units effective FY13. The FMSU was decreased in strength from 27 to 25 as a result of Grade Plate effective FY15 and one of four FMSCs was deactivated effective FY14.

### **16-3. Recommended career management self-development, by rank**

#### *a. Private E-1: specialist/corporal.*

(1) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and master the following military publications: STP 21-1; FM 1-06; FM 4-25.11; FM 7-21.13; AR 670-1; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DANTEs are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) The ACCP and certification programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES and COOL Web sites. CLEP and the DANTEs tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site to obtain maximum Army and/or American Council on Education Registry Transcript (ARRTS) transfer credits. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

(6) Soldier boards such as Soldier of the Quarter and/or Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications are available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

#### *b. Sergeant.*

(1) The quality and success of a SGT's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) These NCOs should study and master these additional military publications: STP 21-24-SMCT; FM 1-06; FM 3-22.9; FM 6-22; TC 7-22.7; AR 25-50; AR 600-8-19; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGTs willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site to

obtain maximum Army and/or American Council on Education Registry Transcript (ARRTS) transfer credits. Additionally, SGTs should strive to serve in some of the following demanding assignments: Budget analyst, disbursing analyst, vendor service analyst, and accounting analyst.

(5) Soldier boards such as NCO of the Quarter and/or Year and the SGT Audie Murphy and/or SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) The ACCP and certification programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES and COOL Web site.

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications are available at on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*c. Staff sergeant.*

(1) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master these additional military publications: FM 1-06; FM 3-16; FM 6-22.5; -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(2) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSG willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site to obtain maximum Army and/or American Council on Education Registry Transcript (ARRTS) transfer credits. These self-development options are based on the SSG's own desire to excel. At this stage, SSG should seek opportunities to pursue completion of an Associate's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Additionally, SSGs should strive to serve in some of the following demanding assignments: Senior budget analyst, small group leader NCOES, instructor at an Army Service School and/or AIT, senior disbursing analyst, and writer/developer.

(4) Soldier boards such as NCO of the Quarter and/or Year and the SGT Audie Murphy and/or SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(5) The ACCP and certification programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES and COOL Web site.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. A list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*d. Sergeant first class.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCOs develop organizational leadership skills needed to coach, teach and mentor Soldiers. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: AR 350-1; FM 1-06; FM 3-07; AR 600-9; AR 600-20; AR 600-25; AR 27-10; AR 600-8-2; AR 600-8-22; AR 750-1; all level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFC willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an Associate's Degree by 12 years and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to a SFC. Additionally, SFC should strive to serve in some of the following demanding assignments: Budget manager, financial management manager, DET SGT, disbursing manager, small group leader at an Army Service School and/or NCOES, proponent career management NCO, senior instructor at an Army Service School/AIT, and writer/developer.

(5) Soldier boards such as NCO of the Quarter/Year and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) The ACCP and certification programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES and COOL Web site.

(7) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. A list of certifications is available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*e. Master sergeant/first sergeant.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCOs develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to MSG. Strive to complete a degree program or accumulate four years of college credit towards a degree. However, continuing civilian education (completion of associates by the 12<sup>th</sup> year or bachelor's degree by the 16<sup>th</sup> year) is recommended.

(2) MSGs and/or 1SGs should study and master the following additional military publications: AR 601–280; AR 600–20; DA Pam 611–21; AR 840–10; AR 220–1; FM 1–06; AR 623–3.

(3) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations. Additionally, MSGs should strive to serve in some of the following demanding assignments: 1SG, financial management advisor, financial management inspector, financial OPS advisor, budget analyst, and senior instructor at an Army Service School and/or AIT.

(4) The ACCP and certification programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES and COOL Web site.

(5) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

*f. Sergeant major/command sergeant major.*

(1) The goal of the SGM and/or CSM is to possess an upper level degree and be working toward a Master's Degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM and/or CSM will often be representing the command or Army in civic functions.

(2) The SGM and/or CSM should read publications on their chains of command professional reading list. TC 7–22. 7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP and certification programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES and COOL Web site.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

#### **16–4. Military occupational specialty 36B, financial management technician**

*a. Major duties.* Performs or supervises duties specific to the following financial management processes: budgeting, disbursing, accounting of government funds, payment for travel and commercial vendor services, pay support of Soldiers and foreign national employees, protecting funds from fraud, waste and abuse, conduct manpower assessments, analyze CDRs tasks and priorities to ensure proper financial resources are available to accomplish the mission and internal control OPS. Must maintain the highest degree of integrity, honesty and character-NO CRIMINAL RECORD.

*b. Prerequisites.* See DA Pam 611–21 for details.

*c. Goals for development.* Financial management SPCs must meet certain standards in terms of schooling, operational assignments, and self-development to qualify at each rank. Meeting these standards ensures that the Soldier acquires the skills, knowledge, and behaviors to remain proficient. Early assignments to Financial Management Support Detachments, Units, Centers, and RM (G–8) positions provide the repetitious environment necessary in establishing a valuable technical background. Each Soldier should aggressively pursue education, leadership, and supervisory positions at each level.

(1) *Private E–1: specialist/corporal.*

*(a) Operational assignments.* The focus during the early years of their career should be on mastering basic MOS skills, basic warrior tasks, and building a strong base of technical knowledge. They can acquire the necessary experience in both TDA and MTOE assignments serving as internal control SPC, disbursing SPC, accounting SPC, accounts payable SPC, civilian pay, vendor services SPC, budget SPC, travel SPC, and military pay SPC.

*(b) Self-development.* See paragraph 2–13. The career development model recommends AA and/or associate of science (AS) by the 10<sup>th</sup> year of service and a bachelor of arts (BA) and/or BS by the 16<sup>th</sup> year of service. The ability to earn a bachelor's degree or higher is a good predictor of success in the field of financial management. Finance Corps and/or Regimental Awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR).

*(c) Additional training.* Airborne, Air Assault, CBRN, Combat Lifesaver, Field Sanitation, Fiscal Law, Accounts Payable Administrator Course Army Correspondence Course Program, Standard Financial System (STANFINS), Computerized Accounts Payable System Windows (CAPS–W), Case Management System, Defense Joint Military pay

System (DJMS), Defense Military pay Office (DMO), Wide Area Work-Flow (WAWF), Defense Travel System (DTS), Eagle Cash Card (ECC), Over The Counter network (OTC.net), Paper Check Conversion (PCC), Electronic Document Access (EDA), and Government Fund Enterprise Business System (GFEBS).

(d) *Special assignments.* Recruiter.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of their career should be in MTOE assignments. They should develop Soldier leadership skills, hone technical expertise, and begin laying a foundation of tactical knowledge. SGTs should seek positions that allow them to gain leadership experience. Assignments include performing or supervising accounting, accounts payable, vendor services, budget, disbursing, cash management, and internal control.

(b) *Self-development.* See paragraph 2–13. SGTs should begin to build necessary technical knowledge and experience necessary to achieve certification under a Certified Defense Financial Manager Program. The career development model recommends AA/AS by the 10<sup>th</sup> year of service and a BA and/or BS by the 16<sup>th</sup> year of service. The ability to earn a bachelor's degree or higher is a good predictor of success in the field of Financial Management. Finance Corps and/or Regimental Awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR), SGT Audie Murphy Club, and SGT Morales Club induction, Recruiting Awards: Gold Badge, Recruiter Ring, and the Glen E. Morrell Award.

(c) *Additional training.* Airborne, Air Assault, CBRN, Combat Lifesaver, Field Sanitation, Disbursing OPS, Deployed OPS Resource Management Course (DORMC), Principles of Cost Analysis and Management (PCAM), PPBE system, Enhanced Defense Financial Manager's Training (EDFMT), Fiscal Law, GFEBS Financials, and ACCP.

(d) *Special assignments.* Drill sergeant, recruiter, and team leader.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of their careers should be in MTOE assignments. They should continue to develop and refine their leadership skills, as well as tactical and technical expertise. SSGs should seek positions, BDE and BN OPS NCO, which allow them to gain tactical leadership experience. Avoid back-to-back non-tactical assignments. Long TDA assignments reduce tactical proficiencies due to continuous changes in modernization, structure and doctrine. SSGs should seek positions that allow them to gain leadership experience. Assignments include supervising accounting, accounts payable, cash management, vendor services, budget, disbursing, RM, policy and procedures, and internal control.

(b) *Self-development.* See paragraph 2–13. SSGs should continue to build necessary technical knowledge and experience necessary to achieve certification under a Certified Defense Financial Manager Program. The career development model recommends AA/AS by the 10<sup>th</sup> year of service and a BA/BS by the 16<sup>th</sup> year of service. The ability to earn a bachelor's degree or higher is a good predictor of success in the field of Financial Management. Finance Corps and/or Regimental Awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR), SGT Audie Murphy Club and SGT Morales Club induction, Recruiting Awards: Gold Badge, Recruiter Ring, and the Glen E. Morrell Award.

(c) *Additional training.* Airborne, Air Assault, CBRN, Combat Lifesaver, Field Sanitation, Army Comptroller Course (ACC), Intermediate Cost Analysis and Management (ICAM), Resource Management Budget Course (RMBC), Resource Management Tactical Course (RMTTC), Deployable Disbursing System (DDS), RMT, Operation Data Store (ODS), Computerized Accounts Payable System Windows (CAPS-W), Wide Area Work Flow (WAWF), Case Management System, RM Tool, International Treasury Services (ITS.GOV), CASHLINK, DORMC, Fiscal Law, GFEBS Financials and ACCP.

(d) *Special assignments.* Budget manager, developer/writer/instructor, NCO Academy SGL, drill sergeant, section leader, recruiter, AC/RC advisor, Operational Support Teams (OST), and inspector general duty.

(4) *Sergeant first class.* The FM SFCs at skill level 4 provide technical guidance and supervisory oversight as section SNCOs, project managers, and NCOICs in all facets of full spectrum financial management support. Many of these positions require that the SFC be appointed as a deputy financial management officer. SFCs appointed as deputies are authorized to act in place of the officers they serve under and assume the exact same financial liabilities and responsibilities. FM SFCs also are the key trainers and mentors to all FM Soldiers in the preceding levels of skill.

(a) *Institutional training.* Functional courses: Deployed Operations Resource Management Course (DORMC), Disbursing OPS, Enhanced Defense Financial Management Training (EDFMT), Financial Management Leaders Course (FMLC), PPBE system, Resource Management Budget (RMBC), Resource Management Tactical Course (RMTTC), Senior Resource Managers Course, Travel Administration and Entitlements, Professional Courses, Syracuse University: Army Comptroller Course (ACC), Syracuse University, and Defense Financial Management Course (DFMC).

(b) *Operational assignments.* The focus during this phase of their career should balance TDA/MTOE assignments. They should continue to develop leadership skills, hone technical expertise, and improve tactical knowledge. The SFCs should seek positions like detachment SGT and BDE OPS NCO, which allow them to gain tactical leadership experience. Avoid back-to-back, nontactical assignments. Long TDA assignments reduce tactical proficiencies due to continuous changes in modernization, structure and doctrine. The SFCs should seek positions that gain leadership experience in accordance with DA Pam 611–21. Assignments include cash management, policy and procedures, financial management manager, disbursing manager, internal control manager, and budget manager. The following



indicators should be considered positively when evaluating promotion potential for CMF 36 financial management SSGs to the rank of SFC:

1. Soldier is well-rounded; records reflect a variety of assignments both TDA and MTOE, a well-balanced mix of technical and tactical expertise, effective communication skills, and leadership abilities.
2. Strong DA Forms 2166–8, also known as NCOERs, reflecting outstanding duty performance.
3. Exceeds NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leadership Award).
4. Maintains high physical fitness standards and consistent compliance with height and weight standards.
5. Consistently seeks continuous learning opportunities through military courses and civilian educational opportunities.
6. Demonstrates high standards of conduct and adherence to Army values.

(c) *Self-development.* See paragraph 2–13. The career development model recommends earning an AA or AS by the 10<sup>th</sup> year of service and a BA or BS by the 16<sup>th</sup> year of service. The ability to earn a bachelor's degree or higher is a good predictor of success in the field of financial management. Finance Corps and/or regimental awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR), SGT Audie Murphy Club, and SGT Morales Club induction, Recruiting Awards: Gold Badge, Recruiter Ring, and the Glen E. Morrell Award.

(d) *Additional training.* Airborne, Air Assault, CBRN, Combat Lifesaver, Field Sanitation, Executive Comptroller Course (ECC), Contracting Officer's Representative Course (COR), Fiscal Law, GFEBS Financials and Staff SNCO Course.

(e) *Special assignments.* DET SGT, career management advisor and/or NCOPD instructor, proponent career management NCO, writer/developer/instructor at the Financial Management School, NCO Academy SGL, AC/RC advisor, Operational Support Teams (OST, AIT platoon sergeant, MITT, Special Missions Unit, EOR) and inspector general duty. Just as our Nation's fight against terrorism is a global one, so is the financial management mission. No matter where in the world financial management Soldiers are deployed, they are actively supporting some facet of OCO assignments. While not all financial management NCOs will deploy, it is important to remember the challenges they face at their home station—especially those in rear DET leadership positions. Financial management NCOs assigned to leadership positions in rear detachments perform some of the most important functions associated with deployments. The morale of the deployed Soldier is closely tied to the morale and state of his or her Family back home. Soldiers must be assured that while they are making sacrifices to safeguard their country their Families remain safe and secure at home. It is the challenge of the rear DET leadership to keep order back at the home station, keep unit running, account for property, help resolve family problems and provide casualty assistance as required. Rear DET leaders also ensure deployment readiness of stay-behind personnel for possible reach-back requirements.

1. The Army relies heavily upon NCOs who serve in rear DETs during deployment of forces and combat. These NCOs have the tremendous responsibility to care for families of deployed Soldiers, military communities, remaining units, and installations.

2. SMUs (75<sup>th</sup> Ranger Regiment, 160<sup>th</sup> AVN, and so forth) are very high risk assignments. These organizations are on alert 24 hours a day, 365 days a year to rapidly deploy to any worldwide location, including OEF/OIF, to neutralize terrorism.

3. SMU deployments are normally short in duration (60 to 90 days) compared with conventional forces, because of the worldwide readiness requirement. Therefore, Soldiers assigned should not be penalized for tour lengths. All missions are highly classified with very high imminent danger potential.

4. Soldiers who perform successfully in these organizations have demonstrated superior performance and potential and should be given special consideration for promotion. All members underwent a rigorous special selection process that included road marches, swim test, psychological test, leader reactionary course, rappelling, airborne OPS, written examinations, enhanced Physical Fitness Test (addition of pull ups, higher minimums in each event, and so forth), 5 mile standard run, and board selection consisting of a panel of senior officers and CSM.

5. Other SO assignments with SF, JSOC, and SOCOM are also career enhancing assignments with very high demanding classified missions. Some SMU Soldiers are not available under normal docket due to the secret nature of the unit's mission.

6. Due to some classified assignments the Soldier's evaluations may or may not reveal their actual duties (dark side). Nevertheless, they should be given special consideration equal or greater than conventional peers.

(5) *Master sergeant/first sergeant.* FM ISGs and/or MSGs provide technical and operational support and advice to sustainment BDE commanders, FM Support Center directors and G8 and/or Comptrollers on all matters relating to financial management. They may also be called upon to serve as senior enlisted financial management inspectors to inspect and evaluate the full spectrum of functions, activities, and services provided by financial management support detachments, units, and centers.

(a) *Institutional training.* Functional Courses: Defense Decision Support Course (DDSC), Senior Resource Manager's Course, Staff SNCO Course, Accounts Payable, Travel Administration and Entitlements, Disbursing OPS, Joint Service Pay OPS, Deployed Operations Resource Management Course (DORMC), Financial Management Leaders Course (FMLC), Enhanced Defense Financial Management Training (EDFMT), PPBE system, Resource Management Budget (RMBC), Resource Management Tactical Course (RMTTC), Defense Financial Management Course (DFMC),

Professional Courses - Syracuse University: Army Comptroller Course (ACC), Executive Comptroller Course (ECC), (formerly PRMC - Professional RM Course), Professional Certification, and Certified Defense Financial Manager (CDFM).

(b) *Operational assignments.* The focus during this phase of their career can be in both MTOE and TDA assignments. They should focus on mastering leadership skills, technical expertise and tactical knowledge. The MSG should seek assignments as 1SG, budget advisor, financial OPS advisor, financial management advisor, or financial management inspector. The following indicators should be considered when evaluating promotion potential for CMF 36 NCOs to the rank of MSG:

1. Select 36B SFC with a good mix of demonstrated technical expertise, effective communication skills, and leadership abilities.

2. Successful DET SGT duty for a minimum of 12 months.

3. Strong DA Forms 2166–8, also known as NCOERs, reflecting outstanding duty performance and/or potential.

4. Exceeded NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader Award).

5. Consistently passes the APFT and complies with established height and weight standards.

6. Demonstrates high standards of conduct and adherence to Army values.

7. Completed an associate's degree or higher level of education.

(c) *Self-development.* See paragraph 2–13. The career development model recommends earning an AA or AS by the 10th year of service and a BA or BS by the 16th year of service. The ability to earn a bachelor's degree or higher is a good predictor of success in the field of financial management. Professional certification: certified defense financial manager (CDFM). Finance Corps/regimental awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR).

(d) *Additional training.* Airborne, Air Assault, CBRN; Jumpmaster, Defense Decision Support Course, Defense Financial Management Course, Senior Resource Manager's Course, and Cost Management Certificate Course.

(e) *Special assignments.* Deputy commandant, financial OPS manager, AC/RC advisor, Operational Support Teams (OST), MiTT, instructor/writer, EOA, inspector general, SMU and financial management advisor. Just as our Nation's fight against terrorism is a global one, so is the financial management mission. No matter where in the world financial management Soldiers are deployed, they are actively supporting some facet of OCO assignments. While not all financial management NCOs will deploy, it is important to remember the challenges they face at their home station — especially those in rear DET leadership positions. Financial management NCOs assigned to leadership positions in rear detachments perform some of the most important functions associated with deployments. The morale of the deployed Soldier is closely tied to the morale and state of his or her Family back home. Soldiers must be assured that while they are making sacrifices to safeguard their country their Families remain safe and secure at home. It is the challenge of the rear DET leaders to keep order back at the home station, keep unit running, account for property, help resolve Family problems and provide casualty assistance as required. Rear DET leaders also ensure deployment readiness of stay-behind personnel for possible reach back requirements.

1. The Army relies heavily upon NCOs who serve in Rear Detachments during deployment of forces and combat. These NCOs have the tremendous responsibility to care for families of deployed Soldiers, military communities, remaining units, and installations.

2. SMUs (75th Ranger Regiment, 160th AVN, and so forth) are very high risk assignments. These organizations are on alert 24 hours a day, 365 days a year to rapidly deploy to any worldwide location, including OEF/OIF, to neutralize terrorism.

3. SMU deployments are normally short in duration (60 to 90 days) in comparison to conventional forces, because of the worldwide readiness requirement. Therefore, Soldiers assigned should not be penalized for tour lengths. All missions are highly classified with very high imminent danger potential.

4. Soldiers who perform successfully in these organizations have demonstrated superior performance and potential and should be given special consideration for promotion. All members underwent a rigorous special selection process that included road marches, swim test, psychological test, leader reactionary course, rappelling, airborne OPS, written examinations, enhanced Physical Fitness Test (addition of pull ups, and higher minimums in each event), 5 mile standard run, and board selection consisting of a panel of senior officers and CSM.

5. Other SO assignments with SF, JSOC, and SOCOM are also career enhancing assignments, with very high demanding classified missions. Some SMU Soldiers are not available under normal docket due to the secret nature of the unit's mission.

6. Due to some classified assignments the Soldier's evaluations may or may not reveal their actual duties (dark side). Nevertheless, they should be given special consideration equal or greater than conventional peers.

(6) *Sergeant major.* The FM SGM provides technical and operational support and advice to sustainment BDE commanders, FM support center directors, and G8 and/or comptrollers on all matters relating to financial management.

(a) *Institutional training.* Functional Courses: Defense Decision Support Course (DDSC), Deployed Operations Resource Management Course (DORMC), Financial Management Leaders Course (FMLC), PPBE system, Resource Management Budget Course (RMBC), Resource Management Tactical Course (RMTC), Senior Resource Manager's Course, Staff SNCO Course, Professional Courses - Syracuse University: Army Comptroller Course (ACC), Executive

Comptroller Course (ECC), (formerly PRMC - Professional RM Course), Professional Certification: Certified Defense Financial Manager (CDFM), Certified Government Financial Manager (CGFM), and Certified Payroll Assistant (CPP).

*(b) Operational assignments.* To enhance career development, vary assignments between both MTOE and TDA assignments. They should focus on broadening experiences. The SGM should seek assignments as Senior Financial Management OPS Advisor or G-8 Senior Financial Management Advisor. The following indicators should be considered when evaluating promotion potential for CMF 36 NCOs to the rank of SGM:

1. Select 36B ISGs or MSGs with a good mix of demonstrated technical expertise, effective communication skills, and leadership abilities.
2. Currently serving in an E-9 capacity, graduates of USASMA, and those attending the resident phase.
3. Successful ISG duty for a minimum of 12 months.
4. Strong DA Forms 2166-8, also known as NCOERs, reflecting outstanding duty performance and/or potential.
5. Exceeded NCOES course standards (Honor Graduate, Commandant's List, and Distinguished Leader Award).
6. Consistently exceeds the APFT and complies with established height and weight standards.
7. Demonstrates high standards of conduct and adherence to Army values.
8. Completed baccalaureate degree or higher education by the 16<sup>th</sup> year.

*(c) Self-development.* The career development model recommends acquiring an AA or AS by the 10<sup>th</sup> year of service, and a BA or BS by the 16<sup>th</sup> year of service. The ability to earn a bachelor's degree or higher is a good predictor of success in the field of financial management. Professional certification: certified defense financial manager (CDFM). Finance Corps and regimental awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR).

*(d) Additional training.* Airborne, Air Assault, CBRN; Jumpmaster Defense Decision Support Course, Defense Financial Management Course, Senior Resource Manager's Course, and Cost Management Certificate Course. Accounting and Analysis Course, Budgeting, and Execution System.

*(e) Special assignments.* Senior financial management OPS advisor, chief, career management NCO, Commandant NCO Academy, inspector general, AC/RC advisor/coordinator, instructor/writer, and G-8 financial management advisor. Just as our Nation's fight against terrorism is a global one, so is the financial management mission. No matter where in the world financial management Soldiers are deployed, they are actively supporting some facet of overseas contingency OPS assignments. While not all financial management NCOs will deploy, it is important to remember the challenges they face at their home station — especially those in rear DET leadership positions financial management NCOs assigned to leadership positions in rear detachments perform some of the most important functions associated with deployments. The morale of the deployed Soldier is closely tied to the morale and state of his or her Family back home. Soldiers must be assured that while they are making sacrifices to safeguard their country their Families remain safe and secure at home. It is a challenge of the rear DET leaders to keep order back at the home station, keep unit running, account for property, help resolve Family problems, and provide casualty assistance as required. Rear DET leaders also ensure deployment readiness of stay-behind personnel for possible reach-back requirements. The Army relies heavily upon NCOs who serve in rear DET during deployment of forces and combat. These NCOs have the tremendous responsibility to care for families of deployed Soldiers, military communities, remaining units, and installations.

#### **16-5. Military occupational specialty 36B, professional development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

#### **16-6. Military occupational specialty 36B, Reserve Component**

*a. Major duties.* RC financial management Soldiers play an important role in the financial management mission. To qualify for the MOS 36B RC Soldiers must complete the Financial Management SPC Course conducted by the U.S. Army Financial Management School or a RC training institution designated by the U.S. Army Financial Management School. All other entry standards apply. Duty assignments for career progression are the same for RC as for the AC. Technical training is essential to the wartime effectiveness of the financial management mission and depends heavily on the quality of RC financial management Soldiers. RC financial management Soldiers deploy in the same capacity as AC financial management Soldiers.

*b. Reclassification.* In order to reclassify as a financial management technician, an NCO must first complete the Financial Management SPC Course conducted by the U.S. Army Financial Management School or a RC training institution designated by the U.S. Army Financial Management School. Additionally, in order to be considered MOS-qualified, SSGs who reclassify must also attend the Financial Management ALC and SFC and above who reclassify must attend the Financial Management SLC.

## **Chapter 17 Psychological Operations (Career Management Field 37) Career Progression Plan**

### **17-1. Mission**

(Proponency note: To differentiate between the manning of the force and the renamed capability/function, use the following naming conventions: psychological operations (PSYOP). This is used when referring to the career management field, MOS, branch, regiment, and Soldiers manning the MIS force, for example PSYOP SGT, PSYOP officer, and the PSYOP regiment. MIS. This is used when referring to former PSYOP echelons of command that perform the function (for example, Military Information Support Group (MISG), Military Information Support Task Force (MISTF), Military Information Support Battalion (MISB), MIS company, MIS detachment, and MIS team). This is used when referring to the function formerly known as PYSOP and generic forces, units, and/or organizations, and performing or having responsibility for the function (for example, MISO force, MISO units, MISO proponent, MISO efforts, MISO effects, synchronization and coordination of MISO, MISO products, MISO staff planner (see FM 3-53).)

### **17-2. Duties**

The mission of 37F is to alter the behavior of foreign populations in a manner consistent to United States Foreign and National Security policy objectives. CMF 37 Soldiers need to have knowledge of the following: AR 25-55, AR 340-21, and Privacy Act Systems of Records Notices.

### **17-3. Transformation**

37F are a vital part of the broad range of U.S. diplomatic, informational, military, and economic (DIME) activities. The employment of any element of national power, particularly the military element, has always had a psychological dimension. Foreign perceptions of U.S. military capabilities are fundamental to strategic deterrence. The effectiveness of deterrence hinges on U.S. ability to influence the perceptions of others, and this is done by the 37F NCO. The purpose of 37F is to induce or reinforce foreign attitudes and behavior favorable to U.S. national objectives. MISO are characteristically delivered as information for effect, used during peacetime and conflict, to inform and influence. When properly employed, MISO can save lives of friendly and adversary forces by reducing the adversaries' will to fight. By lowering adversary morale and reducing their efficiency, MISO can also discourage aggressive actions and create dissidence and disaffection within their ranks, ultimately inducing surrender. MISO provides a commander the means to employ a non-lethal capability across the range of military OPS from peace through conflict, to war and during post conflict OPS.

### **17-4. Recommended career management self-development, by rank**

*a. Private E-1: specialist/corporal.* (Note. CMF 37 no longer has skill level 1 active duty authorizations as of FY11.)

(1) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. (RA only) Soldiers should concentrate on their foreign language training.

(2) Soldiers should study and master the following military publications: FM 3-53 Military; FM 3.05.301; FM 3-05.302; STP 33-37F14-SM-TG; STP 21-1-SMCT; FM 4-25.11; AR 670-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DANTES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site. CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and PSYOP Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online. Degrees should focus on marketing, journalism, political science, sociology, economics, criminal justice, international relations, psychology, anthropology, or communications including mass and/or multimedia.

(6) Soldier boards such as Soldier of the Quarter and/or Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(7) Soldiers may also earn promotion points for technical certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*b. Sergeant.*

(1) The quality and success of a SGT's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. (RA only) special emphasis should be placed on successfully completing Jumpmaster School and continuation of their foreign language training.

(2) SGT should study and master the following military publications: FM 3-53; FM 3.05.301; FM 3-05.302; STP 33-37F14-SM-TG; STP 21-1-SMCT; FM 4-25.11; AR 670-1; FM 6-22; FM 7-0; FM 7-1; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGT willing to make the required sacrifices should seize the available opportunities. Soldiers should be working towards completing an associate's degree to further their development. Pursuing a college education is not a mandatory requirement but one that will place the Soldier above his peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Degrees should focus on marketing, journalism, political science, sociology, economics, criminal justice, international relations, psychology, anthropology, or communications, including mass and/or multimedia.

(5) Soldier boards such as NCO of the Quarter and/or Year and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site. CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program. The 37F NCOs should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

(7) Soldiers may also earn promotion points for technical certification, a list of certifications are available at the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(8) Active duty 37F SGTs receive the WLC and ALC credit through the Active PSYOP Enlisted Qualification Course.

(9) Reserve Component 37F SGTs should actively pursue attendance and completion of the WLC.

(10) Prerequisites. For initial award of the CMF 37 MOS, see DA Pam 611-21 for details.

*c. Staff sergeant.*

(1) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: FM 3-53; FM 3.05.301; FM 3-05.302; STP 33-37F14-SM-TG; STP 21-1-SMCT; FM 4-25.11; AR 670-1; FM 6-22; JP 3-05; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. (RA only) Special emphasis should be placed on successfully completing Jumpmaster School and continuation of their foreign language training.

(2) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education. SSGs should set the personal goal of completing a minimum of 45 semester hours by this point in their career. Those SSGs willing to make the required sacrifices should seize the available opportunities and plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self-development options are based on the SSG's own desire to excel. At this stage, SSGs should seek opportunities to pursue completion of an associate's degree if they did not already earn one. SSGs will have the opportunity to work on and earn their bachelor's degree during their attendance to the SLC. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. A college degree is not required for promotion, but can be a deciding factor when it comes to determining the best qualified.

(4) The ACCP also provides excellent educational advancements in continued education, leadership, and technical proficiency. Education opportunities are available at the ACES Web site. CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and PSYOP Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online. Degrees should focus on marketing, journalism, political science, sociology, economics, criminal justice, international relations, psychology, anthropology, or communications including mass/multimedia.

(5) Soldier boards such as Soldier of the Quarter and/or Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications are available at on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(7) Active duty SSGs will complete WLC and ALC while attending the CMF 37F enlisted qualification course and should continue their military education and development by attending the SLC, when available. Soldiers and leaders must focus on the PD education of the individual Soldier. A holistic approach to the development of the Soldier should include high physical readiness and conditioning.

*d. Sergeant first class.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. (RA only) a successful SFC should have already completed Jumpmaster School and needs to continue improving on their foreign language training.

(2) These NCOs should study and master the following additional military publications: FM 3-53; FM 3.05.301; FM 3-05.302; STP 33-37F14-SM-TG; STP 21-1-SMCT; FM 4-25.11; AR 670-1; FM 6-22; JP 3-05; FM 27-10; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFC willing to make the required sacrifices should seize the available opportunities. Ideally, a SFC should have completed an associate's degree by 12 years and will have the opportunity to complete their bachelor's degree while attending and completing the SLC but should continue studies towards an upper level degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. Degrees should focus on marketing, journalism, political science, sociology, economics, criminal justice, international relations, psychology, anthropology, or communications, including mass and/or multimedia. Attendance at the National Defense University (NDU) Master Degree Program through USAJFKSWCS is encouraged for those best qualified. The self-development process should now shift to advanced skills. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to a SFC.

(5) The ACCP also provides excellent educational advancements in continued education, leadership, and technical proficiency. Education opportunities are available at the ACES Web site.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications are available at the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*e. Master sergeant/first sergeant.*

(1) Major duties. The MSG and/or 1SG is the SNCO of a MIS DET (O-3 Level) and/or Company (O-4 level of command) or serves as a MISO Planner at the various levels of command up to senior level HQ. Additionally, PSYOP MSGs can serve in a variety of key positions that require SNCO experience. In the role of a MIS Company 1SG, he is the primary advisor to the commander on all matters pertaining to enlisted personnel, individual training, and advance skills training. He provides vast experience and knowledge to the commander in regards to Soldier equipment and experience in all support OPS. They enforce the implementation of established policies and standards on the performance, training, appearance, and conduct of enlisted personnel within the command. They provide counsel and guidance to the NCO within the company. In other roles as a MISO Planner, they fill a key staff role within the commands managing the daily MISO activities and OPS for the HQ he is assigned. They provide seasoned experience in all aspects of MISO missions and OPS to the staff.

(2) Goals for development. The vast majority of enlisted authorizations in CMF 37 for MSGs and 1SGs are in operational assignments. Historically, all PSYOP NCO will spend the majority of their career in assignments within the Military Information Support Command (MISOC). The key and developmental positions that a PSYOP SGT must be successful in to qualify to be a MSG and/or 1SG are the MIS-T NCOIC and TMIS-T NCOIC. Successful performance in one or more of these positions in combination with success in other developmental assignments as a PSYOP SGT at the BN, GP, MISOC and other levels of HQ commands (examples of higher commands: USASOC, USAJFKSWCS, USSOCOM, and the six TSOC) prepare PSYOP SNCO to be qualified to perform the duties as a MSG and/or 1SG. While the MIS-T NCOIC and TMIS-D NCOIC positions are the cornerstone of the career path the MSG and/or 1SG, positions at the MIS BN or higher have increased responsibility and include planning OPS OCONUS in the Military Information Support Task Force (MISTF), Combined and Joint HQ, (examples are JSOTF-P, CFSOCC-A, CJSOTF-A, CJSOTF-AP or other designated Task Forces). The best qualified senior PSYOP SGT for MSG and/or

1SG will have performed exceptionally well at the Team level and as a Staff NCO at one of the levels of command. Additionally, some PSYOP NCO, following a performance as a Team NCOIC will have assignments in and out of the MISOC that are not the traditional PSYOP SFC position. Successful performance in these positions is enhancing and provides a strategic overview of the entire Army force. These assignments include SORB Recruiter, drill sergeant, Senior Instructor United States Army JFK Special Warfare Center and Schools (SWCS), Assessor for the Psychological Operations Assessment and Selection (POAS), Observer and/or Controller JRTC, Doctrine Writer SWCS, EOA, Reserve Advisor, and USASOC Staff NCO. SGT should avoid extended or consecutive assignments (in excess of 48 months and/or back-to-back) in TDA assignments in USAJFKSWCS or staff assignments away from the operational force (MISOC) prior to completing an assignment as both a MIS-T NCOIC and a TMIS-T NCOIC.

(3) Operational assignments. The MIS DET and Company is the primary operational and war-fighter assignment for a MSG and/or 1SG. These positions range from the Operational DET and Company 1SG and/or GP level assignments to the operational assignments in TSOC or in a deployed task force and/or command. Some select MSGs will also see assignments to senior commands and nominative positions at HRC and the generating force at USAJFKSWCS, Special Warfare Training Group (SWTG) and NCOA.

(4) Self-development.

(a) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCOs develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. Strive to complete a degree program or accumulate two years of college credit towards a degree. However, continuing civilian education (completion of associates or bachelor's degree) is encouraged. Attendance to the SMC and/or Joint Special OPS Forces Senior Enlisted Academy will allow those selected MSG the opportunity to complete advanced degrees. Degrees should focus on marketing, journalism, political science, psychology, anthropology, or communications including mass/multimedia. A successful MSG should have already completed Jumpmaster School and needs to continue improving on their foreign language training.

(b) MSGs and/or 1SGs should study and master the following military publications: AR 601-280, AR 600-20, DA Pam 611-21, AR 840-10, and AR 220-1.

(c) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(d) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(e) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

(5) Institutional training. Prior to assuming a Company 1SG position in PSYOP, a MSG will have graduated from an Advanced Airborne course (Jumpmaster School), and attend the USASOC Pre-Command Courses.

(6) Special assignments. Nominative MSG assignments are all coordinated through the Office of the CSM, Military Information Support Command.

*f. Sergeant major.*

(1) Major duties. The SGM is the OPS SGM of a MISB (O-5 level of command), the MISG (O-6 level of command) or the Military Information Support Command (MISOC) (O-7 level Command.). They fill a key staff role within the commands managing the daily activities and OPS for the HQ where assigned. They also coordinate and oversee the daily activities of a deployed Joint operations center (JOC). They provide seasoned experience in all aspects of MISO missions and OPS to the staff. Additionally PSYOP SGMs can serve in a variety of key positions that require SNCO experience.

(2) Goals for development. The vast majority of enlisted authorizations in CMF 37 for SGM are in operational assignments (for example, MISOC, DIV HQ Staff, and Corps HQ Staff). Historically all PSYOP NCO will spend the majority of their career in operational assignments within the MISOC. The key and developmental position that a PSYOP MSG and/or 1SG must be successful in to qualify to be a SGM is as Company 1SG of a MIS Company or HQ Company. Successful performance as a Company 1SG in combination with success in other developmental assignments as an OPS SGT at the DET and other levels of command (examples of higher commands: USASOC, USAJFKSWCS, USSOCOM, and the six TSOC) prepare PSYOP MSGs and 1SGs to be qualified to perform the duties as a PSYOP SGM. While the Company 1SG position is the cornerstone of the career path, the OPS SGM, positions at the MISG or higher have increased responsibility and include planning OPS OCONUS in Combined and Joint Special OPS Task Force HQ, (examples are CFSOCC-A, CJSOTF-A, CJSOTF-AP or other designated Task Forces). The best qualified PSYOP NCO for SGM will have performed exceptionally well at the Company level and as an OPS SGT at one of the levels of command. Additionally, some MSGs, following a performance as a Company 1SG, will have assignments in and out of SOF that are not the traditional MISO positions. Successful performance in these positions is enhancing and provides a strategic overview of the force. These assignments include Senior Career Manager, DIV and/or Corps Planner, BCT PSYOP Staff NCO, Special Assignment (OGA), Senior OC-T JRTC, Senior PSYOP Instructor, Senior

Doctrine Writer, and USASOC Staff NCO. MSGs should avoid extended or consecutive assignments (in excess of 48 months and/or back-to-back) in TDA assignments in USAJFKSWCS or staff assignments away from the operational force (MISO GP) prior to completing an assignment as a Company 1SG.

(3) Operational assignments. The MIS BN, GP and MISOC are the primary operational and war-fighter assignments for a SGM. These positions range from the Operational BN and/or GP level assignments to the operational assignments in a TSOC, Corps HQ, or in a deployed task force and/or command. Some select SGM will also see assignments to senior commands and nominative SGM positions at the Joint Staff and USSOCOM. Some SGM will also see assignment to the generating force USAJFKSWCS, Special Warfare Training Group (SWTG) and NCOA.

(4) Self-development.

(a) The goal of the SGM is to possess an upper level degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM will often be representing the command or Army in civic functions.

(b) The SGM should read publications on their chains of command professional reading list. TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(c) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(d) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

(5) Special assignments. Nominative SGM and assignments are all coordinated through the Office of the CSM, MISOC and the Office of the CSM USASOC.

*g. Command sergeant major.*

(1) Major duties. The CSM is the SNCO of a MISO BN (O-5 level of command), GP (O-6 level of command) and MISOC (O-7 level of command). He is the primary advisor to the commander and his staff on all matters pertaining to enlisted personnel, individual training, and advance skills training. They provide vast experience and knowledge to the commander and staff in regards to Soldier equipment and seasoned experience in MISO missions and combat and/or CS OPS. They enforce the implementation of established policies and standards on the performance, training, appearance, and conduct of enlisted personnel within the command. They provide counsel and guidance to the NCO and all enlisted personnel within the organization.

(2) Prerequisites. For initial award of the CMF 37 MOS, see DA Pam 611-21 for details.

(3) Goals for development.

(a) The vast majority of enlisted authorizations in CMF 37 for SGM and CSM are in operational assignments (for example, MISB, MISG or MISOC). Historically, all PSYOP NCO will spend the majority of their career in war-fighter assignments within the MISOC. The key and developmental positions that a PSYOP SGM must be successful in to qualify to be a CSM are as a BN OPS SGM, GP OPS SGM, MISOC OPS SGM and other senior levels of HQ commands (examples of higher commands: USASOC, Staff SGM positions at a Corps HQ or echelons above Corps, USAJFKSWCS, USSOCOM, JSOFSEA Instructor, and the 6 TSOC) prepare a PSYOP SGM to be qualified to perform the duties as a PSYOP CSM. OPS SGM positions are the cornerstone of the career path. The OPS SGM positions at the BN or higher have increased responsibility and include managing joint OPS OCONUS in Combined and Joint Task Force HQ, (examples are the MISTF, JISTF SO, IOTF, or other designated Task Forces). The best qualified PSYOP SGMs for CSM will have performed exceptionally well at as an OPS SGM at one of the levels of command, and in a Staff SGM position outside the GP. Additionally, some SGM, following a performance as an OPS SGM will have assignments in and out of SOF that are not the traditional OPS SGM position, successful performance in these positions are enhancing and provide many times a strategic overview of the force. These assignments include the Joint Staff in Washington DC and Inter-Agency positions. Assignments that are also enhancing following a tour in the operational force include; Assistant Commandant USAJFKSWCS NCOA and Instructor at the Joint Special OPS Forces Senior Enlisted Academy, PSYOP Commandant SGM, USAJFKSWCS or Instructor at the USASMA. SGM should avoid extended or consecutive assignments (in excess of 48 months and/or back-to-back) in TDA assignments in USAJFKSWCS or staff assignments away from the operational force (MISO GP) prior to completing an assignment as a BN OPS SGM.

(b) MISB CSM (O-5 level of command), the majority of positions reside in the operational force, (MISG and MISOC) with some positions residing in the generating force in TDA assignments at USAJFKSWCS. Most CSM will spend the majority of their assignments in the operational force. The goal is to bring operational experience to the force so CSM selected for a second CSM tour will normally be slated to serve in a different BN or in a generating force assignment in the USAJFKSWCS. Not all CSM will have a tour in the operational force and generating force before being selected for an O-6 level position. The key developmental position is proven excellence in the MISO Operational



BN and is enhanced by a second proven excellence in another MISO Operational BN, a tour as a CSM in the generating force, and/or a tour as a Garrison CSM in the conventional Army.

(c) MISG CSM (O-6 level of command), reside in only two positions in the operational force, (4<sup>th</sup> and 8<sup>th</sup> MISG). Most CSM selected to the GP level will spend the majority of their assignments in the operational force. CSM selected for a second CSM assignment will normally be slated to serve in the other position in the Operational force or in a Garrison Position in the conventional Army. Not all CSM will have multiple tours in the operational force before being selected for a nominative CSM level position. Some CSM will be selected to Garrison CSM O-6 level positions without O-6 level experience in the operational force based on availability. The key developmental position is proven excellence in the MISO Operational GP (O6 level) command prior to a nominative CSM position or a tour as a CSM at an O-6 Garrison Command.

(4) Operational assignments.

(a) The MISB and MISG are the primary operational and war-fighter assignments for a CSM.

(b) CSM who are qualified at the BN or GP level from CSM tours but were not selected by the ASOF CSM centralized selection list for another command position will be slated for OPS assignments at the senior HQ, USASOC, USASFC (A), USAJFKSWCS, the six TSOC and nominative SGM positions at the Joint Staff and USSOCOM.

(c) CSM who has completed a minimum of one tour at the O-6 level and has completed the requisite institutional training is competitive for assignment to the nominative CSM level. These positions include USASFC (A), USAJFKSWCS, SOCCENT, SOCEUR, SOCAFRICA, SOCPAC, SOCSOUTH, SOCKOR, JFSOC, ODRP, JSOC and other Army nominative assignments at the 1 and 2 star levels. CSM who have completed one nominative assignment are competitive for assignment to the following nominative assignments USSOCOM, USASOC, JSOC, NATO SO Command and other senior Army nominative assignments at the 3 and 4 star level. All 37F CSM selected for a nominative assignment will change to MOS 00Z CSM.

(5) Self-development.

(a) The goal of the CSM is to possess an upper level degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the CSM will often be representing the command or Army in civic functions.

(b) The CSMs should read publications on their chains of command professional reading list. TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geopolitical issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(c) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(d) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

(6) Institutional training. Prior to assuming a CSM position in ASOF, selected SGMs will attend three Pre-Command Courses: Army Pre-Command Course, Fort Leavenworth, KS; ASOF Pre-Command Course, Ft Bragg, NC; JSOF Pre-Command Course, Tampa FL.

(7) Additional training. MISG (O-6 level of command) CSM will be expected to attend Keystone, and possibly Summit, prior to competing for a nominative assignment.

(8) Special assignments. Nominative SGM and CSM assignments to DDSO on the Joint Staff; USSOCOM; all TSOC; National Assessment GP; DTRA; NATO SOF, AWG, USASFC (A), and USAJFKSWCS are all coordinated through the Office of the CSM USASOC.

## **17-5. Military occupational specialty 37F psychological operations specialist**

a. *Major duties.* The 37F Soldier plans, analyzes, develops, designs, distributes, disseminates, and evaluates Military Information Support OPS across the broad range of military OPS.

b. *Prerequisites.* For initial award of the CMF 37 MOS, see DA Pam 611-21 for details. The waiver authority for MOS 37F prerequisites is the PSYOP Commandant, U.S. Army John F. Kennedy Special Warfare Center and School, Fort Bragg, NC 28310-0001.

c. *Goals for development.* Developmental goals are further outlined in of this pamphlet (see chap 2).

(1) Private E-1: Specialist/corporal. (RC only)

(a) *Operational assignments.* PSYOP SPC in tactical or operational PSYOP units.

(b) *Self-development.* For additional information on self-development, see paragraph 17-3.

(c) *Additional training.* Airborne, Language School, Combat Lifesaver Course.

(d) *Special assignments.* None.

(2) Sergeant.

(a) *Institutional training.* WLC and ALC are incorporated in the PSYOP Qualification course (Active Component).

Active duty SGT must be able to maintain airborne status unless not required by MTOE or TDA cultural support training is given to female Soldiers (only) to prepare them specifically as a member of the female engagement team in order to support SO Combat Forces. MOS is immaterial, and not specific to 37F as stated above.

(b) *Operational assignments.* PSYOP SGT in tactical or regional MISO units, team leader assistant team chief.

(c) *Self-development.* SGT should continually enhance their language capabilities. For additional information on self-development, see paragraph 17–3.

(d) *Additional training.* Jumpmaster Course, Tactical Casualty Care Course, Ranger School, Survival, Evasion, Resistance, and Escape (SERE) level C, JSOU Introduction to Irregular Warfare Course (I2WC).

(e) *Special assignments.* None.

(3) Staff sergeant.

(a) *Institutional training.* WLC and ALC are incorporated in the PSYOP Qualification Course for active duty 37s. RA SSG must be able to maintain airborne status unless not required by MTOE or TDA. Cultural Support training is given to female Soldiers (only) to prepare them specifically as a member of the female engagement team in order to support SO Combat Forces. MOS is immaterial, and not specific to 37F as stated above.

(b) *Operational assignments.* Assistant team chief on a tactical or regional MISO team, PSYOP SGT in a tactical or regional MISO team. Staff NCO in a MISO unit.

(c) *Self-development.* Soldiers and Leaders must focus upon the PD and education of the individual Soldier. A holistic approach to development should include high physical readiness and conditioning. Though Soldiers should strive to meet, exceed and maintain a high degree of physical fitness; a physical fitness score of 270 or higher looks favorable. SSG should set the personal goal of completing a minimum of 45 semester hours of college education by this point in their career, and be working to complete an associate's degree, if they have not already. While advanced civilian education is important, the greatest single determiner for promotion is operational experience and performance. Consideration and recognition should be given to SSGs who have been awarded valorous awards, BN, GP, MISOC or ACOM NCO of the Year, and become Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandants List of graduating NCOES or MOS enhancing courses. SSGs should continually enhance their language capabilities and be at a proficiency level of 2/2. SSGs should be MOS qualified for 12 months prior to consideration for promotion to SFC. For additional information on self-development, see paragraph 2–13.

(d) *Additional training.* Jump Master course, Ranger School, Drill Sergeant, Recruiter, SERE level C, NBC Course, Anti-Terrorism and/or Force Protection I/II, Language Refresher training, Intermediate and Advanced Language Training, Joint MISO Staff Planner, ITC, Air Assault course, Air Movement and Air Load Planners course, Combat Lifesavers Course and Battle Staff NCO course, JSOU Introduction to Irregular Warfare Course (IWAC).

(e) *Special assignments.* Instructor and/or writer, drill sergeant, and SORB recruiter, BN and/or GP staff NCO, regional MISO planner, EOR and/or EOA. These positions should impart knowledge and skills for equipping SSG to serve in future positions of greater responsibility.

(4) Sergeant first class.

(a) *Operational assignments.* Team SGT in a tactical or regional MISO team, PSYOP staff NCO at BCT or higher echelon HQ. Active duty SFC must be able to maintain airborne status unless not required by MTOE or TDA.

(b) *Self-development.* SFC should continually enhance their language capabilities and should be at a proficiency level of 2+/2+. Ideally a SFC will have completed an associate's degree by 12 years and will have the opportunity to complete a Bachelor's degree while attending and completing SLC. SFCs should continue their studies, and work towards an upper level degree. Though not required for promotion, a degree may be the deciding factor for promotion when it comes to selecting the best qualified Soldier. SFCs must remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC. Consideration and recognition should be given to SFCs who have been awarded valorous awards, BN, GP, or major command NCO of the Year, and become Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandants List of graduating NCOES or MOS enhancing courses. While Soldiers should strive to meet, exceed and maintain a high degree of physical fitness; a physical fitness score of 270 or higher looks favorable. Absence of civilian education and the lack of critical leadership positions may be considered a major discriminator for selection to MSG. For additional information on self-development, see paragraph 2–13.

(c) *Additional training.* Language refresher training, SERE–C, Battle Staff NCO course, and Antiterrorism/Force Protection Level II. Special Operation Military Deception Course, EW Planners Course, JSOU Introduction to Irregular Warfare Course (I2WC) Special emphasis should be placed on successfully completing the Jumpmaster course.

(d) *Special assignments.* Senior drill sergeant, AIT platoon sergeant, OC–T, instructor and/or writer, and doctrine writer, SORB recruiter, BN and/or GP staff NCO, EOA, reserve advisor.

(5) Master sergeant/first sergeant.

(a) *Operational assignments.* 1SG in a tactical or regional MISO unit, DET NCOIC in a tactical or regional MISO detachment, PSYOP staff NCO at unit of execution or higher echelon HQ. The critical developmental assignment for CMF37 is 1SG. This position develops MSG to perform duties as the SNCO of the tactical or regional unit. Without an assignment as a 1SG, the opportunity for promotion to SGM is significantly limited. Developmentally, MSGs should

serve as a 1SG for at least 24 months. Those considered best qualified for promotion should successfully serve 36 months as a 1SG, which may consist of one or more assignments.

(b) *Self-development.* The best qualified and most successful MSGs have served in a direct leadership position for a minimum of 24 months, one or more years of exceptional and/or strong service outside the operational GP, currently serve in a MSG position, maintained a quality up to date DA photo with an accurate ERB, have developed and maintained a strong pattern of quantifiable excellence ratings by Rater and Senior Rater comments which clearly state strong potential to serve at the next higher grade. These same MSG and/or 1SGs also consistently score 270 or above on the APFT, and consistently exceeds the USASOC Foreign Language Proficiency Standard of 1/1. Though assignments outside of the operational GP provide a strategic overview of the entire Army Force, 37F NCOs should avoid extended assignments (excess of 48 months) in TDA assignments or staff assignments away from the operational force MISG prior to completing an assignment as both a MIS-T NCOIC and a TMIS-T NCOIC. (For additional information on self-development, see paragraph 2-13).

(c) *Additional training.* SO Military Deception Course, JSOU introduction to Irregular Warfare Advanced Course (IWAC). Unless not required by MTOE or TDA, all active duty 37F must be able to maintain airborne status. Review AR 350-1.

(d) *Special assignments.* Senior instructor and/or writer, senior doctrine writer, senior OC and senior career advisor: pronopency or HRC assignment manager. Nominative MSG assignments are all coordinated through the Office of the CSM, MISOC.

(6) Sergeant major/command sergeant major.

(a) *Operational assignments.* SGM 6S or 7S positions, CSM 6C or 7C positions, for additional information, see paragraph 17-3.

(b) *Self-development.* For additional information on self-development, see paragraph 2-13.

(c) *Additional training.* None.

(d) *Special assignments.* SML at SGM Academy and staff SNCO at EAC.

d. *Army career degrees.* See SOCAD Army Career Degree Program. Note: Southern New Hampshire University offers a 2 and 4 year degree plan for PSYOP Soldiers.

e. *GI Jobs.* See the GI Jobs COOL Web site.

#### **17-6. Military occupational specialty 37F career development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

#### **17-7. Military occupational specialty 37F psychological operations specialist, Reserve Component**

The RC is managed the same as the AC with the exception of airborne and language qualifications (see para 17-5).

## **Chapter 18**

### **Civil Affairs (Career Management Field 38) Career Progression Plan**

#### **18-1. Duties**

The primary duty of all Army Civil Affairs (CA) SPCs is to conduct Civil Affairs Operations (CAO) that are planned and executed to mitigate or defeat the impact of threats to civil society and assist in establishing the capability for deterring or defeating future civil threats to U.S. and/or coalition OPS. These OPS are by, with, and through indigenous populations, surrogates and institutions, international agencies, nongovernmental organizations, or other governmental agencies (OGA) applying all instruments of national power. CA SPCs provide military capabilities not available elsewhere in the armed forces. To meet this broad requirement, CA SPCs are organized to support the Services, United States Government (USG) agencies, Allied Forces, agencies of other countries, and various IGOs and their associated NGOs. Mission guidance and priorities including prioritized regional engagement activities and language requirements from respective unified command combatant commanders (CCDRs) provide regional focus. CA SPCs are assigned to, have a command relationship with, or provide support to, Army, Joint, or other Service HQ at the strategic, operational, and tactical levels. As such, CA SPCs must clearly understand Army planning and orders production and joint OPS planning (crisis-action and contingency planning). In addition, CA SPCs must understand the mechanics that underline Army and Joint planning, and how CA integrates into the commander's intent, planning guidance, and the unit's concept of OPS.

#### **18-2. Transformation**

a. The CA SPC supports missions in every theater, in peace and war, throughout the range of military OPS and is a combat multiplier for every commander. The role of the CA SPC in support of civil-military operations (CMO) is clarified for the missions, employment, support requirements, capabilities, and limitations of these forces. CA SPCs are an essential element of CMO by virtue of their area and linguistic orientation, cultural awareness, training in military to

Host Nation (HN) advisory activities and civilian professional skills that parallel common government functions. CA SPCs significantly enable the legitimacy and credibility of the mission by advising on how to best meet the moral and legal obligations to the people affected by military OPS. The CA branch requires NCOs who are, first and foremost, leaders of Soldiers. Whether CA SPCs are assigned to a CA unit, a BCT or a Civil Military Support Element at a U.S. Embassy, they are linked through the core CMF 38 competencies and core tasks to one common mission to engaging the civil component of their operational environment, in order to enhance CMO or other stated U.S. objectives. CA SPCs should be mentally and physically disciplined and well versed in small unit and CA TTP. CA SPCs are required to mentor Soldiers in every aspect to become technically and tactically proficient in their duty position. CA NCOs are the principal trainers and oversee PD within the unit. Their example will inspire others to achieve the same level of commitment and professionalism, enabling them to continue growing as leaders and to train Soldiers and small units.

b. The Army's current personnel requirements have created the need for Soldiers to perform in a variety of demanding assignments in order to accomplish specific missions. Equal consideration should be given to any Soldier who successfully completes a demanding assignment regardless of the unit of assignment where the duty was performed. Each category of these assignments should be considered without favor being given to one assignment over another. Promotion consideration should be based solely on overall performance (for example, instructors are considered based on performance and not the type of instructor they were; CA Team SGTs are evaluated on performance; and not the installation they served at). Listed below is the critical developmental leadership positions that every CA SPCs should strive to serve in during their careers. Although there are numerous authorized duty positions, there is no substitute for serving in these critical leadership positions listed below. These positions are sequential and each carries increasingly greater leadership functions and responsibilities:

(1) *Specialist*. (RC only) The CA SPC serves as the junior member of a CAT. This is the only authorized utilization for SPC and/or CPL within the CA Career field. SPCs who fail to attain at least 24 months of critical developmental time should not be considered best qualified for promotion unless selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 24 months. Proponency note: RA CMF 38 does not have skill level 10 Soldiers.

(2) *Sergeant*. (RC only) The CA SGT serves in a variety of positions in the Company HQ, the CMO Center, the CA planning team, and the civil liaison team. The critical developmental assignment for CMF 38 SGT at the company level is a CA SGT in the CMO. The critical developmental assignment for CMF 38 SGT at the BN level is a CA SGT on the CAT. The critical developmental assignment for CMF 38 SGT at the BDE level is a CA SGT in the CLT. Note that ideally CA SGTs would progress through at least two different levels of developmental assignments, but this may not be possible due to geographic location restrictions. SGTs who fail to attain at least 24 months of rated critical developmental time should not be considered best qualified for promotion unless selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 24 months. Broadening assignments include the CA SGT at the Company HQ Element and assistant OPS NCO positions, which are also important to the development of CA NCOs. Proponency note: RA CMF 38 does not have skill level 20 Soldiers.

(3) *Staff sergeant*. The critical developmental assignment for CMF 38 SSG is a CA NCO or a CAT Health Care NCO (RA only) on a CAT. SSGs who fail to attain at least 18 months of rated critical developmental time should not be considered best qualified for promotion unless selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. A broadening assignment is the assistant OPS NCO position which is also important to the development of CA NCO.

(4) *Sergeant first class*. The critical leadership developmental assignment for CMF 38 SFC is Team SGT on a CAT. SFCs who fail to attain at least 18 months of rated critical leadership time should not be considered best qualified for promotion unless selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. Broadening assignments, such as OPS SGT, health care SNCO (AC only), and CA plans NCOs are also important to the development of CA SNCOs.

(5) *Master sergeant/first sergeant*. The critical leadership developmental assignment for CMF 38 MSG is 1SG. MSG/1SGs who fail to attain at least 18 months of rated critical leadership time should not be considered best qualified for promotion unless selected above their peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. Broadening assignments, such as OPS SGT, health care SNCO, and CA plans NCO, are critical to the development of CA SNCOs.

(6) *Sergeant major/command sergeant major*. The single most demanding assignment at this level is serving as a CSM at the BN level or higher. However, there are numerous positions where the skills and experience of a SGM are critical to mission success. These positions are: OPS SGM, proponency SGM, OC-T at a CTC (JRTC, JMTC, NTC), AWG advisor, ROTC instructor, SMU, AC/RC advisor, Provincial Reconstruction Teams, embedded advisors and trainers, Transitional Training Teams, USASMA instructor, and Nominative positions.

### **18-3. Recommended career management self-development, by rank**

a. *Overview*. The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the pay grade, duty position and mission. CA SPCs should focus their self-development to prepare themselves for positions of greater responsibility throughout their career. Leaders have a responsibility to mentor their Soldiers self-development and to assist them in achieving their individual goals and

meeting the Army's needs. Soldiers should take advantage of as many military courses as possible. The OPTEMPO of tactical assignments may limit the opportunity for civilian education. However, those Soldiers willing to make the required sacrifices should seize available opportunities. CLEP, DANTES, and eArmyU are available for those Soldiers unable to pursue formal civilian courses. Pursuing a college education is not a mandatory requirement, but one that will place the Soldier above their peers. A college degree is not required for promotion, but can be a deciding factor when it comes to the best qualified. CLEP and DANTES can be useful for converting previously acquired knowledge or training into college credit. Opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. The ACCP also provides excellent educational advancements in continued education, leadership, and technical proficiency. Education opportunities are available at the ACES Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online, and may also earn promotion points for technical certification. A list of certifications is available on the COOL Web site. College education is a critical aspect of the self-development program and Soldiers should plan their college program around a degree that relates to their MOS using information provided on the Service members Opportunity Colleges Army Degree SOCAD Web site. While any civilian education shows exceptional degree of motivation due to the austere environment and OPTEMPO assigned to CA, the desired fields of study for CA should include, but are not limited to the following: Public administration, political science, computer science, international studies, emergency management, HR, economics, public safety and security management. The greatest single determining factor for promotion is performance and operational experience. While no established benchmarks exist, the following guidelines are desired when possible:

- (1) A 38B10/SPC/CPL CA SPC selected for promotion to SGT should have ideally completed a minimum of 15 semester hours.
- (2) A 38B20/SGT CA SGT selected for promotion to SSG should have ideally completed a minimum of 30 semester hours.
- (3) A 38B30/SSG CA NCO selected for promotion to SFC should have ideally completed a minimum of 60 semester hours.
- (4) A 38B40/SFC CA NCO selected for promotion to MSG should have ideally completed a minimum of 90 semester hours.
- (5) A 38B50/MSG/1SG selected for promotion to SGM should have ideally completed a minimum of 120 semester hours. In accordance with ALARACT 288/2010 SSD: Implementation Policy.

*b. Structured self-development.* SSD is a new educational program phased into the Army consisting of a mandatory, Web-based learning program designed to work in conjunction with the NCOES. It consists of four levels that Soldiers are required to complete by specified points in their career. SSD is an individual responsibility executed at a Soldier's own pace with first line leader supervision. Soldiers who have already completed required resident NCOES courses will be "grandfathered" into the system and exempted from having to complete lower levels of SSD. However, they will be required to enroll in the program at the requisite level of SSD that corresponds with their current rank. Effective 2 years from the implementation date for each level of SSD, completion of each level becomes a prerequisite for attendance at the next NCOES course. Self-registration for SSD is accomplished through the ATRRS self registration portal. After self-registration, SSD modules are accessed through AKO under the Self Service tab, then My Training, then ALMS. SSD courses can be combined with college level courses to put a Soldier on an educational path to obtain a bachelor's degree contact the Education Office for information and enrollment in college courses in conjunction with SSD. SSD implementation is as follows:

- (1) *SSD 1.* Automatic enrollment in SSD 1 was implemented 1 October 2010 for Soldiers graduating AIT or OSUT.
- (2) *SSD 3.* SSD for NCO who have graduated ALC was implemented 1 January 2011, with a prerequisite date of 1 January 2013 for attending the M-SLC.
- (3) *SSD 4.* SSD for NCO who have graduated the M-SLC was implemented 1 January 2011, with a prerequisite date of 1 January 2013 for attending the SMC.
- (4) *SSD Level 5.* SSD for NCO who have graduated the SMC was implemented 1 May 2011, with a prerequisite date of 1 May 2013.

*c. Specialist/corporal.* (Reserve Component only) Proponency note: RA CMF 38 do not have skill level 1 Soldiers. Skill level 2 is personnel only MOS RA; all RA CMF 38 NCOs are fully trained, qualified, and assigned at skill level 3 and above.)

(1) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Soldiers at this level should be encouraged to enroll and complete the appropriate SSD level and develop a routine of self-development.

(2) Soldiers should study and master the following military publications: JP 3-0; JP 3-57; ADP/ADRP 3-0; FM 3-57; ADP and/or ADRP 5-0; ADP and/or ADRP 6-0; ATP 3-57.10; ATP 3-57.20; ATP 3-57.30; ATP 3-57.50; ATP 3-57.60; ATP 3-57.70; ATP 3-57.80; STP 21-1-SMCT; FM 4-25.11; AR 670-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) Soldiers should seek opportunities to pursue college education in accordance with the self-development goals of the Army. College courses are not required for promotion, but can be a deciding factor when it comes to recognizing the best qualified for advancement. While any civilian education shows an exceptional degree of motivation due to the austere environment and OPTEMPO assigned to CA, the desired fields of study for CA should include, but are not limited to the following: Public administration, political science, computer science, international studies, emergency management, HR, economics, public safety and security management. A 38B10/SPC CA SPC selected for promotion to SGT should have ideally completed a minimum of 15 semester hours. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) While Soldiers should strive to meet, exceed and maintain a high degree of physical fitness; a physical fitness score of 270 or higher looks favorable.

(6) SPCs must be able to maintain airborne status if required by MTOE or TDA.

(7) Maintaining a foreign language proficiency of 1+/1+ or better should reflect favorably.

(8) All Soldiers should strive to achieve higher goals and become a Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandants List of graduating NCOES, or MOS-enhancing courses that is indicative of some of the best qualified Soldiers within the CMF.

(9) Soldier boards such as Soldier of the Quarter and/or Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally. (10) Soldiers may also earn promotion points for Technical Certification, a list of certifications are available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*d. Sergeant.* (Proponency note: Active Component CMF 38 RA CMF 38 do not have skill level 1 Soldiers. Skill level 2 is personnel only MOS; all RA CMF 38 NCOs are fully trained, qualified, and assigned at skill level 3 and above.)

(1) SGTs are key leaders and the primary trainers of Soldiers within the ranks. It is essential that they master the MOS related tasks and the skills required to train, coach, teach and mentor subordinates. At this level self-development becomes a critical aspect of overall MOS competency, career development, and preparation for the next higher grade.

(2) SGTs should study and master the following military publications: JP 3-0; JP 3-57; ADP and/or ADRP 3-0; FM 3-57; ADP and/or ADRP 5-0; ADP and/or ADRP 6-0; ATP 3-57.10; ATP 3-57.20; ATP 3-57.30; ATP 3-57.50; ATP 3-57.60; ATP 3-57.70; ATP 3-57.80; STP 21-24-SMCT; FM 4-25.11; AR 670-1; FM 6-22; JP 3-05; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) Soldier boards such as NCO of the Quarter and/or Year and the SGT Audie Murphy and/or SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(5) Soldiers may also earn promotion points for technical certification, a list of certifications are available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(6) NCOs should seek opportunities to pursue college education in accordance with the self-development goals of the Army. College courses are not required for promotion, but can be a deciding factor when it comes to recognizing the best qualified for advancement. While any civilian education shows an exceptional degree of motivation due to the austere environment and OPTEMPO assigned to CA, the desired fields of study for CA should include, but are not limited to the following: Public administration, political science, computer science, international studies, emergency management, HR, economics, public safety and security management. A 38B20/SGT CA SGT selected for promotion to SSG should have ideally completed a minimum of 30 semester hours.

(7) While Soldiers should strive to meet, exceed and maintain a high degree of physical fitness; a physical fitness score of 270 or higher looks favorable.

(8) SGTs must be able to maintain airborne status if required by MTOE or TDA.

(9) Maintaining a foreign language proficiency of 1+/1+ or better should reflect favorably.

(10) All SGTs should strive to achieve higher goals and become a Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandants List of graduating NCOES, or MOS-enhancing courses that are indicative of some of the best qualified NCOs within the CMF.

(11) SGTs meets the SSD requirement at this level by attending the ALC.

(12) Absence of civilian education or language proficiency, along with the lack of critical leadership positions, should be considered a major discriminator for selection to SSG.

*e. Staff sergeant.*

(1) As NCOs become more senior in rank, self-motivated development becomes more essential. Activities like professional reading or college courses help the NCOs develop organizational leadership skills needed to coach, teach, and mentor Soldiers.

(2) These NCOs should study and master the following military publications: JP 3-0; JP 3-57; ADP and/or ADRP 3-0; FM 3-57; ADP and/or ADRP 5-0; ADP and/or ADRP 6-0; ATP 3-57.10; ATP 3-57.20; ATP 3-57.30; ATP 3-57.50; ATP 3-57.60; ATP 3-57.70; ATP 3-57.80; STP 21-24-SMCT; FM 4-25.11; AR 670-1; FM 6-22; JP 3-05 ; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/>.

(4) NCOs should seek opportunities to pursue college education in accordance with the self-development goals of the Army. College courses are not required for promotion, but can be a deciding factor when it comes to recognizing the best qualified for advancement. While any civilian education shows exceptional degree of motivation due to the austere environment and OPTEMPO assigned to CA, the desired fields of study for CA should include, but are not limited to the following: Public administration, political science, computer science, international studies, emergency management, HR, economics, public safety and security management. A 38B30/SSG CA NCO selected for promotion to SFC should have ideally completed a minimum of 60 semester hours.

(5) While Soldiers should strive to meet, exceed and maintain a high degree of physical fitness; a physical fitness score of 270 or higher looks favorable.

(6) SSG must be able to maintain airborne status if required by MTOE or TDA.

(7) Maintaining a foreign language proficiency of 1+/1+ or better should reflect favorably.

(8) All SSG should strive to achieve higher goals and become a Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandants List of graduating NCOES, or MOS enhancing courses that are indicative of some of the best qualified Soldiers within the CMF.

(9) SSGs must complete the Self-Structured Development (SSD 3) prior to attending the SLC.

(10) Absence of civilian education or language proficiency combined with the lack of critical leadership positions should be considered a major discriminator for selection to SFC.

*f. Sergeant first class.*

(1) SNCOs are expected to pursue self-development to improve their organizational and leadership skills. Professional readings, the pursuit of college degree plans and advanced learning in topics related to the career field are vital to overall career enhancement in the 38B CMF. As NCOs become more senior in rank, self-motivated development becomes more essential. Activities like professional reading or college courses help the SNCOs develop organizational leadership skills needed to coach, teach, and mentor Soldiers.

(2) These NCOs should study and master the following military publications: JP 3-0; JP 3-57; ADP and/or ADRP 3-0; FM 3-57; ADP and/or ADRP 5-0; ADP and/or ADRP 6-0; ATP 3-57.10; ATP 3-57.20; ATP 3-57.30; ATP 3-57.50; ATP 3-57.60; ATP 3-57.70; ATP 3-57.80; STP 21-24-SMCT; FM 4-25.11; AR 670-1; FM 6-22; JP 3-05 ; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/>.

(4) SNCOs should seek opportunities to pursue college education in accordance with the self-development goals of the Army. College courses are not required for promotion, but can be a deciding factor when it comes to recognizing the best qualified for advancement. While any civilian education shows an exceptional degree of motivation due to the austere environment and OPTEMPO assigned to CA, the desired fields of study for CA should include, but are not limited to the following: Public administration, political science, computer science, international studies, emergency management, HR, economics, public safety and security management. A 38B40/SFC CA NCO selected for promotion to MSG should have ideally completed a minimum of 90 semester hours.

(5) SFCs should strive to consistently score 270 or above on the APFT.

(6) SFCs must be able to maintain airborne status if required by MTOE or TDA.

(7) Maintaining a foreign language proficiency of 1+/1+ or better should reflect favorably.

(8) All SFCs should strive to achieve high goals and become a Distinguished Honor Graduate, Honor Graduate, or the top 20 percent Commandants List of graduating NCOES, or MOS-enhancing courses that are indicative of some of the best qualified NCOs within the CMF.

(9) SFC must complete the Self-Structured Development (SSD 3) prior to attending the SLC.

(10) Absence of civilian education or language proficiency and the lack of critical leadership positions should be considered a major discriminator for selection to MSG.

*g. Master sergeant/first sergeant.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers.

(2) MSGs/1SGs should study and master the following military publications: JP 3-0; JP 3-57; ADP and/or ADRP 3-0; FM 3-57; ADP and/or ADRP 5-0; ADP and/or ADRP 6-0; ATP 3-57.10; ATP 3-57.20; ATP 3-57.30; ATP 3-57.50; ATP 3-57.60; ATP 3-57.70; ATP 3-57.80; STP 21-24-SMCT; FM 4-25.11; AR 670-1; FM 6-22; AR 570-9; JP 3-05; AR 350-1; JP 3-57; JP 3-28; FM 6-22; FM 27-10; AR 750-1; JP 3-07.3; JP 3-29; AR 601-280; AR

600–20; DA PAM 611–21; AR 220–1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) At this stage of the SNCO career, MSG and/or 1SGs should already have successfully completed an associate's degree and working towards a bachelor's degree. SNCOs should seek opportunities to pursue college education in accordance with the self-development goals of the Army. College courses are not required for promotion, but can be a deciding factor when it comes to recognizing the best qualified for advancement. While any civilian education shows an exceptional degree of motivation due to the austere environment and OPTEMPO assigned to CA, the desired fields of study for CA should include, but are not limited to the following: Public Administration, Political Science, Computer Science, International Studies, Emergency Management, HR, Economics, Public Safety and Security Management. A 38B50 MSG and/or 1SG selected for promotion to SGM should have ideally completed a minimum of 120 semester hours.

(5) MSG and 1SGs should strive to consistently score 270 or above on the APFT.

(6) MSG must be able to maintain airborne status if required by MTOE or TDA.

(7) Maintaining a foreign language proficiency of 1+/1+ or better should reflect favorably.

(8) All MSG and/or 1SGs should strive to achieve high goals and become a Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandants List of graduating NCOES or MOS enhancing courses are also some of the best qualified NCOs within the CMF.

(9) SSD 4 must be completed prior to attending the USASMA.

(10) Absence of civilian education and the lack of critical leadership positions should be considered a major discriminator for selection to SGM.

*h. Sergeant major and command sergeant major.*

(1) SGM major duties: Duties at the SGM level include providing technical guidance to lower grade personnel in accomplishment of their duties. SGM provide liaison to supported staff and commands, and assists CA commanders and staff officers in planning, organizing, directing, supervising, training, and coordinating activities pertaining to CA at all levels of commands. Within the operational Force, SGM serve as the Senior OPS SGM to commanders of CA Companies, BN, BDE, and higher commands. They also perform JIIM, CMO planning primarily at the CA command, Joint Task Force (JTF), Direct Reporting Units (DRU) and Geographic Combatant Command levels.

(2) CSM major duties: The CSM is the SNCO of a CA BN (O–5 level of command) or BDE (O–6 level of command). CSM are the primary advisor to the commander and his staff on all matters pertaining to enlisted personnel, individual training, and advance skills training. CSM provide vast experience and knowledge to the commander and staff in regards to Soldier equipment and seasoned experience in CA missions and combat and/or CS OPS. CSM enforce the implementation of established policies and standards on the performance, training, appearance, and conduct of enlisted personnel within the command. CSM provide counsel and guidance to the NCO and all enlisted personnel within the organization.

(3) Goals for development.

(4) The vast majority of enlisted authorizations in CMF 38 for SGM and CSM are in operational assignments. Historically, all CA NCO will spend the majority of their career in war-fighter assignments within the CA operational BDE. The key and developmental positions that a CA SGM must be successful in to qualify to be a CSM are as a Company 1SG and a BN Senior OPS SGM, BDE Senior OPS SGM, and other senior levels of HQ commands that prepare a CA SGM to be qualified to perform the duties as a CA CSM. OPS SGM positions are the cornerstone of the career path. The OPS SGM positions at the BN or higher have increased responsibility and include managing joint OPS OCONUS in Combined and Joint Task Force HQ. The best qualified CA SGMs for CSM will have performed exceptionally well as an OPS SGM at one of the levels of command, and in a Staff SGM position outside of a CA unit. Additionally, some SGM, following a performance as an OPS SGM will have assignments in and out of SOF (does not apply to USAR TPU or ARNG) that are not the traditional OPS SGM positions. Successful performance in these positions is enhancing and many times provide a strategic overview of the force. SGM should avoid extended or consecutive assignments (in excess of 48 months and/or back-to-back) in TDA assignments in the generating force or staff assignments away from the operational force (CA operational BN or BDE) prior to completing an assignment as a BN OPS SGM.

(5) CA battalion CSM (O–5 level of command), the majority of positions reside in the operational force with some positions residing in the generating force in TDA assignments. Most CSM will spend the majority of their assignments in the operational force. The goal is to bring operational experience to the force so CSM selected for a second CSM tour will normally be slated to serve in different BN or in a generating force assignment. Not all CSM will have a tour in the operational force and generating force before being selected for an O–6 level position. The key developmental position is proven excellence in the CA operational BN and is enhanced by a second proven excellence in another CA Operational BN, a tour as a CSM in the generating force, and/or a tour in a nominative position.

(6) CA BDE CSM (O–6 level of command) CSM selected to the BDE level will spend the majority of their assignments in the operational force. CSM selected for a second CSM assignment will normally be slated to serve in



another position in the Operational force or in a Garrison Position in the conventional Army. Not all CSM will have multiple tours in the operational force before being selected for a nominative CSM level position. Some CSM will be selected to nominative O-6 level positions without O-6 level experience in the operational force based on availability. The key developmental position is proven excellence in the CA Operational BDE (O6 level) command prior to a nominative CSM position and is enhanced by a tour as a CSM or at the O-5 or O-6 Garrison Command.

(7) Operational assignments.

(8) CSM who are qualified at the BN or BDE level from CSM tours but were not selected by the CSM centralized selection list for another command position will be slated for OPS assignments at senior HQ.

(9) CSM who have completed a minimum of one tour at the O-6 level are competitive for assignment to the nominative CSM level at the 1 and 2 star level of command. CSM who have completed one nominative assignment are competitive for follow-on assignments in other senior Army nominative assignments at the 3 and 4 star level of command. All 38B CSM selected for a nominative assignment will change to MOS 00Z CSM.

(10) Self-development. For additional information on self-development, see paragraph 2-13.

(11) The goal of the SGM/CSM is to possess an upper level degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM and/or CSM will often be representing the command or Army in civic functions.

(12) The SGM and/or CSM should read publications on their chains of command professional reading list. TC 7-22. 7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(13) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(14) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

(15) All SGM and CSM are expected to enroll themselves in SSD 5, which focuses on strategic OPS.

#### **18-4. Military occupational specialty 38B civil affairs specialist**

*a. Major duties.* The CA SPC plans, analyzes, develops, and evaluates CA across the broad range of military OPS and post military OPS. Soldiers and units so identified operate independently or in support of assigned forces. CA OPS are inherently JIIM in nature. They interact closely with indigenous populations. CA forms the nucleus of the Army's CMO expertise for ASOF, the interagency and conventional force modular formations in support of full spectrum OPS. It should be noted that not all CA NCO have the same opportunity to attend MOS enhancing courses regardless of unit assignment. This is critical to professionalizing our CMF. This should be considered when assessing the significance of completed military training courses in regards to potential for performance at the next higher grade. Potential should be regarded as the overall level of performance of assigned duties, coupled with a review of a Soldier's training listed in his OMPF and not just training listed on the ERB. Graduation from any school is not a substitute for performance of assigned duties, as there is a distinction between being a graduate of a school and being able to train and lead Soldiers. CA NCO perform duties in positions requiring specialized training without ever attending a formal school. The Soldier's ability to adapt and develop required skills to perform his duties are indicators of competence, confidence, and agility, while also demonstrating the potential to serve in positions of greater responsibility. As Soldiers advance in their careers and assume leadership roles, they are faced with conditions unique to CA in regards to the availability of documented leadership positions that specifically impact SSG through SGM and/or CSM as follows:

(1) *Staff sergeant.* There are a total of 459 SSG CA positions in the Army, with 445 positions in the operational force and 14 positions in the generating force. More than 97 percent of the positions in the operational force are operational positions.

(2) *Sergeant first class.* There are a total of 518 SFC CA positions in the Army, with 485 positions in the operational force, and the remaining 33 positions in the generating force. Of the 430 positions within the operational force, only 208 are documented CAT SGT positions, which are considered a critical leadership position without substitute. The remaining operational force SFC positions are focused on OPS, liaison, and other staff functions.

(3) *Master sergeant/first sergeant.* There are a total of 196 MSG CA positions in the Army, with 164 positions in the operational force, and the remaining 32 positions in the generating force. Of the 164 positions within the operational force, only 76 are documented 1SG positions, which are considered a critical leadership position without substitute. The remaining operational force MSG positions are focused on OPS, liaison, and other staff functions.

(4) *Sergeant major and command sergeant major.* There are a total of 38 SGM CA positions in the Army, with 32 positions in the operational force, and the remaining 6 positions in the generating force. Of the 32 positions within the operational force, only 25 are documented CA SGM positions and 13 documented CSM positions, which limit leadership opportunities, as the majority of the operational force positions are focused on OPS, liaison, and other staff functions.

*b. Prerequisites.* See DA Pam 611–21 and AR614–200 for details. The waiver authority for MOS 38B prerequisites is the CA Proponency, U.S. Army JFKSWCS, Fort Bragg, NC 28310.

*c. Goals for development.* The CA branch requires NCO who are, first and foremost, leaders of Soldiers. Whether CA SPC are assigned to a CA BN, a BCT or a civil military support element at an U.S. Embassy, they are linked through the core CMF 38 competencies, ASOF attributes and core tasks to one common mission to engaging the civil component of their operational environment, in order to enhance CMO, CAO and other stated U.S. strategic objectives.

(1) *Specialist.* (Reserves Only see para 18–6.) (Proponency note: Active Component CMF 38 does not have skill level 1 Soldiers. Skill level 2 is a personnel only MOS, all CMF 38 NCOs are fully trained, qualified, and assigned at skill level 3 and above.)

(2) *Sergeant.* (Reserves Only see 18–6) (Proponency note: Active Component CMF 38 does not have skill level 2 Soldiers. Skill level 2 is a personnel only MOS, all CMF 38 NCOs are fully trained, qualified, and assigned at skill level 3 and above.)

(3) *Staff sergeant.*

(a) *Operational assignments.* The critical developmental assignment for CMF 38 SSG is a CA NCO or a CAT Health Care NCO on a CAT. SSG who fail to attain at least 18 months of rated critical developmental time should not be considered best qualified for promotion unless selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. A broadening assignment as an Assistant OPS NCO is critical to the development of CA NCO. A highly qualified SSG may be selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months as a CA NCO on a CAT.

(b) *Self-development.* For additional information on self-development, see paragraph 18–3. Soldiers and leaders must focus upon the PD education of the individual Soldier. A whole approach to the development of the Soldier should include high physical readiness and conditioning. While Soldiers should strive to meet, exceed and maintain a high degree of physical fitness; a physical fitness score of 270 or higher looks favorable. The best qualified and most successful SSG have; served as a CA NCO or a CAT Health Care NCO on a CAT for no less than 18 months, maintained a quality DA Photo with an accurate ERB, and have developed and maintained a strong pattern of quantifiable excellence ratings by Rater and Senior Rater comments which clearly state strong potential to serve at the next higher grade. These same SSG also maintain a foreign language proficiency of 1+/1+ or better, and have continued their civilian education by completing a Associates or higher level Advanced Civil School Degree or currently enrolled in college education with at least 1 year or 30 semester hours completed toward approved degree plan. While civilian education is important, the greatest single determiner of promotion is operational experience and performance. Consideration and recognition should be given to SSG who have been awarded valorous awards, BN, BDE and ACOM NCO of the Year, and become Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandants List of graduating NCOES or MOS enhancing courses are also some of the best qualified NCO within the CMF. Board members should review DA Form 1059 and evaluate how the Soldier has performed throughout his military PD/education. Absence of civilian education or language proficiency and the lack of critical leadership positions should be considered a major discriminator for selection to SFC.

(c) *Additional training.* Favorable consideration should be given to those individuals who have completed functional courses such as: Battle Staff NCO course, Basic, Intermediate and Advanced Language Training, Joint Civil Affairs Planner Course, Combat Lifesaver course, Anti-Terrorism and/or Force Protection I/II, JSOU courses, Civil Affairs Medical Sergeants (CAMS) course, Special Operations Combat Medic (SOCM) course, Pathfinder school, Sapper school; FEMA courses; CBRNE courses.

(d) *Special assignments.* CA Recruiter, EOR and/or EOA. Commanders and CSM ensure SSG being placed on special duty or temporary duty are considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSG to serve in future positions of greater responsibility. SSG should avoid back-to-back special assignments.

(4) *Sergeant first class.*

(a) *Operational assignments.* The critical leadership developmental assignment for CMF 38 SFC is Team SGT on a CAT. This position develops SFC to perform duties as the SNCO of a tactical unit and enhances their leadership skills for combat. Without an assignment as a team SGT on a CAT, the opportunity for promotion to MSG is limited. SFC who fail to attain at least 18 months of rated critical leadership time should not be considered best qualified for promotion unless selected above their peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. Developmentally, SFC should serve as team SGT on a CAT for at least 18 months, which may consist of one or more assignments. Broadening assignments such as OPS SGT, Health Care SNCO, CA Plans NCO, CA Doctrine Developer/Writer, CA Recruiter, Civil Affairs Qualification Course Instructor/Writer, Civil Affairs Qualification Course DET NCOIC/platoon sergeant, Civil Affairs SLC, Civil Affairs Assessment & Selection Instructor/Assessor, OC–T at a CTC (JRTC; JMTC; NTC), NCOA Small Group Leader/Chief Instructor are critical to the development of CA SNCO. Likewise, there is no substitute for serving in a team SGT on a CAT a critical leadership position throughout a CA Soldier's career. Team SGT rated time as a SSG should be counted towards the total recommended 18 months as a team SGT on a CAT. A highly qualified SFC may be selected above his

or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months as a team SGT on a CAT. Many SFC may have completed this requirement early on, and then were assigned to other critical assignments, particularly in the Generating Force. There is no substitute for serving in a team SGT CAT critical leadership position in order to gain valuable experience prior to being promoted to MSG.

(b) *Self-development.* For additional information on self-development, see paragraph 18–3. The best qualified and most successful SFC have served as a team SGT on a CAT for no less than 18 months, maintained a quality DA Photo with an accurate ERB, and have developed and maintained a strong pattern of quantifiable excellence ratings by Rater and Senior Rater comments which clearly state strong potential to serve at the next higher grade. These same SFC also maintained a foreign language proficiency of 1+/1+ or better, and have continued their civilian education by completing a Bachelor's or higher level Advanced Civil School Degree or currently enrolled in college education with at least 2 years or 60 semester hours completed toward approved degree plan. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. While civilian education is important, the greatest single determiner of promotion is operational experience and performance. Consideration and recognition should be given to SFC who have been awarded valorous awards, BN, BDE and ACOM NCO of the Year, and become Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandants List of graduating NCOES or MOS enhancing courses are also some of the best qualified NCO within the CMF. Soldiers and leaders must focus upon the PD education of the individual Soldier. A whole approach to the development of the Soldier should include high physical readiness and conditioning. While Soldiers should strive to meet, exceed and maintain a high degree of physical fitness; a physical fitness score of 270 or higher looks favorable. Board members should review DA Form 1059 and evaluate how the Soldier has performed throughout his military PD and/or education. Absence of civilian education or language proficiency and the lack of critical leadership positions should be considered a major discriminator for selection to MSG.

(c) *Additional training.* Favorable consideration should be given to those individuals who have completed functional courses such as: Battle Staff NCO course, Basic, Intermediate and Advanced Language Training, Joint Civil Affairs Planner Course, Combat Lifesaver course, Anti-Terrorism and/or Force Protection I/II, JSOU courses, CAMS course, SOCM course, Sapper school, FEMA courses, CBRNE courses.

(d) *Special assignments.* EOR and/or EOA, AWG advisor, ROTC Instructor, SMU, AC/RC Advisor, Provincial Reconstruction Teams, Embedded Advisors and Trainers, Transitional Training Teams. Commanders and CSM ensure SFC being placed on special duty or temporary duty is considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping SFC to serve in future positions of greater responsibility. SFC should avoid back-to-back special assignments.

(5) *Master sergeant and/or first sergeant.*

(a) *Operational assignments.* The critical developmental assignment for CMF 38 MSG is 1SG. This position develops MSG to perform duties as the SNCO of a tactical unit and enhances their leadership skills for combat. Without an assignment as a 1SG, the opportunity for promotion to SGM should be limited. MSG who fail to attain at least 18 months of rated critical leadership time should not be considered best qualified for promotion unless selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. Developmentally, MSG should serve as 1SG for at least 18 months, which may consist of one or more assignments. Leadership assignments are the key for successful development within CMF 38B. All 1SG positions should be considered equal whether they are in the Operational or Generating forces. The CA Enlisted PD Guide stresses the importance of serving as a 1SG and recommends this experience before advancing to the next higher grade. Broadening assignments such as CMF 38B Senior Career Manager, CMF 38B Assignment Manager, OPS SGT, Senior Health Care NCO, CA Plans NCO, CA Assessment & Selection NCOIC, Civil Affairs Senior Doctrine Developer/Writer, OC–T at a CTC (JRTC, JMTC, NTC), are considered critical to the development of CA SNCO. 1SG rated time as a SFC should be counted towards the total recommended 18 months as a 1SG. A highly qualified MSG may be selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months as a 1SG. Many MSG may have completed this requirement early on, and then were assigned to other critical assignments, particularly in the Generating Force. There is no substitute for serving in a 1SG critical leadership position in order to gain valuable experience prior to being selected and promoted to SGM.

(b) *Self-development.* For additional information on self-development, see paragraph 18–3. The best qualified and most successful MSG have served as a CA 1SG for no less than 18 months, maintained a quality DA Photo with an accurate ERB, and have developed and maintained a strong pattern of quantifiable excellence ratings by Rater and Senior Rater comments which clearly state strong potential to serve at the next higher grade. These same MSG and/or 1SGs also consistently score 270 or above on the APFT, current foreign language proficiency of 1+/1+ or better, and have continued their civilian education by completing a Bachelor's or higher level Advanced Civil School Degree or currently enrolled in college education with at least 3 years or 90 semester hours completed toward approved degree plan. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. While civilian education is important, the greatest single determiner of promotion is operational experience and performance. Consideration and recognition should be given to MSG who have been awarded valorous awards, BN, BDE and major command NCO of the Year, and become Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandants List of graduating NCOES or MOS enhancing courses are also some of the best qualified NCO

within the CMF. Board members should review DA Form 1059 and evaluate how the Soldier has performed throughout his military PD and/or education. Absence of civilian education and the lack of critical leadership positions should be considered a major discriminator for selection to SGM.

(c) *Additional training.* Favorable consideration should be given to those individuals who have completed functional courses such as: Battle Staff NCO course, Basic, Intermediate and Advanced Language Training, Joint Civil Affairs Planner Course, Combat Lifesaver course, Anti-Terrorism and/or Force Protection I/II, JSOU courses, CAMS course, SOCM course, Sapper school, FEMA courses, CBRNE courses.

(d) *Special assignments.* EOR/ EOA, AWG advisor, ROTC Instructor, SMU, AC and/or RC Advisor, Provincial Reconstruction Teams, Embedded Advisors and Trainers, Transitional Training Teams, USASMA Instructor. Commanders and CSM ensure MSG being placed on special duty or temporary duty is considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping MSG to serve in future positions of greater responsibility. MSG should avoid back-to-back special assignments.

(6) *Sergeant major and command sergeant major.*

(a) *Operational assignments.* SGM 6S, 7S or 8S positions, CSM 6C or 7C positions. For additional information on self-development, see paragraph 18–3.

(b) *Self-development.* For additional information on self-development, see paragraph 18–3 for additional training. CA BDE (O–6 level of command) CSM will be expected to attend Keystone prior to competing for a nominative assignment.

(c) *Generational assignments.* Nominative SGM and CSM assignments to DDSO on the Joint Staff; USSOCOM; all TSOC; and USAJFKSWCS are all coordinated through the Office of the CSM USASOC.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **18–5. Military occupational specialty 38B professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

#### **18–6. Military occupational specialty 38B civil affairs specialist, Reserve Component**

The preponderance of the Army’s CA Force resides in the RC, primarily within the USAR. The ARNG also has authorized positions. The RC CA force is an essential aspect of the Army and an overall AC/RC structure and capability. Enlisted CA Soldiers and NCO in the RC are expected to possess the same qualifications and capabilities as their RA counterparts. The RA language requirement does not currently exist in the RC except in coded language slots. However, language capability and certification is highly encouraged because of the nature of CAO and the enhancement that language capability brings to the mission. Otherwise, the quality and quantity of training that CA RC Enlisted and NCO Soldiers receive should be the same as the RA.

a. *Major duties.* The CA SPC plans, analyzes, develops, and evaluates CA across the broad range of military OPS and post military OPS. Soldiers and units so identified operate independently or in support of assigned forces. CA OPS are inherently joint, multinational and interagency in nature. They interact closely with indigenous populations. CA forms the nucleus of the Army’s CMO expertise for ASOF, the interagency and conventional force modular formations in support of the range of military OPS. It should be noted that not all CA NCO have the same opportunity to attend MOS enhancing courses regardless of unit assignment. This is critical to professionalizing our CMF. This should be considered when assessing the significance of completed military training courses in regards to potential for performance at the next higher grade. Potential should be regarded as the overall level of performance of assigned duties, coupled with a review of a Soldier’s training listed in his OMPF and not just training listed on the ERB or 2–1/2A. Graduation from any school is not a substitute for performance of assigned duties, as there is a distinction between being a graduate of a school and being able to train and lead Soldiers. CA NCO perform duties in positions requiring specialized training without ever attending a formal school. The Soldier’s ability to adapt and develop required skills to perform the duties is an indicator of competence, confidence, and agility, while also demonstrating the potential to serve in positions of greater responsibility. As Soldiers advance in their careers and assume leadership roles, they are faced with conditions unique to CA in regards to the availability of documented leadership positions within the RC and statuses which specifically impacts SPC through SGM/CSM as follows:

(1) USAR troop program unit. (For more information refer to AR 140–1.)

(a) *Specialist and/or corporal.* There are a total of 729 SPC 38B TPU positions in the USAR; all are located within the operational force.

(b) *Sergeant.* There are a total of 552 SGT 38B TPU positions in the USAR, with 526 in the operational force and 26 in the generating force. Of the 526 positions within the operational force, only 314 are documented critical leadership development assignments. The remaining operational force SGT positions are CA SGT positions at the company HQ element and assistant OPS NCO positions.

(c) *Staff sergeant.* There are a total of 859 SSG 38B TPU positions in the USAR, with 819 positions in the

operational force and 40 positions in the generating force. The majority of SSG positions within the operational force are CA NCO position on a CAT which is considered critical leadership development assignments.

(d) Sergeant first class. There are a total of 888 SFC 38B TPU positions in the USAR, with 833 positions in the operational force, and the remaining 55 positions in the generating force. Of the 833 positions within the operational force, 660 are documented CAT SGT positions, which are considered critical leadership development positions for this skill level without substitute. The remaining operational force SFC positions are focused on OPS, liaison, and other staff functions.

(e) Master sergeant/first sergeant. There are a total of 431 MSG 38B TPU positions in the USAR, with 421 positions in the operational force, and the remaining 10 positions in the generating force. Of the 421 positions within the operational force, 178 are a documented 1SG position, that is considered critical leadership development positions for this skill level without substitute. The remaining operational force MSG positions are focused on OPS, liaison, and other staff functions.

(f) Sergeant major and/or command sergeant major. There are a total of 103 SGM 38B TPU positions in the USAR, with 96 positions in the operational force, and the remaining 7 positions in the generating force. Of the 100 positions within the operational force, 50 are documented CA SGM positions and 43 are documented CSM positions.

(2) *U.S. Army Reserve active guard reserve*. USAR AGR perform critical Full-Time Support (FTS) functions in the unit of assignment. For more information concerning the USAR AGR Program refer to AR 135–18.

(a) Specialist and/or corporal. There are no authorized SPC/CPL 38B positions in the AGR Program. Soldiers cannot be accepted into the AGR program until they meet the rank of SGT.

(b) Sergeant. There are no authorized SGT 38B positions in the AGR Program.

(c) Staff sergeant. There are a total of 51 SSG 38B NCO positions in the AGR Program, with 41 positions in the operational force and 10 positions in the generating force. The majority of AGR SSG positions within the operational force are CA NCO positions on a CA Team that is considered a critical leadership development assignment.

(d) Sergeant first class. There are a total of 155 SFC 38B positions in the AGR Program, with 140 positions in the operational force, and the remaining 15 positions in the generating force. Of the 140 positions within the operational force, 131 are documented CAT SGT positions, that are considered critical leadership development assignments at this skill level without substitute. The remaining Operational Force SFC positions are focused on OPS, liaison, and other staff functions.

(e) Master sergeant and first sergeant. There are a total of 55 MSG 38B positions in the AGR Program with 46 positions in the operational force, and the remaining 9 positions in the generating force. Of the 46 positions within the operational force, only 2 are documented 1SG positions which are considered critical leadership development assignments at this skill level. MSG assignments at the CACOM level are also considered critical developmental assignments at this skill level. The remaining Operational Force MSG 38B AGR positions are focused on OPS, liaison, and other staff functions.

(f) Sergeant major and/or command sergeant major. There are a total of 5 SGM/CSM 38B positions in the AGR Program, with 3 positions in the Operational Force, and the remaining 2 positions in the Generating Force. Of the 3 positions within the Operational Force, only 1 is a documented CA SGM position in OPS and 2 are documented CSM positions. The remaining 2 SGM positions are in the Generating Force. The limited number of 38B positions at this skill level restricts leadership opportunities within the AGR Program. 38B SGM and/or CSM may be selected to serve in other OPS, liaison, or staff positions within the USAR at various levels. SGM/CSM may also complete for BN, BDE, and nominative CSM positions on the centralized selection list.

(3) Individual mobilization augments. The CA positions in the IMA programs consist of broadening assignments in the operational force and the generating force. Due to the lack of 38B critical leader development assignments, the IMA Program should not be considered a complete career path, but an opportunity for broadening assignments outside of a TPU or the USAR AGR Program. CA 38B IMA who have not completed the critical leadership development at their current skill level should be encouraged to transfer at the completion of a 24–36 months assignment. Individuals who fail to attain at least 18 months of rated critical leadership time at their current skill level should not be considered best qualified for promotion unless selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. Refer to AR 140–145 for more information.

(a) Specialist and/or corporal. There are no authorized SPC and/or CPL 38B positions in the IMA Program.

(b) Sergeant. There are no authorized SGT 38B positions in the IMA Program.

(c) Staff sergeant. There are 2 SSG 38B positions in the IMA Program. Both of these positions are broadening assignments within the Operational force.

(d) Sergeant first class. There are a total of 4 SFC 38B positions in the IMA Program. All are broadening assignments with 3 positions in the operational force and 1 position in the generating force.

(e) Master sergeant and/or first sergeant. There are a total of 8 MSG 38B positions in the IMA Program. All are broadening assignments with 5 in the operational force and 3 in the generating force.

(f) Sergeant. There is only 1 SGM 38B position in the IMA Program and it is a broadening assignment in the generating force.

(4) Army National Guard. The CA positions in the ARNG consist of broadening assignments in the operational

force. Due to the lack of 38B critical leader development assignments, the ARNG Program should not be considered a complete career path, but an opportunity for broadening assignments outside the of a TPU or the AGR Program. CA 38B within the ARNG who have not completed the critical leadership development at their current skill level should be encouraged to transfer at the completion of a 24–36 months assignment. Individuals who fail to attain at least 18 months of rated critical leadership time at their current skill level should not be considered best qualified for promotion unless selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. Refer to ARNG regulations for further information.

(a) Specialist and corporal. There is 1 SPC 38B Position in the ARNG. It is located within the Operational Force.

(b) Sergeant. There are a total of 2 SGT 38B positions in the ARNG. Both are broadening assignments within the Operational Force.

(c) Staff sergeant. There are no SSG 38B positions in the ARNG.

(d) Sergeant first class. There are a total of 76 SFC 38B positions in the ARNG. All are broadening assignments within the operational force.

(e) Master sergeant and/or first sergeant. There are a total of 10 MSG 38B positions in the ARNG. All are broadening assignments within the Operational Force.

(f) Sergeant major and/or command sergeant major. There are no SGM and/or CSM 38B positions in the ARNG.

b. Prerequisites. See DA Pam 611–21 and AR614–200 for details. The only waiver authority for MOS 38B prerequisites is the civil affairs proponency, U.S. Army JFKSWCS, Fort Bragg, NC 28310–0001.

c. Goals for development. The CA branch requires NCO who are, first and foremost, leaders of Soldiers. Whether CA SPC are assigned to a CA BN, a BCT or a Civil Military Support Element at an U.S. Embassy, they are linked through the core CMF 38 competencies and core tasks to one common mission of engaging the civil component of their operational environment in order to enhance CMO, COA and other stated U.S. strategic objectives.

(1) Specialist.

(a) Troop program unit. The critical developmental assignment for SPC in CMF 38 is a CA SPC on a CAT. SPC who fail to attain at least 24 months of critical developmental time should not be considered best qualified for promotion unless selected above their peers to fill a key position and/or next higher grade prior to successfully completing the recommended 24 months. SPC must be able to maintain airborne status if required by MTOE or TDA.

(b) AGR. There are no 38B AGR SPC positions in the CMF.

(c) IMA. There are no 38B IMA SPC positions in the CMF.

(d) Army National Guard. There are no 38B ARNG SPC positions in the CMF.

(2) Self-development. For additional information on self-development, see paragraph 18–3. Soldiers and Leaders must focus upon the PD education of the individual Soldier. A whole approach to the development of the Soldier should include high physical readiness and conditioning. While Soldiers should strive to meet, exceed and maintain a high degree of physical fitness; a physical fitness score of 270 or higher looks favorable. The best qualified and most successful SPC have; served as a CA SPC on a CAT for no less than 24 months, maintained a quality DA Photo with an accurate ERB or 2–1/2A, and have been highly recommended by their commander. These same SPC also consistently score 270 or above on the APFT, are currently learning or maintain a foreign language proficiency of 1+/1+ or better, and have continued their civilian education by completing a associate's or higher level advanced civil school degree or currently enrolled in college education with at least 15 semester hours completed toward an approved degree plan. While civilian education is important, the greatest single determiner of promotion is operational experience and performance. Consideration and recognition should be given to SPC who have been awarded valorous awards, BN, BDE and major command NCO of the Year, and become Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandants List of graduating NCOES or MOS enhancing courses. Board members should review DA Form 1059 and evaluate how the Soldier has performed throughout his military PD/education. Absence of civilian education or language proficiency and the lack of critical leadership positions should be considered a major discriminator for selection to SGT.

(a) Additional training. Favorable consideration should be given to those individuals who have completed functional courses such as: Basic, Intermediate and Advanced Language Training, Combat Lifesaver Course, Basic Airborne School, Anti-Terrorism and/or Force Protection I, FEMA courses; and CBRNE courses.

(b) Special assignments. Not applicable for this skill level.

(3) Sergeant.

(a) Operational assignments.

1. TPU. The critical developmental assignment for CMF 38 SGT at the company level is a CA SGT in the CMOC. The critical developmental assignment for CMF 38 SGT at the BN level is a CA SGT in the CAT. The critical developmental assignment for CMF 38 SGT at the BDE level is a CA SGT in the CLT. Note ideally CA SGT would advance through at least two different progressive levels of developmental assignments, but this may not be possible due to geographic location restrictions. SGT who fail to attain at least 24 months of rated critical developmental time should not be considered best qualified for promotion unless selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 24 months. Broadening assignments include the

CA SGT at the Company HQ Element and Assistant OPS NCO positions that are important to the development of CA NCO. SGT must be able to maintain airborne status if required by MTOE or TDA.

2. AGR. There are no 38B AGR SGT positions in the CMF.

3. IMA. There are no 38B SGT positions in the IMA program.

4. Army National Guard. There are only 2 SGT 38B positions in the ARNG. Ideally the individuals assigned to these positions should have already attained 18 months of critical development within the USAR.

(b) Self-development. For additional information on self-development, refer to para 18–3. Soldiers and Leaders must focus upon the PD education of the individual Soldier. A whole approach to the development of the Soldier should include high physical readiness and conditioning. While Soldiers should strive to meet, exceed and maintain a high degree of physical fitness; a physical fitness score of 270 or higher looks favorable. The best qualified and most successful SGT have served in a critical development assignment for no less than 24 months, maintained a quality DA Photo with an accurate ERB or 2–1/2A, and have developed and maintained a strong pattern of quantifiable excellence ratings by Rater and Senior Rater comments which clearly state strong potential to serve at the next higher grade. These same SGT also consistently score 270 or above on the APFT, actively learning or maintained a foreign language proficiency of 1+/1+ or better, and have continued their civilian education by completing a Associates or higher level Advanced Civil School Degree or currently enrolled in college education with at least 1 year or 30 semester hours completed toward approved degree plan. While civilian education is important, the greatest single determiner of promotion is operational experience and performance. Consideration and recognition should be given to SGT who have been awarded valorous awards, BN, BDE and major command NCO of the Year, and become Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandants List of graduating NCOES or MOS enhancing courses. Board members should review DA Form 1059 and evaluate how the Soldier has performed throughout his military PD/ education. Absence of civilian education or language proficiency and the lack of critical leadership positions should be considered a major discriminator for selection to SSG.

(c) Additional training. Favorable consideration should be given to those individuals who have completed functional courses such as: Basic, Intermediate or Advanced Language Training, Combat Lifesaver course, Anti-Terrorism and/or Force Protection I, Basic Airborne School, Jump Master Course (ABN Units Only), Pathfinder school, Sapper school; FEMA courses; CBRNE courses.

(d) Special assignments.

1. TPU. Special duty assignments for SGT are extremely limited. They include Recruiter and EOR/EOA. Commanders and CSM ensure SGT being placed on special duty or temporary duty are considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping SGT to serve in future positions of greater responsibility. SGT should avoid back-to-back special assignments.

2. AGR. Special duty assignments for SGT are extremely limited. They include Recruiter, NCOA Instructor and/or Writer and EOR/EOA. Commanders and CSM ensure SGT being placed on special duty or temporary duty are considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping SGT to serve in future positions of greater responsibility. SGT should avoid back-to-back special assignments.

3. IMA. There are no 38B SGT positions in the IMA program.

4. Army National Guard. Special duty assignments for SGT are extremely limited. Commanders and CSM ensure SGT being placed on special duty or temporary duty are considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping SGT to serve in future positions of greater responsibility. SGT should avoid back-to-back special assignments.

(4) Staff sergeant.

(a) Operational assignments.

1. Troop Program Unit. The critical developmental assignment for CMF 38 SSG is a CA NCO on a CAT. SSG who fail to attain at least 18 months of rated critical developmental time should not be considered best qualified for promotion unless selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. A broadening assignment is Assistant OPS NCO that is also important to the development of CA NCO. A highly qualified SSG may be selected above their peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months as a CA NCO on a CAT. SSG must be able to maintain airborne if required by MTOE or TDA.

2. AGR. The critical developmental assignment for CMF 38 SSG is a CA NCO at the BN. SSG who fail to attain at least 18 months of rated critical developmental time should not be considered best qualified for promotion unless selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. A broadening assignment is Assistant OPS NCO which is also important to the development of CA NCO. A highly qualified SSG may be selected above their peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months as a CA NCO on a CAT. SSG must be able to maintain airborne status if required by MTOE or TDA.

3. IMA. There are 2 SSG 38B positions in the IMA Program. Both of these positions are broadening assignments within the Operational force.

4. Army National Guard. There are no SSG 38B positions in the ARNG.

(b) Self-development. For additional information on self-development, see paragraph 18–3. Soldiers and Leaders must focus upon the PD education of the individual Soldier. A whole approach to the development of the Soldier should include high physical readiness and conditioning. While Soldiers should strive to meet, exceed and maintain a high degree of physical fitness; a physical fitness score of 270 or higher looks favorable. The best qualified and most successful SSG have; served as a CA NCO on a CAT for no less than 18 months, maintained a quality DA Photo with an accurate ERB/2–1/2A, and have developed and maintained a strong pattern of quantifiable excellence ratings by Rater and Senior Rater comments which clearly state strong potential to serve at the next higher grade. The same SSG also consistently score 270 or above on the APFT, maintain a foreign language proficiency of 1+/1+ or better, and have continued their civilian education by completing a Associates or higher level Advanced Civil School Degree or currently enrolled in college education with at least 60 semester hours completed toward an approved degree plan. While civilian education is important, the greatest single determiner of promotion is operational experience and performance. Consideration and recognition should be given to SSG who have been awarded valorous awards, BN, BDE and ACOM NCO of the Year, and become Distinguished Honor Graduate, Honor Graduate, or top 20percent Commandants List of graduating NCOES or MOS enhancing courses. Board members should review DA Form 1059 and evaluate how the Soldier has performed throughout his military PD and/or education. Absence of civilian education or language proficiency and the lack of critical leadership positions should be considered a major discriminator for selection to SFC.

(c) Additional training. Favorable consideration should be given to those individuals who have completed functional courses such as: Battle Staff NCO course, Basic, Intermediate and Advanced Language Training, Joint Civil Affairs Planner Course, Combat Lifesaver course, Anti-Terrorism and/or Force Protection I/II, Basic Airborne School, Jump Master Course (ABN Units Only), JSOU courses, FEMA courses; and CBRNE courses.

(d) Special assignments.

1. TPU. Special duty assignments for SSG include Recruiter, EOR and/or EOA, and NCOA Instructor and/or Writer. Commanders and CSM ensure SSG being placed on special duty or temporary duty are considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSG to serve in future positions of greater responsibility. SSG should avoid back-to-back special assignments.

2. AGR. Special duty assignments for SSG include AGR Recruiter, EOR and/or EOA, NCOA Instructor and/or Writer, and Drill Instructor. Commanders and CSM ensure SSG being placed on special duty or temporary duty are considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSG to serve in future positions of greater responsibility. SSG should avoid back-to-back special assignments.

3. IMA. The availability of special duty assignments in the IMA Program is severely limited.

4. Army National Guard. Special duty assignments for SSG include NG Recruiter, EOR and/or EOA, and NCOA Instructor and/or Writer. Commanders and CSM ensure SSG being placed on special duty or temporary duty are considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSG to serve in future positions of greater responsibility. SSG should avoid back-to-back special assignments.

(5) Sergeant first class.

(a) Operational assignments.

1. Troop Program Unit. The critical leadership developmental assignment for CMF 38 SFC is Team SGT on a CAT. This position develops SFC to perform duties as the SNCO of a tactical unit and enhances their leadership skills for combat. Without an assignment as a Team SGT on a CAT, the opportunity for promotion to MSG is limited. SFC who fail to attain at least 18 months of rated critical leadership time should not be considered best qualified for promotion unless selected above their peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. Developmentally, SFC should serve as Team SGT on a CAT for at least 18 months, which may consist of one or more assignments. Broadening assignments such as OPS SGT, Senior CA NCO, CA Plans NCO, INTEL SGT, CA Doctrine Developer and/or Writer, CA Instructor and/or Writer, and NCOA Small Group Leader and/or Chief Instructor are critical to the development of CA SNCO. Likewise, there is no substitute for serving as a team SGT on a CAT that is the critical leadership position throughout a CA Soldier's career. Team SGT rated time as a SSG should be counted towards the total recommended 18 months as a Team SGT on a CAT. A highly qualified SFC may be selected above their peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months as a Team SGT on a CAT. Many SFC may have completed this requirement early on, and then were assigned to other critical assignments, particularly in the generating force. Serving as a Team SGT on a CAT is essential in order to gain valuable experience prior to being promoted to MSG. SFC must be able to maintain airborne status if required by MTOE or TDA.

2. Active Guard Reserve. The critical leadership developmental assignment for CMF 38 SFC is Team SGT on a CAT. This position develops SFC to perform duties as the SNCO of a tactical unit and enhances their leadership skills for combat. Without an assignment as a Team SGT on a CAT, the opportunity for promotion to MSG is limited. SFCs



who fail to attain at least 18 months of rated critical leadership time should not be considered best qualified for promotion unless selected above their peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. Developmentally, SFC should serve as Team SGT on a CAT for at least 18 months, which may consist of one or more assignments. Broadening assignments such as OPS SGT, CA Plans NCO, CA Doctrine Developer/Writer, CA Instructor and/or Writer, CA Course DET NCOIC/Platoon SGT, OC-T at a CTC (JRTC; JMTC; NTC), NCOA Small Group Leader/Chief Instructor are critical to the development of CA SNCO. Likewise, there is no substitute for serving in a Team SGT on a CAT which is the critical leadership position throughout a CA Soldier's career. Team SGT rated time as a SSG should be counted towards the total recommended 18 months as a Team SGT on a CAT. A highly qualified SFC may be selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months as a Team SGT on a CAT. Many SFC may have completed this requirement early on, and then were assigned to other critical assignments, particularly in the generating force. Serving as a Team SGT on a CAT is essential in order to gain valuable experience prior to being promoted to MSG. SFC must be able to maintain airborne status if required by MTOE or TDA.

3. Individual Mobilization Augmentee. The SFC 38B IMA positions consist of broadening assignments in the operational force and are in OPS and on staffs. The one SFC 38B IMA position in the generating force is a CA Instructor and/or Writer position. Ideally, individuals assigned to a SFC 38B IMA position will have already served as a CAT SGT for a minimum of 18 months to gain the requisite critical leadership development and skills. The critical leadership developmental assignment for CMF 38 SFC is Team SGT on a CAT. This position develops SFC to perform duties as the SNCO of a tactical unit and enhances their leadership skills for combat. Without an assignment as a Team SGT on a CAT, the opportunity for promotion to MSG is limited. SFCs who fail to attain at least 18 months of rated critical leadership time should not be considered best qualified for promotion unless selected above their peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. Due to the lack of 38B critical leader development assignments at this skill level, the IMA Program should not be considered a complete career path, but an opportunity for a broadening assignment outside the of a TPU or the AGR Program. CA SFC 38B IMA who have not completed the critical leadership development as a CAT SGT should be encouraged to transfer at the completion of a 24–36 month assignment.

4. Army National Guard. The SFC 38B positions in the ARNG are all broadening assignments in the Operational Force including S9/G9 CA NCO, OPS, CA Planners and on other staffs. Ideally, individuals assigned to a SFC 38B IMA position will have already served as a CAT SGT for a minimum of 18 months to gain the requisite critical leadership development and skills. The critical leadership developmental assignment for CMF 38 SFC is Team SGT on a CAT. This position develops SFC to perform duties as the SNCO of a tactical unit and enhances their leadership skills for combat. Without an assignment as a Team SGT on a CAT, the opportunity for promotion to MSG is limited. SFC who fail to attain at least 18 months of rated critical leadership time should not be considered best qualified for promotion unless selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. Due to the lack of critical leader development assignments at this skill level, the 38B CMF should not be considered a complete career path in the ARNG, but an opportunity for a broadening assignment outside the of a USAR TPU or the USAR AGR Program. CA SFC 38B in the ARNG who has not completed the critical leadership development as a CAT SGT should be encouraged transfer at the completion of a 24–36 month assignment.

(b) Self-development. For additional information on self-development, see paragraph 18–3. The best qualified and most successful SFC have served as a Team SGT on a CAT for no less than 18 months, maintained a quality DA Photo with an accurate ERB or 2–1/2A and have developed and maintained a strong pattern of quantifiable excellence ratings by Rater and Senior Rater comments which clearly state strong potential to serve at the next higher grade. These same SFC also consistently score 270 or above on the APFT, maintain a foreign language proficiency of 1+/1+ or better, and have continued their civilian education by completing a Bachelor's or higher level Advanced Civil School Degree or currently enrolled in college education with at least 90 semester hours completed toward an approved degree plan. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. While civilian education is important, the greatest single determiner of promotion is operational experience and performance. Consideration and recognition should be given to SFC who have been awarded valorous awards; been selected as a BN, BDE, CACOM and major command NCO of the Year; and become Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandants List of graduating NCOES or MOS enhancing courses. Soldiers and Leaders must focus upon the PD education of the individual Soldier. A whole approach to the development of the Soldier should include high physical readiness and conditioning. While Soldiers should strive to meet, exceed and maintain a high degree of physical fitness; a physical fitness score of 270 or higher looks favorable. Board members should review DA Form 1059 and evaluate how the Soldier has performed throughout his military PD/education. Absence of civilian education or language proficiency and the lack of critical leadership positions should be considered a major discriminator for selection to MSG.

(c) Additional training. Favorable consideration should be given to those individuals who have completed functional courses such as: Battle Staff NCO course, Basic, Intermediate and Advanced Language Training, Joint Civil Affairs Planner Course, Combat Lifesaver course, Anti-Terrorism and/or Force Protection I/II, Jump Master Course (ABN Units Only), JSOU courses, FEMA courses, and CBRNE courses.

(d) Special assignments.

1. TPU. Special duty assignments for SFC include Recruiter, EOR/EOA, and NCOA Instructor/Writer. Commanders and CSM ensure SFC being placed on special duty or temporary duty is considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping SFC to serve in future positions of greater responsibility. SFC should avoid back-to-back special assignments.

2. Active Guard Reserve. Special duty assignments for SFC include AGR Recruiter, EOR/EOA, NCOA Instructor/Writer, and Drill Instructor. Commanders and CSM ensure SFC being placed on special duty or temporary duty is considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping SFC to serve in future positions of greater responsibility. SFC should avoid back-to-back special assignments.

3. Individual Mobilization Augmentee. The availability of special duty assignments in the IMA Program is severely limited.

4. Army National Guard. Special duty assignments for SFC include NG Recruiter, EOR/EOA, and NCOA Instructor and/or Writer. Commanders and CSM ensure SFC being placed on special duty or temporary duty is considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping SFC to serve in future positions of greater responsibility. SFC should avoid back-to-back special assignments.

(6) Master sergeant and first sergeant.

(a) Operational assignments.

1. Troop Program Unit. The critical leader developmental assignment for CMF 38 MSG is 1SG. This position develops MSG to perform duties as the SNCO of a tactical unit and enhances their leadership skills for combat. Without an assignment as a 1SG, the opportunity for promotion to SGM should be limited. MSG who fail to attain at least 18 months of rated critical leadership time should not be considered best qualified for promotion unless selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. Developmentally, MSG should serve as 1SG for at least 18 months, which may consist of one or more assignments. Leadership assignments are the key for successful development within CMF 38B. All 1SG positions should be considered equal whether they are in the operational or the generating forces. The CA Enlisted PD Guide stresses the importance of serving as a 1SG and recommends this experience before advancing to the next higher grade. Broadening assignments such as CMF 38B OPS SGT, CA Plans NCO, and other staff positions in the operational force are considered critical to the development of CA SNCO. Broadening assignments in the generating force such as Senior Instructor, Course Manager and NCOA Instructor and/or Writer positions is considered developmental and critical to the CMF. 1SG rated time as a SFC should be counted towards the total recommended 18 months as a 1SG. A highly qualified MSG may be selected above their peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months as a 1SG. Many MSG may have completed this requirement early on, and then were assigned to other critical assignments, particularly in generating force. MSG should ideally avoid back-to-back broadening and the generating force assignments. There is no substitute for serving in a 1SG critical leadership position in order to gain valuable experience prior to being selected and promoted to SGM. MSG must be able to maintain airborne status if required by MTOE or TDA.

2. Active Guard Reserve. The critical leadership developmental assignment for CMF 38 MSG is 1SG. This position develops MSG to perform duties as the SNCO of a tactical unit and enhances their leadership skills for combat. CACOM OPS SGT positions should also be considered a critical development assignment. Without an assignment as a 1SG and/or CACOM OPS SGT, the opportunity for promotion to SGM should be limited. MSG who fail to attain at least 18 months of rated critical leadership time should not be considered best qualified for promotion unless selected above his or her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months. Developmentally, MSG should serve as 1SG for at least 18 months, which may consist of one or more assignments. Leadership assignments are the key for successful development within CMF 38B. All 1SG positions should be considered equal whether they are in the operational or generating forces. The CA Enlisted PD Guide stresses the importance of serving as a 1SG and recommends this experience before advancing to the next higher grade. Broadening assignments such as CMF 38B BN and BDE OPS SGT, CA Plans NCO, other staff positions in the Operational Force is considered essential to the development of CA SNCO. Due to the requirement of CMF and operational experience at higher levels, MSG should be assigned to BN, BDE and CACOM positions progressively to ensure experiential development throughout their career. Broadening assignments in the generating force such as Senior Instructor, Course Manager, Senior Career Manager and NCOA Instructor and/or Writer positions is considered developmental and critical to the CMF. 1SG rated time as a SFC should be counted towards the total recommended 18 months as a 1SG. A highly qualified MSG may be selected above their peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months as a 1SG. Many MSG may have completed this requirement early on, and then were assigned to other critical assignments, particularly in generating force. MSG should ideally avoid back-to-back broadening and generating force assignments. There is no substitute for serving in a 1SG critical leadership position in order to gain valuable experience prior to being selected and promoted to SGM. MSG must be able to maintain airborne status if required by MTOE or TDA.

3. Individual Mobilization Augmentee. The MSG 38B IMA positions consist of broadening assignments in the

operational force and are in operations and other staffs. The three MSG 38B IMA positions in the generating force are CA Senior Training and/or Doctrine Developers. Ideally, individuals assigned to a MSG 38B IMA position will have already served as a CAT SGT for a minimum of 18 months to gain the requisite critical leadership development and skills prior to promotion. The critical leadership developmental assignment for CMF 38 MSG is 1SG. This position develops MSG to perform duties as the SNCO of a tactical unit and enhances their leadership skills for combat. No 38B 1SG positions are authorized within the IMA Program. Without an assignment as 1SG, the opportunity for promotion to the next grade is limited. Due to the lack of 38B critical leader development assignments at this skill level, the IMA Program should not be considered a complete career path, but an opportunity for a broadening assignment outside the of a USAR TPU or the AGR Program. CA SFC 38B IMA who have not completed the critical leadership development as a CAT SGT should be encouraged transfer at the completion of a 24–36 month assignment.

4. Army National Guard. The MSG 38B ARNG positions consist of broadening assignments in the Operational Force and are in OPS and other staffs. Ideally, individuals assigned to a MSG 38B ARNG position will have already served as a CAT SGT for a minimum of 18 months to gain the requisite critical leadership development and skills prior to promotion. The critical leadership developmental assignment for CMF 38 MSG is 1SG. This position develops MSG to perform duties as the SNCO of a tactical unit and enhances their leadership skills for combat. Without an assignment as a 1SG, the opportunity for promotion to the next grade is limited. Due to the lack of 38B critical leader development assignments at this skill level, the ARNG should not be considered a complete career path, but an opportunity for a broadening assignment outside the of a USAR TPU or the AGR Program. CA SFC 38B IMA who have not completed the critical leadership development as a CAT SGT should be encouraged transfer at the completion of a 24–36 months assignment.

(b) Self-development. For additional information on self-development, see paragraph 18–3. The best qualified and most successful MSG have served as a CA 1SG and/or CACOM OPS SGT for no less than 18 months, maintained a quality DA Photo with an accurate ERB or 2–1/2A, and have developed and maintained a strong pattern of quantifiable excellence ratings by Rater and Senior Rater comments which clearly state strong potential to serve at the next higher grade. These same MSG and/or 1SGs also consistently score 270 or above on the APFT, maintain a current foreign language proficiency of 1+/1+ or better, and have continued their civilian education by completing a Bachelors or higher level Advanced Civil School Degree or currently enrolled in college education with at least 120 semester hours completed toward approved degree plan. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. While civilian education is important, the greatest single determiner of promotion is Operational experience and performance. Consideration and recognition should be given to MSG who have been awarded valorous awards, BN, BDE, CACOM and ACOM NCO of the Year, and become Distinguished Honor Graduate, Honor Graduate, or top 20 percent Commandants List of graduating NCOES or MOS enhancing courses. Board members should review DA Form 1059 and evaluate how the Soldier has performed throughout his military PD and/or education. Absence of civilian education and the lack of critical leadership positions should be considered a major discriminator for selection to SGM.

(c) Additional training: Favorable consideration should be given to those individuals who have completed functional courses such as: Battle Staff NCO course, Basic, Intermediate and Advanced Language Training, Joint Civil Affairs Planner Course, Combat Lifesaver course, Anti-Terrorism and/or Force Protection I/II, JSOU courses, FEMA courses, and CBRNE courses.

(d) Special assignments.

1. Troop Program Unit. Special duty assignments for MSG include Recruiter, EOR and/or EOA, NCOA Instructor, and/or Writer. Commanders and CSM ensure MSG being placed on special duty or temporary duty is considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping SFC to serve in future positions of greater responsibility. MSG should avoid back-to-back special assignments.

2. Active Guard Reserve. Special duty assignments for MSG include AGR Recruiter, EOR and/or EOA, NCOA Instructor, and/or Writer, and Assistant inspector general. Commanders and CSM ensure MSG being placed on special duty or temporary duty is considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping MSG to serve in future positions of greater responsibility. MSG should avoid back-to-back special assignments.

3. Individual Mobilization Augmentee. The availability of special duty assignments in the IMA Program is severely limited.

4. Army National Guard. Special duty assignments for MSG include NG Recruiter, EO and/or EOA, NCOA Instructor and/or Writer. Commanders and CSM ensure MSG being placed on special duty or temporary duty is considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping MSG to serve in future positions of greater responsibility. MSG should avoid back-to-back special assignments

(7) Sergeant major and command sergeant major.

(a) Operational assignments.

1. Troop Program Unit. SGM 6S, 7S or 8S positions, CSM 6C or 7C positions. For additional information on self-development, see paragraph 18–3.
2. Active Guard Reserve. SGM 6S, 7S or 8S positions, CSM 6C or 7C positions. For additional information on self-development, see paragraph 18–3.
3. Individual Mobilization Augmentee. There is 1 38B IMA SPC position in the CMF.
4. Army National Guard. There are no 38B NG SPC positions in the CMF
  - (b) Self-development. For additional information on self-development, see paragraph 18–3.
  - (c) Additional training. CA BDE (O–6 level of command) CSM will be expected to attend Keystone prior to competing for a nominative assignment.
  - (d) Generational assignments. Nominative SGM and CSM assignments to DDSO on the Joint Staff; USSOCOM; all TSOC; and USAJFKSWCS are all coordinated through the Office of the CSM USASOC.
    1. TPU.
    2. AGR.
    3. IMA.
    4. Army National Guard.
    - d. Army career degrees. See SOCAD Army Career Degree Program.
    - e. GI Jobs. See GI Jobs COOL Web site.

## **Chapter 19**

### **Human Resource and Musician (Career Management Field 42) Career Progression Plan**

#### **19–1. Mission**

The Adjutant General (AG) Corps is a viable and valuable branch that supports war fighters at all levels. The mission of the HR SPC is to coordinate timely and effective manpower and personnel support for commanders at all echelons. HR support enhances the readiness and operational capabilities of the total force and ensures success across the full spectrum of military OPS. This includes JIIM OPS.

#### **19–2. Duties**

- a. It is important that the AG Corps remains relevant as the Army evolves. The HR community has undergone significant transformation in the execution and delivery of HR support within the BN and BDE S–1 section. This transformation provides continuity of service and support to Soldiers whether they are deployed or at home station. This increased capacity allows for decentralized execution of HR support.
- b. Furthermore, HR support is part of the Sustainment war fighting function and is executed at tactical, operational, and strategic levels. It includes all activities and functions executed within the Army Personnel Life Cycle Model (Acquire, Develop, Distribute, Structure, Deploy, Compensate, Transition, and Sustain) to man the force and provide personnel.
- c. HR NCOs should be mentally and physically disciplined and well-versed in every aspect of HR support. They must be able to perform their individual tasks, develop and train Soldiers while adhering to Army Values and embodying the Warrior Ethos. HR NCO must be able to adapt to any environment and continue to provide mentorship to subordinates within the HR community.
- d. For information regarding the type of support at each level of OPS, see FM 1–0. CMF 42 Soldiers need to have knowledge of AR 25–55, AR 340–21, and Privacy Act Systems of Records Notices. These regulations set forth policies and procedures for maintaining personal information kept by the DA.

#### **19–3. Transformation**

The AG's Corps is a valuable and viable organization that supports the war fighters. It is important that the AG Corps remains in the forefront as the Army undergoes continued transformation. Personnel Services Delivery Redesign (PSDR) is the HR system that decentralizes the majority of the HR duties from legacy structure (AHRC, PSB, and PSD) to the S1 sections within the BCT and/or BDEs to provide better support to the Combatant Commanders engaged in the fight. BCT and/or BDE S1 Sections will be linked directly to the top of the HR System for the personnel strength management and Essential Personnel Service. PSDR professionalizes the BCT and/or BDE S1 Sections by adding a WO, MSG and two 42F (HR Systems SPC) in each BCT and/or BDE S1. These experienced professionals will significantly increase the capabilities of the S1 section and provide the organic HR support for the BCT and/or BDEs and BNs to function as a well-oiled machine. PSDR also establishes clearly defined delineation of tasks and roles between the S1 section, the G1 section and the IMA-controlled Military Personnel Division (MPD) on every installation. The SRC12 Organizational Structure is based on operational commitment of forces in support of Desert Shield and/or Desert Storm, OIF and/or OEF, and Contingency OPS in Balkans. This structure was developed to provide critical support beyond the capability of BN and BDE S1s for consolidate R5 (reception, replacement, return-

to-duty, rest and recuperation, redeployment), casualty and postal OPS. The SRC12 structure consist of several elements that enhances the theater-level personnel accounting and strength reporting core competency to reflect efficient deployed theater accountability software. The Human Resources Sustainment Center (HRSC) provides theater-level planning and/or execution, supervision, and technical guidance in support of ASCC and/or Army G1 and the Theater Sustainment Command (TSC) Commander. The HR Company is the building block structure-modular, scalable Company HQs consisting of 32 personnel-commanded by a Major with specialized platoons (R5, Postal, and Casualty) and Plans and Operations Teams (R5, Postal) are added as required for mission. HR Companies are assigned to Sustainment BDE (Bridge Troops BN or CSS BN) and the Theater Gateway R5 (TG R5) and Military Mail Terminal (MMT) Teams which are LTC-led organizations which oversee critical theater MMT and R5 OPS. Whether an AG NCO is assigned to a BCT and/or BDE S1, SRC12 organization or garrison unit, they must be tactically and technically proficient in combat OPS and have the ability to execute personnel and administrative support OPS and provide technical guidance and expertise at every echelon of the command across the DOD. AG NCOs should be mentally and physically disciplined and well versed in every aspect of the HR System. They must be able to perform their individual tasks, mentor, develop and train Soldiers while adhering to Army Values and embodying the Warrior Ethos. Their ability to adapt to any environment should be what inspires others to reach the same level of commitment and develop as professional leaders within the HR community.

#### **19-4. Recommended career management self-development, by rank**

##### *a. Private E-1: specialist/corporal.*

(1) The quality and success of a Soldier's career is dependent on the level of commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and be familiar with the following military publications: STP 21-1-SMCT; TC 3-21.5; FM 3-22.9; FM 3-90.61; FM 4-25.11; AR 25-50; AR 670-1; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, Soldiers willing to make the necessary sacrifices should seize the available opportunities. College education is a critical piece of the self-development program and HR Soldiers should plan their college program around a degree that relates to their MOS using information provided on the Service Members Opportunity College Army Degree (SOCAD) Web site. Soldiers may also enroll in GoArmyEd.com, an Army program that gives Soldiers the opportunity to pursue a degree program completely online. CLEP and DANTES are other means of pursuing college credits towards a degree.

(5) Soldier may also earn promotion points for technical certification, a list of certifications is available on the COOL Web site. For more information on these and other education programs, visit the AEC on your installation.

(6) Ample opportunities exist for Soldiers to participate in the ACCP. They provide excellent educational advancements in continued education, leadership and technical proficiency.

(7) Soldiers with GT scores below 100 should seek to improve their scores through FAST.

(8) Soldier boards such as the Soldier of the Month, Quarter, and/or Year broaden the knowledge base, instill discipline and improve the Soldier's ability to verbally communicate.

##### *b. Sergeant.*

(1) The quality and success of a SGT's career is dependent on the level of commitment to excellence, regardless of the mission. SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) SGTs should study and be familiar with the Skill Level (SL) 10 publications in addition to the following military publications: STP 21-24-SMCT; ADRP 3-0; ADRP 6-22; ADRP 7-0; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, SGTs willing to make the necessary sacrifices should seize the available opportunities. Pursuing a college education at this level is not mandatory but is highly encouraged and may place a SGT above their peers. College education is a critical piece of the self-development program and HR Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may also enroll in GoArmyEd.com, an Army program that gives Soldiers the opportunity to pursue a degree program completely online. CLEP and DANTES are other means of pursuing college credits towards a degree.

(5) Soldier may also earn promotion points for technical certification, a list of certifications are available on the COOL Web site. For more information on these and other education programs, visit the AEC on your installation.

(6) Ample opportunities exist for Soldiers to participate in ACCP. They provide excellent educational advancements in continued education, leadership and technical proficiency.

(7) SGT with GT scores below 100 should seek to improve their scores through FAST.

(8) NCO boards such as the NCO of the Month, Quarter, and/or Year broaden the knowledge base, instill discipline and improve the Soldier's ability to verbally communicate.

*c. Staff sergeant.*

(1) The quality and success of a SSG's career is dependent on their level of commitment to excellence, regardless of the mission. The SSG professional competence is measured by how well they develop, maintain and use the full range of human potential of their Soldiers.

(2) SSGs should master SL10 and SL20 publications in addition to the following military publications: STP 21-24-SMCT; ADRP 1-02; ADRP 3-90; AR 350-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. Soldiers should monitor S1 Net and ACT for HR Updates and PD topics.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, SSG willing to make the necessary sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. At this stage, SSG should seek opportunities to pursue completion of an Associate Degree.

(5) SSG should also consider entering a technical program to gain nationally/regionally recognized credentials in an appropriate technical discipline. NCO may also earn college credit for technical certifications. A list of certifications are available on the COOL Web site. For information on these and other educational programs, visit the AEC on your installation.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency.

(7) NCO boards such as NCO of the Month, Quarter, and/or Year and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the SSG's ability to verbally communicate.

*d. Sergeant first class.*

(1) The SFC is expected to dispatch leadership and other duties with an expert level of professionalism. As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers.

(2) SFCs should study and master the SL 10-30 publications in addition to the following military publications: ADRP 3-90; AR 220-1; AR 750-1; FM 3-11; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, SFCs willing to make the necessary sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should complete an Associate Degree by 12 years of service and continue studies towards a Bachelor's Degree. A college degree is not required for promotion, but can be a deciding factor when it comes to the best qualified. SFC must continue to remain competent with their technical skills while focusing on management skills and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to a SFC.

(5) SFCs should also consider entering a technical program to gain nationally/regionally recognized credentials in an appropriate technical discipline. NCOs may also earn college credit for technical certifications. A list of certifications are available on the COOL Web site. For information on these and other educational programs, visit the AEC on your installation.

(6) NCO boards such as NCO of the Month, Quarter, Year and the SGT Audie Murphy and/or SGT Morales Clubs broaden the knowledge base, instill discipline and improve the SFC's ability to communicate verbally.

*e. Master sergeant and first sergeant.*

(1) The MSG and 1SG is expected to dispatch leadership and other duties with an expert level of professionalism. As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. MSG and/or 1SGs should complete an Associate Degree and continue to accumulate college credit towards a Bachelor's Degree by this stage of service.

(2) MSG and 1SGs should study and master the SL 10-40 publications in addition to the following military publications: AR 600-20; AR 840-10; DA PAM 611-21.

(3) MSG and 1SGs should also continue to leverage other distributed learning programs and broaden their focus to include functional training. These NCOs must recognize their new role and pursue functional courses from various sources that will enhance their understanding of how the Army operates in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) MSG and 1SGs should also consider entering a technical program to gain nationally and/or regionally recognized credentials in an appropriate technical discipline. NCO may also earn college credit for technical certifications. A list of certifications is available on the COOL Web site. For information on these and other educational programs, visit the AEC on your installation.

*f. Sergeant major and command sergeant major.*

(1) The SGM and CSM are expected to dispatch leadership and other duties with an expert level of professionalism. They should possess a bachelor's degree and be working toward a Master's Degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM and/or CSM will often be representing the command or Army in civic functions.

(2) The SGM and CSM should read publications on their chains of command professional reading list. TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) The SGM and CSM should also consider entering a technical program to gain nationally and/or regionally recognized credentials in an appropriate technical discipline. NCO may also earn college credit for technical certifications. A list of certifications is available on the COOL Web site. For information on these and other educational programs, visit the AEC on your installation.

## **19-5. Military occupational specialty 42A human resources specialist**

*a. Major duties.* The HR SPC supervises or performs HR functions in support of every echelon of command across DOD. These duties are performed in Companies, BN and BDE level S1s, G1 sections, HRSC, Military Mail Terminal Teams (MMT), Human Resources Operations Branch (HROB), Theater Gateway RSO&I Teams, HR Company HQs, Postal Platoons, HR Platoon, Casualty Liaison Teams (CLT), and the DA Staff. There are some RC unique duties in state HQs, Regional Readiness Commands, and the Human Capital Enterprise. HR SPC advise commanders, staffs, and Soldiers on HR functions and capabilities at strategic, operational, and tactical levels. They focus on HR management; supervise personnel management activities such as wartime personnel accounting and strength reporting casualty OPS, postal OPS, and other HR functions. They also train and supervise military and civilian personnel in organizational HR support.

*b. Systems.* There are several HR systems that HR SPCs manage, such as the enlisted distribution and assignment system, Total Officer Personnel Management Information System (TOPMIS), Electronic Military Personnel Office, Deployed Theater Accountability Software, Tactical Personnel System (TPS), and the Defense Casualty Information Processing System. HR SPCs in the RC also manage unique programs such as Regional Level Application Software (RLAS), Active Guard Reserve Management Information System (AGRMIS), and the Soldier Management System (SMS) are all major HR systems dedicated to the management of Soldiers, their Families, DOD Civilians, Retirees, and Contractors.

*c. Policy.* Central to this mission is formulation of policy for critical wartime functions described in FM 1-0 and peacetime personnel functions and programs described in AR 600-8. See DA Pam 611-21.

*d. Prerequisites.* See DA Pam 611-21 for details.

*e. Goals for development.*

(1) Private E-1: Specialist/corporal.

*(a) Operational assignments.* The focus during the early years of a 42A Soldier's career must be on building a strong base of technical expertise in basic MOS skills and common Soldier tasks. Assignments as an HR SPC may include but are not limited to, Postal Platoon, CLT, and various G1 and/or S1 sections.

*(b) Other assignments.* Administrative SPC.

*(c) Special assignments.* None.

*(d) Self-development.* SSD 1 upon completion of BCT OSUT, and/or AIT. For additional information on self-development, see paragraph 19-3.

*(e) Additional training.* Postal OPS Course, Executive Administrative Assistant Course, Airborne, and Air Assault.

(2) Sergeant.

*(a) Operational assignments.* Seek challenging and progressive assignments with supervisory responsibilities. These assignments may include but are not limited to, BN/BDE HR SGT, G1 Staff NCO, HROB NCO, Postal Platoon, HR Platoon, or CLT NCO.

*(b) Other assignments.* Administrative NCO, Protocol NCO, and SGS NCO.

*(c) Special assignments.* Recruiter.

*(d) Self-development.* SSD 2 upon completion of WLC. Develop instructor skills (team and squad). For additional information on self-development, see paragraph 19-3.

- (e) *Additional training.* Postal OPS Course and Executive Administrative Assistant Course, Airborne, and Air Assault.
- (3) Staff sergeant.
- (a) *Operational assignments.* Maintain a good balance of MTO&E and TDA assignments; serve in a variety of assignments that enhance a Soldier's experience, knowledge, and career progression. Assignments as an HR SGT may include but are not limited to, BN and/or BDE HR SGT, Postal Supervisor, G1 Staff NCO, HROB NCO, OPS NCO, HR Company Postal Platoon SGT, HR Platoon NCO, or CLT NCO.
- (b) *Other assignments.* Administrative NCO, Protocol NCO, SGS NCO, Training Developer and/or Writer, AIT Instructor, NCOA SGL, AC and/or RC Advisor, CTC O/C, ROTC Instructor, and MEPS NCO.
- (c) *Special assignments.* Recruiter, drill sergeant, attaché NCO, AIT platoon sergeant, and SHARP NCO.
- (d) *Self-development.* SSD 3 upon completion of ALC/SLC. Develop public speaking and speech writing skills. For additional information on self-development, see paragraph 19–3.
- (e) *Additional training.* Postal Supervisor Course, Executive Administrative Assistant Course, BSNCO, Joint Military Attaché School (JMAS), Airborne, and Air Assault.
- (4) Sergeant first class.
- (a) *Operational assignments.* Maintain a good balance of MTO&E and TDA assignments; serve in a variety of assignments that enhance a Soldier's experience, knowledge, and career progression. Assignments as a Senior HR SGT may include but are not limited to, BN and/or BDE Senior HR SGT, G1 Staff NCO, HROB NCO, DET SGT, Postal, or Casualty OPS platoon sergeant, OPS NCO, and HRSC section chief. SFC with 18 months or more (12 months if serving in a short tour area) of service in a BN S1 position at present or prior NCO rank (SSG and above, as indicated by evaluations) are considered the best qualified.
- (b) *Other assignments.* HRC NCOPD instructor, Senior Writer and/or Developer, AC and/or RC Advisor, Senior AIT Instructor, Career Management NCO, Proponent NCO, Senior Executive Administrative Assistant, ROTC Instructor, CTC O/C, MEPS NCO, and joint assignments.
- (c) *Special assignments.* Recruiter, senior drill sergeant, attaché NCO, AIT platoon sergeant, SHARP NCO, EOA, and assistant inspector general.
- (d) *Self-development.* SSD 4 upon completion of SLC. For additional information on self-development, see paragraph 19–3.
- (e) *Additional training.* Manpower/Force Development Course, BSNCO, Postal Supervisor Course, Defense Equal Opportunity Management Institute (DEOMI) EOA Course, Department of the Army Inspector General (DAIG) Course, Faculty Development Programs, JMAS, Airborne, and Air Assault.
- (5) Master sergeant and first sergeant.
- (a) *Operational assignments.* Continue to maintain a good balance of MTO&E and TDA assignments. Assignments as Chief, HR SGT may include but are not limited to, BDE Senior HR SGT, G1 NCOIC, HRSC section chief, HRC Branch NCOIC, Strength Management NCOIC, OPS SGT, 1SG, Military Entrance Processing Station (MEPS) 1SG, and Senior Postal Supervisor/Inspector. MSG with 18 months or more (12 months if serving in a short tour area) of service in a BDE S1 position at present or prior NCO rank (SFC and above, as indicated by evaluations) are considered the best qualified.
- (b) *Other assignments.* Deputy commandant NCOA, AIT series chief, chief writer and/or developer, combat development NCO, manpower and/or force Development NCO, ROTC instructor, senior NCOPD instructor, AC and/or RC advisor, and joint assignments.
- (c) *Special assignments.* EOA, assistant inspector general, and attaché NCO.
- (d) *Self-development.* For additional information on self-development, see paragraph 19–3.
- (e) *Additional training.* Manpower/Force Development Course, Postal Supervisor Course, DEOMI EOA Course, DAIG Course, Faculty Development Programs, JMAS, Airborne, and Air Assault.
- (6) Sergeant major/command sergeant major.
- (a) *Operational assignments.* Assignments as Chief, HR SGT may include but are not limited to, G1 SGM, HRSC DIV SGM, Theater Gateway SGM, OPS SGM, Reserve G1 SGM, and HCM SGM (both RC unique).
- (b) *Other assignments.* HRC Branch/DIV SGM, Training Development Directorate SGM, advanced individual training SGM, proponent SGM, SGM Academy faculty advisor, and joint assignments.
- (c) *Special assignments.* ASAM&RA SGM, Army G1 SGM, TAGD SGM, EPMD SGM, EO SGM, inspector general SGM, HRC CSM, SSI CSM, and AG regimental CSM.
- (d) *Self-development.* SSD 5 upon completion of the SGM Academy. For more information on self-development, see paragraph 19–3.
- (e) *Additional training.* Manpower/Force Development Course, DEOMI EOA Course, DAIG Course, Airborne, and Air Assault.
- f. *Army career degrees.* See SOCAD Army Career Degree Program.
- g. *GI Jobs.* See GI Jobs COOL Web site.



## 19–6. Military occupational specialty 42A professional development model

Access to the PDM can be accessed from the ACT Web site. They are located under the career resources' tab at the following web address: <https://actnow.army.mil>.

## 19–7. Military occupational specialty 42A Reserve Component

The RC Soldiers play an important role in the mission of the Army. To qualify for MOS 42A, Soldiers must complete training conducted by the U.S. Army AG School or a RC Training Institution designated by the U.S. Army AG School. Duty assignments for career progression are the same for RC as for the AC. During peacetime, training to provide support to both AC and RC Soldiers is critical.

## 19–8. Military occupational specialty 42R musician

MOS 42R Soldiers and NCO must be technically and tactically proficient. Army bands have new structures for the first time in over 50 years. With this new structure, Army musicians are configured into small, individually deployable Music Performance Teams (MPT). MPTs demand the highest level of (MOS) proficiency to effectively accomplish the Army's mission. The shift from large performing groups to small teams of 4–8 musicians requires higher standards of individual musicianship and creates significant leadership roles for Army band NCO. Since Army bands are not authorized support personnel, MOS 42R Soldiers are expected to perform all company administration to include HR, Logistics, OPS, Training, and Safety and/or Security in addition to their musical and leadership responsibilities. Throughout this document, these administrative jobs are referred to as Band Critical Function areas. Good interpersonal communication, management, and administrative skills are paramount for SNCO.

*a. Major duties.* As Army musicians navigate through their careers, a variety of assignments becomes increasingly important. Army bands offer experience in operational and institutional assignments, including traditional and special skill positions. A variety of assignments throughout a Soldier's career is important in gaining Armywide perspective and a variety of experiences as NCO aspire to assume the top leadership positions. Deployment and/or combat experience is extremely valuable for SNCO grades. Documented successful performance in a variety of assignments and positions is key for NCO aspiring to progress to senior leadership levels in the field.

(1) *Music performance team leader.* The Army musician performs music as a member of an MPT in Army bands (small, medium, and large). NCO function first as an assistant team leader (SSG), and then as a team leader (SFC) of an MPT. In this context, the MPT leader is responsible for organizing, instructing, training, counseling and evaluating musicians (SPC) and senior musicians (SGT) on that team. Additionally the MPT leader is responsible for all areas of administration and mission execution for the MPT.

(2) *Collateral duties.* In addition to performance as MPT leaders, NCO may be asked to perform collateral duties as a Drum Major or in Band Critical Function areas: HR, Logistics, OPS, Training, Safety and/or Security, and Staff Music Arranger.

*b. Prerequisites.* See DA Pam 611–21 for details at <https://smartbook.armyg1.pentagon.mil>.

*c. Goals for development.* Since all Soldiers in an Army band, including the command team, are expected to perform as musicians, technical proficiency is paramount in the leader development and career progression for all levels and pay grades. Army musicians should aspire to achieve and maintain the C1 ASI, earned by achieving an instrumental proficiency score of 30 on the Army Musician Performance Assessment (AMPA). The C1 ASI identifies musicians who have performed well above standard on their instruments and broadens the scope of assignment possibilities for band Soldiers.

(1) *Private E–1: Specialist/corporal.* Soldiers in the early years of their careers must focus on building a strong base of technical expertise in basic MOS skills and Warrior tasks and drills.

(a) *Operational assignments.* Musician in an Army band (small or medium). Musicians are also assigned duties as clerks or assistants in support of Band Critical Function areas.

(b) *Self-development.* SL10 Soldiers must maintain instrumental proficiency (score of 18 on the AMPA) for retention in service, and should continually strive to improve their MOS skills. Team Leaders will periodically verify that skills are maintained. Soldiers should begin or continue their civilian education concentrating on musical studies. See the 42R SOCAD or GoArmyEd.com for more information. For additional information on self-development, see paragraph 19–3.

(c) *Additional training.* Soldiers should complete ACCP courses that broaden their knowledge of general military subjects. Courses that relate to their additional duties in band Critical Function areas as mentioned above will also be helpful. Completion of the Airborne Course and/or Air Assault Course is encouraged for Soldiers assigned to bands where these courses are available.

(d) *Special assignments.* None.

(2) *Sergeant.* In addition to building a strong base of technical expertise in MOS skills and Warrior tasks and drills, Junior NCO must seek challenging and progressive positions with supervisory responsibilities.

(a) *Operational assignments.* Senior Musicians in an Army band (small, medium, or large). Senior Musicians may also serve as section NCO in support of band Critical Function areas.

(b) *Self-development.* SL20 Army musicians must work to meet or exceed the instrumental proficiency score of 24

required to meet the ALC performance standards. Team leaders will periodically verify that skills are maintained. An associate's degree or the equivalent of two years of college is recommended by the completion of four years of service. The Soldier's civilian education should concentrate on intermediate level musical studies. See the 42R SOCAD or GoArmyEd.com for more information. Awards unique to Army bands include: Army Band NCO of the Year and Adjutant General's Corps NCO of the Year. Band Soldiers are also eligible for other Adjutant General's Corps Regimental Association (AGCRA) awards: MG Horatio Gates awards (Bronze/Gold), Colonel (COL) Robert L. Manning Achievement Medal, President Benjamin Harrison Medal and the President Theodore Roosevelt Medal. For additional information on self-development, see paragraph 19-3.

(c) *Additional training.* Junior NCOs should continue to pursue completion of ACCP courses which will broaden their knowledge on general military subjects and those that will increase their knowledge of band Critical Function areas. Completion of the Airborne Course and/or Air Assault Course is encouraged for Soldiers assigned to bands where these courses are available.

(d) *Special assignments.* None.

(3) *Staff sergeant.* NCO at this level should continue development of their MOS skills and should begin to show a variety of assignments and positions. Optimally, SSG should have at least two different types of assignments and some experience as an NCO in band Critical Function areas and/or as an assistant MPT leader. As assistant MPT leaders, NCO organize, instruct, train, counsel and evaluate junior grade Soldiers. They may also perform collateral duties as a Drum Major.

(a) *Operational assignments.* Assistant MPT Team Leader in an Army band. Assistant Team Leaders also serve as section NCO in band Critical Function areas. NCO who exhibit some or all of the following qualifications are seen as highly competitive for selection to the rank of SFC:

1. MOS proficiency at the C1 ASI level and demonstrated excellence in training and leading MPTs
2. Successful performance in a variety of assignments and duty positions
3. Demonstrated excellence during NCOA attendance as represented by exceeding course standards and/or receiving special recognition such as Honor Graduate, Commandant's List, Distinguished Leader Award, and so forth.
4. Commitment to self-improvement through military courses and civilian educational opportunities

(b) *Self-development.* SL30 Army musicians must work to meet or exceed the instrumental proficiency score of 30 required to meet the SLC performance standards. Unit leaders will ensure the SSG's instrumental proficiency is up to standard prior to attendance at SLC. Completion of a Bachelor's Degree is recommended by the end of ten years of service. The NCO's civilian education should concentrate on advanced musical studies and HR topics such as principles of management, organizational behavior, information management systems, and technical writing. See the 42R SOCAD or GoArmyEd.com for more information. Awards unique to Army bands include: Army Band NCO of the Year, Adjutant General's Corps NCO of the Year. Band Soldiers are also eligible for other AGCRA awards: MG Horatio Gates awards (Bronze/Gold), COL Robert L. Manning Achievement Medal, President Benjamin Harrison Medal and President Theodore Roosevelt Medal. For additional information on self-development, see paragraph 19-3.

(c) *Additional training.* NCOs should complete any ACCP courses related to HR topics and the successful execution of band Critical Function areas. Completion of courses related to their additional duties will broaden NCO's knowledge of general military subjects. Any additional courses related to senior level management skills will further enhance Soldiers' abilities to function in SNCO positions. Completion of the Airborne Course and/or Air Assault Course is encouraged for Soldiers assigned to bands where these courses are available. The Army Basic Instructor Course (ABIC), BSNCO, Basic Force Management Course, Intermediate Facilitator Skills Course (IFSC), and the Systems Approach to Training Basic Course (SATBC).

(d) *Special assignments.* AIT platoon sergeant, U.S. Army School of Music (USASOM); Instructor/Writer, USASOM (serves as ALC Small Group Leader or AIT Instructor); Recruiter, USAREC; Training Support NCO, USASOM.

(4) *Sergeant first class.* In addition to further developing their MOS technical expertise, SNCOs should have at least two to three different types of assignments with some experience as an NCOIC in a band Critical Function area or performance as an MPT leader. MPT leaders organize, instruct, train, counsel and evaluate junior grade Soldiers in their MPTs. Additionally they are responsible for the administration, logistics and mission execution of the MPT. They may also perform collateral duties as drum major.

(a) *Operational assignments.* Team Leader in an Army band. MPT Leaders may also serve as band critical function area NCOICs (Army band small) or band critical function area NCO, (Army band medium and large) in support of: administration, logistics, OPS, or training. NCO who exhibit some or all of the following qualifications are seen as highly competitive for selection to the rank of MSG:

1. MOS proficiency at or above the C1 ASI level, and demonstrated excellence in training and leading MPTs
2. Successful performance in a variety of assignments and demanding duty positions
3. Demonstrated excellence during NCOA attendance as represented by exceeding course standards and/or receiving special recognition such as Honor Graduate, Commandant's List, Distinguished Leader Award, and so forth.
4. Commitment to self-improvement through military courses and civilian educational opportunities

(b) *Self-development.* SL40 Army musicians are expected to maintain or exceed the instrumental proficiency score

of 30 required to successfully achieve SLC performance standards. Bandmasters will periodically verify that skills are maintained. Completion of a Bachelor's Degree is recommended by the end of ten years of service. Continuation of studies through the graduate level is strongly encouraged. SNCO civilian education should concentrate on advanced musical studies and/or HR studies. See the 42R SOCAD or GoArmyEd.com for more information. Awards unique to Army bands include: Army Band NCO of the Year and Adjutant General's Corps NCO of the Year. Band Soldiers are also eligible for other AGCRA awards: MG Horatio Gates awards (Bronze/Gold), COL Robert L. Manning Achievement Medal, President Benjamin Harrison Medal and President Theodore Roosevelt Medal. For additional information on self-development, see paragraph 19-3.

(c) *Additional training.* Completion of advanced military subjects through ACCP is also encouraged. The Army Basic Instructor Course (ABIC), Basic Force Management Course, BSNCO, Intermediate Facilitator Skills Course (IFSC), and SATBC.

(d) *Special assignments.* Career Advisor, USAHRC; Career Management NCO, AGS (USASSI); Recruiting BDE Band Liaison, USAREC; AIT platoon sergeant, USASOM; Senior Instructor and/or Writer, USASOM (serves as NCOA Deputy Commandant, SLC Small Group Leader, AIT Instructor, or Senior Training Developer); Training Support SNCO, USASOM; EOA.

(5) *Master sergeant and first sergeant.* The most competitive MSG and/or ISGs must demonstrate musical excellence as represented by the C1 ASI, and should have at least three to four different types of assignments throughout their career with documented experience serving as the NCOIC of at least one Critical Function area and MPT leadership experience. NCO in the grade of MSG/ISG must maintain supervisory oversight on all administrative and logistical functions of the unit in addition to qualitative management of all aspects of the unit's musical mission. This requires strong leadership, administrative and communication skills. Band NCO in the grade of MSG and/or ISG function as a ISG in an Army band Small or as Senior Team Leaders in an Army band Medium or Large. Senior team leaders supervise training, administration, logistics and mission execution for one or more MPTs. ISGs serve as the SNCO to the commander, serves as the band commander in his or her absence, and is the principal enlisted conductor.

(a) *Operational assignments.* Army Band ISG; Senior Team Leader (Army band medium and large). Senior team leaders may also serve as band critical function area NCOICs in Army bands medium and large. NCO who exhibit some or all of the following qualifications are seen as highly competitive for selection to the rank of SGM:

1. Demonstrated outstanding MOS proficiency at or above the C1 ASI level
2. Demonstrated outstanding performance as band ISG. ISG positions can be broken down into three categories, most demanding first:

- a. Deployable DIV Bands/SHAPE International Band

- b. ISG of a Deployable DIV band (Army band Small). These ISG positions carry the highest level of responsibility due to the additional requirements necessary when leading Soldiers into a combat zone.

- c. ISG, SHAPE International Band. This one-of-a-kind position leads a multi-Service, multi-national group of individuals and functions as the commander of the organization. This added responsibility of a high-visibility assignment, including all functions of host-nation protocol and ambassadorial functions, sets apart individuals who have successfully performed in this position

- d. ISG of a Garrison nondeployable band (Army Band Small). These ISGs have full responsibility for our bands located primarily on training installations. Like their DIV Band ISG peers, they also supervise all aspects of a company-size MTO&E band unit. However, they do not shoulder the added responsibilities associated with a deployment scenario.

- e. ISG, Army Band Medium and/or Army Band Large. These individuals serve under a band SGM, enabling the SGM to focus on long-range, broad-scope issues within their area of the CMF (that is, TRADOC, FORSCOM, USARPAC, USAREUR, and EUSA). Although they do shoulder a great deal of responsibility for all unit and troop-related matters in the organization, they are not serving as the SNCO.

(b) *Self-development.* SL50 Army musicians are expected to maintain or exceed the instrumental proficiency score of 30 required to successfully achieve SLC course standards and serve at the top leadership positions in the CMF. Continuation of studies through the graduate level is strongly encouraged. For additional information on self-development, see paragraph 19-3.

(c) *Additional training.* The Army Basic Instructor Course (ABIC), Basic Force Management Course, Intermediate Facilitator Skills Course (IFSC), and SATBC.

(d) *Special assignments.* Senior instructor/writer, USASOM (serves as Directorate of Training NCOIC or as Director of OPS NCOIC); Director of Support, USASOM (serves as DOTD NCOIC); Senior Band Liaison, HQ USAREC.

(6) *Sergeant major and command sergeant major.* Band SGM serve as the senior enlisted band Soldier in their commands. The Band SGM assists and advises the Proponent CSM and their respective commands on issues affecting MOS 42R Soldiers. Additionally they will assist as necessary with issues relating to the subordinate bands in their ACOMs, and will mentor and monitor the PD of ISGs. The USASOM CSM also serves as the SNCO to the Chief, Army Bands and as the Commandant of the US Army School of Music NCO Academy. The CSM develops recommendations on assignment of RA 42R MSG, ISGs and SGM, mentors and supervises PD of SNCO in MOS 42R, and acts as the senior leader among 42R and 42S SGMS to coordinate and address issues pertaining to Soldiers in

MOS 42R and 42S. Those most competitive for selection to CSM have successfully served in operational and institutional Army band assignments, and have a variety of experiences in deploying, garrison and special skill assignments throughout their career.

(a) *Operational assignments.* Band SGM, Army band (medium and large). NCO who exhibit some or all of the following qualifications are seen as highly competitive for selection to the rank of ASOM CSM:

1. Demonstrated outstanding performance as a Band SGM.
2. Demonstrated technical and tactical excellence as best demonstrated by assignment to and successful performance in small, medium and large Army bands throughout career
3. Leadership experience in both the operational and institutional Army; deployment experience, garrison and special skill positions help provide Armywide perspective and the broad level of experience required to serve as the SNCO and Commandant, USASOM NCOA

(b) *Self-development.* Completion of studies at the graduate level is strongly encouraged. For additional information on self-development, see paragraph 19–3.

(c) *Additional training.* CSM Force Management Course.

(d) *Special assignments.* CSM, USASOM.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **19–9. Military occupational specialty 42R professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources’ tab at the following Web address: <https://actnow.army.mil>.

### **19–10. Military occupational specialty 42R musician, Reserve Component**

RC musician performs music as members of MPTs in USAR bands, and in ARNG bands. Duty positions for career progression are the same for RC as for the RA. RC Soldiers make up the majority of all 42R Soldiers, and are critical to the success of Army bands. The wartime success of the Army Band Career Program (ABCP) depends on the quality of Soldiers in the RC.

### **19–11. Military occupational specialty 42S special band musician**

a. *Major duties.* Perform music or other assigned duties as a member of a special band.

b. *Prerequisites.* The special band’s commander awards personnel the MOS 42S based on specific needs of the organization. For additional information in reference to MOS 42S, see AR 614–200.

c. *Goals for development.* As published by the appropriate organization.

(1) Staff sergeant.

(a) *Institutional training.* Not applicable.

(b) *Operational assignments.* Not applicable.

(c) *Self-development.* For additional information on self-development, see paragraph 19–3.

(d) *Additional training.* As determined by the appropriate organization.

(e) *Special assignments.* None.

(2) Sergeant first class.

(a) *Institutional training.* Not applicable.

(b) *Operational assignments.* Not applicable.

(c) *Self-development.* For additional information on self-development, see paragraph 19–3.

(d) *Additional training.* As determined by the appropriate organization.

(e) *Special assignments.* None.

(3) Master sergeant/first sergeant.

(a) *Institutional training.* Not applicable.

(b) *Operational assignments.* Not applicable.

(c) *Self-development.* For additional information on self-development, see paragraph 19–3.

(d) *Additional training.* As determined by the appropriate organization.

(e) *Special assignments.* None.

(4) Sergeant major.

(a) *Institutional training.* Not applicable.

(b) *Operational assignments.* Not applicable.

(c) *Self-development.* For additional information on self-development, see paragraph 19–3.

(d) *Additional training.* As determined by the appropriate organization.

(e) *Special assignments.* None.

## Chapter 20 Public Affairs (Career Management Field 46) Career Progression Plan

### 20–1. Duties

a. Army commanders and senior officials have a legal and ethical responsibility to the civilian leadership and American public to inform them of Army activities. Article I, section 8 of the Constitution states that Congress shall have the power “to raise and support Armies ...” In addition, Congress must provide for the state militias when they are called to federal service. In order to make decisions affecting the Army, the civilian leadership and those that elect them must be accurately informed.

b. The American public must know the state of the Army as it conducts the nations business and prepares to perform missions assigned by the National Command Authority. It is the mission of Soldiers serving in CMF 46, Army Public Affairs (PA), to serve as the primary resource for commanders and senior officials to inform the American public about those activities. This mission is especially important during times of conflict when relationships among Soldiers, Families and communities impact the morale, esprit de corps and effectiveness of the Army. PA Soldiers accomplish this mission using six core PA processes discussed below using a multitude of resources and methods. For more information about PA programs and OPS, refer to AR 360–1.

c. The CMF 46 is comprised of three separate MOSs, PA SPC (46Q), PA broadcast SPC (46R) and chief PA NCO (46Z). PA SPC (46Q) and PA broadcast SPC (46R) merge to form 46Z at rank and/or grade SFC/E–7. Approximately 75 percent of all Army PA force structure serves in USAR and ARNG components. The remaining 25 percent serve in the Active Component. PA Soldiers are assigned primarily to echelons from BDE through ASCC and in small highly-deployable PA detachments. PA Soldiers serve on commanders’ personal staff and are vital staff members in commanders’ information engagement planning and OPS teams. They work extensively with civilian media, as well as acquiring, processing, producing and delivering their own news media products for internal and external audiences. Army PA is the CMF that provides internal and external audiences with timely and accurate information about the Army’s current OPS, policies, procedures and initiatives.

### 20–2. Transformation

The Army operates in a rapidly evolving information environment creating a complex, demanding and challenging dynamic where PA Soldiers have to continuously improve their skill and knowledge in order to accomplish their mission. PA Soldiers possess a unique set of skills including communication, articulation, timely engagement, mediation, relationship building, operational insight and technological astuteness. PA Soldiers must be capable of journalistic writing, photography, videography, and PA NCO who often serve as primary staff and must be astute planners and integrators. They must be able to support the commander’s communication strategies using these competencies, along with a thorough understanding of communication processes. To be competent, PA Soldiers must thoroughly understand and master the six core processes of their craft: advise the commander; conduct PA and communication planning; execute communication strategies; facilitate media; conduct PA training; and facilitate public engagement. Foremost, PA Soldiers must accurately advise commanders on issues which may impact the information environment. PA Soldiers must be tactically proficient, mentally and physically disciplined, and embody the Warrior Ethos. The Army PA force is a small but vital part in the Army’s ability to accomplish its missions. Enlisted PA Soldiers provide the foundation of the Army’s PA force. As successful communicators, PA Soldiers must be open to and prepared for vigorous changes in the information environment. Adaptability is the key to success.

a. *Modularity demands.* Modularity had a large impact in PA force structure. Before modularity, the majority of the PA Force was in TDA and garrison billets. With modularity the PA force was transformed into the MTOE Army creating positions where none had existed before. This created demands for experienced NCO at every level that led the active duty to primarily incorporate in-service accessions at E5 rank.

b. *Demanding assignments.* PA Soldiers lead and conduct independent PA OPS across the information battle space. Soldiers should seek responsibility and take advantage of opportunities that display leadership skills, initiative, and motivation.

(1) *Private E–1: specialist/corporal.* At this grade level Soldiers should seek demanding assignments with units that operate independently such as PA detachments and military information support operations (MISO) for PD and greater promotion opportunities. More assignment information is listed on the CMF 46 PDM.

(2) *Sergeant:* PA SGTs should seek demanding assignments in airborne units such as BCT, MISO, and units that operate independently such as PA detachments. SGT may be able to serve as a Recruiter. More assignment information is listed on the CMF 46 PDM.

(3) *Staff sergeant.* PA SSGs should seek demanding assignments in airborne units such as SF Group, MISO, units that operate independently such as PA detachments and BCTs. SSGs may be able to serve as a drill sergeant, recruiter or AIT platoon sergeant. More assignment information is listed on the CMF 46 PDM.

(4) *Sergeant first class*. PA NCOs should seek demanding assignments in multifunctional or support BDE where they are the senior PAO on the commander's staff; DIVs, TSOC, NCOIC positions within PA specific units, drill sergeant, recruiter or an AIT platoon sergeant. More assignment information is listed on the CMF 46 PDM.

(5) *Master sergeant/first sergeant*. PA SNCOs should seek demanding assignments at DIVs, Corps, Armies, and MPAD 1SG. More assignment information is listed on the CMF 46 PDM.

(6) *Sergeant major/command sergeant major*. As PA SMEs, SGMs should seek demanding assignments at TSC, corps, armies, and combatant commands. CSMs should seek assignments with Press Camp HQ. More assignment information is listed on the CMF 46 PDM.

### **20-3. Recommended career management self-development, by rank**

The Active duty component is primarily in-service accessions. There are no skill-level one positions in the active component Army. However, some skill-level one Soldiers will continue to be accessed into AC and placed into skill-level two positions. It is imperative that individuals who find themselves in these positions strive to perform at the grade of the position. These Soldiers should attend as much military and MOS specific training as possible. Both the USAR and ARNG continue to have skill-level one authorizations and access skill-level one Soldiers. RC PA Soldiers may remain SL10 for a number of years and should be encouraged and supported in attending advanced MOS training at DINFOS.

#### *a. Private E-1: specialist/corporal.*

(1) A Soldier's success in this CMF can be directly related to the time, energy, and effort invested in self-development, job mastery, and building a solid foundation in basic Soldiering and journalism skills. Successful CMF 46 Soldiers at this grade are physically fit, self-motivated, and driven.

(2) Soldiers should study and master the following military publications: JP 3-61; FM 3-13; AR 670-1; AR 360-1; STP 21-1-SMCT; FM 3-90.61; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) Correspondence, distance-learning courses and education centers are available for Soldiers to complete educational objectives. Taking additional civilian education courses also improves promotion potential. CMF 46 participates in the Servicemembers Opportunity Colleges Army Degree (SOCAD) program. Participating colleges grant college credit for military training and MOS specific training, leading to a Bachelors degree. See the SOCAD Web site and your local education center for more details on the program for CMF 46. Tuition Assistance may be available for SOCAD programs. Degrees should be in Marketing, Advertising, Journalism, Political Science, Public Relations, or Mass and/or Multimedia Communications.

(5) The Army offers Soldiers many distance-learning opportunities for self-development as well as college credit and promotions points. Programs include The ACCP, SSD, and Army eLearning through SkillSoft that includes Rosetta Stone language training. Soldiers should refer to the ACT for suggested courses and classes that are available.

(6) Soldier should compete in boards such as Soldier of the Quarter and/or Year to broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(7) Additional career enhancement and promotion points may be gained by obtaining technical certifications. For information on these and other education programs, visit the COOL Web site and installation education center. Web design and software certifications are especially useful in CMF 46.

(8) DINFOS courses are available throughout a Soldier's career. For 46Q see paragraph 19-4 for 46R see paragraph 19-7 for specific MOS recommended courses.

(9) Recognition and awards. PA Soldiers can distinguish themselves by competing in competitions for the CMF 46 career field. The Keith L. Ware (KLW) is an annual print and broadcast Army competition. Each ACOM and direct reporting unit judges its own entries and selects the best in each category to compete against other ACOMs and DRUs for best in Army. Army level KLW winners compete in DOD competition, the Thomas Jefferson Awards Program. TJAP winners are recognized for their expertise and for outstanding achievements in furthering the objectives of the DOD Internal Information Program.

#### *b. Sergeant.*

(1) A SGT establishes a foundation of NCO skills and begins to understand the technical and tactical aspects of their job.

(2) SGT should study and master the military publications and reading materials mentioned in skill-level 1, as well as should study and master the following military publications: STP 21-1- SMCT; FM 4-25.11; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) Correspondence, distance-learning courses, and education centers are available for Soldiers to complete educational objectives. Taking additional civilian education courses also improves promotion potential. CMF 46 participates in the Servicemembers Opportunity Colleges Army Degree (SOCAD) program. Participating colleges grant college

credit for military training and MOS specific training, leading to a Bachelors degree. See the SOCAD Web site and the local education center for more details on the program for CMF 46. Tuition Assistance may be available for SOCAD programs. Degrees should be in Marketing, Advertising, Journalism, Political Science, Public Relations, or Mass and/or Multimedia Communications.

(5) The Army offers Soldiers many distance learning opportunities for self-development as well as college credit and promotions points. Programs include ACCP, SSD, and Army eLearning through SkillSoft that includes Rosetta Stone language training. Soldiers should refer to the ACT for suggested courses and classes that are available.

(6) SGT mentor Soldiers to compete in Soldier of the Quarter Boards; compete in boards such as NCO of the Quarter and/or Year and the SGT Audie Murphy and/or SGT Morales Clubs to broaden the knowledge base, instill discipline and improve communication skills and leadership potential.

(7) Additional career enhancement and promotion points may be gained by obtaining technical certifications. For information on these and other education programs, visit the COOL Web site and installation education center. Web design and software certifications are especially useful in CMF 46.

(8) DINFOS COURSES are available throughout a Soldier's career. For 46Q see paragraph 19-4; for 46R see paragraph 19-7 for specific MOS-recommended courses.

(9) Recognition and awards. PA Soldiers can distinguish themselves by competing in competitions for the CMF 46 career field. The Keith L. Ware (KLW) is an annual print and broadcast Army competition. Each ACOM and DRU judges it own entries and selects the best in each category to compete against other ACOMs and DRUs for best in Army. Army level KLW winners can compete in DOD competition, the Thomas Jefferson Awards Program. TJAP winners are recognized for their expertise and for outstanding achievements in furthering the objectives of the DOD Internal Information Program. The DOD VI Production Awards are an initiative of the Assistant Secretary of Defense for PA. The competition was created in 1998 as an outgrowth of Department of the Secretary of Defense Management Reform #9, updating audiovisual materials created within the DOD.

*c. Staff sergeant.*

(1) SSGs must continue building a solid foundation in NCO skills, remain physically fit, self-motivated, driven, and capable of performing assigned duties and display technical and tactical proficiency. SSGs begin to mentor and develop Soldiers.

(2) All NCOs should study and master the military publications and reading materials mentioned in both skill-level 1 and 2. The Army; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) In addition to skill-levels 1 and 2 books, the following books are suggested reading for continued self-development; Crisis Communication by Peter F. Anthonissen, Manage the Media by William J. Holstein, Becoming a Critical Thinker: A User Friendly Manual by Sherry Diestler, 13 Fatal Errors Managers Make and How You Can Avoid Them by W. Steven Brown, Media Ethics: Cases and Moral Reasoning by Clifford G. Christians; read books by or about the following individuals on Robert E. Lee, Dwight D. Eisenhower, John F. Kennedy, and Walter Cronkite; The CSA Reading List contains additional reading material for self-development.

(4) Correspondence, distance-learning courses and education centers are available for Soldiers to complete educational objectives. Taking additional civilian education courses also improves promotion potential. CMF 46 participates in the SOCAD program. Participating colleges grant college credit for military training and MOS specific training, leading to a Bachelors degree. See the SOCAD Web site and your local education center for more details on the program for CMF 46. Tuition Assistance may be available for SOCAD programs. Degrees should be in marketing, advertising, journalism, political science, public relations, or mass and/or multimedia communications.

(5) The Army offers Soldiers many distance-learning opportunities for self-development as well as college credit and promotions points. Programs include ACCP, SSD, and Army eLearning through SkillSoft that includes Rosetta Stone language training. Soldiers should refer to the ACT for suggested courses and classes that are available.

(6) Additional career enhancement may be gained by obtaining technical certifications. For information on these and other education programs, visit the COOL Web site and installation education center.

(7) SSGs mentor and coach Soldiers to compete in Soldier of the Quarter Boards; compete in boards such as NCO of the Quarter and/or Year, and the SGT Audie Murphy and/or SGT Morales Clubs, to broaden the knowledge base, instill discipline and improve communication skills and leadership potential.

(8) DINFOS courses are available throughout a Soldiers career. For 46Q see paragraph 19-4; for 46R see paragraph 19-7 for specific MOS recommended courses.

(9) Recognition and awards. PA Soldiers can distinguish themselves by competing in competitions for the CMF 46 career field. The Keith L. Ware (KLW) is an annual print and broadcast Army competition. Each ACOM and DRU judges it own entries and selects the best in each category to compete against other ACOMs and DRUs for best in Army. Army level KLW winners can compete in DOD competition, the Thomas Jefferson Awards Program. TJAP winners are recognized for their expertise and for outstanding achievements in furthering the objectives of the DOD Internal Information Program. The DOD VI Production Awards are an initiative of the Assistant Secretary of Defense for PA. The competition was created in 1998 as an outgrowth of Department of the Secretary of Defense Management Reform #9, updating audiovisual materials created within the DOD.

*d. Sergeant first class.*

(1) A SFC supervises Soldiers and PA programs within a BCT, PA detachments, broadcast OPS detachments (RC only), MPAD team or a PA section and must display both technical and tactical mastery.

(2) These NCOs should study and master the military publications and reading materials mentioned in skill-levels 1 through 3, as well as: FM 7-15; FM 3-21.8; AR 350-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. They should strive to complete a degree program or at a minimum accumulate 2 years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. Degrees should be in marketing, advertising, journalism, political science, public relations, or mass and/or multimedia communications.

(4) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(5) The self-development process should now shift to advanced skills. Ideally, a SFC should have completed a bachelor's degree by 12 years of serve and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions are essential to a SFC.

(6) Additional career enhancement may be gained by obtaining technical certifications. For information on these and other education programs, visit the COOL Web site and installation education center.

(7) NCOs mentor and coach Soldiers to compete in Soldier of the Quarter Boards; NCO of the Quarter and/or Year and the SGT Audie Murphy and/or SGT Morales Clubs; should strive to gain membership into SAMC and/or SMC to broaden their knowledge base, and improve communication skills and leadership potential.

(8) Active duty NCOs at this grade are eligible for the TWI program and the SGM Dawn Kilpatrick Memorial Scholarship (see AR 621-1). Contact the Army PA Center Training DIV or the PA career advisor for more information. For additional information on self-development, see paragraph 20-3.

(9) DINFOS courses. PA NCOs are encouraged to attend additional courses such as the Joint Senior Enlisted Career Course, Joint Expeditionary PA Course, and Joint Intermediate PA Course.

(10) Recognition and awards. SFCs distinguish themselves by mentoring and encouraging their Soldiers to compete in competitions for the CMF 46 career field such as the service unique KLV and the DOD level, Thomas Jefferson Awards Program. More information for both competitions and the DOD VI Awards program is found on the DINFOS webpage.

*e. Master sergeant and first sergeant.*

(1) MSGs and 1SGs are responsible for the mentorship, PD and training oversight for Soldiers and PA programs in their units and area of responsibility such as a DIV and its subordinate BDE, MPAD, PA detachments, or a PA section. They must display both technical and tactical mastery.

(2) MSGs display mastery of the six core PA processes. These NCOs should study and master the military publications and reading materials mentioned in skill-levels 1 through 4 as well as: DA Pam 611-21, AR 601-280, AR 840-10, and AR 220-1.

(3) As NCOs become more senior in rank, self-motivated development becomes essential. Activities like professional reading and college courses develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate that civilian education be considered a major discriminator for selection to SGM. Continuing civilian education (completion of bachelor's or master's degree) is highly encouraged. Degrees should be in marketing, advertising, journalism, political science, public relations, or mass/multi-media communications.

(4) The following is suggested for self-development: TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(5) MSGs should also continue to exploit other distributed-learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(6) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(7) Additional career enhancement may be gained by obtaining technical certifications. For information on these and other education programs, visit the COOL Web site and installation education center.

(8) NCOs mentor and coach Soldiers to compete in Soldier of the Quarter Boards; NCO of the Quarter and/or Year and the SGT Audie Murphy and/or SGT Morales Clubs; should strive to gain membership into SAMC and/or SMC to broaden their knowledge base, and improve communication skills and leadership potential.



(9) DINFOS courses. PA NCOs are encouraged to attend additional courses such as the Joint Senior Enlisted Career Course, Joint Expeditionary PA Course, and Joint Intermediate PA Course.

(10) Recognition and awards. MSGs distinguish themselves by mentoring and encouraging their Soldiers to compete in competitions for the CMF 46 career field such as the service unique KLW and the DOD level, Thomas Jefferson Awards Program. More information for both competitions and the DOD VI Awards program is found on the DINFOS Web page.

*f. Sergeant major and command sergeant major.*

(1) SGMs and CSMs are responsible for the mentorship, PD and training oversight for Soldiers and PA programs in their units and area of responsibility such as a corps, DIV, and its subordinate BDE, PCH, PA detachments, or a PA section. They must display both technical and tactical mastery.

(2) Successful PA SGMs and CSMs are leaders and mentors to the Army. They continue to be physically fit, lead from the front, and are experts of the six core PA processes. These NCOs have a thorough understanding of the military publications and reading materials mentioned in skill-level 1 through 5.

(3) The goal of the SGM and CSM is to possess a college degree and be working toward a master's degree in their chosen discipline. Activities like professional reading and college courses develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM and CSM will often be representing the command or Army in civic functions.

(4) The SGM and CSM should read publications on their chains of command professional reading list. TC 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(5) Additional career enhancement may be gained by obtaining technical certifications. For information on these and other education programs, visit the COOL Web site and installation education center.

(6) DINFOS courses. PA NCOs are encouraged to attend additional courses such as the Joint Senior Enlisted Career Course, Joint Expeditionary PA Course, and Joint Intermediate PA Course.

(7) Recognition and awards. SGMs and CSMs distinguish themselves by mentoring and encouraging their Soldiers to compete in competitions for the CMF 46 career field such as the service unique KLW and the DOD level, Thomas Jefferson Awards Program. More information for both competitions and the DOD VI Awards program is found on the DINFOS webpage.

#### **20-4. Military occupational specialty 46Q public affairs specialist**

*a. Major duties.* The PA SPC participates in and assists with the supervision and administration of Army PA programs. The PA SPC conducts PA training, such as Media Awareness training to support media and community relations efforts, and participates in PA planning. He or she develops information products such as print and Web-based materials and photographs for the use of internal and external audiences. Initial entry requirements for CMF 46 are one among the most stringent in the Army. A high number of PA Soldiers hold a college degree. PA Soldiers are highly specialized and the technical aspects of the CMF requires; extraordinary written, verbal and visual communication skills, a special understanding of the complex nature of the media and of multiple audiences (military, civilian, foreign), the ability to conceive, capture, produce and distribute PA products to multiple audiences via multiple methods (print, television, radio, and Web). All PA units have deployed at least once since 2001 and many have deployed multiple times. Special MOS considerations should be given for unique training and education opportunities in PA such as TWI. TWI attendees undergo a competitive selection for positions annually, to participate in a work-experience program that exposes Soldiers to corporate America PA managerial techniques and industrial procedures. PA Soldiers are specifically selected among peers for future leadership positions. The SGM Dawn Kilpatrick Memorial Scholarship is a competitive selection for one position towards completion of a two-year Bachelor's degree. The SGM Dawn Kilpatrick Memorial Scholarship is open to Active Duty CMF 46 Soldiers only.

*b. Prerequisites.* See DA Pam 611-21 for details.

*c. Goals for development.*

(1) *Private E-1: Specialist/corporal.* The focus during these early years should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. The PA SPC researches, prepares and disseminates news releases, articles, Web-based materials and photographs on Army personnel and activities and performs operator-level maintenance on assigned equipment and PMCS on assigned vehicles and generators. The PA SPC also provides limited media facilitation, training, planning and community relations.

(a) *Institutional training.* Basic Combat Training, Advance Individual Training, Warriors Leaders Course, and Self Structures Development I (see AR 600-8-19).

(b) *Operational assignments.* Soldiers should seek responsibility and take advantage of opportunities that display leadership skills, initiative and motivation. A PA SPC should seek assignments in units that operate independently such as Public Affairs Detachments, Mobile Public Affairs Detachments (MPAD), Press Camp HQ (PCHs), BCT. More assignment information is listed on the CMF 46 PDM.

(c) *Self-development.* For additional information, see paragraph 20–3.

(d) *Additional training.* Airborne, Air Assault, NBC, Combat Lifesaver, Armorer, Combatives Level 1 and DINFOS courses such as Editors Course (EC) and Intermediate Photojournalism Course (IPC) and Electronic Journalism Course (EJC).

(e) *Special assignments.* CPL recruiter and the Old Guard PA office.

(2) *Sergeant.* Emphasis is on leadership potential. Throughout this period, the PA SGT continues to develop leadership, tactical, technical and managerial skills. The SGT performs duties described in the preceding skill-level, provide technical guidance to subordinates, serves as first-line supervisor and reviews PA informational products for security, accuracy, policy and propriety. The PA SGT also provides media facilitation; conducts PA and common skills training, PA planning; and participates in community relations programs.

(a) *Institutional training.* WLC and Advance Leaders Course and SSD 2 (see AR 600–8–19).

(b) *Operational assignments.* A PA SGT’s first assignments are usually in the operational Army in PA detachments, BCTs and higher HQ.

(c) *Self-development.* PA SGTs should study JP 3–61 and FM 3–13, available via the Army Doctrine and Training Digital Library.

1. *Army career degrees.* See the SOCAD Army Career Degree Program.

2. *Self-development.* For additional information, see paragraph 20–3.

(d) *Additional training.* Airborne, Air Assault, Jumpmaster, NBC, Combat Lifesaver, Combatives Level I or II, and DINFOS courses such as EC, IPC, EJC, Intermediate Public Affairs Specialist Course (IPASC), and Advanced Electronic Journalism Course (AEJC).

(e) *Special assignments.* Recruiter.

(3) *Staff sergeant.* Effective leadership skills require a continuous process of motivation and self-improvement. The PA NCOs should continue building on leadership techniques; tactical, technical and managerial skills; military history; PA in the global information environment; joint PA and IO doctrine; and human behavior. They perform duties described in the preceding skill-level and provide tactical, technical and professional guidance to subordinates and superiors in accomplishment of their duties. The PA NCO supervises the administration of Army PA Programs, supervises and reviews information products for release and prepares work schedules and assigns tasks based on requirements. The PA SSG also supervises or supports PA planning, media facilitation and community relations programs and conducts PA and common skills training and participates in staff processes and procedures including the military decision making process (MDMP).

(a) *Institutional training.* ALC and SLC (see AR 600–8–19).

(b) *Operational assignments.* The focus during this career phase must be on continued development and refinement of leadership skills and tactical and technical expertise. A PA SSG should seek assignments in PADs, MPADs, BCTs, Corps and Armies. More assignment information is listed on the CMF 46 Career PDM.

(c) *Self-development.* The SSG is eligible for the TWI program. For additional information on self-development, see paragraph 20–3.

(d) *Additional training.* Airborne; Air Assault; Battle Staff; NBC; IO, Combatives Level I or II, DINFOS taught courses such as EC, IPC, EJC, IPASC, AEJC, Joint Expeditionary Public Affairs Course (JEPAC) and Broadcast Managers Course (BMC).

(e) *Special assignments.* AIT instructor, drill sergeant, recruiter, NCO Academy SGL, AIT platoon sergeant, TWI, WTU platoon sergeant, and The Old Guard.

d. *Army career degrees.* See the SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs, COOL Web site.

## **20–5. Military occupational specialty 46Q professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **20–6. Military occupational specialty 46Q Reserve Component**

The RC is managed the same as the RA (see para 20–3).

## **20–7. Military occupational specialty 46R public affairs broadcast specialist**

a. *Major duties.* The PA broadcast SPC conducts electronic news gathering and also participates in or supervises the operation of a broadcast section, team, and detachment. The PA broadcast SPC prepares commercial broadcast-quality products for release through radio, Web-based media, and television. The PA broadcast SPC also provides limited support to media training and other PA programs. Initial entry requirements for CMF 46 are among the highest in the Army and a high number of PA Soldiers hold a college degree. PA Soldiers are highly specialized and technical MOS requires; extraordinary written, oral, verbal, and visual communication skills, a special understanding of the complex nature of the media and of multiple audiences (military, civilian, foreign), the ability to conceive, capture, produce and

distribute PA products to multiple audiences via multiple methods (print, television, radio, and Web). All PA units have deployed at least once since 2001 and many have deployed multiple times.

*b. Prerequisites.* See DA Pam 611–21 for details.

*c. Goals for development.*

(1) *Private E–1: specialist/corporal.* The focus during these early years should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. A The PA broadcast SPC researches, prepares and disseminates information products through news releases, radio and television products. They also perform as writers, reporters, editors, videographers, producers and program hosts in radio and television productions and perform operator level maintenance on assigned equipment and PMCS on assigned vehicles and generators. As needed, the PA broadcast SPC can provide support to media facilitation, training, planning and community relations.

*(a) Institutional training.* BCT, AIT, WLC, and SSD 1 (see AR 600–8–19).

*(b) Operational assignments.* Soldiers should seek responsibility and take advantage of opportunities that display leadership skills, initiative and motivation. A PA broadcast SPC should seek assignments in PADs, MPADs, BODs (RC only), PCHs, BCTs, and MISO units. Other assignments include positions with the Defense Media Activity (Armed Forces Radio Television Service). More assignment information is listed on the CMF 46 PDM and ACT.

*(c) Self-development.* For additional information, refer to para 20–3.

*(d) Additional training.* Airborne, Air Assault, NBC, Combat Lifesaver, Armorer and the DINFOS instructed EJC (RC AIT only) and AEJC.

*(e) Special assignments.* CPL recruiter and The Old Guard PA office.

(2) *Sergeant.* Emphasis is on leadership potential. The PA broadcast SGT continues to develop leadership, tactical, technical and managerial skills. The PA broadcast SGT performs duties described in the preceding skill-level, provides technical guidance to subordinates and serves as first-line supervisor in broadcast OPS and preparation of information products through radio, Web-based media and television. As needed, the PA broadcast SGT can provide limited support to media facilitation, training, planning and community relations.

*(a) Institutional training.* WLC and ALC (see AR 600–8–19).

*(b) Operational assignments.* A PA broadcast SGT should seek assignments in BCTs, PADs, MPADs, BODs (RC only), PCHs, and MISO units. Other assignments include positions with DMA. More assignment information is listed on the CMF 46 PDM.

*(c) Self-development.* CMF 46 NCOs should study FM 3–13, available via the Army Doctrine and Training Digital Library.

*1. Army career degrees.* See SOCAD Army Career Degree Program.

*2. Self-development.* For additional information, see paragraph 20–3.

*(d) Additional training.* Airborne, Air Assault, Jumpmaster, NBC, Combat Lifesaver, Armor, Combatives Level I or II, and DINFOS taught courses such as EJC, IPASC, and AEJC.

*(e) Special assignments.* Recruiter and The Old Guard PA office.

(3) *Staff sergeant.* Effective leadership skills require a continuous process of motivation and self-improvement. The PA broadcast NCO should continue building on leadership techniques; tactical, technical and managerial skills; military history; PA in the global information environment; joint PA and IO doctrine; and human behavior. The broadcast NCO performs duties described in the preceding skill-level and provides tactical, technical and professional guidance to subordinates and superiors in accomplishment of their duties. The PA broadcast NCO supervises the administration of Army PA programs, supervises broadcast OPS and prepares information products for release through radio, Web-based media and television, supervises television broadcast section or element and prepares work schedules and assign tasks based on requirements. The PA broadcast NCO can provide support and supervision to media facilitation, training, planning and community relations.

*(a) Institutional training.* ALC and SLC.

*(b) Operational assignments.* The focus during this career phase must be on continued development and refinement of leadership skills and tactical and technical expertise. A PA broadcast NCO should seek assignments in MPADs, BODs (RC only), PCHs, Armies and MISO units. More assignment information is listed on the CMF 46 PDM and ACT.

*(c) Self-development.* Active Duty SSGs are eligible for the TWI program.

*1. Army career degrees.* See SOCAD Army Career Degree Program.

*2. More self-development.* For additional information on self-development, see paragraph 20–3.

*(d) Additional training.* Airborne; Air Assault; Battle Staff; NBC; IO, Combatives Level I or II, DINFOS taught courses such as EJC, IPASC, AEJC, JEPAC and BMC.

*(e) Special assignments.* AIT instructor, drill sergeant, recruiter, NCO Academy SGL, AIT platoon sergeant, TWI, WTU platoon sergeant, and The Old Guard.

## 20–8. Military occupational specialty 46R professional development model

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following web address: <https://actnow.army.mil>.

## 20–9. Military occupational specialty 46R Reserve Component

The RC is managed the same as the AC (see para 20–7).

## 20–10. Military occupational specialty 46Z chief public affairs noncommissioned officer

*a. Major duties.* The chief PA NCO supervises personnel assigned to PA units, sections, cells or offices. The chief PA NCO advises the PA officer, commander and senior enlisted leader on all matters pertaining to PA core functions. The chief also supervises Army PA programs, radio and television broadcasting, advises leaders as to the accuracy, propriety, timing and relative importance of information for release to the public and recommends methods of communicating information. The chief PA NCO also develops, coordinates, supervises and participates in plans and policies pertaining to organizations, training and OPS and serves as the principal NCO in PA and broadcast organizations. The chief PA NCO also can represent PA interests at boards, cells, centers and bureaus. Unique to 46Z, SFC to MSG is the necessity to have an extensive knowledge and understanding of the entire Army including units, missions, equipment, vehicles, capabilities, regulations, legal issues, religious and ethnic observances, and government OPS in order to effectively communicate the Army’s story to world-wide audiences. SFC serve as the PAO for the Commander in support BDE, currently there are no PA officers authorized for those units. 46Z operates extensively in tactical unit TOC, participating or leading MDMP, planning, coordinating and integrating PA OPS into the Commanders’ concept of OPS. There are no key CMF 46 specific ASI or SQIs. 46Z SGM needs to have an extensive knowledge and understanding of the entire Army including units, missions, equipment, vehicles, capabilities, regulations, new and emerging policies, legal issues, religious observances, and Government OPS in order to effectively communicate the Army’s story to worldwide audiences. The 46Z SGM operates extensively in higher HQ, participating in MDMP, planning, coordinating and integrating PA OPS into three and four-star commanders’ concept of OPS. There are no key CMF 46 specific ASI or SQIs.

*b. Prerequisites.* See DA Pam 611–21 for details.

*c. Goals for development.*

(1) *Sergeant first class.* The PA OPS NCO develops senior-level staff skills while building on and refining previously learned skills. The PA OPS NCO plans and organizes work schedules and assigns specific tasks to support unit mission and PA programs and strategies. They supervise the preparation of information products for release on Army matters and provide media facilitation, PA training, PA planning and community relations. They also supervise the preparation of, or prepare after action reports, evaluations, reports, correspondence, records and plans pertaining to Army PA programs, Armed Forces Radio and Television Service affiliate OPS or comparable broadcast activities, to include a separate broadcast section, team or detachment. The PA Ops NCO is designated as the PA Officer in the Multi-Function Support BDE. The PA OPS NCO may serve as the only PA asset in other staff elements such as IO and Information Engagement Cells to coordinate, supervise and participate in plans and policies to support OPS. They serve as the principal NCO in PA and broadcast organizations. The PA Ops NCO represents PA interest at boards, cells, centers and bureaus. ASIs include Tactical IO (P4), Battle Staff (S2), Jump Master (5W), and Air Assault (2B) and Recruiter (4A). SQIs include Instructor (H) and Parachutist (P) and Drill Sgt. (X).

(a) *Institutional training.* SLC (see AR 600–8–19).

(b) *Operational assignments.* Support BDE, DIVs, Corps, Armies, MPADs, PCHs and BODs (RC only). SFC 46Z are also assigned to special MP BDE (Detainee Holding) and CA BDE. More assignment information is listed on the CMF 46 PDM.

1. *Promotion potential indicators.* For CMF 46 NCO to the grade of E7 include: DA Forms 2166–8, also known as NCOERs, that reflect above average duty performance trends, potential for increased responsibility, demonstrated initiative and self-development. The PA Soldier’s assignments and leadership should be demonstrated through a variety of assignments including leadership, special duty, staff, mix of TOE/TDA assignments, operational deployments, leadership positions during deployments, serving at a duty position no more than 36 months with one unit, 60 months in either TOE/TDA units or duty assignments, and successfully served at all levels of position assigned. PA NCOs should exceed the Army standards by readily accepting leadership roles and positions, that is, squad leader, platoon sergeant, 1SG, NCOIC, NCOES Distinguished Honor Graduate and/or Commandant’s List, expert marksmanship, consistently receives excellence rating on DA Forms 2166–8, also known as NCOERs, in physical fitness and military bearing. The education level should be equal to or hold a Bachelorette degree and any Graduate level education.

2. *Oversea Contingency Operation Assignments.* All PA units have deployed at least once in support of OCO assignments. They have conducted a full range of Corps PA functions from combat to noncombat Stability, Security, Transition, and Reconstruction (SSTR) efforts. These PA NCO lead and conduct independent OPS with little to no supervision. PA SNCO deployed in support of missions such as Multinational Forces Iraq, Multinational Corps Iraq, and other assignments within Joint Forces, Task Force Organizations in Afghanistan, Mobile Training Teams and Temporary Duty in Theater. PA NCO also deploy in support of natural disasters, consequence management and home land defense missions such as Haiti, Japan, Hurricane Katrina and National Wildfire response.

(c) *Self-development.* The TWI program (*Active Duty only*) and Advanced Civil Schooling (ACS) are available for an SFC. For additional information on self-development, see paragraph 20–3.

(d) *Additional training.* BSNCO and the DINFOS taught Joint Senior Enlisted PA Course, Joint Expeditionary PA Course, Senior Enlisted Public Affairs Workshop (SEPAW) and BMC if on assignment orders to manage a broadcast facility.

(e) *Special assignments.* Recruiter, drill sergeant, Instructor, proponent NCO, NCO Academy SGL, TWI, ACS and EOA. Nontraditional assignments include WTU, platoon sergeant, SO and military information support positions.

(2) *Master sergeant and/or first sergeant.* The PA SNCO serves as the principal NCO of staff elements. As a 1SG, the PA SNCO is responsible for the PD, training and welfare of the unit's Soldiers and officers. A PA SNCO advises the PA officer, commander and senior enlisted leader on all matters pertaining to PA core functions. The PA SNCO supervises radio and television broadcasting, PA programs and advises on accuracy, propriety, timing, and relative importance of information for release to the public and recommends methods of communicating information. A PA SNCO develops, coordinates, supervises and participates in plans and policies pertaining to organizations, training and OPS and can serve as the principal NCO in PA and broadcast organizations. A PA SNCO also provides media facilitation, training, planning and community relations programs and also represents PA interests at boards, cells, centers and bureaus. ASIs include Tactical IO (P4), Battle Staff (S2), Jump Master (5W), Air Assault (2B), Reclassification Training (4A), and Master Fitness Training (P5). SQIs; Instructor (H), Parachutist (P) 1SG (M) Drill Sgt.(X).

(a) *Institutional training.* None.

(b) *Operational assignments.* Positions at DIVs, Corps, Armies, and MPADs, as well as, American Forces Radio 1SG and PA Ops NCO within the operational Army. More assignment information is listed on the CMF 46 PDM.

1. *Promotion potential indicators.* For CMF 46 NCOs to the grade of 46Z MSG: Strong DA Forms 2166–8, also known as NCOERs, that reflect above average duty performance trends and potential for increased responsibility; demonstrated initiative/self-development. Variety of assignments including leadership, special duty, and a balanced mix of TOE/TDA assignments. Successfully served at all promotion levels, welcomes leadership, recommended for greater responsibility. Exceeds Army standards, readily accepts leadership roles and demanding positions, and NCOES (Distinguished Honor Graduate, Commandant's List, Distinguished Leader Award). Consistently receives excellence rating on DA Forms 2166–8, also known as NCOERs, in leadership and competence, consistently receives APFT Badge and continuous effort applied toward military and civilian educational opportunities.

2. *Overseas contingency operation assignment.* Media embed coordinator, media content analysis and monitoring, TT chief, force protection NCO of forward operating base and/or rear DET, convoy NCO, detainee NCO and individual deployments augmentee. Augmentees are primarily deployed from TDA assignments filling Joint Manning document positions at higher command echelons often with other service raters.

(c) *Self-development.* For additional information on self-development, refer to paragraph 20–3.

(d) *Additional training.* BSNCO. See paragraph 20–3.

(e) *Special assignments.* Proponent NCO. *Nontraditional assignments:* MISO 46R broadcast NCO in MISO BN is comparable to a MPAD team NCOIC, drill sergeant, AIT platoon sergeant, basic infantry tactic, no MOS technical knowledge needed and no career progression comparability. WTU platoon SGT to lead and assist wounded warrior transitioning Soldiers, no MOS technical knowledge needed, no career progression comparability. Instructing basic weapons and tactics to Officer Candidate School cadets and Reserve Officers' Training Course graduates no career progression comparability, HRC CMF 46 NCOPD (Branch Manager) who is responsible for assignments and career development of 800 plus active duty enlisted Soldiers E1–E8, no career progression comparability, senior leader PA NCOIC, who provide direct support to senior Army leaders; coordinates and executes media events, speaking engagements, national events, frequently conducts independent OPS in support of Senior Leader communication strategy.

(3) *Sergeant major and command sergeant major.* The chief PA NCO advises the PA officer, commander and senior enlisted leader on all matters pertaining to core PA functions. The chief PA NCO supervises personnel assigned to PA units, sections, cells, or offices. The chief PA NCO supervises Army PA programs, radio and television broadcasting; advises on accuracy, propriety, timing and relative importance of information released to the public; and recommends methods of communicating information. The chief PA NCO develops, coordinates, supervises and participates in plans and policies pertaining to organizations, training and OPS. He or she serves as the principal NCO in PA and broadcast organizations. The chief PA NCO also represents PA interests at boards, cells, centers and bureaus. The chief PA NCO and CSM serve as the senior enlisted PA advisor in PA and broadcast organizations. ASIs include Tactical IO (P4), Battle Staff (S2), Jump Master (5W), Air Assault (2B), Reclassification Training (4A), and Master Fitness Training (P5). SQIs; Instructor (H), Parachutist (P) 1SG (M) Drill Sgt.(X).

(a) *Institutional training.* SGM Academy and CSM Course (see AR 600–8–19).

(b) *Operational assignments.* PA OPS Center, Corps, Armies, Army Component Command, and Combatant Commands. Other assignments include positions with the Office of the Chief of PA, DINFOS and Armed Forces Radio and Television Service networks. More assignment information is listed on the CMF 46 PDM.

1. *Promotion potential indicators.* CMF 46Z CSM and slated in CMF 46Z units: Strong DA Forms 2166–8, also known as NCOERs, that reflect above average duty performance trends and potential for increased responsibility; demonstrated initiative and/or self-development variety of assignments including leadership, special duty, and a

balanced mix of TOE and/or TDA assignments. Successfully served at all promotion levels, welcomes leadership, recommended for greater responsibility. Exceeds Army standards, readily accepts leadership roles and/or positions (demanding positions), NCOES (Distinguished Honor Graduate, Commandant's List, Distinguished Leader Award). Consistently receives excellence ratings on DA Forms 2166-8, also known as NCOERs, in leadership and competence. Consistently receives APFT Badge. Effort applied toward military and civilian educational opportunities.

2. *Oversea contingency operation assignments.* Combined press center SGM, NATO, or Combined Joint Task Force PA SGM, and IMA. Augmentees are primarily deployed from TDA assignments filling Joint manning document positions at higher command echelons often with other service raters.

(c) *Self-development.* SGM Academy. For additional information, see paragraph 20-3.

(d) *Additional training.* See paragraph 20-3.

(e) *Special assignments.* CMF SGM, and DINFOS CSM.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **20-11. Military occupational specialty 46Z professional development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **20-12. Military occupational specialty 46Z Reserve Component**

The RC are managed the same as the AC. See paragraph 20-10.

## **Chapter 21**

### **Acquisition, Logistics, and Technology Contracting Noncommissioned Officer (Career Management Field 51) Career Progression Plan**

#### **21-1. Duties**

The AL&T Contracting NCO performs and provides specified and critical elements of the acquisition and contracting process in support of deployments, combat OPS, joint OPS, exercises, contingencies, and sustainment OPS. Primary mission is to deploy as a warranted Contracting Officer and serve as a member of Early Entry Module (EEM) modular contingency contracting staff or team. Assist with supporting the area of responsibility or Theater of Operation of the ASCC Commander theaterwide contracting mission with a contracting warrant.

#### **21-2. Transformation**

a. The Army has approved three separate commands to oversee the command and control of its installation and war-fighting contracting workforce: Army Contracting Command, Expeditionary Contracting Command and Mission Installation Contracting Command. The Army recently approved a generating force structure to oversee and manage the eight life cycle management process of the enlisted contracting force structure. Additional TDA force structure was also approved to leverage training and experience with other DA/DOD organizations involved in the contracting process. "Grow the Army" has impacted CMF 51 by the increase and demands of unit's acquisition, finance, and Operational Contract Support (OCS) training needs in the following areas: Field Ordering Officer (FOO), Class A Agents, Contracting Officer Representative (COR) and Performance-based Work Statement (PWS) training. Units and staffs are starting to understand the need to have AL&T Contracting NCO involved in the planning and requirements generation process prior to and during deployments. NCO's have been part of the U.S. Army Acquisition Corps since 2006. To provide continued support to the Army's newly developed BCT; AL&T Contracting NCO must focus themselves for this new environment and apply innovation, teamwork, battle focus, ethics, selfless service and professionalism that have made the Army so successful during the past 239 years. The Acquisition Corps requires NCO who are, first and foremost, leaders of Soldiers. NCO must be tactically and technically proficient in contingency contracting OPS at all echelons of our Army. NCO must also seek out the tough assignments and request training so they will be prepared to perform at their current and next rank. NCO must also ensure that the younger Acquisition Soldiers can perform their individual MOS tasks and constantly be a role model. To ensure the Acquisition Corps transforms with the Army successfully, we need to ensure that our AL&T Contracting NCOs are properly certified, possess the requisite educational experiences, and serve in a multitude of diverse assignments.

b. *Demanding assignments:* The contracting process places a heavy burden on AL&T Contracting NCO to ensure command and mission success. Additionally, multiple deployments, complex training and certification requirements and high OPTEMPO make their duties physically and mentally challenging. AL&T Contracting NCO Team Leader: Serves as the NCOIC of a five person modular contracting team.

(1) AL&T contracting noncommissioned officer brigade plans and requirements: Responsible for planning and requirements generation supporting DIV and higher units.

(2) AL&T contracting noncommissioned officer brigade plans and policy: Responsible for planning and contracting internal and external policies that affect the supported mission.

(3) AL&T contracting noncommissioned officer BN OPS and requirements noncommissioned officer in charge: Responsible for planning and requirements generations supporting Corps and below units. AL&T Contracting NCO BN Plans & Policy NCOIC: Responsible for planning and contracting internal and external policies that affect supported units. Senior instructor, writer, and/or liaison: Trains newly accessed NCO (E5–E6).

c. Branch and assignment manager: HRC 51C Career Assignment and Training Manager.

d. Assistant Secretary of the Army (Acquisition, Logistics and Technology) Sergeant Major Headquarters, Department of the Army: Serves as the SGM to the ASA (AL&T) and staff at the nominative level. BDE CSM: The BDE level CSM provides advice to an organization supporting an Army Component Command. Organization structure includes an HQ element, regional contracting offices, subordinate BN and contingency contracting teams that are comprised of both military and civilian personnel statically located in the supported Army Component Command's area of responsibility.

e. Battalion Sergeant Major: The BN SGM provides advice to an organization at the DIV or lower level. Organization structure includes an HQ element, a regional contracting office, and/or subordinate contingency contracting teams. Chief NCO Proponent NCO (HQDA): Leads a five person HQDA staff responsible for the eight life cycle management processes of Career Management Field 51- Acquisition as the proponent SGM and serves as the NCOIC to the U.S. Army Acquisition Support Center, a direct reporting unit to the ASA (ALT).

### **21–3. Recommended career management self-development, by rank**

a. Staff sergeant.

(1) The quality and success of a SSG career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSG who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: Contingency Contracting, 51C Proficiency Guide.

(2) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSG willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS, preferably business related, using information provided on the SOCAD Web site. These self-development options are based on the SSG own desire to excel. At this stage, SSG should seek opportunities to pursue completion of 24 Semester Hours of business and an Associate's Degree or higher. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(4) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site.

(5) Soldiers should also strive to complete their Level I Defense Acquisition Workforce Improvement Act (DAWIA) Contracting Certification or their Level I Contingency Contracting Accreditation as meeting certification requirements is critical in the execution of their daily duties. (Certification is preferred over an Accreditation).

b. Sergeant first class.

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Striving for the completion of a Bachelors Degree with 24 Semester Hours of business is encouraged. A college degree is not required for promotion but can be a deciding factor when it comes to identifying the best qualified AL&T NCO.

(2) These NCOs should study and master the following additional military publications: Contingency Contracting; 51C Proficiency Guide; Army Training and Leader Development; FM 3–07.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFC willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed a Bachelors Degree by their 12th year of AFS and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site.

(6) Soldiers should also strive to complete their Level II DAWIA Contracting Certification or their Level II Contingency Contracting Accreditation as meeting certification requirements is critical in the execution of their daily duties. (Certification is preferred over an Accreditation).

c. Master sergeant.

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. Striving for the completion of a Bachelor's Degree with 24 Semester Hours of business is encouraged.

(2) MSG should study and master the following military publications: Contingency Contracting; 51C Proficiency Guide; AR 600-20; DA Pam 611-21; AR 220-1.

(3) MSG should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(5) Soldiers should also strive to complete DAWIA Contracting Certification Level III as meeting certification requirements is critical in the execution of their daily duties. Soldiers should also strive to obtain Army Acquisition Corps (AAC) membership.

d. Sergeant major and command sergeant major.

(1) The goal of the SGM and CSM is to possess an upper level degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGMs and CSMs will often represent the command or Army in civic functions.

(2) The SGM or CSM should read publications on their chains of command professional reading list. FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

#### **21-4. Military occupational specialty 51C acquisition, logistics and technology contracting non-commissioned officer**

a. *Major duties.* The AL&T Contracting NCO serves in a plans and OPS section and/or policy and requirements section for a contracting support BDE, or contracting BN staff, and/or in a contracting team. The AL&T Contracting NCO assists with contract execution, plans, OPS and requirements generation supporting Army, Joint task forces, joint forces, multi-national forces, military exercises and Humanitarian Assistance (HA) missions. Leads, deploys, trains, and executes OPS and requirements in support of standing OPS and orders. Advises unit or mission commanders on the availability, location and condition of commercial sources and services. Provide operational and contingency contracting support to deployed forces and DOD agencies. Special MOS considerations: Soldiers who have an associate's, bachelor's, or master's degree, Soldiers who have successfully completed the Army Acquisition Foundation Course (AAFC) and the Army Basic Contracting Course, (ALU) or the Contracting Apprentice Course (USAF 37<sup>th</sup> Training) or DAU Level I contracting courses (DL) and/or received contracting accreditation or certification and completed mission support contracting training: CON 234, CON 243, CON 244. Soldiers who were successful in leadership positions, that is AL&T Contracting Team NCOIC; procurement NCO; contingency contracting officer; Contracting BN Plans & OPS section; Contracting BN Policy & Requirement section, joint contracting commands and offices; platoon sergeant; senior instructor, writer, and/or liaison. Soldiers that accept challenging deployments or OPS; Soldiers with diverse assignment history, assigned to both TOE and TDA units. Soldiers who have excelled while attending NCOES or other advance schooling. Soldiers from other Enlisted Career Fields will be promoted on the "Whole Soldier Concept."

b. *Prerequisites.* See DA Pam 611-21 for details. The waiver authority for MOS prerequisites is the Personnel Proponent Office.

c. *Goals for development.*

(1) Staff sergeant.

(a) *Operational assignments.* The focus during the early years of their career should be on building a strong base of technical expertise in contracting, basic MOS skills and common Soldier tasks. The ability to take advantage of opportunities and display leadership skills, initiative, and motivation are necessary. The SSG serves as an AL&T Contracting NCO supporting the ASCC Area of Responsibility or Theater of Operation. The primary mission is to deploy as a warranted Contracting Officer or SPC and serve as a member of an early entry modular Contracting Team.



The AL&T Contracting NCO provides contingency contracting support at stateside or deployed locations in support of joint and coalition forces, developing, managing, and executing contingency contracting plans. The AL&T Contracting NCO locates and procures required supplies and services to augment organic unit or mission CSS capabilities while providing the commander enhanced operational flexibility. The AL&T Contracting NCOs should possess DAWIA Contracting Level I/II accreditation or DAWIA Contracting Level I/II certification. AL&T Contracting NCO manage, perform, and administer contracting functions for commodities, services, and construction using simplified acquisition procedures, negotiation, and other approved methods, and use automated contracting systems to prepare, process, and analyze transactions and products. The AL&T Contracting NCO is a business advisor, buyer, negotiator, administrator, and Contracting Officer who advises government and contractor personnel on contracting-related issues. AL&T Contracting NCOs are required to collect data and analyze market trends, supply sources, trade information, and other data pertinent to contracting. AL&T Contracting NCO must prepare memorandums, determinations and findings, and justifications and approvals, as well as prepare documents, process transactions, and maintain files applicable to automated contracting systems, other electronic methods, and manual OPS. The AL&T Contracting SSG supports studies pursuant to competitive sourcing, performs market research, and reviews requirements, including item descriptions, government furnished property usage, independent government cost estimates, availability of funds, sole source justifications, brand name requests, delivery requirements, and compliance with contracting regulations, directives, laws, and policies. The AL&T Contracting NCO is often called upon to interpret, implement, and explain government procedures and acquisition regulation. Once review is complete, the AL&T Contracting NCO determines the appropriate contracting method and contract type, and applicability of contract clauses and special provisions, while maximizing the use of commercial items and practices. AL&T Contracting NCO prepare and post solicitations for commodities, services, and construction requirements, ensuring they are publicly advertised, as appropriate to maximize competition. The AL&T Contracting NCO receives and evaluates vendor responses, bids, and offers, prepares bid abstracts, analyzes, and reviews award actions, obtains and evaluates past performance information, determines contractor responsibility, and recommends contract award. As required, AL&T Contracting NCO will analyze cost and pricing data and/or information and prepare for and conduct negotiations. The AL&T Contracting NCO ensures contractors comply with bonding, insurance, and tax requirements, conducts site visits to monitor compliance and customer satisfaction, and interviews contractor employees to determine compliance with labor laws, as applicable. The AL&T Contracting NCO also amends and cancels solicitations, rejects bids, and mediates protests during the solicitation and pre-award process. AL&T Contracting NCO train and monitor Contracting Officer's representative and field ordering officer personnel, resolve claims, disputes and appeals, and terminates contracts and administers termination settlements. Finally, the AL&T Contracting NCO evaluates acquisition methods and procedures, verifies contractor adherence to delivery schedules and price, prepares and presents written and oral contractor evaluations, and participates in the unit self-inspection program. Duty assignments include but aren't limited to AL&T Contracting NCO. Generally, Soldiers reclassified into this MOS should complete at least 12 months of actual experience in the MOS to be considered fully qualified in the MOS at their current grade because of the high degree of technical knowledge associated with this skill.

*(b) Self-development.* Associate Degree and 24 Semester Hours of Business-related courses. Soldiers should consider the following correspondence course: CON 237- Simplified Acquisition Procedures; CLM 003 - Ethics Training for AL&T Workforce; Recognition or Awards: special recognition will go to AL&T Contracting NCO who were awarded the Assistant Secretary of the Army (Acquisition, Logistics and Technology) NCO for Contracting Excellence Award. AL&T Contracting NCO who have achieved membership into the SGT Morales or Audie Murphy Clubs as well as recognition as BDE or higher NCO of the Quarter and/or Year should be also considered above their peers. AL&T Contracting NCO who earn Distinguished Honor Graduate, Honor Graduate, and top 20 percent (Commandant's List) of graduating NCOES/MOS Enhancing Courses have demonstrated greater ability and potential than those who have not. Also those AL&T Contracting NCO who have achieved the DOD highest standard for contracting training at the SSG, Level I DAWIA contracting certification. AL&T Contracting NCO who complete the DAWIA Level I contracting certification courses learn how to negotiate fair and reasonable prices and to consider the legal implications for various contracting situations to best support and serve the Soldier and the mission. AL&T Contracting NCO who are awarded DAWIA Level I certification in contracting have obtained a bachelors degree and meet the DAWIA policy for training, experience and education. SSG who have received DAWIA Level I certification, or accreditation, or completed DAWIA Level II training, or received other special recognition from DA, degree completion program, or NCOA deserve special consideration for promotion.

*(c) Additional training.* DAWIA Accreditation and Certification Requirements, SSG (E6)-Level I Contracting Accreditation, CON 234, Contingency Contracting, 51C Proficiency Guide.

*(d) Special assignments.* OCO assignments: Soldiers who have been mobilized to support major combat OPS: Support of a declared contingency; SMU AL&T Contracting NCO, Contingency Contracting Officer in support of OPS for example, Iraqi and Enduring Freedom, Joint Forge and Guardian, Humanitarian Assistance missions; NTC or JRTC rotations; major military and joint exercises. AL&T Contracting NCO/Contingency Contracting Officers supporting Joint Contracting Commands (CJSOTF-A, JCC-I/A, CJTSCC) for example, GTMO, JTF-B Honduras, Kuwait, Jordan, Kabul, Bagram, Kandahar, Horn of Africa, and so forth. AL&T Contracting NCOs assigned to SMUs may experience a delay in receiving their contracting accreditation levels I and II, or DAWIA Contracting Certification levels I, II, or III,

due to their high OPTEMPO. These NCOs are still authorized to perform their critical contracting mission under section 808 and 824 under DODI 5000.66. AL&T contracting NCOs assigned to SMU without these qualifications should not be looked upon as unfavorable for promotion, due to mission requirements.

(2) Sergeant first class.

(a) *Operational assignments.* Soldiers should focus on laying a solid foundation of technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. The SFC serves as an AL&T contracting NCO in a Plans and OPS section, or Policy and Requirements section, for a contracting support BDE or BN, or as the AL&T contracting NCO team leader of a deployable contracting team. SFCs assist with contract execution, plans, OPS, and requirements generation in support of the ASCC, Joint Task Force, coalition or multinational force commander, or in support of military exercises and humanitarian assistance missions. The AL&T Contracting NCO leads, deploys, trains, and executes OPS and requirements in support of standing OPS and orders. In addition to those duties outlined in MOS 51C30, AL&T contracting SFCs will also serve as a contracting NCOIC supporting the ASCC area of responsibility or theater of operation. As the contracting NCO team leader, the primary mission is to deploy as a contracting officer and serve as a member of early entry modular CCT. When not deployed, AL&T contracting NCOs serve as contracting NCO team leaders in support of principle assistant responsible for contracting (PARC) and/or contracting support BDE, contracting support BN, and/or Mission Installation Contracting (MICC) Office for training and mission support. AL&T contracting NCO team leaders assist in deliberate and crisis action planning cycles, as well as development and preparation of contracting support integration plans (CSIPs), OPLANS, and CONPLANS. The AL&T contracting SNCO reviews, monitors, and validates contract pricing techniques, market trends, supply sources, U.S. or foreign commercial practices, and any market factors contributing to supply, service, and construction prices. The AL&T contracting SFC must have a working knowledge of basic computer applications, audit procedures, policies, laws, and directives governing purchasing and contingency contracting policies and procedure. Duty assignments include AL&T Contracting Team NCOIC, AL&T Plan & OPS contracting NCO USACE (assignment should be filled by experienced NCO), U.S. INSCOM contract SPC, and U.S. Army PEO STRI contract SPC. Generally, Soldiers reclassified into this MOS should complete at least 12 months of actual experience in the MOS to be considered fully qualified in the MOS at their current grade, because of the high degree of technical knowledge associated with this skill.

(b) *Self-development.* Associate's degree or bachelor's degree with 24 semester hours of business-related courses. Recognition or awards: Special recognition will go to AL&T contracting NCOs who were awarded the Assistant Secretary of the Army (Acquisition, Logistics and Technology) NCO for Contracting Excellence Award. AL&T contracting NCOs who have achieved membership into the SGT Morales or Audie Murphy Clubs, as well as recognition as BDE or higher NCO of the Quarter/Year, should be considered above their peers. AL&T Contracting NCOs who earn Distinguished Honor Graduate, Honor Graduate, and top 20 percent (Commandant's List) of graduating NCOES/MOS Enhancing Courses, have demonstrated greater ability and potential than those who have not. Also have those AL&T contracting NCOs who have achieved the DOD's highest standard for contracting training at the SFC, DAWIA Level II contracting certification. AL&T contracting NCOs who complete the DAWIA level II contracting certification courses learn how to negotiate fair and reasonable prices, and to consider the legal implications for various contracting situations to best support and serve the Soldier and the mission. AL&T contracting NCOs who are awarded level II certification in contracting have obtained a bachelor's degree and meet the DAWIA policy for training, experience, and education.

(c) *Additional training.* DAWIA Accreditation and Certification Requirements, SFC (E7)-Level II Contracting Accreditation, CON 244, Construction Contracting, 51C Proficiency Guide.

(d) *Special assignments.* SLC instructor, teaches primary military education and contracting specific courses to eligible NCO (E6(P)-E7), contracting apprentice course instructor, writer, and/or liaison, trains newly reclassified NCO (E5-E6) and acts as the Army liaison to the U.S Air Force contracting school. HRC 51C career assignment and training officer, AL&T contracting NCO - Special Missions Units, AL&T contracting NCO Combined Arms Center (NTC, JRTC, JMRC). OCO assignments: Soldiers who have been mobilized to support major combat OPS: Support of a declared contingency; SMU AL&T contracting NCO, contingency contracting officer in support of OPS for example, Iraqi and Enduring Freedom, Joint Forge and Guardian, humanitarian assistance missions; NTC and/or JRTC rotations; major military and Joint exercises. AL&T contracting NCOs and/or contingency contracting officers supporting Joint Contracting Commands (CJSOTF-A, JCC-I/A, CJTSCC) for example, GTMO, JTF-B Honduras, Kuwait, Jordan, Kabul, Bagram, Kandahar, Horn of Africa, and so forth. AL&T contracting NCOs assigned to SMUs may experience a delay in receiving their Contracting accreditation - levels I and II, or DAWIA Contracting Certification levels I, II or III, due to their high OPTEMPO. These NCOs are still authorized to perform their critical contracting mission under section 808 and 824, under DODI 5000.66. AL&T contracting NCOs assigned to SMUs without these qualifications should not be looked upon as unfavorable for promotion, due to mission requirements.

(3) Master sergeant.

(a) *Operational assignments.* The Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Successful duty assignment as an S-3 OPS SGT should be considered a prerequisite for consideration of advancement to the next level. Duty assignments in technical units that will increase the experience and develop the leadership level of the NCO. Duty assignments include AL&T contracting plans and OPS NCO, AL&T plan & OPS contracting NCO USACE.

(b) *Self-development.* Bachelor's degree with 24 semester hours of business, AAC membership, recognition, or awards: Special recognition will go to AL&T contracting NCOs who were awarded the Assistant Secretary of the Army (Acquisition, Logistics and Technology) NCO for Contracting Excellence Award. AL&T contracting NCOs who have achieved membership into the SGT Morales or Audie Murphy Clubs, as well as recognition as BDE or higher NCO of the Quarter and/or Year should be considered above their peers. AL&T contracting NCOs who earn Distinguished Honor Graduate, Honor Graduate, and top 20 percent (Commandant's List) of graduating NCOES/MOS Enhancing Courses have demonstrated greater ability and potential than those who have not. AL&T contracting NCOs who complete the DAWIA Level III contracting certification courses learn how to negotiate fair and reasonable prices, and to consider the legal implications for various contracting situations, to best support and serve the Soldier and the mission. AL&T contracting NCOs who are awarded level III certification in contracting have obtained a bachelor's degree and meet the DAWIA policy for training, experience and education.

(c) *Additional training.* DAWIA certification requirements, MSG (E8)-Level III Contracting Certification, CON 334, Advanced Contingency Contracting, CON 353 Advanced Mission Business Solutions for Mission Support or CON 360 Contracting for Decision Makers.

(d) *Special assignments.* OCO assignments-Soldiers who have been mobilized to support major combat OPS: Support of a declared contingency; SMU AL&T contracting NCO, contingency contracting officer in support of OPS, for example, Iraqi and Enduring Freedom, Joint Forge and Guardian, Humanitarian Assistance missions; NTC and/or JRTC rotations; major military and joint exercises. AL&T contracting NCO, contingency contracting officers, and supporting Joint Contracting Commands (CJSOTF-A, JCC-I/A, CJTSCC) for example, GTMO, JTF-B Honduras, Kuwait, Jordan, Kabul, Bagram, Kandahar, and Horn of Africa. AL&T contracting NCOs assigned to SMUs may experience a delay in receiving their contracting accreditation - Levels I and II, or DAWIA Contracting Certification Levels I, II or III, due to their high OPTEMPO. These NCOs are still authorized to perform their critical contracting mission under section 808 and 824, under DODI 5000.66. AL&T contracting NCOs assigned to SMUs without these qualifications should not be looked upon as unfavorable for promotion, due to mission requirements. Special consideration should also be given to AL&T contracting MSGs serving as the AL&T contracting analyst at the Office of the Deputy Assistant Secretary of the Army (Procurement), the senior contracting instructor at the Army Acquisition Center of Excellence, and the AL&T training developer at the AL&T-Integration Office. These NCOs have consistently displayed a higher level of performance and ability to succeed at any level.

(4) Sergeant major/command sergeant major.

(a) *Operational assignments.* The focus during this phase of the Soldier's career centers on refinement of their leadership skills and applying the knowledge gained throughout their career to influence organizations at the most senior level. Duty assignments as an OPS SGM will increase their experience and continue to develop the leadership of the NCO. SGMs will serve as a contracting BN SNCO or as the chief 51C proponent NCO. CSMs will serve as a contracting support BDE CSM. Soldiers who have served successfully on a Contracting Team and have served on a CSB or CSB staff make the best SGMs. AL&T contracting SGMs should have appropriate contracting knowledge and experience to analyze and provide advice and recommendations to the commander on contingency contracting support. Soldiers who have served successfully as a contracting BN SGM make the best CSMs. AL&T contracting CSMs should have appropriate contracting knowledge and experience to analyze and provide advice and recommendations to the commander on contingency contracting support.

(b) *Self-development.* Bachelor's degree with 24 semester hours of business. The goal of the SGM/CSM is to possess an upper level degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM/CSM will often represent the command or Army in civic functions. AAC membership, recognition, or awards: Special recognition will go to AL&T contracting NCOs who were awarded the Assistant Secretary of the Army (Acquisition, Logistics and Technology) NCO for Contracting Excellence Award. AL&T contracting NCOs who complete the DAWIA Level III contracting certification courses learn how to negotiate fair and reasonable prices, and to consider the legal implications for various contracting situations, to best support and serve the Soldier and the mission. AL&T contracting NCOs who are awarded Level III certification in contracting have obtained a bachelor's degree and met the DAWIA Act policy for training, experience, and education.

(c) *Continuous reading.* The SGM and CSM should read publications on their chains of command professional reading list and the CSA Reading List, AKO, General Army Links, Army Leadership. Continued reading about world politics, geopolitical issues, and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(d) *Additional training.* DAWIA Certification Requirements, SGM/CSM (E9)-DAWIA Level III Contracting Certification.

(e) *Special assignments.* ASA(ALT) SGM (HQDA) - serves as the SGM to ASA(ALT) and Principal Military Deputy ASA(ALT), Regimental SGM- Army Acquisition Corps and as a Senior Staff Action Officer to the Deputy Assistant Secretary of the Army (Procurement) (DASA-P). Chief Proponent NCO(HQDA): Serves as the proponent SGM for CMF 51-Acquisition and MOS 51C - Acquisition, Logistics and Technology Contracting NCO and manages

the 8 life cycle management processes of the CMF and serves as the NCOIC to the United States Army Acquisition Support Center, a direct reporting unit to the ASA(ALT). OPS SGM (ACC/ECC): Serves as the OPS SGM for U.S. Army Contracting Command (ACC) and U.S. Army Expeditionary Contracting Command (ECC) supporting CSBs in support of expeditionary contracting OPS worldwide. OCO assignments: Soldiers who have been mobilized to support major combat OPS, support of a declared contingency, senior enlisted contracting advisor - Joint contracting commands, Iraq and Afghanistan, and Joint contracting centers-Balkans.

*d. Army career degrees.* See the SOCAD Army Career Degree Program.

*e. GI Jobs.* See GI Jobs COOL Web site.

### **21–5. Military occupational specialty 51C professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **21–6. Reserve Component**

MOS 51C RC: Standards of RC Soldiers mirror that of the AC in MOS 51C. Soldiers in the RC should strive for the same type of assignments and development; however, unit structure and geographic distribution often limit RC Soldiers in the range of possible assignments. RC Soldiers must be SGT(P) to request a reclassification to 51C. RC Soldiers will take the equivalent DAU online and resident courses to obtain DAWIA Level I, II and III certification in the absence of available quotas for the above contract SPC institutional training.

## **Chapter 22**

### **Chaplain Assistant (Career Management Field 56) Career Progression Plan**

#### **22–1. Duties**

The chaplain assistant is a part of the U.S. Army Chaplain Corps and, with the chaplain, forms a Unit Ministry Team (UMT) at the BN and BDE level. At echelons above the BDE, the chaplain assistant serves as either an NCOIC or staff member in support of the command’s religious support mission. The chaplain assistant is a Soldier trained in religious support and is essential to the accomplishment of the religious support mission. The mission of the chaplain assistant is to provide religious support to Soldiers and families, members of other services, and authorized civilians. The chaplain and chaplain assistant arrive in the operational environment by wheeled vehicle, foot, airborne, or air assault. CMF 56 Soldiers need to have knowledge of AR 25–55, AR 340–21, and Privacy Act Systems of Records Notices.

#### **22–2. Transformation**

Chaplain assistants shape the environment to accomplish the Commander’s Religious Support mission by providing technical expertise in religious support OPS and the impact of religion on the unit and the mission. Chaplain assistants have three core capabilities: Integrated religious OPS, spiritual readiness, and basic human interaction. Chaplain assistants integrate religious support OPS in the total JIIM battle space at the tactical, operational, and strategic levels. Chaplain assistants are also trained in other specialized skills, which enhance their capabilities in providing religious support. The branch provides the Army with highly trained chaplain assistants and NCOs, which carry the MOS 56M.

#### **22–3. Recommended career management self-development, by rank**

*a. Private E–1: Specialist, corporal, chaplain assistant, chaplain assistant noncommissioned officer.*

(1) The quality and success of a Soldier’s career is in direct proportion to the Soldier’s consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Experience is essential in seeking a balanced career, the opportunities for a diverse career with the availability of 55 percent in the operational force assignments and 45 percent of generating force assignments.

(2) Soldiers should study and master the following military publications: FM 1–05; AR 165–1; TC 3–21.5; AR 670–1; FM 3–90.61; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DANTES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier’s own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site. CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and logisticians should plan their college program around a degree that relates to their MOS, using information provided on the SOCAD Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

(6) Soldier boards such as Soldier of the Quarter and/or Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(7) Soldiers may also earn promotion points for technical certification, a list of certifications are available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(8) Soldiers will be required for career enhancement to participate in the SSD courses through a planned, goal oriented learning that reinforces and expands the individual's knowledge base. Enrollment will be automatic in all phases of this training after completion of prerequisites.

*b. Sergeant, chaplain assistant noncommissioned officer.*

(1) The quality and success of a SGT's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Experience is essential in seeking a balanced career, the opportunities for a diverse career with the availability of 75percent in the operational force assignments and 25percent of generating force assignments.

(2) SGTs should study and master the following military publications: ADP 1; FM 1-05; AR 165-1; JP 1-05; ADP 3-0; ADP 6-22; FM 7-22; FM 7-21.13; AR 670-1; FM 7-22.7; TC 3-21.5; ADP 7-0; FM 21-18; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/>.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGTs willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(5) Soldier boards such as NCO of the Quarter and/or Year, and the SGT Audie Murphy and/or SGT Morales Clubs, broaden the knowledge base, instill discipline, and improve the Soldier's ability to communicate verbally.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site.

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications are available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(8) Soldiers will be required for career enhancement to participate in the SSD courses through a planned, goal oriented learning that reinforces and expands the individual's knowledge base. Enrollment will be automatic in all phases of this training after completion of prerequisites.

*c. Staff sergeant, chaplain assistant noncommissioned officer.*

(1) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: FM 1-05; AR 165-1; TC 3-21.5; JP 1-05; FM 4-25.11; AR 670-1; FM 3-90.61; ADP 7-0; FM 3-24; FM 3-24.2; ADP 6-22; FM 7-22.7; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. Experience is essential in seeking a balanced career, the opportunities for a diverse career with the availability of 59 percent in the operational force assignments and 41percent of generating force assignments.

(2) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/>.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSGs willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self-development options are based on the SSG's own desire to excel. At this stage, SSGs should seek opportunities to pursue completion of an associate's degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(4) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site.

(5) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications are available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(6) Soldiers will be required for career enhancement to participate in the SSD Courses through a planned, goal

oriented learning that reinforces and expands the individual's knowledge base. Enrollment will be automatic in all phases of this training after completion of prerequisites.

*d. Sergeant first class, chaplain assistant senior noncommissioned officer.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCOs develop organizational leadership skills needed to coach, teach and mentor Soldiers. Strive to complete a degree program or accumulate two years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. Experience is essential in seeking a balanced career, the opportunities for a diverse career with the availability of 14 percent in the operational force assignments and 86 percent of generating force assignments.

(2) These NCOs should study and master the following additional military publications: AR 350-1; FM 3-07; AR 750-1; FM 1-05; AR 165-1; JP 1-05; ADP 5-0; ADP 7-0; FM 3-24; FM 3-24.2; ADP 6-22; FM 7-22.7; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/>.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFC willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an associate's degree by 12 years and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications are available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(7) Soldiers will be required for career enhancement to participate in the SSD Courses through a planned, goal oriented learning that reinforces and expands the individual's knowledge base. Enrollment will be automatic in all phases of this training after completion of prerequisites.

*e. Master sergeant, first sergeant, master chaplain assistant noncommissioned officer, and first sergeant.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCOs develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. At this stage, the SNCOs should seek avenues to complete a baccalaureate degree and Joint Doctrine studies from the NDU. Recommended courses are research and analysis techniques (statistics). Experience is essential in seeking a balanced career, the opportunities for a diverse career with the availability of 48 percent in the operational force assignments and 52 percent of generating force assignments.

(2) MSGs and 1SGs should study and master the following military publications: AR 601-280; AR 600-20; DA Pam 611-21; AR 840-10; AR 220-1; FM 1-05; AR 165-1; JP 1-05.

(3) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The ACCP provides an excellent educational resource in continued education, leadership, and technical proficiency.

(5) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

(6) Soldiers will be required for career enhancement to participate in the SSD courses through a planned, goal oriented learning that reinforces and expands the individual's knowledge base. Enrollment will be automatic in all phases of this training after completion of prerequisites.

*f. Sergeant major, command sergeant major, chief chaplain assistant noncommissioned officer, and command sergeant major.*

(1) At this stage, the SNCOs should seek to complete a baccalaureate degree and continue Joint Doctrine studies from NDU. Recommended courses are research and analysis techniques (statistics). Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions. Experience is essential in seeking a balanced career, the opportunities for a diverse career with the availability of 61 percent in the operational force assignments and 39 percent of generating force assignments.

(2) The SGM and CSM should read publications on their chains of command professional reading list. FM 7-22.7,

AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geopolitical issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP provides an excellent educational resource in continued education, leadership, and technical proficiency.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications are available on the COOL Web site.

(5) Soldiers will be required for career enhancement to participate in the SSD Courses through a planned, goal oriented learning that reinforces and expands the individual's knowledge base. Enrollment will be automatic in all phases of this training after completion of prerequisites.

## **22-4. Military occupational specialty 56M chaplain assistant**

*a. Major duties.* The purpose of the Chaplain Assistant Soldier PD pattern is to inform Soldiers and NCOs how the Chaplain Corps wants their career pattern and PD to unfold. In order to professionally develop Soldiers into professional NCO, the first assignments must focus on tactical and operational assignments within the BCT and/or Installation with follow on assignments at the BCT, DIV, Corps, and/or TSC, and ACOM levels. Back-to-back special assignments should be avoided (such as going from drill sergeant to recruiter duty). It is possible that these situations will occur due to direct assignments from the DA. NCOs should seek the harder, more professionally rewarding leadership positions, such as team leader, squad leader, platoon sergeant, and 1SG.

*b. Prerequisites.* All personnel must possess a secret clearance and a valid state driver's license to hold the MOS 56M. For additional prerequisites and duty descriptions see DA Pam 611-21.

*c. Goals for development.*

(1) Private E-1: Specialist, corporal, chaplain assistant, and chaplain assistant noncommissioned officer.

*(a) Operational assignments.* The focus during the early years of the chaplain assistant's career is to build a strong base of MOS capabilities, warrior tasks, and common soldier tasks. The chaplain assistant Soldier performs religious support and coordination for religious programs, ceremonies, worship, and crisis intervention. The chaplain assistant deploys as part of the UMT at the BN and BDE echelon and manages force protection for religious support OPS. These skills are acquired by serving in CS, CSS, Medical Activities (MEDDAC) and installations.

*(b) Self-development.* Soldiers with GT scores below 100 must take the opportunity to increase their score through the FAST. While the OPTEMPO of tactical assignments limit the opportunity for civilian education, Soldiers and their chain of command must exploit every educational opportunity. There are many methods for obtaining college credits other than traditional classroom instruction. They include the ACCP, CLEP, DANTES, and online college classes. Military education and experience can be converted to college credit utilizing the SOCAD program, available at <http://www.soc.aascu.org/socad/>. Additionally, Soldiers may also use certifications as a method of self-development. These certifications may require additional education, training or experience. For information about the general requirements for 56M related certification, visit the COOL Web site at <https://www.cool.army.mil/56m.htm>. Recommended courses are English Composition one, Basic Mathematics, and Computer Literacy. For more information on educational programs and financial support see your chain of command and the installation education office. Soldiers should take advantage of local boards to increase their knowledge base on common Soldier skills and advancement potential. For additional information on self-development, see paragraph 22-3.

*(c) Additional training.* Airborne (P), Air Assault (2B), Ranger (V), Combat Lifesaver, Fund Clerk Course, Emergency Medical Ministry (1M), Hospital Ministry Courses, and Suicide Awareness.

*(d) Special assignments.* CPL recruiter, INSCOM, ASOF, U.S. Allied Command Europe, and U.S. Disciplinary Barracks (see AR 614-200).

(2) Sergeant, chaplain assistant noncommissioned officer.

*(a) Operational assignments.* During this phase of the NCO's career, the focus should be on tactical capabilities, developing leadership skills and laying a foundation of tactical and operational knowledge. These NCOs prepare religious support staff section estimates, annexes to operation plans and orders, and implement the specified elements of the Religious Support Plan (RSP). These skills can be acquired in Maneuver BN, STB, Corps, Medical Centers (MEDCEN) and Installations. SGTs should seek positions as team leaders and squad leaders. These leadership positions will prepare the junior NCOs for more demanding leadership positions.

*(b) Self-development.* Junior NCOs should seek opportunities to pursue college level courses and ACCP. At this point junior NCOs should allocate time towards an associate's degree. SOCAD Army Career Degrees provide college degrees that uniquely relate to an MOS's skills and contain Specific college courses that match its competencies. The 56M SOCAD information is available at <http://www.soc.aascu.org/socad/>. Recommended courses are: Communication Skills, Stress Management, Briefing Techniques, Research Techniques, Problem Solving, Technical Writing, Math or College Algebra, Speech, English Composition, and Science. They should continue to compete in local boards. Additionally, NCOs may use certifications as a method of self-development. These certifications may require additional education, training or experience. For information about the general requirements for 56M related certifications, visit the COOL Web site at <https://www.cool.army.mil/>. For more information on self-development, see paragraph 22-3.

(c) *Additional training.* Airborne (P), Jumpmaster (5W), Air Assault (2B), Ranger (V), drill sergeant (X), Combat Lifesaver, Fund Clerk, Hospital Ministry Course, and Suicide Awareness.

(d) *Special assignments.* Drill sergeant, recruiter, HQDA, INSCOM, ASOF, U.S. Allied Command Europe.

(3) Staff sergeant, chaplain assistant noncommissioned officer.

(a) *Operational assignments.* These NCOs plan and conduct training for subordinate UMT personnel. They prepare religious support annexes to operation plans and orders and conduct critical incident stress debriefings. These skills can be acquired while serving in BCTs, Training and Recruiting BDE, and MEDCEN. The chaplain assistant NCOs should continue to seek a variety of assignments to build a broad base of experience. NCOs at this point should avoid back-to-back TDA assignments and begin to diversify their skills in the staff and leadership environments.

(b) *Self-development.* These NCOs should seek opportunities to complete an associate's degree (8 years). SOCAD Army Career Degrees provide college degrees that uniquely relate to MOS skills and contain specific college courses that match its competencies. 56M SOCAD information is available at <http://www.soc.aascu.org/socad/>. Although civilian education is not a requirement for promotion, NCOs are encouraged to take college courses that assist in PD while in the Army and when they separate from the Army. Recommended courses are Organizational Behavior, Information Management Systems, and Military Science. They should continue to compete in local boards and pursue induction into the SGT Morales and/or SGT Audie Murphy Club. In addition, NCOs should take courses from the Joint Doctrine studies from the NDU, Web site at <https://www.jkddc.net/portal/userMenu.jsp>. Recommended course is the Joint Task Force Fundamentals (JTF101) Course (28.5 hrs); modules within this course can be taken separately. NCOs may also use certifications as a method of self-development. These certifications may require additional education, training or experience. For information about the requirements for 56M related certifications, visit the COOL Web site at <https://www.cool.army.mil/56M.htm>. For additional information on self-development, see paragraph 22–3.

(c) *Additional training.* Airborne (P), Jumpmaster (5W), Air Assault (2B), Ranger (V), Drill Sergeant (X), Combat Lifesaver, Hospital Ministry Course, and Suicide Awareness. Key ASIs for the MOS include 1M for Military Medical Ministry qualification and 2S for Battle Staff NCO qualification.

(d) *Special assignments.* Drill sergeant, recruiter, instructor, and small group leader.

(4) Sergeant first class, chaplain assistant senior noncommissioned officer.

(a) *Operational assignments.* The focus during this phase of a career should be in operational and strategic staff assignments as an OPS SGT, platoon sergeant, and installation NCOIC. SNCOs plan and supervise enlisted training, plan religious support annexes to operation plans and orders, prepare chaplain annexes to installation mobilization plan requirements. Additionally, they coordinate enlisted assignment strategy and manpower requirements. NCOs at this level should pursue leadership positions at Armored Cavalry Regiments, Corps, Installations, and DIVs. NCOs should avoid back-to-back TDA assignments.

(b) *Self-development.* SNCOs should seek avenues to complete an associate's degree and begin work on their baccalaureate degree (15 years in service). The 56M SOCAD information is available at <http://www.soc.aascu.org/socad/>. Recommended courses are Principles of Management, Human Resource Management, and Military Science. Also, SNCOs should take courses from the Joint Doctrine studies from the NDU, Web site at <https://www.jkddc.net/portal/userMenu.jsp>. Recommended courses are the Joint Task Force Fundamentals (JTF101) Course (28.5 hrs) and the SNCOJPME Course (40 hrs). They are designed to provide the necessary information to enhance the learner's performance as a member of a Joint staff. The purpose of this course is to produce confident and competent SNCOs who are more fully prepared to quickly assimilate and effectively contribute in Joint assignments and mentor junior NCOs and the other enlisted personnel they supervise. They should continue to compete in local boards and pursue induction into the SGT Morales and/or SGT Audie Murphy Club. Additionally, NCOs may use certifications as a method of self-development. These certifications may require additional education, training or experience. For information about the general requirements for 56M related certifications, visit the COOL Web site at <https://www.cool.army.mil/56M.htm>. See PDM for MOS 56M at <http://www.adtdl.army.mil/>. Once you log in to the Web site, click on tab labeled career map/pdm and select MOS 56M. For more information on self-development, see paragraph 22–3.

(c) *Additional training.* Airborne (P), Jumpmaster (5W), Air Assault (2B), Ranger (V), Drill Sergeant (X), Combat Lifesaver, Charge Time Off Manager, Hospital Ministry Course, and Suicide Awareness. Key ASIs for the MOS include 1M for Military Medical Ministry qualification and 2S for Battle Staff NCO qualification.

(d) *Special assignments.* Drill sergeant, recruiter, instructor, small group leader, EOA, U.S. Army Chaplain Center and School (USACHCS), career advisor (HRC), CENTCOM, and observer, controller, and/or trainer (O/C/T), career management NCO (pronponency).

(5) Master sergeant, first sergeant, master chaplain assistant noncommissioned officer, and first sergeant.

(a) *Operational assignments.* The focus during this phase of a career should be in operational and strategic assignments. SNCOs plan for religious support in both operational and strategic HQ. They prepare contingency and mobilization planning and train subordinate level UMTs. Without a tour at DIV level the opportunity for promotion to SGM is limited.

(b) *Self-development.* At this stage, the SNCOs should seek avenues to complete a baccalaureate degree and courses from the Joint Doctrine studies from the NDU, Web site at <https://www.jkddc.net/portal/userMenu.jsp>. Recommended courses are the Joint Task Force Fundamentals (JTF101) Course (28.5 hrs) and SNCO JPME Course (40 hrs). These



courses are designed to provide the necessary information to enhance the learner's performance as a member of a Joint staff. The purpose of this course is to produce confident and competent SNCOs who are more fully prepared to quickly assimilate and effectively contribute in joint assignments and mentor junior NCOs and the other enlisted personnel they supervise. Additionally, NCOs may also use certifications as a method of self-development. These certifications may require additional education, training or experience. For information about the general requirements for 56M related certifications, visit the COOL Web site at <https://www.cool.army.mil/56M.htm>. For additional information on self-development, see paragraph 22–3.

(c) *Additional training.* Airborne (P), Jumpmaster (5W), Air Assault (2B), Ranger (V), Combat Lifesaver, Hospital Ministry Course, and Suicide Awareness. Key ASIs for the MOS include 1M for Military Medical Ministry qualification and 2S for Battle Staff NCO qualification.

(d) *Special assignments.* 1SG USACHCS, U.S. Forces Korea, combat developments NCO USACHCS, and career management SNCO (pronency).

(6) Sergeant major, command sergeant major, chief chaplain assistant noncommissioned officer, and command sergeant major.

(a) *Operational assignments.* At this level, all tactical, operational, and strategic capabilities are applied. The SGM analyzes, develops, implements and assesses plans, policies and programs affecting the religious support mission. They coordinate contingency and mobilization planning training and conducts staff assistance visits at all levels within their assigned command. The SGM trains subordinates in force structure, The Army Authorization Documents System, and RM. The SGM is assigned to senior staff positions.

(b) *Self-development.* At this stage, the SNCOs should seek to complete a baccalaureate degree and continue Joint Doctrine studies from the NDU Web site at <https://www.jkddc.net/portal/userMenu.jsp>. Recommended courses are the Joint Task Force Fundamentals (JTF101) Course (28.5 hrs) and Additionally, NCOs may also use certifications as a method of self-development. These certifications may require additional education, training or experience. For information about the general requirements for 56M related certifications, visit the COOL Web site at <https://www.cool.army.mil/56M.htm>. For additional information on self-development, see paragraph 22–3.

(c) *Additional training.* Airborne (P), Jumpmaster (5W), Air Assault (2B), Combat Lifesaver, Hospital Ministry Course, and Suicide Awareness. Key ASIs for the MOS include 1M for Military Medical Ministry qualification and 2S for Battle Staff NCO qualification.

(d) *Special assignments.* Chief of chaplain SGM, proponent SGM, NGB, Reserve command (USARC), and ACOMs.

d. *Army career degrees.* See the SOCAD Army Career Degree Program.

e. *GI Jobs.* See the GI Jobs COOL Web site.

## **22–5. Military occupational specialty 56M professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources’ tab at the following Web address: <https://actnow.army.mil>.

## **22–6. Military occupational specialty 56M Reserve Component**

The 56M MOS in the RC of the Army represents more than half the enlisted personnel in the Chaplain Corps. The RC Soldiers must possess the same qualifications and responsibilities as their active component counterpart. The RC Soldiers should strive for the same types of assignments and PD. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier's range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression. The RC NCO must possess the same qualifications and capabilities as the RA counterpart. The quality and quantity of training that the chaplain assistant RC NCO receives should be the same as the RA NCO. The RC PD NCOES satisfies PD and functional area requirements. NCOES requirements are the same for both RA and RC NCO. See paragraph 22–6.

## **Chapter 23**

### **Army Medical Department (Career Management Field 68) Career Progression Plan**

#### **23–1. Duties**

The Army Medical Department (AMEDD) mission is to provide comprehensive medical treatment, evacuation, and services to U.S. and coalition forces in support of OCO and Homeland Defense and to provide day-to-day health care for the U.S. Army, family members, and retirees. CMF 68 is composed of 24 military occupational specialties (MOS) and 12 ASIs, representing various medical specialties and subspecialties. Members of CMF 68 possess state-of-the-art technical skills, while using modern and cutting edge technology, to help prevent disease and health disorders, preserve life and function, and mitigate suffering. CMF 68 Soldiers maintain and build upon perishable skill-sets and competencies through a process of continuous learning that are required by governmental and PVT sector licensing and certifying agencies and institutions. For example: the Joint Commission (JC). NCO supervise, mentor, train, evaluate,

and develop subordinates and peers as an inherent and integral part of the continuous growth and learning process of this CMF's PDM.

## **23–2. Transformation**

The mission of the AMEDD has always been focused to promote, sustain and enhance Soldier health with a well trained and equipped medical force that supports our war fighters in full spectrum OPS. The Army Medical Soldier inspires trust and brings maximum value in health services by providing agile and adaptive individuals and medical teams, ready to execute relevant, responsive health services in any environment with any partnered team whether it be; combat arms, CS, CSS, Joint services, or interagency health services. Soldiers of the AMEDD are immersed in a culture of innovation that provides standardized solutions that supports best practices and optimal health care solutions to our Warriors, their families and our retired Warriors and their families. The Medical Soldier lives the Warrior Ethos, and aspires to Army Values in all health care support endeavors.

## **23–3. Recommended career management self-development, by rank**

*a. Commitment.* The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers should focus their self-development to prepare themselves for positions of greater responsibility. Leaders have a responsibility to mentor their Soldiers' self-development to assist them in achieving their individual goals and meeting the Army's needs. Soldiers should take advantage of as many military courses as possible.

*b. Improvement.* Soldiers with GT scores below 100 should seek to improve their scores through FAST, not only for self-improvement but to improve their options for reenlistment and to meet course prerequisites. The ACCP is available at <http://www.atsc.army.mil/tadlp/accp/> and also provides excellent educational advancements in continued education, leadership, and technical proficiency. Education opportunities are available at the ACES Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online, and may also earn promotion points for Technical Certification. A list of certifications is available on the COOL Web link at the My Resources tab within the ACT Web site. For information on these and other education programs, visit the AEC on your installation.

*c. Education.* There is no requirement for enlisted personnel to earn a college degree; however, Soldiers are challenged with employing and operating extremely complex technical equipment in order to preserve life and mitigate suffering while operating in a full spectrum environment. Based on this requirement, it is highly encouraged for all Soldiers to pursue college education to better prepare them for the modern battlefield environment. While not a requirement for promotion, but keeping in line with continuously seeking self-improvement, the Army has established that all NCOs should strive to complete 60 credits of college through the course of their careers. The majority of AMEDD Soldiers are within specialized, highly technical fields that demand an education level beyond the Associate degree. This civilian education, in conjunction with a balanced military education, may set themselves above their peers when being considered for advancement to the SNCO ranks. While no established benchmarks exist, the following guidelines are desired for AMEDD NCO, when possible:

- (1) By the time the NCO reaches SGT have ideally completed a minimum of 30 semester hours,
- (2) NCOs selected for promotion to SSG have ideally completed a minimum of 60 semester hours,
- (3) NCOs selected for promotion to SFC have ideally completed a minimum of 90 semester hours, and
- (4) NCOs selected for promotion to MSG have ideally completed a minimum of 120 semester hours.

*d. Enrollment.* Soldiers should seize the available opportunities to achieve set guidelines by using available resources. CLEP, DANTES, and eArmyU are available for those Soldiers unable to pursue formal civilian courses. College education is a critical aspect of the self-development program and Soldiers should plan their college program around a degree that relates to their MOS using information provided on the Servicemembers Opportunity Colleges Army Degree (SOCAD) College of the American Soldier Web link at the My Resources tab within the ACT Web site (<https://actnow.army.mil/>). All Soldiers should be enrolled in and actively using the ACT as a tool to monitor and guide career progression. In addition, all NCOs should ensure that their subordinates are enrolled in and understand the functions of the ACT. The ACT, in conjunction with this publication, will provide Soldiers and leaders the necessary information and guidance needed to maximize career progression opportunities for AMEDD Soldier throughout all stages of their career. Opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

*e. Structured self-development.* SSD is a new educational program phased into the Army consisting of a mandatory, Web-based learning program designed to work in conjunction with the NCOES. It consists of four levels that Soldiers are required to complete by specified points in their career. SSD is an individual responsibility executed at a Soldier's own pace with first line leader supervision. Soldiers who have already completed required resident NCOES courses will be "grandfathered" into the system and exempted from having to complete lower levels of SSD. The established guidance for SSD follows:

- (1) *Structured self-development 1.* Soldiers are enrolled into SSD 1 automatically upon completing BCT or One

Station Unit Training (OSUT). Completion of SSD 1 is the minimum eligibility requirement for recommendation to SGT. Soldiers must also complete SSD 1 prior to attending the WLC.

(2) *Structured self-development 2.* There is no SSD 2, instead ALC common core serves that purpose.

(3) *Structured self-development 3.* SGT, SSG, and SFC will be automatically enrolled in SSD 3 upon completion of all phases of ALC. NCO who are not already SLC graduates must be graduates of SSD 3 to be considered for promotion to SFC. Graduates of SLC are considered fully qualified, from a military education perspective, for promotion consideration.

(4) *Structured self-development 4.* SSG (promotable), SFC, and MSG will be automatically enrolled into SSD 4 upon completion of SLC. All SFC must be graduates of SSD 4 to be considered for promotion to MSG.

(5) *Structured self-development 5.* As of the date of this publication, SSD 5 is under development. Upon its launch, MSG (promotable) and SGM will be automatically enrolled into SSD 5 upon completion of the SMC or its equivalent. Completion of SSD 5 will be a prerequisite for consideration for nominative and Joint assignments. Indicators of consideration for selection to SNCO promotion are: a pattern of consistently strong DA Forms 2166–8, also known as NCOERs, that reflect outstanding duty performance in a variety of challenging assignments and potential to excel at higher levels of responsibility; served successfully as a PLT and/or DET SGT, department, and/or section NCO, or commensurate level of leadership position challenge and/or demand; minimum requirement of having met or exceeded all course standards of NCOES courses attended, with Distinguished Honor Graduate, Honor Graduate, Leadership Award recipients, or those earning Commandant's List placement being given noteworthy consideration for the merit of their achievements; and continued learning and achievement through military and civilian educational opportunities. AMEDD recognition or awards include the Expert Field Medical Badge (EFMB), the Combat Medical Badge, the Best Medic Competition, and the Order of Military Medical Merit (O2M3).

*f. Private E–1: specialist/corporal.*

(1) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will strive to develop MOS competency and leadership skills while possessing the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and master the following military publications: FM 7–22; STP 21–1–SMCT; all -10 level maintenance manuals associated with their equipment. Military publications can be accessed through the APD at <http://www.apd.army.mil/>. The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) Soldiers should formulate plans with objectives and goals at this point in their career. They should concentrate on their military skills, but also look at civilian education and degree producing programs. Extensive military education and training is available through the ACCP and the successful completion of courses count for promotion points for SGT and SSG. Soldiers can enroll online by following the instructions available at the ACCP Web site.

(4) All PV1–SPC/CPL should strive to earn the EFMB. Soldier boards such as Soldier of the Quarter/Year broaden the knowledge base, instill discipline, and improve the Soldier's ability to communicate verbally. Competition in Best Warrior/Best Medic is highly encouraged.

(5) Soldiers must complete SSD 1 prior to attending WLC.

*g. Sergeant.*

(1) The SGT is a critical leader. They must demonstrate a high degree of proficiency in MOS duties and competent performance of leadership functions commensurate with their position in order to effectively train and lead Soldiers. The SGT's career progression relies upon a strong drive to excel in duty performance in addition to the attainment of additional knowledge, skills, and experience related to leadership and MOS competency.

(2) SGT should study and master the publications mentioned in skill level 1 as well as the following military publications: ADP 6–22; AR 600–9; AR 600–20; AR 670–1; FM 7–22.7; STP 21–24–SMCT. Military publications can be accessed through the APD at <http://www.apd.army.mil/>. The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) SGT should develop a plan to acquire a degree. Opportunities for an Associates degree and higher are available through the Army Education SOCAD program. All available additional training should be taken. Many functional courses are given at the organization level and may be unique to that unit or installation.

(4) The EFMB should be acquired if not already completed. Soldier boards such as NCO of the Quarter and/or Year broaden the knowledge base, instill discipline, and improve communication skills/leadership potential.

(5) Soldiers must complete SSD 1 as it is a prerequisite for attendance at WLC.

*h. Staff sergeant.*

(1) SSGs must remain committed to achieving excellence while developing subordinate leaders and Soldiers to be proficient in their duties. This is typically the first level of leadership at which the NCO is responsible for leading other leaders. SSG should continue to hone leadership skills and maintain a high proficiency level in their technical skills. SSG is the rank where the predominance of special assignments are found. Selection for special assignments such as drill sergeant, recruiter, WTU squad leader, or instructor and/or writer, even if involuntary, is a benefit to the Soldier. Only the most qualified of each MOS is selected for specialized training. Satisfactory performance in these assignments is extremely beneficial for consideration for promotion selection. WTUs are priority fill assignments, and SSG serving

as squad leaders should be given justly due consideration for promotion. When assigned as a drill sergeant, SSG credit for squad leader time should be given. If serving in an authorized position, any additional training offered by the Army or by the unit and/or installation is helpful. Volunteering for selection allows the Soldier more leeway in deciding at what point in his or her career to perform one of these special assignments. These assignments should not be "successive." Although important, MOS proficiency may suffer during extended periods away from the basic assignments.

(2) These NCOs should study and master the military publications mentioned in skill levels 1 and 2 as well as: STP 21-24-SMCT. The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) Civilian education degrees are not a requirement for promotion. At this stage in their career, SSG should seek opportunities to pursue completion of an Associate degree. Those with an Associate degree should consider a bachelor's degree in a related field. Civilian education could be used as an indicator of self-improvement at senior rank selection.

(4) The EFMB should be acquired if not already completed. Soldier boards such as NCO of the Quarter and/or Year and SGT Audie Murphy/Morales broaden the knowledge base, instill discipline, and improve communication skills and/or leadership potential.

(5) Soldiers must complete SSD 3 as it is a prerequisite for attendance to SLC. .

*i. Sergeant first class.*

(1) As NCO become more senior in rank, self-development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC. The single most demanding assignment for a SFC is assignment as a platoon sergeant. Special duty assignments available at the rank of SFC may include: WTU and/or AIT platoon sergeant, drill sergeant, recruiter, instructor and/or writer, EOA, Active Component/RC liaison (AC/ NCO), senior training developer and/or writer, observer/controller trainers (OC-T), NCOPD instructor, and inspector general NCO. When assigned as a senior drill sergeant or OCT-T credit for platoon sergeant time should be given. Non-traditional assignments are rear DET SGT (during deployment cycles), OPS NCO/NCOICs and medical liaison NCO.

(2) These NCOs should study and master the following additional military publications: AR 350-1; AR 750-1; FM 3-07. The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) SFC should have completed an associate's degree or equivalent number of semester hours at this point in their career and continue studies toward an upper level degree as it can be a deciding factor when it comes to recognizing the best qualified for advancement. They should also consider any available Army or unit/installation training not already completed such as Master Fitness Trainer (MFT), Master Resiliency Trainer (MRT), Sexual Harassment and/or Assault Response Program (SHARP), and EO Leader training.

(4) The EFMB should be acquired if not already completed. Soldier boards, such as NCO of the Quarter and/or Year and the SGT Audie Murphy/Morales Clubs, broaden the knowledge base, instill discipline, and improve communication skills and/or leadership potential.

(5) Soldiers must complete SSD 4 as it is a prerequisite for attendance to the USASMA.

*j. Master sergeant and first sergeant.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. The single most demanding assignment at this level is serving as a company 1SG; however, based on Army requirements, MSGs are frequently removed from priority leadership positions in the operating force to fill the following positions: EOA, career management NCO, OC-T, senior career advisors, AC and/or RC NCO, NCOPD instructor, and inspector general NCO. MSGs in these assignments have proven their ability to perform in traditional leadership positions and have met many special selection criteria for these assignments which places them above their peers. MSGs should also continue to exploit other distributed learning programs and broaden their focus. These Soldiers should recognize their new role as a SNCO and pursue functional course offerings from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations

(2) MSG/1SGs should study and master the following military publications: AR 220-1; AR 601-280; DA Pam 611-21; AR 840-10.

(3) MSGs should have completed 90 semester hours at this point in their career and continue studies toward completion of an upper level degree. They should also consider any available Army or unit and/or installation training not already completed such as indicated above or other such as Lean Sigma Six training.

(4) The EFMB should be acquired if not already completed.

(5) SSD 4 is a prerequisite for attendance to USASMA.

*k. Sergeant major and command sergeant major.*

(1) The SGM/CSM is the culmination for all of the MOSs in CMF 68; Activities such as professional reading and advanced college courses help this SNCO develop and hone the organizational leadership skills needed to coach, teach, and mentor Soldiers. Refined communication skills are required just by the nature of the number of Soldiers their communications reach because of the span of influence serving as a SNCO to the commander. Public speaking skills are also important since the SGM and/or CSM will often be representing the command or Army in civic functions.

(2) The SGM and/or CSM should read publications on their chains of command professional reading list. FM 7–22, 7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geopolitical issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) The single most demanding assignment at this level is serving as a CSM at the BN level or higher; however, there are numerous positions where the skills and experience of a SGM are critical to mission success. These positions are: OC–T, AC and/or RC advisors, instructor at the USASMA, inspector general SGM, EOA, and Nominative positions (00Z only). The goal of the SGM/CSM is to possess an upper level degree and working toward a master's degree in their chosen discipline.

(4) SSD 5 is a prerequisite to be considered for nominative and Joint assignments.

### **23–4. Military occupational specialty 68A biomedical equipment specialist**

*a. Major duties.* The biomedical equipment SPC performs maintenance services and repairs on all medical equipment, medical systems, medically related equipment and medically related systems (in accordance with DA Pam 611–21, 10–68A). Biomedical Equipment SPC serve in both the TOE tactical units and in the TDA Military Healthcare System (MHS) under a variety of job titles. Positions include biomedical equipment SPC in medical logistics organizations, DIV/BDE medical companies, hospital units, as well as medical centers (MEDCENS)/medical activities (MEDDACS).

*b. Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

*c. Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical support/repair tasks, and leadership. TDA assignments provide more in depth and specialized training. Also positions as instructor/writer, drill sergeant, and recruiters are available for career enhancement. Although extended assignments in either the TOE or TDA or successive assignments are not normally recommended, limited positions in the TOE allow for more extended TDA time.

(1) *Private E–1: specialist/corporal.*

*(a) Operational assignments.* Soldiers serving in MOS 68A at skill level 1 may serve as a biomedical equipment SPC in a Medical Logistics Unit, BDE medical companies, or CS hospitals. They may serve in the same positions in a MEDDAC/MEDCEN or higher. During these assignments they should concentrate on developing their medical support/technical and leadership skills. Recommendations for promotion to higher rank will depend on mastering these skills and displaying the aptitude and attitude consistent with the “whole Soldier” concept.

*(b) Self-development.* For additional information on self-development, see paragraph 23–3.

*(c) Additional training.* Airborne, Air Assault.

*(d) Special assignments.* There are no specific special assignments for skill level 1 Soldiers.

(2) *Sergeant.*

*(a) Operational assignments.* SGT assignments include positions as a biomedical equipment SGT in both the TOE and TDA. Regardless of the assignment, Soldiers should concentrate on improving medical support and leadership skills.

*(b) Self-development.* For additional information on self-development, see paragraph 23–3.

*(c) Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

*(d) Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor at this rank, although most of the requirements are for SSG.

(3) *Staff sergeant.*

*(a) Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. Some of the duties and functions performed are: enlisted advisor to senior logistical personnel on biomedical equipment maintenance; conducts MOS technical training of subordinates; performs technical duties as Medical Maintenance NCO, while supervising OPS and subordinate personnel; performs biomedical equipment QC assessments, equipment inspections, acceptability checks and equipment installation procedures; conducts biomedical equipment contract compliance technical inspections and oversight and assists in the development of medical maintenance SOP. SSGs should concentrate on leadership skills in all of these assignments. However, 68A SSGs may have repeated assignments of a technical nature.

*(b) Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor/writer.

(4) *Sergeant first class.*

(a) *Operational assignments.* Most of the AMEDD leadership positions are structured around this rank. SFC may be principal medical maintenance NCO in both TOE logistics BN and TDA MEDCEN/MEDDACs. Some of the duties and functions performed are: SNCO on matters pertaining to biomedical equipment maintenance; reviews and oversees MOS technical training programs; develops AMEDD Logistical Material Maintenance Programs; performs administrative and technical duties as principal Medical Maintenance NCO; reviews QC procedures. SFC should concentrate on leadership positions as well as refining their leadership and technical skills. Extended assignments in TDA or nonleadership positions should be avoided if possible; however, due to the technical nature of this MOS this may not be possible. If not already completed, special assignments should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT/WTU platoon sergeant, drill sergeant, recruiter, instructor and/or writer, EOA, and inspector general NCO.

(5) *Master sergeant and first sergeant.*

(a) *Operational assignments.* The most advantageous position for a Soldier in the grade of E–8 is 1SG. There are operational assignments in the TOE and/or TDA, which include both leadership and technical skills. Some of the duties and functions performed are: administrative and technical duties as maintenance SNCO, including the SNCO and SME on matters pertaining to biomedical equipment maintenance; reviews and oversees MOS technical training programs; manages Military Treatment Facility (MTF), theater- and depot-level sustainment maintenance programs, ensuring compliance with ARs, Federal laws, and requirements governing medical equipment; serves as the commander's medical equipment SME at the BDE level, ensuring optimal unit equipment readiness and MOS technical training for echelons below BDE. Avoiding consecutive TDA assignments is recommended but is not always possible due to the technical nature of this MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Senior instructor and/or writer, EOA, and inspector general NCO.

(6) *Sergeant major/command sergeant major.* See MOS 68Z/00Z.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **23–5. Military occupational specialty 68A professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–6. Military occupational specialty 68A Reserve Component**

The RC is managed the same as the RA (see para 23–4). It comprises approximately 67percent of the AMEDD Force. Consequently, NCO in the USAR and the ARNG are critical to the AMEDD mission. The RC NCO must possess the same qualifications and training as the RA NCO. Duty assignments for the RC NCO parallel the RA, although geographical limitations will determine the types of unit in which RC NCO may serve. The RC NCOES satisfies professional and functional requirements of the Army. Although authorizations exist in the ARNG for this MOS, career progression is difficult due to lack of SNCO grades. Not all MOSs have authorizations in the ARNGUS. For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–7. Military occupational specialty 68B orthopedic specialist**

a. *Major duties.* The Orthopedic SPC assists with management of orthopedic clinic, or assists in treatment of patients with orthopedic conditions and injuries, under the supervision of an orthopedic physician, orthopedic physician assistant, or podiatrist. (in accordance with DA Pam 611–21, 10–68B). Orthopedic SPC serve in both the TOE CS hospitals and in the TDA Military Healthcare System (MHS) under the title Orthopedic SPC, SGT or NCO.

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks, and leadership. TDA assignments provide more in depth and specialized medical training, as well as positions as instructor and/or writer, drill sergeant, and recruiters. Too long an assignment in either the TOE or TDA or successive assignments are not recommended, but due to the technical nature of this MOS, long or

repeated assignments in the TDA are not uncommon through the rank of SFC. Soldier becomes 68W upon promotion to MSG.

(1) *Private E-1: specialist and corporal.*

(a) *Operational assignments.* Soldiers serving in MOS 68B at skill level 1 may serve in CS hospitals, or similar positions in an orthopedic clinic at a MTF, or higher. During these assignments, Soldiers should concentrate on developing their medical and/or technical and leadership skills. Recommendations for promotion to higher grades depend on mastering these skills, as well as displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Airborne and Air Assault.

(d) *Special assignments.* There are no specific special assignments for skill level 1 Soldiers.

(2) *Sergeant.*

(a) *Operational assignments.* SGT assignments include positions in both TOE units and TDA organizations as Orthopedic SGTs. Regardless of the assignment, Soldiers should concentrate on improving medical and leadership skills.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor/writer, although most of the requirements are for SSG.

(3) *Staff sergeant.*

(a) *Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. SSG should concentrate on leadership skills in all of these assignments. SSG will be Orthopedic NCO.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor and/or writer.

(4) *Sergeant first class.*

(a) *Operational assignments.* Most of the AMEDD leadership positions are structured around this rank. SFC are the Orthopedic NCO in TDA units. SFC should concentrate on leadership positions, as well as refining their leadership skills. Extended assignments in TDA or nonleadership positions should be avoided if possible. If not already completed, special assignments should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT/WTU platoon sergeant, drill sergeant, recruiter, instructor and/or writer, EOA, and inspector general NCO.

(5) *Master sergeant.* See MOS 68W.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **23–8. Military occupational specialty 68B professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–9. Military occupational specialty 68B Reserve Component**

The RC is managed the same as the RA (see para 23–7). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR 600–200.

### **23–10. Military occupational specialty 68C practical nursing specialist**

a. *Major duties.* The practical nursing SPC supervises or performs preventive, therapeutic, and emergency nursing care procedures under supervision of a physician, nurse or NCO (in accordance with DA Pam 611–21, 10–68C). Practical nursing SPCs serve in both TOE units and in the TDA Military Healthcare System (MHS) under the title practical nursing SPC, SGT, or NCO. MOS 68C *requires* a civilian credential in order to maintain performance qualification and retain this MOS.

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks, and leadership. TDA assignments provide more in depth and specialized medical training, as well as positions as instructor and/or writer, drill sergeant, and recruiters. Too long an assignment in either

the TOE or TDA or successive assignments are not recommended, but due to the technical nature of this MOS, long or repeated assignments in the TDA are not uncommon through the rank of SFC. Soldier becomes 68Z upon selection for SGM.

(1) *Private E-1-Specialist and corporal.*

(a) *Institutional training.* In addition to paragraph 2-11, this MOS course includes the Introduction to Basic Army Medicine course (4 weeks), then it is broke down into two phases: Phase I training is conducted at the Medical and Education Training Campus (11 weeks 3 days), followed by Phase II (40 weeks) training at a medical center. In addition, the ASI M3 (Dialysis SPC) is associated with MOS 68C. ASI M3 is awarded to those 68Cs who attend and successfully complete the 20 week dialysis training program conducted at Walter Reed National Naval Medical Center located in Bethesda, Maryland. The service remaining requirement upon completion of this course is 17 months. This ASI is restricted to 68C SGT Promotable and below and is applied for through normal channels. Descriptions, qualifications and restrictions are found in table 12, DA Pam 611-21 (M3-Dialysis SPC).

(b) *Operational assignments.* Soldiers serving in MOS 68C at skill level 1 serve in a variety of assignments. They may serve as a practical nursing SPC in TOE units, or similar positions at a MTF, or higher. During these assignments, Soldiers should concentrate on developing their medical and/or technical and leadership skills. Recommendations for promotion to higher grades depend on mastering these skills, as well as displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(c) *Self-development.* For additional information on self-development, see paragraph 23-3.

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* There are no specific special assignments for skill level 1 Soldiers.

(2) *Sergeant.*

(a) *Institutional training.* In addition to paragraph 2-11, ASI M3 (Dialysis SPC) is associated with MOS 68C. ASI M3 is awarded to those 68Cs who attend and successfully complete the 20-week dialysis training program conducted at Walter Reed National Naval Medical Center located in Bethesda, Maryland. The service remaining requirement upon completion of this course is 17 months. This ASI is restricted to 68C SGT Promotable and below and is applied for through normal channels. Descriptions, qualifications and restrictions are available in DA Pam 611-21, table 12 (M3-Dialysis SPC).

(b) *Operational assignments.* SGT assignments include positions in both TOE units and TDA organizations as Practical Nursing SGTs. Regardless of the assignment, Soldiers should concentrate on improving clinical skills and leadership skills.

(c) *Self-development.* For additional information on self-development, see paragraph 23-3.

(d) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(e) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, instructor, and/or writer, although most of the requirements are for SSG.

(3) *Staff sergeant.*

(a) *Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. SSG should continue to concentrate on clinical and leadership skills in all of these assignments. SSG will be practical nursing NCO. practical nursing SPC instructor must meet Texas Board of Nursing instructor requirements.

(b) *Self-development.* For additional information on self-development, see paragraph 23-3.

(c) *Additional training.* Any available Army unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill SGT, recruiter, WTU squad leader, or instructor/writer.

(4) *Sergeant first class.*

(a) *Operational assignments.* Most of the AMEDD leadership positions are structured around this rank. SFCs are the ward masters and practical nursing NCOs, in both TOE and TDA units. SFCs should concentrate on leadership positions as well as refining their leadership skills. Extended assignments in TDA or nonleadership positions should be avoided if possible. If not already completed, special assignments should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23-3.

(c) *Additional training.* Any available Army unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT and/or WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(5) *Master sergeant/first sergeant.*

(a) *Operational assignments.* The most advantageous position for a Soldier in the grade of E-8 is 1SG. There are numerous operational assignments in the TOE/TDA for both MSG and 1SGs, that include both leadership and technical skills. Some of the duties and functions performed are: administrative and technical duties as Practical Nurse SNCO including, the SNCO and SME on matters pertaining to nursing services; reviews and oversees MOS technical training programs; manages POIs, all nursing service activities and nursing OPS /functions of subordinate MTFs and TMCs MTF nursing wards; performs staff assistance and organization inspection program visits; coordinates Program of



Instruction (POI) development with AMEDDC&S; coordinates and develops MOS critical tasks for Army and Joint requirements. Avoiding consecutive TDA assignments is recommended but is not always possible due to the technical nature of this MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Senior instructor/writer, EOA, and inspector general NCO.

(6) *Sergeant major/command sergeant major.* See MOS 68Z/00Z.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site

### **23–11. Military occupational specialty 68C professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–12. Military occupational specialty 68C Reserve Component**

The RC is managed the same as the RA (see para 23–10). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR 600–200.

### **23–13. Military occupational specialty 68D operating room specialist**

a. *Major duties.* The operating room (OR) SPC assists the nursing staff in preparing the patient and the OR environment for surgery and for providing assistance to the medical staff during surgical procedures. They also operate the centralized materiel service (CMS) and are responsible for preparing and maintaining sterile medical supplies and special equipment for medical treatment facilities. The OR SPC also assists in the management of OR suites (in accordance with DA Pam 611–21, 10–68D. OR SPC serve in both the TOE tactical units and in the TDA Military Healthcare System (MHS) under a variety of job titles. Positions include OR SPC at TOE Organizations and TDA MEDCEN and/or MEDDACs.

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks, and leadership. TDA assignments provide more in depth and specialized medical training, as well as positions as instructor and/or writer, drill sergeant, and recruiters. Too long an assignment in either the TOE or TDA, or successive assignments are not recommended but due to the technical nature of this MOS, long or repeated assignments in the TDA are not uncommon through the rank of SFC.

(1) *Private E–1: specialist and corporal.*

(a) *Institutional training.* In addition to paragraph 2–11, MOS training is 19 weeks and is followed by an assignment in the newly established specialized skill set. This course is taught in two phases: Phase I training is conducted at the Medical and Education Training Campus (9 weeks), followed by Phase II training at a medical treatment facility (10 weeks).

(b) *Operational assignments.* Soldiers serving in MOS 68D at skill level 1 may serve in a CS hospital, or medical teams or they may be in a medical center or medical activity. During these assignments they should concentrate on developing their medical and technical skills. Recommendations for promotion to higher rank will depend on mastering these skills and displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(c) *Self-development.* For additional information on self-development, see paragraph 23–3.

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* There are no specific special assignments for skill level 1 Soldiers.

(2) *Sergeant.*

(a) *Operational assignments.* SGT assignments include supervision of subordinates and setup of operating rooms in both TOE units and TDA MEDCENs/MEDDACs. Positions are available as OR SGT and as CMS NCO. Regardless of the assignment, Soldiers should concentrate on improving medical and leadership skills.

(b) *Self-development.* For additional information on self-development, refer to paragraph 23–3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor/writer at this rank, although most of the requirements are for SSG.

(3) *Staff sergeant.*

(a) *Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. Some of the duties and functions performed are: functions as enlisted advisor to senior logistical personnel on biomedical equipment maintenance; conducts MOS technical training of subordinates; performs technical duties as Medical

Maintenance NCO, while supervising OPS and subordinate personnel; performs biomedical equipment QC assessments, equipment inspections, acceptability checks and equipment installation procedures; and conducts biomedical equipment contract compliance technical inspections and oversight; assists in the development of medical maintenance SOP. SSG should concentrate on leadership skills in all of these assignments. SSG may be or CMS NCO.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor and/or writer.

(4) *Sergeant first class.*

(a) *Operational assignments.* Most of the AMEDD leadership positions are structured around this rank. SFC are the operating room SNCO and the CMS SNCO in both TOE and TDA units. Some of the duties and functions performed are: serves as the principle NCOIC of MTF operating rooms or central materiel service shops; coordinates, directs and facilitates OR/CMS activities with other elements and OPS within MTFs; and establishes policies for ensuring the safe handling, proper utilization and monitoring of sterilization chemicals and anesthetic gases within the OR/CMS. SFC should concentrate on leadership positions as well as refining their leadership skills. Extended assignments in TDA or nonleadership positions should be avoided if possible. If not already completed, special assignments should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignment.* AIT and/or WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(5) *Master sergeant.* See MOS 68W.

d. *Army career degrees.* See SOCAD Army Career Degree Program

e. *GI Jobs.* See GI Jobs COOL Web site.

### **23–14. Military occupational specialty 68D professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–15. Military occupational specialty 68D Reserve Component**

The RC is managed the same as the RA (see para 23–13). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–16. Military occupational specialty 68E dental specialist**

a. *Major duties.* The Dental SPC assists the dental officer in prevention, examination, and treatment of diseases of teeth and oral region, or assists with the management of dental treatment facilities. Dental SPC serve in both the TOE tactical units and in the TDA Military Healthcare System (MHS) under a variety of job titles. Positions include: Dental SPC, dental SGT, dental NCO, dental laboratory SPC, SGT and senior dental laboratory SGT, preventive dentistry SPC and SGT, platoon sergeant, OPS SGT, DET SGT, dental SNCO and 1SG (See DA Pam 611–21 and HRC Smartbook Web site for more definitive duty description by grade).

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks, and leadership. TDA assignments provide more in depth and specialized medical training, as well as positions as instructor/writer, drill sergeant, and recruiter training and assignment also include two additional skill identifiers (ASIs) associated with 68E; (N5, Dental Laboratory SPC and X2, Preventive Dentistry SPC. Extended or successive assignments in either the TOE or TDA assignments are not recommended.

(1) *Private E–1: specialist/corporal.*

(a) *Institutional training.* In addition to paragraph 2–11, MOS training is 8 weeks and is followed by an assignment in the newly established specialized skill set. This course training is conducted at the Medical and Education Training Campus on Fort Sam Houston, TX. In addition, PFCs and SPC (CPLs) should consider 68E ASI training in Dental Laboratory SPC (N5) or Preventive Dentistry (X2); training ranges from 12–24 weeks and is usually followed by an assignment in a dental treatment facility or a dental laboratory where the Soldier can apply their newly established skill sets.

(b) *Operational assignments.* Soldiers serving in MOS 68E at skill level 1 serve in a variety of assignments. They may serve as a Dental SPC in any of the TOE medical or dental companies. They could also serve in TDA dental activities (DENTACS). During these assignments Soldiers should concentrate on developing their dental and/or technical and leadership skills. Recommendation for promotion to the next higher grade depends on mastering these skills as well as displaying the aptitude and attitude consistent with the “whole Soldier” concept.

- (c) *Self-development.* For additional information on self-development, see paragraph 23–3.
- (d) *Additional training.* These ASIs are restricted to SPC through SSG and are applied for through normal channels. Descriptions, qualifications and restrictions are found in table 12, DA Pam 611–21 (N5- Dental Laboratory SPC, and X2- Preventive Dentistry SPC).
- (e) *Special assignments.* There are no specific special assignments for Skill Level 1 Soldiers.
- (2) *Sergeant.*
- (a) *Operational assignments.* SGT assignments include but are not limited to Dental SGT, Dental NCO, Dental laboratory SGT; assignments are located in both the TOE and TDA. Regardless of the assignment, Soldiers should concentrate on improving their medical, technical and leadership skills. Soldiers working in assignments based on their ASI should concentrate on learning and developing skills specific to the ASI.
- (b) *Self-development.* For additional information on self-development, see paragraph 23–3.
- (c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.
- (d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, WTU squad leader, instructor and/or writer at this rank, although most of these assignment opportunities exist for SSG.
- (3) *Staff sergeant.*
- (a) *Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. Some of the duties and functions performed are: supervises the activities of dental teams, sections, or clinics in small fixed or mobile facilities; performs technical duties as Dental NCO, while supervising OPS and subordinate personnel; trains and evaluates subordinates on work techniques and dental treatment procedures; perform reconnaissance of operational sites fit for establishing and conducting dental OPS and services; supervise the movements and establishments of field dental units; and maintains dental equipment and ensure proper stock levels to support dental OPS. SSGs should concentrate on leadership skills in all of these assignments. SSGs may be senior dental SGT, senior dental laboratory SGT or NCOIC, and platoon sergeant.
- (b) *Self-development.* For additional information on self-development, see paragraph 23–3.
- (c) *Additional training.* Any available Army unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.
- (d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor and/or writer.
- (4) *Sergeant first class.*
- (a) *Operational assignments.* The majority of AMEDD enlisted leadership positions are structured around this rank. Some of the duties and functions performed are: functions as the SNCO to commanders, OPS NCO for the Dental command and platoon sergeant for deploying units; reviews and evaluates training programs; supervises the functions of dental sections, clinics, or facilities, either fixed or mobile; provides the commander with technical assistance in the development of operational plans and requirements; coordinates administrative activities and prepares dental treatment facility policies and procedures; and perform reconnaissance and selection of operational sites fit for establishing and conducting dental OPS and services. SFC may be DET SGT in a TOE medical detachment, OPS SGT in dental companies, Dental SNCO of DENTACs, and NCOICs of various dental clinics and services. SFC should concentrate on leadership positions as well as refining their leadership skills. Extended assignments in TDA or nonleadership positions should be avoided if possible. If not already completed, special assignments should be considered.
- (b) *Self-development.* For additional information on self-development, see paragraph 23–3.
- (c) *Additional training.* Any other available Army unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.
- (d) *Special assignment.* AIT and/or WTU platoon sergeant, drill sergeant, recruiter, instructor and/or writer, EOA, and inspector general NCO.
- (5) *Master sergeant and first sergeant.*
- (a) *Operational assignments.* The most advantageous position for a Soldier in grade of E8 is 1SG or Dental SNCO. There are a number of operational assignments in the TOE and/or TDA, which include both leadership and technical skills. Some of the duties and functions performed are: functions as the SNCO to commanders, area dental labs, department chiefs and staff agencies on matters pertaining to enlisted personnel; supervises general administrative functions; coordinates personnel assignments; reviews and evaluates training programs and requirements; assists in the planning, development, management, and execution of the command budget program and provides technical assistance in planning and staffing of dental facilities; coordinates and supervises unit preventive maintenance and supply programs; provides the commander with technical assistance in the development of operational plans and requirements for mobilization of Dental Units; and coordinates assets to ensure a high state of dental readiness for deploying units and/or organizations. Avoiding consecutive TDA assignments is recommended.
- (b) *Self-development.* For additional information on self-development, see paragraph 23–3.
- (c) *Additional training.* Any available Army unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.
- (d) *Special assignments.* Senior instructor and/or writer, EOA, and inspector general NCO.
- (6) *Sergeant major and command sergeant major.* See MOS 68Z00Z.

- d. *Army career degrees.* See SOCAD Army Career Degree Program.
- e. *GI Jobs.* See GI Jobs COOL Web site.

### **23–17. Military occupational specialty 68E professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–18. Military occupational specialty 68E Reserve Component**

The RC is managed the same as the RA (see para 23–16). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–19. Military occupational specialty 68F physical therapy specialist**

a. *Major duties.* The Physical Therapy SPC, under the direction of a physical therapist and following medical referral, supervises or administers physical therapy to restorative or rehabilitation of injured Soldiers and return to physical readiness training, consultant or SME in fitness, conditioning programs, adaptive programs, unit based SME to decrease physical disabilities and promotes physical fitness of patients (in accordance with DA Pam 611–21, 10–68F). Physical Therapy SPC serve in both the TOE CS hospitals and in the TDA Military Healthcare System (MHS) under the title Physical Therapy SPC, SGT or NCO.

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks, and leadership through the rank of SGT. TDA assignments provide more in depth and specialized medical training, as well as positions as instructor and/or writer, drill sergeant, and recruiters. Too long an assignment in either the TOE or TDA or successive assignments are not recommended, but due to the technical nature of this MOS, long or repeated assignments in the TDA are not uncommon through the rank of SFC. Soldier becomes 68W upon selection for MSG.

(1) *Private E–1–Specialist/corporal.*

(a) *Institutional training.* In addition to paragraph 2–11, MOS training is 32 weeks and is followed by an assignment in the newly established specialized skill set. This course includes the Introduction to Basic Army Medicine course (4 weeks), then it is broke down into two phases: Phase I training is conducted at the Medical and Education Training Campus (18 weeks), followed by Phase II training at a medical treatment facility (10 weeks).

(b) *Operational assignments.* Soldiers serving in MOS 68F at skill level 1 serve in a variety of assignments. They may serve as a Physical Therapy SPC in CS hospitals, medical centers, and medical activities. During these assignments Soldiers should concentrate on developing their dental/technical and leadership skills. Recommendation for promotion to the next higher grade depends on mastering these skills as well as displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(c) *Self-development.* For additional information on self-development, see paragraph 23–3.

(d) *Additional training.* Airborne and/or Air Assault.

(e) *Special assignments.* There are no specific special assignments for skill level 1 Soldiers.

(2) *Sergeant.*

(a) *Operational assignments.* SGT assignments include positions in both TOE units and TDA organizations as Physical Therapy SGTs. Regardless of the assignment, Soldiers should concentrate on improving medical and leadership skills.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, instructor, and/or writer, although most of the requirements are for SSG.

(3) *Staff sergeant.*

(a) *Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. SSG should concentrate on leadership skills in all of these assignments. SSG will be Physical Therapy NCO.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor and/or writer.

(4) *Sergeant first class.*

(a) *Operational assignments.* Most of the AMEDD leadership positions are structured around this rank. SFC are the Physical Therapy NCO in TDA units. SFC should concentrate on leadership positions as well as refining their leadership skills. Extended assignments in TDA or nonleadership positions should be avoided if possible. If not already completed, special assignments should be considered.

- (b) *Self-development.* For additional information on self-development, see paragraph 23–3.
- (c) *Additional training.* Any available Army unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.
- (d) *Special assignments.* AIT and/or WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.
- (5) *Master sergeant.* See MOS 68W.
- d. *Army career degrees.* See SOCAD Army Career Degree Program.
- e. *GI Jobs.* See GI Jobs COOL Web site.

### **23–20. Military occupational specialty 68F professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–21. Military occupational specialty 68F Reserve Component**

The RC is managed the same as the RA (see para 23–19). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–22. Military occupational specialty 68G patient administration specialist**

a. *Major duties.* The patient administration SPC supervises or performs administrative duties in patient administration DIV of a hospital or other medical activity (in accordance with DA Pam 611–21, 10–68G). Patient administration SPC serve in both the TOE tactical units and in the TDA Military Healthcare System (MHS) under a variety of job titles. Positions include patient admin SPC in hospitals, DIV/BDE Medical Companies, CSS TOE, and CS Hospitals and TDA MEDCEN/MEDDACs.

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site (<https://smartbook.armyg1.pentagon.mil/>).

c. *Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks and leadership. TDA assignments provide more in depth and specialized medical training, as well as positions as instructor/writer, drill sergeant, and recruiters. Too long an assignment in either the TOE or TDA or successive assignments are not recommended but due to the technical nature of this MOS, long or repeated assignments in the TDA are not uncommon through the rank of SFC.

(1) *Private E–1: specialist/corporal.*

(a) *Institutional training.* In addition to paragraph 2–11, MOS training is 6 weeks 3 days and is followed by an assignment in the newly established specialized skill set. This course training is conducted at the Medical and Education Training Campus on Fort Sam Houston, TX.

(b) *Operational assignments.* Soldiers serving in MOS 68G at skill level 1 may serve in a CS Hospital or Medical Company or they may be in a medical center or medical activity. During these assignments they should concentrate on developing their medical and technical skills. Recommendations for promotion to higher rank will depend on mastering these skills and displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(c) *Self-development.* For additional information on self-development, see paragraph 23–3.

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* There are no specific special assignments for Skill Level 1 Soldiers.

(2) *Sergeant.*

(a) *Operational assignments.* SGT assignments include supervision of subordinates in CS hospitals, professional services NCO in TOE units and similar positions in TDA MEDCENs and/or MEDDACs. Regardless of the assignment, Soldiers should concentrate on improving medical and leadership skills.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor and/or writer at this rank, although most of the requirements are for SSG.

(3) *Staff sergeant.*

(a) *Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units as patient administration and professional services NCO. Some of the duties and functions performed are: serves as principal NCO of Patient Administration Division (PAD), while supervising subordinate personnel; Supervises and trains subordinate personnel on patient movement, record keeping, and performance of patient administration duties; processes patient movement and evacuation requests for military & civilian patients/casualties; and operates and utilizes Transportation Command Regulation and Command and Control Evacuation System (TRAC2ES), Joint Patient Tracking Application (JPTM), Joint Medical Workstation (JMEWS) and other patient regulating and casualty evacuation/tracking databases. SSG should concentrate on leadership skills in all of these assignments.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor and/or writer.

(4) *Sergeant first class.*

(a) *Operational assignments.* Most of the AMEDD leadership positions are structured around this rank. SFCs are the patient administration and professional services NCO in both TOE and TDA units. Some of the duties and functions: Performs duties as NCOIC of PAD; supervises and directs subordinate personnel in performing in-patient and out-patient administrative duties, with an emphasis on patient admissions and dispositions; serves as a medical regulating officer and/or NCO in TOE and TDA units; coordinates patient movement and evacuation requests for patients and/or casualties and designated beneficiaries and/or health care recipients; SME in the utilization of TRAC2ES, JPTA, JMEWS and other patient regulating and casualty evacuation/tracking databases. SFC should concentrate on leadership positions, as well as refining their leadership skills. Extended assignments in TDA or nonleadership positions should be avoided if possible. If not already completed, special assignments should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT/WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(5) *Master sergeant.*

(a) *Operational assignments.* The most advantageous position for a Soldier in grade of E8 is 1SG. There are a number of operational assignments in the TOE and/or TDA, which include both leadership and technical skills. Some of the duties and functions performed are: serves as the SNCO for PAD; communicates operational requirements to the regions; manages Professional Filler System (PROFIS) positions across the enterprise; performs staff assistance and organization inspection program visits; develops and interprets policies at the MEDCOM level; coordinates program of instruction (POI) development with AMEDDC&S; serves as the chief administrative NCO to PAD Consultant at OTSG; coordinates and develops MOS critical tasks for Army and Joint requirements; develops strategic objectives in support of AMEDD Balance Scorecard; develops and interprets policies at Army Staff level; coordinates new training requirements with MEDCOM and AMEDDC&S; serves as the NCOIC of PAD at regions, MEDCENs, and AMEDDC&S; manages POIs, all patient administration activities and PAD OPS and/or functions of subordinate MTFs and TMCs; enforces strategic objectives and serves as a liaison between operational force and MEDCOM; oversees patient regulating and tracking processes within theaters of operation, internationally and CONUS via the TRANSCOM Regulating and Command & Control Evacuation System (TRAC2ES). Avoiding consecutive TDA assignments is recommended although due to limited positions available in this technical MOS this may not be avoided.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Senior instructor and/or writer, EOA, and inspector general NCO.

(6) *Sergeant major and command sergeant major.* See MOS 68Z/00Z.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **23–23. Military occupational specialty 68G professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–24. Military occupational specialty 68G Reserve Component**

The RC is managed the same as the RA (see para 23–22). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–25. Military occupational specialty 68H optical laboratory specialist**

a. *Major duties.* The Optical Laboratory SPC assembles spectacles utilizing pre-surfaced single vision lens, surfaces multi-vision lens, and assembles multi-vision spectacles; repairs and fabricates spectacles and supervises optical laboratory personnel. The Optical Laboratory SPC serves in TOE tactical units and in the TDA Military Healthcare System (MHS). The following job titles are used; Optical Laboratory SPC, Optical Laboratory SGT, Optical Laboratory NCO, platoon sergeant, Optical Laboratory SNCO, DET SGT or 1SG. (See DA Pam 611–21 and HRC Smartbook Web site for more definitive duty description by grade.

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks, and leadership. TDA assignments provide more in depth and specialized medical

training, as well as positions as instructor/writer, drill sergeant, and recruiter. Extended or successive assignments in either the TOE or TDA are not recommended but due to the technical nature of this MOS, repeated assignments in the TDA are not uncommon through the rank of SFC.

(1) *Private E-1: specialist/corporal.*

(a) *Institutional training.* In addition to paragraph 2-11, MOS training is 23 weeks and is followed by an assignment in the newly established specialized skill set. This course training is conducted at the Naval Ophthalmic Support & Training Activity on Naval Weapons Station Yorktown, VA.

(b) *Operational assignments.* Soldiers serving in MOS 68H at skill level 1 serve in a variety of assignments. They may serve in a medical detachment, medical company, of a medical logistics BN, area support BN, multifunctional BN or they may be in an optical laboratory. During these assignments they should concentrate on developing their medical, technical and leadership skills. Recommendations for promotion to higher grades depends on mastering these skills as well as and displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(c) *Self-development.* For additional information on self-development, see paragraph 23-3.

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* There are no specific special assignments for Skill Level 1 Soldiers.

(2) *Sergeant.*

(a) *Operational assignments.* SGT assignments include but are not limited to: supervision of subordinates, fabrication of spectacles in both TOE units and TDA optical laboratories as optical lab SGTs. Regardless of the assignment, Soldiers should concentrate on improving their medical, technical and leadership skills.

(b) *Self-development.* For additional information on self-development, see paragraph 23-3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor and/or writer at this rank, although most of these assignment opportunities exist for SSG.

(3) *Staff sergeant.*

(a) *Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. Some of the duties and functions performed are: serves as principal NCO of optical laboratory facilities, while supervising subordinate personnel; assists in developing optical laboratory training programs; develops and trains subordinate personnel on preventive maintenance and fabrication safety procedures; performs and oversees optical laboratory QC processes and procedures to meet or exceed industry standards; maintains and validates stock levels of optical supplies; and assists with the establishment and management of optical laboratory operational budget. SSG should concentrate on leadership skills in all of these assignments. SSG may be optical fabrication NCO in a Corps or EAC Level Field Unit Optical Laboratory.

(b) *Self-development.* For additional information on self-development, see paragraph 23-3.

(c) *Additional training.* Any available Army or unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor and/or writer.

(4) *Sergeant first class.*

(a) *Operational assignments.* The majority of the AMEDD enlisted leadership positions are structured around this rank. SFC is the optical lab SNCO in both TOE and TDA units. Some of the duties and functions performed are: develops budgets, training schedules, and performs administrative and technical duties as the principal NCOIC and SME for the optical fabrication region; coordinates optical lab services and support with medical treatment facilities and supported elements within the area of operation; provides (QA) reports; develops and/or validates stock levels; and requisitions and maintains optical supplies and equipment within the optical fabrication lab; functions as the SNCO and SME on matters pertaining to optical support in the multifunctional medical BN or MEDCOM; and provides consultation, develops policies, and ensures compliance with Army Regulation and Federal Law that governs vision readiness and optical fabrication OPS in subordinate units. SFC should concentrate on leadership positions as well as refining their leadership skills. Extended assignments in TDA or nonleadership positions should be avoided, if possible. If not already completed, assignments as a drill sergeant, recruiter, or instructor as well as EOA and inspector general positions should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23-3.

(c) *Additional training.* Any available Army or unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT and/or WTU platoon sergeant, drill sergeant, recruiter, instructor and/or writer, EOA, and inspector general NCO.

(5) *Master sergeant and sergeant major.* See MOS 68W.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **23–26. Military occupational specialty 68H professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–27. Military occupational specialty 68H Reserve Component**

The RC is managed the same as the RA (see para 23–25). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–28. Military occupational specialty 68J medical logistics specialist**

*a. Major duties.* The medical logistics SPC performs or supervises requisitioning, receipt, inventory management, storage, preservation, issue, salvage, destruction, stock control, QC, property management, repair parts management, inspection, packing and shipping, care, segregation, and accounting of medical supplies and equipment (in accordance with DA Pam 611–21, 10–6J ). Medical logistics SPC serve in both the TOE tactical units and in the TDA Military Healthcare System (MHS) under a variety of job titles. Positions include medical logistics SPC, med log NCO, med log SGT, stock control supervisors, and OPS SGTs.

*b. Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

*c. Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks, and leadership. TDA assignments provide more in depth and specialized medical training, as well as positions as instructor/writer, drill sergeant, and recruiters. Too long an assignment in either the TOE or TDA or successive assignments are not recommended.

(1) *Private E–1: specialist/corporal.*

*(a) Institutional training.* In addition to paragraph 2–11, MOS training is 6 weeks and is followed by an assignment in the newly established specialized skill set. This course training is conducted at the Medical and Education Training Campus on Fort Sam Houston, TX.

*(b) Operational assignments.* Soldiers serving in MOS 68J at skill level 1 may serve as Medical Logistics SPC in any of the TOE medical companies or Medical Logistics BN or detachments. They could also serve in TDA MEDCENs and/or MEDDACS. During these assignments they should concentrate on developing their technical and leadership skills. Recommendations for promotion to higher rank will depend on mastering these skills and displaying the aptitude and attitude consistent with the “whole Soldier” concept.

*(c) Self-development.* For additional information on self-development, see paragraph 23–3.

*(d) Additional training.* Airborne and/or Air Assault.

*(e) Special assignments.* There are no specific special assignments for Skill Level 1 Soldiers.

(2) *Sergeant.*

*(a) Institutional training.* NCOES training, specifically SSD 1 and WLC are required for promotion to SSG; however, Soldiers in the grade of SPC and/or SGT should complete these requirements at their respective grades. (For conditional promotion to SGT and SSG, see AR 600–8–19.)

*(b) Operational assignments.* SGT assignments include medical logistics SGT and positions are located in both the TOE and TDA. Regardless of the assignment, Soldiers should concentrate on improving medical and leadership skills.

*(c) Self-development.* For additional information on self-development, see paragraph 23–3.

*(d) Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

*(e) Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor and/or writer at this rank, although most of the requirements are for SSG.

(3) *Staff sergeant.*

*(a) Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. Some of the duties and functions performed are: supervises small-sized medical supply and logistic activities and/or facilities; performs duties as Medical Logistics NCO, while supervising activities and subordinate personnel; manages medical logistics and/or ancillary services in support of health care and/or medical OPS; performs QC processes and logistical requisitioning; inspects receipt and packing of logistical supplies and equipment to meet or exceed shipping standards; maintains and validates inventory for distribution; and assists with developing and trainings subordinate personnel on the supply-focused aspect of a integrated logistics support system. SSG should concentrate on leadership skills in all of these assignments.

*(b) Self-development.* For additional information on self-development, see paragraph 23–3.

*(c) Additional training.* Any available Army or unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

*(d) Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor and/or writer.

(4) *Sergeant first class.*

*(a) Operational assignments.* Most of the AMEDD leadership positions are structured around this rank. Some of the duties and functions performed are: supervises medium-sized medical supply and logistic activities/facilities; directs



and/or oversees medical logistics and ancillary services in support of health care and medical OPS; serves as a focal point for medical property management and accountability procedures; develops, coordinates and supervises the supply-focused aspect of the integrated logistics support system. SFC may be detachment SGT in TOE Med Log detachments, platoon sergeants and/or OPS SGT in Med Log BN and NCOICs logistic services. SFC should concentrate on leadership positions as well as refining their leadership skills. Extended assignments in TDA or nonleadership positions should be avoided if possible. If not already completed, special assignments should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT/WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(5) *Master sergeant and first sergeant.*

(a) *Operational assignments.* The most advantageous position for a MSG is 1SG. There are a number of operational assignments in the TOE and/or TDA, which include both leadership and technical skills. Some of the duties and functions performed are: functions as the medical logistics SNCO, SNCO, and SME in a multi-disciplinary environment that includes environmental services, facilities management, property management, and medical supply chain management at large MEDCENS, Logistics DIVs, storage facilities, depot centers, and medical logistics companies; advises command and/or staff on matters of medical logistic functions; reviews and oversees MOS technical training programs; performs administrative and technical duties at medical logistics companies; coordinates, maintains, and supervises the supply integrated logistics support plan with other military branches; oversees medical logistics and materiel services in support of health care OPS in TDA and MTOE environments; supervises centralized automation support for Class VIII supplies; develops and implements concept of support and management of TRANS and distribution of Class VIII in theater. Avoiding consecutive TDA assignments is recommended.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Senior instructor and/or writer, EOA, and inspector general NCO.

(6) *Sergeant major and command sergeant major.* See MOS 68Z/00Z.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **23–29. Military occupational specialty 68J professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–30. Military occupational specialty 68J Reserve Component**

The RC is managed the same as the RA (see para 23–28). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–31. Military occupational specialty 68K medical laboratory specialist**

a. *Major duties.* The medical laboratory SPC performs blood banking procedures and elementary and advanced examinations of biological and environmental specimens to aid in the diagnosis, treatment, and prevention of disease and other medical disorders (in accordance with DA Pam 611–21, 10–68K). Medical laboratory SPC serve in both the TOE tactical units and in the TDA Military Healthcare System (MHS) under a variety of job titles. Positions include medical laboratory SPC, medical laboratory SGT, and Cytology NCO in medical companies, Blood support detachments, DIV/BDE/Armored Cavalry Regiment support BN, and CS hospitals as well as MEDCENS/MEDDACS. In addition, the following two ASIs are associated with MOS 68K: M2 Cytology SPC and P9 Biological Sciences Assistant. ASI M2 is restricted to SPC through SFC and ASI P9 is restricted to SSG and below and are applied for through normal channels. Descriptions, qualifications, and restrictions are found in DA Pam 611–21, table 12.

b. *Prerequisites.* See DA Pam 611–21 and milSuite <https://www.milsuite.mil/book/groups/smartbookdapam611-21>.

c. *Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical support/repair tasks, and leadership. TDA assignments provide more in depth and specialized training. Also positions as instructor/writer, drill sergeant, and recruiter are available for career enhancement. Although extended assignments in either the TOE or TDA or successive assignments are not normally recommended, limited positions in the TOE allow for more extended TDA time.

(1) *Private E–1: specialist/corporal.*

(a) *Institutional training.* In addition to (para 2–11), MOS training is 52 weeks and is followed by an assignment in the newly established specialized skill set. This course is taught in two phases: Phase I training is conducted at the

Medical and Education Training Campus (26 weeks), followed by Phase II training at a medical treatment facility (26 weeks).

(b) *Operational assignments.* Soldiers serving in MOS 68K at skill level 1 may serve as medical laboratory SPC in any of the Combat Arms DIVs or CS hospitals. They may serve in the same positions in a MEDDAC and/or MEDCEN or higher. During these assignments they should concentrate on developing their medical support and/or technical and leadership skills. Recommendations for promotion to higher rank will depend on mastering these skills and displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(c) *Self-development.* For additional information on self-development, see paragraph 23–3.

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* There are no specific special assignments for Skill Level 1 Soldiers.

(2) *Sergeant.*

(a) *Operational assignments.* SGT assignments include positions as a medical lab SGT in both the TOE and TDA. Leadership positions are also available in specific clinics based on ASIs. Regardless of the assignment, soldiers should concentrate on improving medical support and leadership skills.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor/writer at this rank, although most of the requirements are for SSG.

(3) *Staff sergeant.*

(a) *Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. Some of the duties and functions performed are: supervises technical and administrative functions for a small medical laboratory; performs NCO duties in a medical laboratory, while supervising subordinate personnel; performs elementary and advanced blood banking and clinical laboratory procedures; supervises and trains subordinates in all administrative and elementary laboratory procedures and improvement processes; and supervises and performs QC processes of stored blood products. SSG should concentrate on leadership as well as technical and supervisory skills in all of these assignments. However, 68K SSG may have repeated assignments of a technical nature.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor/writer.

(4) *Sergeant first class.*

(a) *Operational assignments.* Most of the AMEDD leadership positions are structured around this rank. Some of the duties and functions may include: general supervisor for medium-sized medical laboratory activities; performs technical and administrative duties as the senior medical laboratory NCOIC; supervises personnel blood storage and distribution units; and advises command in strategic planning and risk management of medical laboratory/blood banking OPS policy, regulations and procedures. SFC may be medical lab NCO, platoon sergeants, or detachment SGT in TOE units or TDA MEDCEN and/or MEDDACS. SFC should concentrate on leadership positions, as well as refining their leadership and technical skills. Extended assignments in TDA or nonleadership positions should be avoided if possible; however, due to the technical nature of this MOS this may not be possible. If not already completed, special assignments should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT and/or WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(5) *Master sergeant/first sergeant.*

(a) *Operational assignments.* The most advantageous position for a Soldier in grade of E8 is 1SG. There are operational assignments in the TOE/TDA, which include both leadership and technical skills. Some of the duties and functions performed are: functions as the general supervisor and enlisted advisor on matters pertaining to medical laboratory activities and training programs in the Combat Support Hospital (CSH), Area Medical Laboratories (AML), and medium or large medical facilities; performs technical and administrative management duties as the Medical Laboratory SNCO; advises command in strategic planning, risk management, and blood management; and evaluates training programs and implements improvement plans. Avoiding consecutive TDA assignments is recommended but is not always possible due to the technical nature of this MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Senior instructor/writer, EOA, and inspector general NCO.

(6) *Sergeant major and command sergeant major.* See MOS 68Z/00Z.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* GI Jobs COOL Web site.

### **23–32. Military occupational specialty 68K professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–33. Military occupational specialty 68K Reserve Component**

The RC is managed the same as the RA (see para 23–31). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–34. Military occupational specialty 68L occupational therapy specialist**

a. *Major duties.* The Occupational Therapy SPC, under the direction of a registered military occupational therapist, supervises or interviews, tests, plans treatment programs, and teaches and assists patients to facilitate maximum recovery by decreasing physical and mental disabilities resulting from illness or trauma, prevent injury, and promote life-style modification to improve fitness (in accordance with DA Pam 611–21, 10–68L). Occupational Therapy SPC serve in both the TOE CS hospitals and in the TDA Military Healthcare System (MHS) under the titles Occupational Therapy SPC, SGT or NCO.

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks, and leadership. TDA assignments provide more in depth and specialized medical training, as well as positions as instructor/writer, drill sergeant, and recruiters. Too long an assignment in either the TOE or TDA or successive assignments are not recommended, but due to the technical nature of this MOS, long or repeated assignments in the TDA are not uncommon through the rank of SFC. Soldier becomes 68W upon selection for MSG.

(1) *Private E–1: specialist/corporal.*

(a) *Institutional training.* In addition to paragraph 2–11, MOS training is 38 weeks and is followed by an assignment in the newly established specialized skill set. This course includes the Introduction to Basic Army Medicine course (4 weeks), then it is broke down into two phases: Phase I training is conducted at the Medical and Education Training Campus (18 weeks), followed by Phase II training at a medical treatment facility (16 weeks).

(b) *Operational assignments.* Soldiers serving in MOS 68L at skill level 1 serve in a variety of assignments. They may serve as an Occupational Therapy SPC in medical centers and medical activities. During these assignments Soldiers should concentrate on developing their dental/technical and leadership skills. Recommendation for promotion to the next higher grade depends on mastering these skills as well as displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(c) *Self-development.* For additional information on self-development, see paragraph 23–3.

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* There are no specific special assignments for skill level 1 Soldiers.

(2) *Sergeant.*

(a) *Operational assignments.* SGT assignments include positions in both TOE units and TDA organizations as Occupational Therapy SGTs. Regardless of the assignment, Soldiers should concentrate on improving medical and leadership skills.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor/writer, although most of the requirements are for SSG.

(3) *Staff sergeant.*

(a) *Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. SSG should concentrate on leadership skills in all of these assignments. SSG will be Occupational Therapy NCO.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor/writer.

(4) *Sergeant first class.*

(a) *Operational assignments.* Most of the AMEDD leadership positions are structured around this rank. SFC is the Occupational Therapy NCO in TDA units. SFC should concentrate on leadership positions as well as refining their leadership skills. Extended assignments in TDA or nonleadership positions should be avoided if possible. If not already completed, special assignments should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT and/or WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(5) *Master sergeant.* See MOS 68W.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL.

### **23–35. Military occupational specialty 68L professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–36. Military occupational specialty 68L Reserve Component**

The RC is managed the same as the RA (see para 23–34). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–37. Military occupational specialty 68M nutrition care specialist**

a. *Major duties.* The Nutrition Care SPC assists in the supervision of medical nutrition care OPS, or plans, prepares, cooks, and serves food for regular or modified diets in field and fixed hospitals. In accordance with DA Pam 611–21, Nutritional Care SPC serve in both TOE tactical units and in the TDA Military Healthcare System (MHS) under a variety of job titles. Positions include Nutrition Care SPC, SGT, and NCO. (See DA Pam 611–21 and HRC Smartbook Web site for more definitive duty description by grade.

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks, and leadership. TDA assignments provide more in depth and specialized medical training, as well as positions as instructor/writer, drill sergeant, and recruiter. Extended or successive assignments in either the TOE or TDA are not recommended.

(1) *Private E–1–Specialist and corporal.*

(a) *Institutional training.* In addition to paragraph 2–11, MOS training is 12 weeks 4 days and is followed by an assignment in the newly established specialized skill set. This course is taught in two phases: Phase I training is conducted at Fort Lee, VA (5 weeks 4 days), followed by Phase II at the Medical and Education Training Campus (7 weeks) on Fort Sam Houston, TX.

(b) *Operational assignments.* Soldiers serving in MOS 68M1Os at skill level 1 serve in a variety of assignments. They may serve as Nutrition Care SPC in TOE CS Hospitals. They could also serve in TDA MEDCENS and/or MEDDACs. During these assignments they should concentrate on developing their technical and leadership skills. Recommendations for promotion to higher grade depends on mastering these skills, as well as displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(c) *Self-development.* For additional information on self-development, see paragraph 23–3.

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* There are no specific special assignments for skill level 1 Soldiers.

(2) *Sergeant.*

(a) *Operational assignments.* SGT assignments include Nutrition Care SGT and positions are located in both the TOE and TDA. Regardless of the assignment, Soldiers should concentrate on improving their medical, technical and leadership skills.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor and/or writer at this rank, although most of these assignment opportunities exist for SSG.

(3) *Staff sergeant.*

(a) *Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. Some of the duties and functions performed are: supervises and trains subordinates in clinical dietetics branches, health promotion and wellness clinics, within MEDCENS, MEDDACs, and in TOE settings; perform and supervises the initial screening and nutritional assessments of patients; supervises the preparation and service of modified, regular, and special dietary food items; assist in the development of policy and manages small scale industrial food service OPS; train subordinate personnel on clinical dietetic procedures; and advises senior staff on nutrition care, prudent health living and wellness regulations and procedures. They should concentrate on leadership skills in all of these assignments.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor/writer.

(4) *Sergeant first class.*

(a) *Operational assignments.* The majority of AMEDD enlisted leadership positions are structured around this rank. SFC may be the principal Nutrition Care NCO for both TOE/TDA units. Some of the duties and functions performed are: supervises the Nutrition Care DIV in MEDDACs and MEDCENs in TDA settings; supervises the Nutrition Care section within CS Hospitals in TOE settings; coordinates activities of subordinate branches to include production and service, medical nutrition therapy, and nutrition intervention and wellness clinics; develops policy and manages large scale industrial food service OPS; and functions as a SME for nutrition care, prudent health living and wellness. SFC should concentrate on leadership positions as well as refining their leadership skills. Extended assignments in TDA or nonleadership positions should be avoided if possible. If not already completed, special assignments should be considered.

(b) *Self-development.* For additional information on self-development, refer to paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT/WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(5) *Master sergeant/first sergeant.*

(a) *Operational assignments.* The most advantageous position for a Soldier in the grade of E8 is 1SG. There are a number of operational assignments in the TOE and/or TDA, which include both leadership and technical skills. Some of the duties and functions may include: the SNCO of the Nutrition Care DIV at Medical Centers or appropriate HQ staff positions on the day-to-day OPS of the DIV; coordinates activities of subordinate branches to include Production and Service, Medical Nutrition Therapy, and Nutrition Intervention and Wellness Clinics; develops policy and manages large scale industrial food service OPS; and provides technical guidance to Regional Medical Centers and Medical BDE OPS on matters relating to Class I issues. Consecutive TDA assignments are not recommended.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Senior instructor/writer, EOA, and inspector general NCO.

(6) *Sergeant major/command sergeant major.* See MOS 68Z/00Z.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* GI Jobs COOL Web site.

### **23–38. Military occupational specialty 68M professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–39. Military occupational specialty 68M Reserve Component**

The RC is managed the same as the RA (see para 23–37). For promotion guidance in the USAR refer to AR 600–8–19; for ARNG refer to NGR (AR) 600–200.

### **23–40. Military occupational specialty 68N cardiovascular specialist**

a. *Major duties.* The assists with the management of cardiac clinics, and performs specialized invasive and noninvasive cardiac tests and examinations (in accordance with DA Pam 611–21, 10–68N). Cardiovascular SPC serve in the TDA Military Healthcare System (MHS) under the title Cardiovascular SPC, SGT or NCO.

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progression encompasses in-depth and specialized medical training, as well as positions as instructor/writer, drill sergeant, and recruiters. Due to the technical nature of this MOS, long or repeated assignments in the TDA are not uncommon through the rank of SFC. This MOS progresses through SFC. Soldier becomes 68W upon selection for MSG.

(1) *Private E–1: specialist/corporal.*

(a) *Institutional training.* BCT, AIT, WLC. In addition to paragraph 2–11, MOS training is 62 weeks and is followed by an assignment in the newly established specialized skill set. This course includes the Introduction to Basic Army Medicine course (4 weeks), then it is broke down into two phases: Phase I training is conducted at the Medical and Education Training Campus (22 weeks), followed by Phase I training at a medical (36 weeks) center.

(b) *Operational assignments.* Soldiers serving in MOS 68N at skill level 1serve at a medical treatment facility (MTF), or higher. During these assignments, Soldiers should concentrate on developing their medical/technical and

leadership skills. Recommendation for promotion to higher grades depends on mastering these skills, as well as displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(c) *Self-development.* For additional information on self-development, see paragraph 23–3.

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* There are no specific special assignments for skill level 1 Soldiers.

(2) *Sergeant.*

(a) *Operational assignments.* SGT assignment positions are in TDA organizations as Cardiovascular SGTs. Regardless of the assignment, Soldiers should concentrate on improving medical and leadership skills.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor/writer, although most of the requirements are for SSG.

(3) *Staff sergeant.*

(a) *Operational assignments.* Leadership positions at this rank are available in TDA units. SSG should concentrate on leadership skills in all of these assignments. SSG will be Cardiovascular NCO.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor/writer.

(4) *Sergeant first class.*

(a) *Operational assignments.* Most of the AMEDD leadership positions are structured around this rank. SFC are the Cardiovascular NCO in TDA units. SFC should concentrate on leadership positions as well as refining their leadership skills. Nonleadership positions should be avoided, if possible. If not already completed, special assignments should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT/WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(5) *Master sergeant.* See MOS 68W.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **23–41. Military occupational specialty 68N professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–42. Military occupational specialty 68N Reserve Component**

The RC is managed the same as the RA (see para 23–40). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–43. Military occupational specialty 68P radiology specialist**

a. *Major duties.* The radiology SPC operates fixed and portable radiology equipment or supervises radiology activities (in accordance with DA Pam 611–21, 10–68P). Radiology SPC serve in both the TOE tactical units and in the TDA Military Healthcare System (MHS) under a variety of job titles. Positions include Radiologist SPC, SGTs, and NCO In Medical Companies in DIV, BDE, and/or Armored Cavalry Regiment Support BN and CS Hospitals, as well as MEDCENS/MEDDACs.

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks, and leadership. TDA assignments provide more in depth and specialized medical training, as well as positions as instructor/writer, drill sergeant, and recruiters. Too long an assignment in either the TOE or TDA or successive assignments are not recommended.

(1) *Private E–1: specialist/corporal.*

(a) *Institutional training.* In addition to paragraph 2–11, MOS training is 46 weeks and is followed by an assignment in the newly established specialized skill set. This course is taught in two phases: Phase I training is conducted at the Medical and Education Training Campus (24 weeks), followed by Phase II at a medical treatment facility (22 weeks).

(b) *Operational assignments.* Soldiers serving in MOS 68P at skill level 1 may serve as radiology SPC in TOE

medical companies or CS hospitals. They could also serve in TDA MEDCENs and/or MEDDACs and medical treatment facilities (MTFs). During these assignments they should concentrate on developing their technical and leadership skills. Recommendations for promotion to higher rank will depend on mastering these skills and displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(c) *Self-development.* For additional information on self-development, see paragraph 23–3.

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* There are no specific special assignments for Skill Level 1 Soldiers.

(2) *Sergeant.*

(a) *Operational assignments.* SGT assignments include radiology SGT and positions are located in both the TOE and TDA. Regardless of the assignment, soldiers should concentrate on improving medical and leadership skills.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor/writer at this rank, although most of the requirements are for SSG.

(3) *Staff sergeant.*

(a) *Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. Radiology SSG serve as supervisors in both types of organizations. Some of the duties and functions may include: supervises radiological activities in MEDDACs and medium-sized medical facilities or CSH; performs complex or specialized radiographic procedures; supervises, trains, and evaluates subordinate personnel on performing radiological procedures and techniques; conducts installation and operation of radiographic, computer axial tomography and magnetic resonance imagery equipment; and inspects radiology activities for compliance with radiation safety procedures. Leadership skills should be concentrated in all of these assignments.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor/writer.

(4) *Sergeant first class.*

(a) *Operational assignments.* Most of the AMEDD leadership positions are structured around this rank. SFC may be the principal radiology NCO for both TOE/TDA units. Some of the duties and functions performed are: supervises radiology activity in MEDCEN, large MEDDAC or CS Hospital; identifies, coordinates and prepares sites for installation and operation of radiographic, computer axial tomography and magnetic resonance imagery equipment; and advises command in strategic planning, risk management of radiology OPS policy, regulations and procedures. SFC should concentrate on leadership positions as well as refining their leadership skills. Extended assignments in TDA or nonleadership positions should be avoided if possible. If not already completed, assignments as a drill sergeant, recruiter, or instructor, as well as EOA and inspector general positions, should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT and/or WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(5) *Master sergeant/first sergeant.*

(a) *Operational assignments.* The most advantageous position for a MSG is 1SG. There are a number of operational assignments in the TOE and/or TDA, which include both leadership and technical skills. Some of the duties and functions performed are: functions as the SNCO of radiology activities in a MEDCEN, large MEDDAC or CSH; directs the development and training of the military and civilian radiology technologist; manages personnel affairs, supply economy procedures, and fiscal matters; and reviews OPS to ensure compliance with JC standards. Avoiding consecutive TDA assignments is recommended.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Senior instructor/writer, EOA, and inspector general NCO.

(6) *Sergeant major/command sergeant major.* See MOS 68Z/00Z.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **23–44. Military occupational specialty 68P professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–45. Military occupational specialty 68P Reserve Component**

The RC is managed the same as the RA (see para 23–43). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–46. Military occupational specialty 68Q pharmacy specialist**

*a. Major duties.* The Pharmacy SPC prepares, controls, and issues pharmaceuticals products under the supervision of a pharmacist or physician, or supervises pharmacy activities (in accordance with DA Pam 611–21). Pharmacy SPC serve in both the TOE tactical units and in the TDA Military Healthcare System (MHS) under a variety of job titles. Positions include pharmacy SPC-, SGT-, and NCO platoon sergeant, detachment SGT, 1SG and pharmacy SNCO. (See DA Pam 611–21 and HRC Smartbook Web site for more definitive duty description by grade.

*b. Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

*c. Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks, and leadership. TDA assignments provide more in depth and specialized medical training, as well as positions as instructor/writer, drill sergeant, and recruiter. Extended or successive assignments in either the TOE or TDA are not recommended.

(1) *Private E–1: specialist/corporal.*

*(a) Institutional training.* In addition to paragraph 2–11, MOS training is 22 weeks and is followed by an assignment in the newly established specialized skill set. This course training is conducted at the Medical and Education Training Campus on Fort Sam Houston, TX.

*(b) Operational assignments.* Soldiers serving MOS 68Q at skill level 1 serve in a variety of assignments. They may serve as Pharmacy SPC in TOE medical companies or CS hospitals. They could also serve in TDA MEDCENs and/or MEDDACS and medical treatment facilities (MTFs). During these assignments Soldiers should concentrate on developing their technical and leadership skills. Recommendations for promotion to higher grades depends on mastering these skills as well as displaying the aptitude and attitude consistent with the “whole Soldier” concept.

*(c) Self-development.* For additional information on self-development, see paragraph 23–3.

*(d) Additional training.* Airborne and Air Assault.

*(e) Special assignments.* There are no specific special assignments for Skill Level 1 Soldiers.

(2) *Sergeant.*

*(a) Operational assignments.* SGT assignments include Pharmacy SGT positions are located in TOE and TDA units. Regardless of the assignment, Soldiers should concentrate on improving their medical, technical and leadership skills.

*(b) Self-development.* For additional information on self-development, see paragraph 23–3.

*(c) Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

*(d) Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor and/or writer at this rank, although most of these assignment opportunities exist for SSG.

(3) *Staff sergeant.*

*(a) Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. Some of the duties and functions performed are: performs NCO duties in medical treatment facilities, while supervising subordinate personnel; supervises pharmacy activities to ensure compliance with QC methods and procedures; prepares and conducts training programs for subordinate personnel; supervises the operational maintenance program for pharmacy equipment and the requisitioning of standard and nonstandard supplies; and maintains pharmaceutical inventories to ensure supply efficiency and compliance with authorized stockage lists. They should concentrate on leadership skills in all of these assignments.

*(b) Self-development.* For additional information on self-development, see paragraph 23–3.

*(c) Additional training.* Any available Army or unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

*(d) Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor and/or writer.

(4) *Sergeant first class.*

*(a) Operational assignments.* The majority of AMEDD leadership enlisted positions are structured around this rank. SFC may be the principal pharmacy NCO for both TOE/TDA units. Some of the duties and functions may include: supervises AMEDD pharmacy activities, ensuring compliance with QC methods and procedures; ensures compliance with Army and Federal laws and regulations governing pharmacy OPS; reviews and validates pharmaceutical inventories to ensure supply efficiency and compliance with authorized stockage lists; reviews requisitions for standard, nonstandard and emergency items or medications; and coordinates and integrates pharmacy OPS with other elements within MTFs. SFC should concentrate on leadership positions as well as refining their leadership skills. Extended assignments in TDA or nonleadership positions should be avoided if possible. If not already completed, special assignments should be considered.

*(b) Self-development.* For additional information on self-development, see paragraph 23–3.



(c) *Additional training.* Any available Army or unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT/WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(5) *Master sergeant and first sergeant.*

(a) *Operational assignments.* The most advantageous position for a Soldier in the grade of E-8 is 1SG. There are a number of operational assignments in the TOE and/or TDA for both MSG and 1SGs, which include both leadership and technical skills. Some of the duties and functions may include: functions as a SNCO on pharmacy activities within the AMEDD, ensuring compliance with Federal laws and regulations relative to pharmacy OPS, QC procedures, and guidelines; monitors stock levels to ensure compliance with command guidance and consumption; ensures compliance with pharmaceutical QC standards; and coordinates pharmacy OPS and administration with other MTF elements. Avoiding consecutive TDA assignments is recommended.

(b) *Self-development.* For additional information on self-development, see paragraph 23-3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Senior instructor/writer, EOA, and inspector general NCO.

(6) *Sergeant major and command sergeant major.* see MOS 68Z/00Z.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **23-47. Military occupational specialty 68Q professional development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23-48. Military occupational specialty 68Q Reserve Component**

The RC is managed the same as the RA (see para 23-46). For promotion guidance in the USAR refer to AR 600-8-19 for ARNG refer to NGR (AR) 600-200.

### **23-49. Military occupational specialty 68R veterinary food inspection specialist**

a. *Major duties.* The Veterinary Food Inspection SPC supervises the inspection of, or inspects meat, poultry, water foods, eggs, dairy products, operational rations, fresh fruits and vegetables in depots, supply points, and on military installations to assure a safe, high quality food supply for DOD personnel in all environments with emphasis on the field wartime environment (in accordance with DA Pam 611-21). The Veterinary Food Inspection SPC serves in both the TOE tactical units, in the TDA Military Healthcare System (MHS), and under DOD as the lead agent for food inspection. The Veterinary SPC serves in a variety of job title and positions. Positions include Veterinary Food Inspector, Food Inspection SGT Veterinary Service NCO, platoon sergeant, DET SGT, Quality Auditor, Procurement NCO, Procurement QA NCO and 1SG in Food Procurement Sections and in Veterinary Service Organizations. (See DA Pam 611-21 and HRC Smartbook Web site for more definitive duty description by grade).

b. *Prerequisites.* See DA Pam 611-21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical support and/or repair tasks, and leadership. TDA assignments provide more in depth and specialized training. Also positions as instructor and/or writer, EOA, drill sergeant, WTU squad leader or platoon sergeant and recruiters are available for career enhancement. Extended or successive assignments in either the TOE or TDA are not normally recommended, limited positions in the TOE allow for more extended TDA time.

(1) *Private E-1: specialist/corporal.*

(a) *Institutional training.* In addition to paragraph 2-11, MOS training is 8 weeks and is followed by an assignment in the newly established specialized skill set. This course training is conducted at the Medical and Education Training Campus on Fort Sam Houston, TX.

(b) *Operational assignments.* Soldiers serving in 68R at skill level 1 serve in a variety of assignments. They may serve as Veterinary Food Inspection SPC in TOE and TDA organizations. They may serve on other Armed Forces installations. During these assignments Soldiers should concentrate on developing their medical support and/or technical and leadership skills. Recommendations for promotion to higher grades depends on mastering these skills, as well as displaying the aptitude and attitude consistent with the "whole Soldier" concept.

(c) *Self-development.* For additional information on self-development, see paragraph 23-3.

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* There are no specific special assignments for skill level 1 Soldiers.

(2) *Sergeant.*

(a) *Operational assignments.* SGT assignments include but are not limited to positions as; Food Inspection SGT in

the TOE and as Procurement QA SGT in the TDA. Regardless of the assignment, Soldiers should concentrate on improving medical, technical and leadership skills.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor and/or writer at this rank, although most of these assignment opportunities exist for SSG.

(3) *Staff sergeant.*

(a) *Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. Some of the duties and functions may include: supervises small-sized food inspection or combined veterinary service units; serves as team leader and SME for the food protection QA program; trains and develops subordinate personnel; develops and directs procurement QA activities in contractor establishments; assists veterinarians in control of animal diseases other diseases of military concerns; and conducts sanitary inspections in military and commercial facilities; reviews, consolidates, and analyzes food inspection reports. SSG assignments include positions as Veterinary Service NCO, and platoon SGT in TOE and as food inspection NCO, procurement QA NCO, procurement NCO or quality auditor. SSG should concentrate on leadership as well as technical and supervisory skills in all of these assignments. However, 68R SSG may have repeated assignments of a technical nature.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor and/or writer.

(4) *Sergeant first class.*

(a) *Operational assignments.* The majority of AMEDD enlisted leadership positions are structured around this rank. Some of the duties and functions may include: supervises medium-sized food inspection or combined veterinary service unit; serves as the senior enlisted command and staff advisor for veterinary services and/or OPS; coordinates and ensures TRANS, administration and logistical support of food inspectors and animal care SPC assigned to local activities and remote sites; and coordinates veterinary services for DOD and other governmental agencies and/or organizations. SFC may be food inspection NCO, food inspection NCO, veterinary service NCO, platoon sergeant, detachment SGT or 1SG in TOE units or TDA organizations. SFC should concentrate on leadership positions, as well as refining their leadership and technical skills. Extended assignments in TDA or nonleadership positions should be avoided if possible however due to the technical nature of this MOS this may not be possible. If not already completed, assignments as a drill sergeant, recruiter, or instructor should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT and/or WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(5) *Master sergeant/first sergeant.*

(a) *Operational assignments.* The most advantageous position for a Soldier in grade of E8 is 1SG. There are other operational assignments in the TOE/TDA, which include both leadership and technical skills; chief veterinary NCO. Some of the duties and functions may include: functions as SNCO to direct reporting unit (DRU) commanders, program directors, DRU surgeons, corps, and DIV surgeons, department chiefs, and staff agencies; coordinates veterinary service activities for DOD organizations, Army veterinary staff elements, and subordinate organizations; and reviews subordinate unit activities and evaluates training programs. Avoiding consecutive TDA assignments is recommended but is not always possible due to the technical nature of this MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Senior instructor/writer, EOA, and inspector general NCO.

(6) *Sergeant major and command sergeant major.* See MOS 68Z.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **23–50. Military occupational specialty 68R professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–51. Military occupational specialty 68R Reserve Component**

The RC is managed the same as the RA (see para 23–49). For promotion guidance in the USAR refer to AR 600–8–19, for ARNG refer to NGR (AR) 600–200.

## 23–52. Military occupational specialty 68S preventive medicine specialist

*a. Major duties.* The Preventive Medicine SPC conducts or assists with preventive medicine inspections, surveys, control OPS, and preventive medicine laboratory procedures, supervises preventive medicine facilities, or serves on preventive medicine staff (in accordance with DA Pam 611–21). Preventive Medicine SPC serves in both the TOE tactical units, in the TDA Military Healthcare System (MHS). They serve in a variety of job titles. Positions include Preventive Medicine SPC, and NCO, Health Physics SPC and NCO (with ASI N4), platoon sergeant, DET SGT, 1SG and chief advisor. (See DA Pam 611–21 and HRC Smartbook Web site for more definitive duty description by grade).

*b. Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

*c. Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical support/repair tasks, and leadership. TDA assignments provide more in depth and specialized training. Also positions as instructor and/or writer, EOA, drill sergeant, and recruiter are available for career enhancement. Training and assignment in ASI N4 is also available. Extended or successive assignments in TOE or TDA are not normally recommended, limited positions in the TOE allow for more extended TDA time.

(1) *Private E–1: specialist/corporal.*

*(a) Institutional training.* In addition to paragraph 2–11, WLC. MOS training is 15 weeks and is followed by an assignment in the newly established specialized skill set. This course training is conducted at the Medical and Education Training Campus on Fort Sam Houston, TX. Additionally, Soldiers in the ranks of PFC, SPC (CPL) and SGT (Non-Promotable) should consider 68S ASI N4 training. Length of training is 12 weeks and is followed by an assignment in the newly established specialized skill set.

*(b) Operational assignments.* Soldiers serving in MOS 68S at skill level 1 serve in a variety of assignments. They may serve as preventive medicine SPC in TOE BCT, Area Support BN and TDA organizations. During these assignments they should concentrate on developing their medical, technical and leadership skills. Recommendations for promotion to higher grades depends on mastering these skills as well as displaying the aptitude and attitude consistent with the “whole Soldier” concept.

*(c) Self-development.* For additional information on self-development, see paragraph 23–3.

*(d) Additional training.* Airborne and Air Assault.

*(e) Special assignments.* There are no specific special assignments for skill level 1 Soldiers.

(2) *Sergeant.*

*(a) Operational assignments.* SGT assignments include positions as preventive medicine NCO and health physics SPC and NCO in the TOE and in the TDA. Regardless of the assignment, Soldiers should concentrate on improving medical, technical, and leadership skills.

*(b) Self-development.* For additional information on self-development, see paragraph 23–3.

*(c) Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

*(d) Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor/writer, although most of the requirements are for SSG.

(3) *Staff sergeant.*

*(a) Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units as preventive medicine NCO or DET SGT. Some of the duties and functions performed are: Supervises small-sized preventive medicine services or medical teams and/or detachments; supervises and train subordinate personnel on technical and administrative functions of preventive medicine activities; conducts preventive medicine inspections, surveys, and control OPS; analyzes and evaluates collected preventive medicine data; and assist with establishing QC procedures for inspection programs and laboratory analysis and maintains accountability and ensure serviceability of equipment. SSG should concentrate on leadership as well as technical and supervisory skills in all of these assignments. However, 68S SSG may have repeated assignments of a technical nature.

*(b) Self-development.* For additional information on self-development, see paragraph 23–3.

*(c) Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

*(d) Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor/writer.

(4) *Sergeant first class.*

*(a) Operational assignments.* The majority of AMEDD enlisted leadership positions are structured around this rank. SFCs may be preventive medicine NCO, platoon sergeant or detachments SGT in TOE units or TDA organizations. Some of the duties and functions performed are: Supervises medium-sized preventive medicine services or medical teams and/or detachments; assists with development of unit defense plans and operational orders; maintains intelligence information; reviews updates and maintains doctrine and training literature; establishes QC procedures for inspection programs and laboratory analysis; and evaluates existing preventive medicine programs and modifies, as necessary, to meet the needs of the population served. SFCs should concentrate on leadership positions as well as refining their leadership and technical skills. Extended assignments in TDA or nonleadership positions should be avoided, if possible;

however, due to the technical nature of this MOS this may not be possible. If not already completed, special assignments should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT and/or WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(5) *Master sergeant.*

(a) *Operational assignments.* The most advantageous position for a Soldier in grade of E8 is 1SG. There are numerous operational assignments in the TOE and/or TDA, which include both leadership and technical skills as preventive medicine NCO or chief advisor. Some of the duties and functions may include: SNCO to medical BDE commanders, units, and staff; analyzes and evaluates collected data, assists with development of unit defense plans and OPS orders, reviews and makes recommendations on doctrine and training literature; conducts or assists with inspections, surveys, control OPS, and PM laboratory procedures; supervises PM OPS of facilities, services, medical teams and/or detachments, and staff; and responsible for organizing the PM programs of water, food sanitation, hospital environment, entomology, epidemiology, industrial hygiene, and environmental stress. Avoiding consecutive TDA assignments is recommended but is not always possible due to the technical nature of this MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Senior instructor/writer, EOA, and inspector general NCO.

(6) *Sergeant major and command sergeant major.* See MOS 68Z.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **23–53. Military occupational specialty 68S professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–54. Military occupational specialty 68S Reserve Component**

The RC is managed the same as the RA (see para 23–52). For promotion guidance in the USAR refer to AR 600–8–19, for ARNG refer to NGR (AR) 600–200.

### **23–55. Military occupational specialty 68T animal care specialist**

a. *Major duties.* The Animal Care SPC supervises or provides the care, management, treatment, and sanitary conditions for animals, with a primary responsibility of prevention and control of diseases transmitted from animal to man and comprehensive care for government owned animals (in accordance with DA Pam 611–21). Animal care SPCs serve in TOE units and in the TDA Military Healthcare System (MHS) under a variety of job titles. Positions include animal care SPC, SGT, and NCO, platoon sergeant, veterinary OPS NCO, DET SGT, and 1SG. (See DA Pam 611–21 and HRC Smartbook Web site for more definitive duty descriptions by grade.)

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progression, providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks and leadership. TDA assignments provide more in-depth and specialized medical training, as well as positions as instructor and/or writer, EOA, drill sergeant, and recruiters. Extended or successive assignments in either the TOE or TDA are not recommended but due to the technical nature of this MOS, repeated assignments in the TDA are not uncommon through the rank of SFC.

(1) *Private E–1: specialist/corporal.*

(a) *Institutional training.* In addition to paragraph 2–11, MOS training is 11 weeks and is followed by an assignment in the newly established specialized skill set. This course training is conducted at the Medical and Education Training Campus on Fort Sam Houston, TX.

(b) *Operational assignments.* Soldiers serving in MOS 68T at skill level 1 serve in a variety of assignments. They may serve in TOE units or in the TDA with the Air Force or Navy/Marine Services on their installations. During these assignments Soldiers should concentrate on developing their medical, technical and technical skills. Recommendations for promotion to higher grades depend on mastering these skills as well as displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(c) *Self-development.* For additional information on self-development, see paragraph 23–3.

(d) *Additional training.* Airborne, Air Assault.

(e) *Special assignments.* There are no specific special assignments for skill level 1 Soldiers.

(2) *Sergeant.*

(a) *Operational assignments.* SGT assignments include but are not limited to: Animal care duties as well as supervision of subordinates in both TOE units and TDA organizations. Regardless of the assignment, Soldiers should concentrate on improving their medical, technical, and leadership skills.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor and/or writer at this rank, although most of these assignment opportunities exist for SSG.

(3) *Staff sergeant.*

(a) *Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. Some of the duties and functions may include: Supervises and manages small veterinary care animal facilities; performs veterinary OPS and/or training NCO duties in a combined veterinary service activity, while supervising subordinates; assists in scheduling, conducting, and evaluating training of subordinate personnel; maintains and coordinates procurement of veterinary high-cost equipment; performs as a surrogate liaison and/or representative for veterinary officers to interact with installation medical authorities, installation commanders and civilian agencies; and assists with developing and establishing standard operating procedures for veterinary treatment facilities. SSG should concentrate on technical and leadership skills in all of these assignments as animal care NCO.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor and/or writer.

(4) *Sergeant first class.*

(a) *Operational assignments.* The majority of AMEDD enlisted leadership positions are structured around this rank. SFCs are veterinary OPS, animal care NCOs, or DET SGTs in both TOE and TDA units. Some of the duties and functions performed are: Supervises and manages large veterinary care animal facilities; performs veterinary OPS/training NCO duties in a large combined veterinary service activity; reviews OPS of veterinary services to ensure compliance with laws and regulations regarding humane care, treatment and sanitary conditions for animals; monitors laboratory animal procurement procedures and serves on laboratory animal protocol boards; and provides technical assistance in planning, staffing, and modifying existing animal facilities. SFCs should concentrate on leadership positions as well as refining their technical and leadership skills. Extended assignments in TDA or nonleadership positions should be avoided, if possible. If not already completed, assignments as drill sergeant, recruiter, or instructor positions should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignment.* AIT and/or WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(5) *Master sergeant.* See MOS 68R.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **23–56. Military occupational specialty 68T professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–57. Military occupational specialty 68T Reserve Component**

The RC is managed the same as the RA (see para 23–55). For promotion guidance in the USAR refer to AR 600–8–19, for ARNG refer to NGR (AR) 600–200.

### **23–58. Military occupational specialty 68U ear, nose, and throat specialist**

a. *Major duties.* The ear, nose, and throat (ENT) SPC supervises or conducts routine diagnostic tests and assists in the care and treatment of ENT and Audiology patients (in accordance with DA Pam 611–21, 10–68U). ENT SPCs serve in the TDA Military Healthcare System (MHS) under the title Ear, Nose, and Throat (ENT) SPC, SGT, or NCO.

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progressions in TDA assignments encompass in-depth and specialized medical training, as well as positions as instructor and/or writers, drill sergeant, and recruiters. Due to the technical nature of this MOS, long or repeated assignments in the TDA are not uncommon through the rank of SFC. This MOS progresses through SFC/E7. Soldier becomes 68W upon selection for MSG.

(1) *Private E–1: specialist/corporal.*

(a) *Institutional training.* In addition to paragraph 2–11, MOS training is 18 weeks and is followed by an assignment in the newly established specialized skill set. This course includes the Introduction to Basic Army Medicine course (4 weeks), then it is broke down into two phases: Phase I training is conducted at the Medical and Education Training Campus (7 weeks), and followed by Phase II (7 weeks) training at a medical treatment facility.

(b) *Operational assignments.* Soldiers serving in MOS 68U at skill level 1 serves at a medical treatment facility (MTF), or higher. During these assignments, Soldiers should concentrate on developing their medical and/or technical and leadership skills. Recommendations for promotion to higher grades depend on mastering these skills, as well as displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(c) *Self-development.* For additional information on self-development, see paragraph 23–3.

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* There are no specific special assignments for skill level 1 Soldiers.

(2) *Sergeant.*

(a) *Operational assignments.* SGT assignments are in TDA organizations as ENT SGTs. Regardless of the assignment, Soldiers should concentrate on improving medical and leadership skills.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor and/or writer, although most of the requirements are for SSG.

1. *Staff sergeant.*

a. *Operational assignments.* Leadership positions at this rank are available in TDA units. SSGs should concentrate on leadership skills in all of these assignments. SSGs will be ear, nose, and throat (ENT) NCO.

b. *Self-development.* For additional information on self-development, see paragraph 23–3.

c. *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

d. *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor and/or writer.

2. *Sergeant first class.*

a. *Operational assignments.* Most of the AMEDD leadership positions are structured around this rank. SFCs are the ear, nose, and throat (ENT) NCOs in TDA units. SFCs should concentrate on leadership positions as well as refining their leadership skills. Non-leadership positions should be avoided if possible. If not already completed, special assignments should be considered.

b. *Self-development.* For additional information on self-development, see paragraph 23–3.

c. *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

d. *Special assignments.* AIT and/or WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

3. *Master sergeant.* See MOS 68W.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL.

### **23–59. Military occupational specialty 68U professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–60. Military occupational specialty 68U Reserve Component**

The RC is managed the same as the RA (see para 23–58). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–61. Military occupational specialty 68V respiratory specialist**

a. *Major duties.* The respiratory SPC assists with the management of a respiratory unit or administers respiratory therapy and performs pulmonary functions tests under the supervision of a physician or nurse anesthetist (in accordance with DA Pam 611–21, 10–68V). Respiratory SPCs serve in both the TOE CS hospitals and in the TDA Military Healthcare System (MHS) under the title respiratory SPC, SGT or NCO.

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks, and leadership. TDA assignments provide more in depth and specialized medical training, as well as positions as instructor/writer, drill sergeant, and recruiters. Too long an assignment in either the TOE or TDA or successive assignments are not recommended, but due to the technical nature of this MOS, long or

repeated assignments in the TDA are not uncommon through the rank of SFC. This MOS starts at SGT/E5 level and progresses through SFC/E7. Soldier becomes 68W upon selection for MSG.

(1) *Sergeant.*

(a) *Operational assignments.* SGT assignments include positions in both TOE units and TDA organizations as respiratory SGTs. Regardless of the assignment, Soldiers should concentrate on improving medical and leadership skills.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor/writer, although most of the requirements are for SSG.

(2) *Staff sergeant.*

(a) *Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. SSG should concentrate on leadership skills in all of these assignments. SSG will be respiratory NCO.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor and/or writer.

(3) *Sergeant first class.*

(a) *Operational assignments.* Most of the AMEDD leadership positions are structured around this rank. SFC are the respiratory NCO in both TOE and TDA units. SFC should concentrate on leadership positions as well as refining their leadership skills. Extended assignments in TDA or nonleadership positions should be avoided if possible. If not already completed, assignments as a drill sergeant, recruiter, or instructor, as well as EOA and inspector general positions should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT/WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(4) *Master sergeant and sergeant major.* See MOS 68W.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **23–62. Military occupational specialty 68V professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–63. Military occupational specialty 68V Reserve Component**

The RC is managed the same as the RA (see para 23–61). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–64. Military occupational specialty 68W health care specialist**

a. *Major duties.* The Health Care SPC provides emergency medical treatment, limited primary care, force health protection, and evacuation in a variety of operational and clinical settings from point of injury or illness through the continuum of military health care. Health Care SPC and associated Additional Skill Identifiers (ASIs) serve in both TOE tactical units and the TDA Military Healthcare System (MHS) under a variety of job titles. Positions include ambulance and/or aidman driver, health care SPC (SGT), emergency care SPC (SGT), and trauma SPC. ASI F2 (Nationally Registered Flight Paramedic) is associated with MOS 68W and is awarded to those Soldiers who attend the Flight Paramedic Course, obtain National Registry Paramedic Certification and complete the Critical Care Paramedic Course at Fort Sam Houston, TX. ASI F3 (Aero-Medical Evacuation (Rotary Wing)) is awarded to those 68Ws who attend and complete the Flight Medic Course at Fort Rucker, Alabama. In addition, ASI Y8 (Immunology/Allergy SPC) is awarded to those who attend and complete the Immunology/Allergy SPC Course at Walter Reed Army Medical Center in Washington, DC. MOS 68W *requires* a civilian credential in order to maintain performance qualification and retain this MOS.

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks and leadership. TDA assignments provide more in depth and specialized medical training, as well as positions as instructor/writers, drill sergeant, and recruiters. Training and assignment in ASIs

associated with 68W are also available. Extended or successive assignments in either the TOE or TDA are not recommended.

(1) *Private E-1: specialist/corporal.*

(a) *Institutional training.* In addition to paragraph 2–11, MOS training is 16 weeks and is followed by an assignment in the newly established specialized skill set. This course training is conducted at the Medical and Education Training Campus on Fort Sam Houston, TX. Additionally, Soldiers in the ranks of PFC and SPC (CPL) should consider 68W ASI training. Training ranges from 4 to 35 weeks and is followed by an assignment in the newly established specialized skill set.

(b) *Operational assignments.* Soldiers serving in MOS 68W at skill level 1 serve in a variety of assignments. They may serve as a health care and/or emergency care SPC or ambulance aide and/or driver in a medical platoon and/or company in combat arms DIVs and below. They may serve as litter bearers, drivers for wheeled, tracked vehicles or patient care SPC in minimal care wards. They may serve in CS hospitals, or similar positions in an emergency room at a medical treatment facility (MTF), or higher. During these assignments, Soldiers should concentrate on developing their medical/technical and leadership skills. Recommendations for promotion to higher grades depends on mastering these skills, as well as displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(c) *Self-development.* For additional information on self-development, see paragraph 23–3.

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* There are no specific special assignments for skill level 1 Soldiers.

(2) *Sergeant.*

(a) *Operational assignments.* SGT assignments include but are not limited to: aid/evacuation NCO, emergency treatment NCO, flight medic in the TOE, emergency treatment NCO, and medical NCO in the TDA. SGT can be squad leaders in medical platoons or may work in the emergency room of a MEDCEN and/or MEDDAC. Regardless of the assignment, Soldiers should concentrate on improving their medical and leadership skills. Soldiers working in assignments based on their ASI should concentrate on learning and developing skills specific to the ASI.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor/writer, although most of the requirements are for SSG.

(3) *Staff sergeant.*

(a) *Operational assignments.* Leadership positions at this rank are available in both the TOE and TDA units. SSG should concentrate on leadership skills in all of these assignments. SSG may be section SGT in a medical platoon, Emergency Room NCOICs, Troop Medical Clinics (TMC) NCOICs, training NCO in MEDCENs, and clinic NCOICs based on their acquired ASIs.

(b) *Self-development.* For additional information on self-development, refer to paragraph 23–3.

(c) *Additional training.* Any available Army or unit and/or installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor/writer.

(4) *Sergeant first class.*

(a) *Operational assignments.* The majority of AMEDD enlisted leadership positions are structured around this rank. SFC may be platoon sergeant in a TOE medical platoon, air ambulance companies, NCOICs of various medical treatment facilities, detachment SGTs, as well as OPS SGT in medical BDE and regional medical commands. SFC should concentrate on leadership positions as well as refining their leadership skills. Extended assignments in TDA or nonleadership positions should be avoided, if possible. If not already completed, special assignments should be considered.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT and/or WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(5) *Master sergeant/first sergeant.*

(a) *Operational assignments.* The most advantageous position for a Soldier in the grade of E-8 is 1SG. There are numerous operational assignments in the TOE and/or TDA for both MSG and 1SGs, which include both leadership and technical skills. Avoiding consecutive TDA assignments is recommended.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* Senior instructor/writer, EOA, and inspector general NCO.

(6) *Sergeant major and command sergeant major.* See MOS 68Z/00Z.

d. *Army career degrees.* See SOCAD Army Career Degree Program.



e. *GI Jobs*. See GI Jobs COOL Web site.

### **23–65. Military occupational specialty 68W professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–66. Military occupational specialty 68W Reserve Component**

The RC is managed the same as the RA (see para 23–64). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–67. Military occupational specialty 68X behavioral health specialist**

a. *Major duties*. The behavioral health SPC, under the supervision of a psychiatrist, social worker, psychiatric nurse or psychologist, assists with the management and treatment of in and/or out mental health activities, during peace time or mobilization; collects and records psychosocial and physical data; counsels and treats clients/patients with personal, behavioral or mental health problems (in accordance with DA Pam 611–21, 10–68X). Behavioral Health SPC serves in both the TOE tactical units and in the TDA Military Healthcare System (MHS) under a variety of job titles. Positions include behavioral health SPC and NCO in DIV and/or Brigade Medical Companies, Hospital Units, as well as Medical Centers (MEDCENS) and/or medical activities (MEDDACs). In addition, the ASI M8 (drug and alcohol counselor) is associated with MOS 68X. This ASI is restricted to SPC through SSG and is applied for through normal channels. Descriptions, qualifications, and restrictions are found in DA Pam 611–21.

b. *Prerequisites*. See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development*. Normal career progression providing the best foundation for promotion combines assignments in both TOE and TDA units. TOE assignments provide the basis for training and competence in common tasks, tactical expertise, basic medical tasks and leadership. TDA assignments provide more in depth and specialized medical training, as well as positions as instructor/writer, drill sergeant, and recruiters. Too long an assignment in either the TOE or TDA or successive assignments are not recommended but due to the technical nature of this MOS, long or repeated assignments in the TDA are not uncommon through the rank of SFC.

(1) *Private E–1: specialist/corporal*.

(a) *Institutional training*. In addition to MOS training is 16 weeks, 4 days and is followed by an assignment in the newly established specialized skill set. This course training is conducted at the Medical and Education Training Campus on Fort Sam Houston, TX.

(b) *Operational assignments*. Soldiers serving in MOS 68X at skill level 1 may serve in a CS hospital or medical company or they may be in a medical center or medical activity. During these assignments should concentrate on developing their medical and technical skills. Recommendations for promotion to higher rank will depend on mastering these skills and displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(c) *Self-development*. For additional information on self-development, see paragraph 23–3.

(d) *Additional training*. Airborne and Air Assault.

(e) *Special assignments*. There are no specific special assignments for Skill Level 1 Soldiers.

(2) *Sergeant*.

(a) *Operational assignments*. SGT assignments include supervision of subordinates in medical companies, CSH, and combat stress units, and similar positions in TDA MEDCENS and/or MEDDACs. Regardless of the assignment, Soldiers should concentrate on improving medical and leadership skills.

(b) *Self-development*. For additional information on self-development, see paragraph 23–3.

(c) *Additional training*. Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments*. SGT promotables can apply for drill sergeant, recruiter, and instructor/writer, although most of the requirements are for SSG.

(3) *Staff sergeant*.

(a) *Operational assignments*. Leadership positions at this rank are available in both the TOE and TDA units as mental health NCO. SSG should concentrate on leadership skills in all of these assignments.

(b) *Self-development*. For additional information on self-development, see paragraph 23–3.

(c) *Additional training*. Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments*. Drill sergeant, recruiter, WTU squad leader, or instructor and/or writer.

(4) *Sergeant first class*.

(a) *Operational assignments*. Most of the AMEDD leadership positions are structured around this rank. SFCs are the behavioral health NCO and detachment SGT in both TOE and TDA units. SFC should concentrate on leadership positions as well as refining their leadership skills. Extended assignments in TDA or nonleadership positions should be avoided if possible. If not already completed, special assignments should be considered.

(b) *Self-development*. For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

(d) *Special assignments.* AIT/WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

(5) *Master sergeant.* See MOS 68W.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **23–68. Military occupational specialty 68X professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–69. Military occupational specialty 68X Reserve Component**

The RC is managed the same as the RA (see para 23–67). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–70. Military occupational specialty 68Y eye specialist**

a. *Major duties.* The eye SPC supervises or conducts routine diagnostic tests and assists in the care and treatment of eye patients (in accordance with DA Pam 611–21, 10–68Y). Eye SPCs serve in the TDA Military Healthcare System (MHS) under the title eye SPC, SGT, or NCO.

b. *Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

c. *Goals for development.* Normal career progressions in TDA assignments encompass in-depth and specialized medical training, as well as positions as instructor and/or writers, drill sergeant, and recruiters. Due to the technical nature of this MOS, long, or repeated assignments in the TDA are not uncommon through the rank of SFC. This MOS progresses through SFC. Soldier becomes 68W upon selection for MSG.

(1) *Private E–1: specialist/corporal.*

(a) *Institutional training.* In addition to paragraph 2–11, MOS training is 17 weeks and is followed by an assignment in the newly established specialized skill set. This course includes the Introduction to Basic Army Medicine course (4 weeks), then it is broke down into two phases: Phase I training is conducted at the Medical and Education Training Campus (6 weeks), followed by Phase II training at a medical treatment facility (7 weeks).

(b) *Operational assignments.* Soldiers serving in MOS 68Y at skill level 1 serve at a MTF or higher. During these assignments, Soldiers should concentrate on developing their medical/technical and leadership skills. Recommendations for promotion to higher grades depend on mastering these skills, as well as displaying the aptitude and attitude consistent with the “whole Soldier” concept.

(c) *Self-development.* For additional information on self-development, see paragraph 23–3.

(d) *Additional training.* Airborne and Air Assault.

(e) *Special assignments.* There are no specific special assignments for skill level 1 Soldiers.

(2) *Sergeant.*

(a) *Operational assignments.* SGT assignments are in both TOE and TDA organizations as eye SGTs. Regardless of the assignment, Soldiers should concentrate on improving medical and leadership skills.

(b) *Self-development.* For additional information on self-development, see paragraph 23–3.

(c) *Additional training.* Airborne, Air Assault, and Master Fitness Trainer.

(d) *Special assignments.* SGT promotables can apply for drill sergeant, recruiter, and instructor and/or writer, although most of the requirements are for SSG.

1. *Staff sergeant.*

a. *Operational assignments.* Leadership positions at this rank are available in both TOE and TDA units. SSG should concentrate on leadership skills in all of these assignments. SSG will be Eye NCO.

b. *Self-development.* For additional information on self-development, see paragraph 23–3.

c. *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

d. *Special assignments.* Drill sergeant, recruiter, WTU squad leader, or instructor/writer.

2. *Sergeant first class.*

a. *Operational assignments.* Most of the AMEDD leadership positions are structured around this rank. SFC are the Eye NCO in TDA units. SFC should concentrate on leadership positions as well as refining their leadership skills. Nonleadership positions should be avoided, if possible. If not already completed, special assignments should be considered.

b. *Self-development.* For additional information on self-development, see paragraph 23–3.

c. *Additional training.* Any available Army or unit/installation training not already completed as many functional courses are given at the organization level and may be unique to that unit or installation.

*d. Special assignments.* AIT/WTU platoon sergeant, drill sergeant, recruiter, instructor/writer, EOA, and inspector general NCO.

*3. Master sergeant.* See MOS 68W.

*d. Army career degrees.* See SOCAD Army Career Degree Program.

*e. GI Jobs.* See GI Jobs COOL.

### **23–71. Military occupational specialty 68Y professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **23–72. Military occupational specialty 68Y Reserve Component**

The RC is managed the same as the RA (see para 23–70). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

### **23–73. Military occupational specialty 68Z chief medical noncommissioned officer**

*a. Major duties.* The chief medical NCO is the principal NCO who supervises, and performs related duties as the senior advisor to commanders, directors, and chiefs of departments and staff agencies on all matters pertaining to enlisted personnel. They perform these duties in multifunctional medical treatment facilities and medical staff activities, or in medical units formed under the TOE, or TDA concept. The chief medical NCO must be qualified in one of the following twelve MOS (68A, 68C, 68E, 68G, 68J, 68K, 68M, 68P, 68Q, 68R, 68S and 68W) at the grade MSG. Must be knowledgeable in technical mission, responsibilities and OPS of all medical functional activities, to include: DIV and higher levels of medical special, general and joint staff sections, medical centers, large and medium size hospitals, medical activities, health centers and clinics, battery, company and troop size units, and all levels of echelons for medical organizations to include all major commands. Must be able to plan, coordinate and supervise activities pertaining to unit organization, training, tactical and technical OPS.

*b. Prerequisites.* See DA Pam 611–21 and HRC Smartbook Web site.

*c. Goals for development.* This is the culmination for the majority of the MOSs in CMF 68. The career development plans preceding this MOS will assist Soldiers in arriving at this level. MOS 68Z SNCOs will fill positions as DIV and higher level chief medical NCOs in Surgeon Sections as well as senior dental, medical, clinical, logistics, OPS and hospital food Service at both TOE and TDA organizations. Normal career progression at this rank should be both TDA and TOE assignments as well as successively higher levels of assignments.

(1) *Sergeant major.*

*(a) Operational assignments.* MOS 68Z SGMs serve in a variety of assignments in both the TDA and TOE. Most positions for 68Z are in the TDA. Back-to-back TDA assignments are not recommended although repetitive assignments may occur based on the needs of the Army. SGMs directly out of the academy will normally be assigned to positions coded with a PDPC of 6S signifying an entry level SGM. SGMs with at least 1 year of experience will be eligible for positions coded with a 7S PDPC signifying an experienced level SGM.

*(b) Self-development.* SGMs should have completed a bachelor’s degree by the end of the SMC.

*(c) Additional training.* Force Development Course, Capabilities Development Course.

*(d) Special assignments.* EO SGM, inspector general SGM, Special Missions Unit, and SGM Academy faculty advisor

(2) *Command sergeant major.*

*(a) Operational assignments.* SGM should seek appointment to CSM and/or assignments of increasing responsibility and level of command. CSM will be selected from those candidates selected for SGM or serving as CSM based on their experience and training. SGM selected for a BN level command will be granted a PDPC of 6C. CSM must complete a successful tour as BN level (6C) before competing for a BDE (7C). After completing at least 17-months as a brigade (7C) CSM, the CSM is eligible to compete for a nominative-level CSM position.

*(b) Self-development.* CSM should have completed a bachelor’s degree by the end of the SGM Course.

*(c) Additional training.* Force Development Course, Capabilities Development Course.

*(d) Special assignments.* Commandant NCOA

*d. Army career degrees.* See SOCAD Army Career Degree Program.

*e. GI Jobs.* See GI Jobs COOL Web site.

### **23–74. Military occupational specialty 68Z professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **23–75. Military occupational specialty 68Z Reserve Component**

The RC is managed the same as the RA (see para 23–73). For promotion guidance in the USAR refer to AR 600–8–19 for ARNG refer to NGR (AR) 600–200.

## **Chapter 24**

### **Chemical, Biological, Radiological, and Nuclear (Career Management Field 74) Career Progression Plan**

#### **24–1. Duties**

The major duties: CBRN SPCs plan, conduct, and evaluate individual and collective CBRN training and provide technical advice on the entire range of CBRN threats and hazards to commanders at all levels. CBRN SPCs also plan, prepare, and execute CBRN OPS in support of unified land OPS. CBRN SPCs employ defense systems to include CBRN reconnaissance and surveillance systems, obscurant systems, flame weapons, thermobaric devices and munitions, CBRN decontamination systems, and other CBRN hazard detection, identification, and warning systems. In addition, CBRN SPCs support threat reduction cooperation and security cooperation, WMD interdiction OPS, WMD offensive OPS, CBRN active defense, and conduct WMD elimination operations, CBRN passive defense and CBRN consequence management and all hazards response. The Chemical Corps provides the Army with a highly trained corps of CBRN experts.

#### **24–2. Transformation**

The U.S. modular force incorporates organizational CBRN capabilities into company, BN, BDE, DIV, corps, and Army level echelons. The U.S. Army Chemical Corps' operational concept is to conduct CBRN OPS in support of unified land OPS to include combating WMD and the protection warfighting function by employing platoon-size CBRN forces and specialized technical elements or teams, task-organized to an appropriate CBRN or other Mission Command HQ. CBRN SPCs are unique because they are experts in countering the full range of CBRN threats and hazards through WMD proliferation prevention, WMD counterforce, CBRN defense, and CBRN consequence management activities, in order to support the tactical, operational and strategic objectives of the Army, Joint Forces, and the Nation. In light of recent events and in spite of international arms control efforts, many governmental and terrorist organizations view CBRN weapons as key instruments of power. Therefore, WMD and homeland security are national concerns, and the CBRN SPC has stepped up to the high-profile role of CBRN force protection that extends beyond the tactical battlefield to include CBRN defense of key U.S. facilities at home and abroad. Additionally, CBRN SPCs must be prepared to support contingencies from peacetime military engagements to major combat OPS for their organizations. The complex nature of CBRN OPS requires multiskilled technical CBRN Soldiers and leaders who are capable of executing an array of interrelated CBRN and warrior tasks. As the Army's organizational structure and mission sets evolve, so must the CBRN SPC. CBRN SPC must be physically, mentally, and morally prepared for the stresses generated by sustained, dynamic, high OPTEMPO OPS that will characterize unit training and operational deployments in the 21st century.

#### **24–3. Recommend career management self-development by rank**

##### *a. Private E–1: specialist/corporal.*

(1) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and master the following military publications: STP 21–1–SMCT; ADP 3–0; ADRP 3–0; FM 7–22; FM 4–25.11; AR 670–1; FM 3–11; FM 3–11.3; FM 3–11.4; FM 3–11.5; FM 3–11.21; ATP 3–11.23; ATP 3–11.36; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) Soldier boards such as Soldier of the Quarter and/or Year broaden the knowledge base, instill discipline, improve a Soldier's ability to communicate verbally, and are a means to develop as a Soldier and leader. Soldiers competing in and winning such competitions stand out amongst their peers and typically get promoted faster than Soldiers that do not participate in these events. Participation in these competitions makes the Soldier better and sets the Soldier up for success in future endeavors.

(5) Civilian education is critical to a Soldier's career. Soldiers at the 10 level should begin a vigorous pursuit of civilian education with a focus on an Associate Degree Program. Soldiers who seek out and obtain college degrees reap huge benefits in the form of assignments, schools, promotions, and are generally a more capable Soldier. Ample opportunities exist for Soldiers to participate in various online or classroom courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. The ACCP

provides excellent educational advancements in continued education, leadership, and technical proficiency. Education opportunities are available at the ACES Web site. The CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program, and Chemical Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online. These resources remain available throughout a Soldier's career and can be used by all Soldiers.

(6) Soldiers should also visit the ACT to keep up to date on schools, as well as seeking out mentorship from other, more senior Soldiers.

(7) Soldiers may earn promotion points for technical certification; a list of certifications are available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*b. Sergeant.*

(1) The quality and success of a SGT's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) CBRN SGT should study and master the following military publications: STP 21-24-SMCT; ADP 1; ADRP 1; ADP 3-0; ADRP 3-0; FM 6-22; ADP 7-0; ADRP 7-0; FM 7-22.7; ATP 3-11.37; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) Competitions such as NCO of the Quarter and/or Year and the SGT Audie Murphy and/or SGT Morales Clubs broaden the knowledge base, instill discipline, improve a Soldier's ability to communicate verbally, and significantly contribute to leader development. Soldiers participating in these competitions clearly stand out amongst their peers.

(5) Civilian education remains critical at this point in a Soldier's career. Soldiers at the 20 level should continue to pursue civilian education with a focus on an Associate Degree Plan. Ample opportunities exist for both classroom and online courses regardless of duty location, deployment status, or OPTEMPO.

(6) Soldiers may earn promotion points for technical certification; a list of certifications are available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*c. Staff sergeant.*

(1) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) SSGs should study and master the following additional military publications: FM 3-11.21; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) Soldier boards such as NCO of the Quarter and/or Year and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline, and improve a Soldier's ability to communicate verbally.

(5) Civilian education remains critical at this point in a Soldier's career. Soldiers at the 30 level should continue to pursue civilian education with a focus on an Associate Degree Plan or beyond. Ample opportunities exist for both classroom and online courses regardless of duty location, deployment status, or OPTEMPO.

*d. Sergeant first class.*

(1) Professional reading or college courses help SNCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Strive to complete a degree program or accumulate 2 years of college credit toward a degree. Ideally, SFC should obtain an associate's degree by 12 years and continue studies toward a higher degree. Continue to remain competent in the CBRN field while focusing on broadening management and doctrinal knowledge. A college degree is not required for promotion, but it may be a deciding factor when it comes to being the best-qualified.

(2) SFC should study and master the following additional military publications: AR 350-1; AR 750-1; AR 220-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) Civilian education remains critical at this point in a Soldier's career. Soldiers at the 40 level should continue to pursue civilian education, focus on an Associate Degree Program or beyond. Ample opportunities exist for both classroom and online courses regardless of duty location, deployment status, or OPTEMPO.

*e. Master sergeant and first sergeant.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach

and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. Strive to complete a degree program or accumulate two years of college credit towards a degree.

(2) CBRN MSGs and/or ISGs should study and master the following military publications: AR 601–280; AR 600–20; DA Pam 611–21; AR 840–10.

(3) CBRN MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

*f. Sergeant major and command sergeant major.*

(1) The goal of the SGM/CSM is to possess an upper level degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM and/or CSM will often be representing the command or Army in civic functions.

(2) Professional reading or college courses help SNCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Soldiers at this level must stress the level of importance professional and civilian education has on a Soldiers career, and demonstrate a commitment to lifelong learning by striving to obtain professional degrees and certifications, and assisting others in meeting their educational goals.

(3) The SGM and/or CSM should read publications on their chains of command professional reading list. FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geopolitical issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

#### **24–4. Military occupational specialty 74D chemical, biological, radiological, and nuclear specialist**

*a. Purpose.*

(1) The CBRN SPC professional-development model informs Soldiers and NCO how their career path and PD in the Chemical Corps should unfold. To develop CBRN SPC into professional NCO, their assignments must focus on leadership positions at the company and BN levels. Follow-on assignments at BDE and DIV staffs will then add to their overall professional knowledge. In a TOE unit, an NCO should spend about 65 percent of their assignments at the BN level and below and 35 percent in other duty positions. Experiences on a contingency deployment or other real-world operational missions are invaluable in preparing NCO for increased levels of responsibility in an expeditionary Army.

(2) Key assignments for each grade are listed below. Some assignments by their very nature offer greater opportunity to gain knowledge and experience. These positions impact the Army and the CBRN mission over the long term and are especially challenging. NCOs should seek more than one of these assignments at each level of their career. NCOs should also seek the harder, more professionally rewarding, leadership positions of assistant team and/or squad leader, team leader, squad leader, platoon sergeant, and ISG. They should round out their careers with BN through DIV OPS experience.

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook.

*c. Goals for development.*

(1) Private E–1: specialist/corporal.

*(a) Operational assignments.* The focus during the early years of a CBRN SPC career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. This can be acquired as a CBRN OPS SPC or a decontamination SPC.

*(b) Self-development.* Soldiers should visit the ACT to keep up to date on schools, as well as seeking out mentorship from other, more senior Soldiers.

*(c) Additional training.* Technical Escort (L3), Biological Integrated Detection Systems (L4) (USAR only), CBRN Reconnaissance (L5/L6), Ranger (V), Airborne (P), Air Assault (2B), CBRN Responder Course, Dismounted CBRN Recon Course, and Mass Casualty Decontamination Course.

*(d) Special assignments.* CBRNE Team.

(2) Sergeant.

*(a) Operational assignments.* The focus during this phase of a career should be in tactical assignments, developing Soldier leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. Technical expertise can be acquired as a CBRN NCO in nonchemical units. SGTs should seek positions in chemical companies as assistant squad and/or team leaders, to develop their leadership skills. These positions will prepare junior NCOs for more demanding leadership positions. Specific assignments are listed below:

1. Key leadership: assistant squad leader, assistant team leader, special mission unit.

2. Operating force: Company CBRN NCO, assistant squad leader assistant team leader, special mission unit, technical escort team, chemical reconnaissance DET (CRD) (SF).
3. Generating force: CBRN NCO.
  - (b) *Self-development.* Soldiers should visit the ACT to keep up to date on schools, as well as seeking out mentorship from other, more senior Soldiers.
  - (c) *Additional training.* Technical escort (L3), Biological Integrated Detection Systems (L4) (USAR only), CBRN Mounted Reconnaissance (L5/L6), CBRN Responder (R), Ranger (V), Airborne (P), Air Assault (2B), and Instructor (8) CBRN Responder Course, Dismounted CBRN Recon Course, and Mass Casualty Decontamination Course.
  - (d) *Special assignments.* Recruiter, drill sergeant, SMU, ranger, Technical Escort Team, and CBRN reconnaissance DET (SF).
- (3) Staff sergeant.
  - (a) *Operational assignments.* The focus during this phase of a career must be on continued development and refinement of leadership skills and tactical and technical expertise. Duty assignments include assistant team leader in a chemical reconnaissance detachment (CRD), team leader, squad leader, and CBRN NCO. SSGs should seek positions of leadership and maintain them 18–24 months. At this point in their career, SSG should also avoid back-to-back TDA assignments and begin to diversify their skills in staff and leader environments. Specific assignments are listed below:
    1. Key leadership: Squad leader, team leader, assistant team leader, drill sergeant, small group leader, SMU.
    2. Operating force: Squad leader, team leader, SMU, Technical Escort Team, chemical recon DET (CRD) (SF) BN CBRN NCO.
    3. Generating force: Drill sergeant, small group leader, recruiter, instructor/writer, and combat/training developer.
  - (b) *Self-development.* None.
  - (c) *Additional training.* Technical Escort (L3), Biological Integrated Detection Systems (L4) (USAR only), CBRN Reconnaissance (L5/L6), CBRN Responder (R), Drill Sergeant (X), Instructor (8), Training Developer (2), Recruiter (4), Ranger (V), Airborne (P), Air Assault (2B), Jumpmaster (5W), BSNCOG (2S), CBRN Responder Course, Dismounted CBRN Recon Course, Mass Casualty Decontamination Course, and Force Management Course.
  - (d) *Special assignments.* Recruiter, drill sergeant, small group leader (SGL), CBRN combat trainer, SMU, Ranger, Technical Escort Team, CRD (SF), and DTRA.
- (4) Sergeant first class.
  - (a) *Operational Assignments.* The focus during this phase of a career should be in tactical and staff assignments as platoon sergeant, detachment SGT, CBRN staff NCO, team leader (CRD), and OPS SGT. SFC at this level should pursue leadership positions such as platoon sergeant and detachment SGT in MTOE units. Those assigned to staff positions should seek to enhance their operational skills by attending the BSNCOG. They should maintain these positions or a combination of these positions 24–36 cumulative months. Specific assignments are listed below:
    1. Key leadership: platoon sergeant, drill sergeant, AIT platoon sergeant, small group leader, DET SGT, team leader, SMU.
    2. Operating Force: platoon sergeant, CBRN Staff NCO, Technical Escort Team, team leader CRD (SF), OPS SGT, SMU,
    3. Generating force: DS, small group leader, AIT platoon sergeant, combat trainer, recruiter, instructor/writer, combat and/or training developer, OC–T, AWG.
  - (b) *Self-development.* None.
  - (c) *Additional training.* Technical Escort (L3), Biological Integrated Detection Systems (USAR Only) (L4), CBRN Reconnaissance (L5/L6), CBRN Responder (R), DS (X), Instructor (8), Training Developer (2), Recruiter (4), Ranger (V), Airborne (P), Air Assault (2B), Jumpmaster (5W), EOA (Q), BSNCOG (2S), CBRN Responder Course, Dismounted CBRN Recon Course, Mass Casualty Decontamination Course, and Force Management Course.
  - (d) *Special assignments.* DS, SGL, combat trainer, recruiter, instructor and/or writer, EOA, chemical advisor RA/RC, Pentagon Force Protection Agency, enlisted career advisor, SMU, AWG, and Ranger.
- (5) Master sergeant and first sergeant.
  - (a) *Operational Assignments.* It is beneficial to career development to serve as a 1SG for at least 18–24 months (may consist of one or more assignments). Other assignments are detachment SGT, team SGT, CBRN OPS NCO, and OPS SGT. Specific assignments are listed below:
    1. Key leadership: 1SG, DET SGT, team SGT, SMU.
    2. Operating force: 1SG, team SGT Technical Escort Team, DET SGT CRD (SF), CBRN Staff NCO, CBRN OPS SGT, OPS SGT, SMU,
    3. Generating force: 1SG, chief instructor/writer, CBRN advisor (AC/RC), senior career advisor, career management SNCO.
  - (b) *Self-development.* None.
  - (c) *Additional training.* Airborne (P), CBRN Responder (R), Technical Escort (L3), Air Assault (2B), Jumpmaster (5W), Ranger (V), BSNCOG (2S), and CBRN Staff Planners Course.

(d) *Special assignments.* Chief instructor/writer, enlisted career advisor, chemical advisor RA/RC, SMU, and Ranger.

(6) Sergeant major/command sergeant major.

(a) *Operational assignments.* At this level, all tactical, technical, executive, and leadership skills are applied. SGM are assigned to command and senior staff positions in a wide variety of branch and branch immaterial positions. Key CBRN SGM assignments include BDE through Army staff, Army Materiel Command, proponent SGM, BN or BDE equivalent CSM, and Regimental CSM. Specific assignments are listed below:

1. Key leadership: Regimental CSM, BDE/BN CSM, Branch Immaterial CSM, USAG CSM.
2. Operating force: BDE/BN CSM, CBRN Senior Staff SGM (DIV and Corps), CBRN OPS SGM.
3. Generating force: Regimental CSM, BDE/BN CSM, Personnel Development SGM, CBRN OPS SGM, Pentagon Force Protection SGM.

(b) *Self-development.* None.

(c) *Additional training.* Airborne (P), Air Assault (2B), Pre Command Course, Joint SLC, CBRN Staff Planners Course, and Jumpmaster (5W).

(d) *Special assignments.* Pentagon Force Protection Agency and SMU.

#### **24–5. Access to the career maps on the professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following web address: <https://actnow.army.mil>.

#### **24–6. Military occupational specialty 74D Reserve Component**

The RC CBRN SPC represents the largest portion of the Chemical Corps. The RC CBRN SPC must possess the same qualifications and responsibilities as the RA. Duty assignments for career progression are parallel to those of the RA Soldier with the exception of OCONUS assignments. The physical location of units may limit the ability to vary assignments during a career, and Soldiers may be forced to travel further from their homes to find a career-enhancing position. NCOES is required at all levels for the RC Soldier and is available through Total Army School System (TASS) for institutional-level training. The RC provides assistance to our Nation’s responders through its ability to be the first military response (each state’s ARNG assets) or as follow-on defense support to civil authorities (USAR or ARNG assets). It is critical for RC CBRN SPC to obtain and maintain certain national certifications to ensure their usability in this mission area. The RC provides assistance in all peacekeeping and contingency OPS. RC units are aligned to combatant commands for wartime missions and are mobilized in part or whole to augment or replace RA forces during wartime. The ARNG WMD Civil Support Teams provide career-enhancing assignments and training that is only available in the ARNG.

## **Chapter 25**

### **Recruiting and Retention (Career Management Field 79) Career Progression Plan**

#### **25–1. Duties**

The Recruiting and Retention Force is designed to provide and sustain the Army with qualified personnel, and reduce attrition to support the five pillars of defense, the Army Organizational Life Cycle model, the Secretary of the Army’s vision and National Military Strategy in accordance with Defense Planning Guidance and applicable regulations. The Recruiting and Retention Force directly impacts Army end strength, which supports readiness, force structure, and sustainability. They are warriors providing focused Recruiting and Retention support to sustain America’s Army in support of full spectrum OPS. CMF 79 Soldiers need to have knowledge of AR 25–55, AR 340–21, and Privacy Act Systems of Records Notices.

#### **25–2. Transformation**

The Recruiting and Retention Force (CMF 79) represents the U.S. Army within our ranks and communities. This force is responsible for enlisting and retaining qualified men and women into the RA, the USAR, and the ARNG. The mission of CMF 79 Soldiers is to reach and/or maintain Army end-strength required for both the active and RCs. Soldiers within CMF 79 use mentoring, counseling, and coaching to achieve recruiting and retention objectives designed to meet these goals; as such, CMF 79 is a nonaccession career field. Only self-motivated and competent Soldiers with strong leadership and interpersonal skills can perform these duties. Soldiers selected for assignment within CMF 79 are assigned to RA, USAR, or ARNG units; many of these positions require these Soldiers to often work autonomously within communities or serve as special staff NCO to Army Organizations. CMF 79 NCO must have a comprehensive understanding of the RA, USAR, and ARNG. They must be SMEs regarding career opportunities, incentives, entitlements, and community relations. These NCOs must be mentally and physically disciplined, live



the Army Values, and embody the Warrior Ethos. CMF 79 NCOs are skilled leaders who build community, unit, and individual trust while operating in an ever-changing environment both at home and abroad.

### **25–3. Recommend career management self-development by rank**

*a. Private E–1: specialist/corporal.* Not applicable. Soldiers may enter CMF 79 at the rank of SGT but the Army Force Structure for MOSs within CMF 79 begins at SSG. (Force structure for MOS 79V begins at SFC.)

#### *b. Sergeant.*

(1) The quality and success of a SGT's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) SGT should study and master the following military publications: STP 21–24–SMCT; FM 6–22; AR 25–50; AR 623–3; DA PAM 623–3; AR 670–1; AR 135–18; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGT willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(5) Soldier boards such as NCO of the Quarter and/or Year and the SGT Audie Murphy and/or SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications are available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

#### *c. Staff sergeant.*

(1) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master STP 21–24–SMCT; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment in addition to the recommended reading at the SGT level.

(2) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSG willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self-development options are based on the SSG's own desire to excel. At this stage, SSG should seek opportunities to pursue completion of an associate's degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(4) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site.

(5) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications are available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

#### *d. Sergeant first class.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. SFC should strive to complete a degree program or accumulate 2 years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications in addition to the recommended reading at previous ranks: AR 350–1; AR 750–1; STP 21–24–SMCT; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFC willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an associate's degree and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening

management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site.

(6) NCOs should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. A list of certifications are available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*e. Master sergeant and first sergeant.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. Ideally, a MSG should have completed an associate's degree and/or have made significant progress towards an upper level degree (Bachelors or higher).

(2) The MSG/ISG should study and master the following military publications in addition to the recommended reading at previous ranks: AR 601–280; AR 600–20; DA PAM 611–21; AR 600–8–19; AR 600–100; AR 220–1.

(3) The MSG/ISG should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The ACCP provides an excellent educational resource in continued education, leadership, and technical proficiency.

(5) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

*f. Sergeant major and command sergeant major.*

(1) The goal of the SGM/CSM is to possess an undergraduate degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM and/or CSM will often be representing the command or Army in civic functions.

(2) The SGM and/or CSM should read publications on their chains of command professional reading list. FM 7–22. 7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP provides an excellent educational resource in continued education, leadership, and technical proficiency.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

#### **25–4. Military occupational specialty 79R recruiter**

*a. Major duties.* Recruiters conduct initial accession OPS and in-service special mission recruiting directed by the ASA–M&RA throughout the United States, Puerto Rico, the Virgin Islands, Guam, and American Samoa, as well as the American communities in Panama, Europe, and Asia. They recruit qualified candidates to fill enlisted MOS specialties, SF positions, warrant officer positions, AMEDD positions, and Army chaplain positions to meet objectives established by the Army G1 for both the RA and the USAR. Select recruiters serve in SMU to recruit in-service applicants from all branches of DOD to fill manning requirements that are highly sensitive in nature and have a direct impact on national security. The majority of recruiters work from a forward operating base outside a 50 mile radius of any military post lacking the Army support networks other Soldiers have on a daily basis. As a result, a much greater degree of responsibility and initiative is required compared to Soldiers living and working on military installations. They support the Army's force generation mission by seeking qualified candidates for accession into the Army and USAR. They also improve force alignment by seeking qualified in-service candidates to fill nonaccession specialties. Specifically, recruiters evaluate applicants' occupational, educational, socio-economical, moral, and psychological background to determine initial enlistment qualifications for Army service and to help determine Army programs with specific individual appeal. Recruiters interview and counsel prospective applicants to determine individual goals and desires. They discuss personal aptitudes, training opportunities, job satisfaction and stability, advancement, prestige, and Army life. The recruiter explains Army benefits including pay and allowance entitlements, medical care, housing, enlistment bonuses, military and civilian educational opportunities, travel and recreational benefits, and all similar programs. They act as the Army's Ambassadors to the American people by cultivating relationships with elected officials, community leaders, and business leaders. They must have the ability to development and execute strategic communications to explain the occupational and organizational structure of the Army to applicants, parents, government officials, PVT, and civic organizations. A primary function of recruiters is to assist in training and development

of officers who have no recruiting background. Recruiters must perform extremely difficult and demanding duties, which require great flexibility. They operate in civilian environments under limited direct supervision, and have limited opportunity for overseas assignments. Recruiters must possess general marketing abilities in order to develop and maintain a competitive advantage for the Army accession mission as compared against other DOD services and the PVT sector “competition.” A list of primary proponent demanding positions is shown below.

(1) *Recruiter (proponent demanding for U.S. Army Reserve only)*. These NCOs recruit potential applicants, determine enlistment eligibility, counsel applicants on enlistment programs and options, prepare enlistment applications, and process qualified applicants to enlist in the Army and USAR. They account for and prepare Future Soldiers for IET by implementing and conducting Army awareness programs throughout an area covering several square miles. These areas may range from sparsely populated rural areas to densely populated urban areas. Recruiters maintain a network of influencers to include parents, educators, and community officials in high schools and colleges. They may also be responsible for several thousand dollars worth of government equipment.

(2) *Center and station commander*. These NCOs direct and lead an Army recruiting center and/or station in an area that may cover more than 1,000 square miles with a diverse population. They supervise NCO and/or DA civilians, and are responsible for their PD, morale, health and welfare. They account for and train Future Soldiers awaiting entry onto active duty, and maintain relationships with high schools, colleges and influencers in the local community. These NCOs are responsible for implementing and maintaining a production management system that includes planning and execution of lead generation activities. They must maintain control and accountability of equipment and all sensitive items, and are responsible for the center/station achieving its assigned recruiting objectives.

(3) *First sergeant*. 1SG serve as the SNCO to the CC. They must be SMEs on all recruiting matters within the recruiting company, and serve as the primary source for Soldier career guidance and planning. While being leadership focused, they also must remain technically proficient as they must operate advanced information technology systems that support recruiting efforts. They assist the CC in leading and supervising the operation of the recruiting company in accordance with doctrine and directives. 1SGs are responsible for training Soldiers on current recruiting policies. They lead, supervise, coordinate, and implement daily recruiting activities such as prospecting, recruiting lead generation, conducting the Army Interview, applicant processing, administrative matters, and communication activities, providing tactical and technical guidance to subordinates, and professional support to lower and higher grade Soldiers in the accomplishment of their duties. They monitor, inspect, and evaluate collective and individual Soldier development training programs. As SMEs, 1SGs must interpret regulations for leaders and subordinates.

(4) *Battalion operations sergeant major*. These NCOs serve as the OPS and management advisor for 1SGs, USAR guidance counselors, and RA and USAR recruiters. They are the senior SME in the BN S3 responsible for oversight of all recruiting OPS within the BN. They perform market data analysis within the BN Operating Environment (OE) to ensure the Army is the service of choice for America’s youth. These SGM lead a section responsible for monitoring progress toward recruiting objectives and advise leadership on results of implementation and success of daily recruiting OPS such as prospecting, lead generation, Army Interviews, and applicant processing. They must review requests for recruiting waivers using existing regulatory guidance and policy, and provides recommendations to leaders to ensure applicants meet the Army’s established moral code and physical requirements.

(5) *Command sergeant major*. The CSM is the SNCO to the commander at the recruiting BN, BDE or higher-level nominative positions. The CSM is the senior enlisted trainer and spokesperson that enforces established policies and standards for enlisted Soldiers pertaining to performance, care, conduct, appearance, effective personnel utilization and management, and training; they also ensure that subordinate NCO do the same. They assess recruiting station personnel for tactical, technical, interpersonal and conceptual skills, and ensure training is conducted when necessary. CSM assign duties and evaluate performance of cadre and detailed recruiters in support of recruiting and personnel development. They interact with educators, community leaders, and civic organizations to leverage support for recruiting activities. They also foster relationships with Army DIVs, major commands, and Reserve regional commands within their assigned geographic boundaries.

*b. Prerequisites*. See DA Pam 611–21 in the Army G1Smartbook for details and AR 601–1.

*c. Goals for development*. The purpose of the recruiter PDM is to inform the career recruiter how their career and PD patterns should unfold. To develop recruiters into professional NCO, assignments must center on leadership positions at the recruiting station/center and company level. Follow-on assignments at BN and BDE staff help to develop professional knowledge. Soldiers should make every effort to seek the more challenging and professionally rewarding leadership positions (for example, station/center commander, and 1SG.) BN, BDE and HQ USAREC staff assignments are excellent positions to form a well rounded understanding of recruiting OPS but Soldiers should only seek these assignments after adequate development in leadership positions. SGT and/or SSG must complete SSD 3 objectives within two years after graduation from ALC. SFC must complete -IV objectives within two years after graduation from SLC. MSG/1SGs selected to attend USASMA must complete SSD 5 objectives within two years of graduation from USASMA.

(1) Staff sergeant.

*(a) Operational assignments*. NCOs should seek demanding leadership positions. Successful performance while serving in the demanding leadership positions of station commander, team leader and assistant center commander show that an NCO has strong potential for advancement to the rank of SFC. This time affords the NCO the opportunity to

build a strong technical and tactical foundation for future assignments in USAREC and grounds the NCO in solid doctrinal procedures. Other positions at this grade are recruiter, recruiter - processor, recruiter - prospector and/or counselor, future soldier squad leader, Engagement Team member, Recruiter Support Team member and health care recruiter. Successful performance in skill level 4 positions (for example, platoon sergeant), or other leadership positions such as squad leader, or drill sergeant prior to reclassification to MOS 79R is also a strong indication of potential for success at the next skill level.

(b) *Self-development.* SSD 3. Although the OPTEMPO is high, NCO must take advantage of every civilian education opportunity. Pursuit of an associate's degree or bachelor's degree is strongly recommended. Soldiers who received distinguished recognition such as BDE or USAREC Recruiter of the Year, Station Commander of the Year, NCO of the Year, SGT Audie Murphy Club, SGT Morales Club, and so forth. This will clearly develop themselves at a level above their peers. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* EOR Course, Health Care Recruiter Course.

(d) *Special assignments.* None.

(2) Staff sergeant (USAR).

(a) *Operational assignments.* Demanding leadership opportunities are limited however, NCOs should seek to serve in demanding leadership positions whenever possible. Successful performance while serving in the demanding leadership position of station commander, team leader and assistant center commander shows that an NCO has strong potential for advancement to the rank of SFC. This time affords the NCO the opportunity to build a strong technical and tactical foundation for future assignments in USAREC and grounds the NCO in solid doctrinal procedures. Other assignments that will prepare a SSG for success as a SFC are recruiter, Future Soldier Squad leader, Engagement Team member, recruiter - processor, recruiter - prospector/counselor, Engagement Team member, recruiter Support Team member, and health care recruiter. Successful performance in skill level 4 positions (for example, platoon sergeant), or other leadership positions such as squad leader, or drill sergeant prior to reclassification to MOS 79R is also a strong indication of potential for success at the next skill level.

(b) *Self-development.* SSD 3. Although the OPTEMPO is high, NCO must take advantage of every civilian education opportunity. Pursuit of an associate's degree or bachelor's degree is strongly recommended. Soldiers who received distinguished recognition such as BDE or USAREC Recruiter of the Year, Station Commander of the Year, NCO of the Year, SGT Audie Murphy Club, SGT Morales Club, and so forth. This will clearly develop themselves at a level above their peers. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* Health Care Recruiter Course.

(d) *Special assignments.* None.

(3) Sergeant first class (RA).

(a) *Operational assignments.* NCO must not avoid leadership positions. The key leadership position for a SFC is station/center commander. NCOs should complete an assignment as station/center commander supervising five or more personnel for at least 24 months to be competitive for promotion to MSG. A staff assignment is any operational assignment not in the recruiting station/center. Staff assignments should not exceed 36 months. NCOs should not seek consecutive staff assignments. Demanding assignments that will prepare a SFC for success as a MSG and/or ISG are guidance counselor, master trainer, BN OPS NCO, instructor/writer, SMU team leader, SMU Recruiting and OPS NCO, and platoon sergeant (MSB). Additionally, SFC who perform successfully in skill level 5 positions are considered best qualified for promotion.

(b) *Self-development.* SSD 4 NCO must take advantage of every civilian education opportunity. Pursuit of an associate's degree or bachelor's degree is strongly recommended. NCOs who have obtained a degree are best qualified for promotion. Soldiers who received distinguished recognition such as BDE or USAREC Recruiter of the Year, Station Commander of the Year, NCO of the Year, SGT Audie Murphy Club, and SGT Morales Club. This will clearly develop themselves at a level above their peers. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* Guidance Counselor OPS Course, Master Trainer Course, Health Care Recruiter Course, Instructor Trainer Course, Developer Course, EO Course, Drill Sergeant Course, Master Resiliency Course.

(d) *Special assignments.* Career management NCO, special missions recruiter (health care, SF, SO Aviation Regiment, chaplain, and warrant officer), liaison NCO, BDE EO NCO, recruit the recruiter NCO, Exhibit Team chief, foreign military liaisons, BDE/USAREC staff NCO, TWI, and NCO positions in SMU.

(4) Sergeant first class (USAR).

(a) *Institutional training.* Army Recruiter Course, Station Commanders Course, SLC. NCOs who achieve distinguished recognition (such as Honor Graduate or Commandant's List) are clearly ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* NCOs should pursue leadership positions at every opportunity. USAR 79R leadership positions are limited however, NCOs should not avoid assuming additional responsibility. Key leadership positions for SFC are station or center commander, assistant center commander and team leader. Successful performance while serving in these demanding leadership positions show that an NCO has strong potential for advancement to the rank of MSG. A staff assignment is any operational assignment not in the recruiting station/center. A staff assignment should not exceed 36 months. Other assignments that will prepare a SFC for success at skill level 5: Future Soldier Squad leader, recruiter, recruiter - processor, recruiter - prospector/counselor, Engagement Team member, and Recruiter Support Team member, instructor/writer, and guidance counselor. Additionally, SFC who perform successfully in skill level 5 positions are considered best qualified for promotion.

(c) *Self-development.* SSD 4. NCOs must take advantage of every civilian education opportunity. Pursuit of an associate's degree or bachelor's degree is strongly recommended. NCO who have obtained a degree are best qualified for promotion. Soldiers who received distinguished recognition such as BDE or USAREC Recruiter of the Year, Station Commander of the Year, NCO of the Year, SGT Audie Murphy Club, SGT Morales Club, and so forth. This will clearly develop themselves at a level above their peers. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development see paragraph 25-3.

(d) *Additional training.* Guidance Counselor OPS Course, Master Trainer Course, Health Care Recruiting Course, Instructor Trainer Course, Developer Course.

(e) *Special assignments.* Healthcare recruiter.

(5) Master sergeant/first sergeant (RA).

(a) *Operational assignments.* The most critical operational assignment for a MSG is the 1SG. There are ample opportunities within USAREC for a MSG to serve as a 1SG. Without an assignment as 1SG the opportunity for promotion to the rank of SGM or selection to CSM is extremely limited. 1SGs should serve a minimum of 24 months in position before seeking other operational assignments. Staff and special assignments should be viewed as career enhancing only after serving as 1SG. The position of BN OPS NCOIC is the most demanding staff position a MSG can serve in. Other staff assignments that will prepare a MSG for success in skill level 6 are senior guidance counselor and senior master trainer. Additionally, MSGs who perform successfully in skill level 6 positions are considered best qualified for promotion.

(b) *Self-development.* SSD 4 Promotion to SGM or appointment to CSM is very competitive and all SGM and CSM positions require analytical skills. Continuing civilian education is beneficial to the development of the NCO, as well as the development of subordinates. Pursuit of an associate's degree or bachelor's degree is strongly recommended. Completion of a degree program demonstrates an ability to plan towards and attain specific self-development objectives. NCO who have obtained a degree are best qualified for promotion. Soldiers who received distinguished recognition such as BDE or USAREC First SGT of the Year, Station Commander of the Year, NCO of the Year, SGT Audie Murphy Club, SGT Morales Club, and so forth. This will clearly develop themselves at a level above their peers. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* Guidance Counselor OPS Course, Master Trainer Course, EO Course, Inspector General Course, Training Developer Course, ITC.

(d) *Special assignments.* Career management SNCO, DIV chief (RRS), special programs NCO, EOA, assistant inspector general, Recruit the Recruiter Team NCOIC, BDE, USAREC OPS SNCO, foreign military liaisons, and NCO positions in SMU.

(6) Master sergeant and first sergeant (USAR).

(a) *Operational assignments.* The most critical operational assignment for a MSG is 1SG. Without an assignment as 1SG the opportunity for promotion to the rank of SGM or selection for CSM is limited. 1SGs should serve a minimum of 24 months in position before seeking other operational assignments. Staff and special assignments should be viewed as career enhancing. Other demanding assignments that will properly prepare a MSG/1SG for success in skill level 6 are senior guidance counselor, OPS NCOIC, and senior master trainer. Additionally, MSGs who perform successfully in skill level 6 positions are considered best qualified for promotion.

(b) *Self-development.* SSD 4 Continuing civilian education is beneficial to the development of the NCO as well as the development of subordinates. Pursuit of an associate's degree or bachelor's degree is strongly recommended. NCO who have obtained a degree are best qualified for promotion. Soldiers who received distinguished recognition such as BDE or USAREC 1SG of the Year, Station Commander of the Year, NCO of the Year, SGT Audie Murphy Club, and SGT Morales Club. This will clearly develop themselves at a level above their peers. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* Guidance Counselor OPS Course, Master Trainer Course.

(d) *Special assignments.* Career management SNCO, DIV chief (RRS), special programs NCO, assistant inspector general and USAREC OPS SNCO.

(7) Sergeant major/command sergeant major (RA).

(a) *Institutional training.* Pre-command Course.

(b) *Operational assignments.* USAREC CSM, BDE CSM, Recruiting and Retention School CSM, BN CSM, and OPS SGM.

(c) *Self-development.* SSD 5. Bachelor's degree is strongly recommended. Pursuit of a master's degree is highly encouraged. For additional information on self-development, see paragraph 25-3.

(d) *Additional training.* USAREC OPS SMC.

(e) *Special assignments.* Recruiting School SGM, USAREC Staff SGM (G3, G5, G7/9, inspector general, RSD), USASMA SGM course instructor, proponent SGM.

(8) Sergeant major/command sergeant major (USAR).

(a) *Operational assignments.* BDE OPS SGM, BN CSM.

(b) *Self-development.* SSD 5. Bachelor's degree is strongly recommended. Pursuit of a master's degree is highly encouraged. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* None.

(d) *Special assignments.* USAREC OPS SGM.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **25-5. Military occupational specialty 79R professional development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **25-6. Military occupational specialty 79S career counselor**

a. *Major duties.* Career counselors serve as a special staff advisor to the commander and the CSM on all matters relating to retention, reclassification, career development, separations and attrition management. Career counselors regularly conduct staff assistance visits, interpret regulations, provide guidance for subordinates, manage objectives, manage and provide statistics, staff retention positions, and implement a budget in support of the retention program. They plan coordinate and conduct retention training and determine Soldiers eligibility and recommend Soldiers for retention duty. Career counselors assist in sustaining Army personnel readiness by developing, implementing and maintaining aggressive Army retention programs and attrition management programs, designed to accomplish specific goals and missions consistent with governing laws, policies and directives. Career counselors counsel, reenlist, extend or transition qualified soldiers into the RA or RC. Career counselors assist in achieving and maintaining force alignment through the retention or transfer of qualified Soldiers into critical skills and locations. Career counselors directly impact Army end strength and are force multipliers. Their functions are critical to the war fighting effort and directly support the five pillars of defense. These functions will continue when deployed, during war, OPS other than war, or until suspended by the Secretary of the Army. MOS 79S has only one MOS-specific ASI; which is ASI 4R. This ASI specifically deals with the transitions of active component Soldiers to the USAR and ARNG. MOS 79S does not have authorizations for the following positions: 1SG, platoon sergeant, drill sergeant or EOA. As an exception, a 79S may serve as a 1SG at the Recruiting and Retention School (RRS). Demonstrating excellence as indicated on a career counselor's DA Form 2166-8, also known as an NCOER, while maintaining assignment diversity is considered favorable and places these NCO in the best qualified category for promotion. Refer to paragraphs 24-6c for specific rank diversity preferred assignments.

b. *Prerequisites.* See DA Pam 611-21, in the HRC MOS Smartbook, for details.

c. *Goals for development.* The purpose of the career counselor PDM is to educate career counselors on how their careers and PD patterns should unfold. To develop career counselors into professional NCO, their assignments must focus on positions at the BN and BDE level. Follow-on assignments at the DIV and installation level will then add to their overall professional and technical knowledge. Production assignments are those positions that directly impact the Army's retention mission. Back-to-back, nonproduction positions should be avoided. It is possible these situations could occur due to priority assignments from HRC. However, career counselors should seek the most challenging, professionally rewarding, leadership type positions such as senior career counselor (with subordinate career counselors), OPS SNCO, instructor/writer, HRC analyst or career counselor positions of greater responsibility. Career counselors should seek to become well-rounded professionals during their careers by demonstrating their competence within multi-echelon environments, encompassing a variety of assignments, both CONUS and OCONUS.

(1) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a career counselor's career must be on continued development and refinement of their counseling and leadership skills in addition to their technical expertise. The career counselor's job as the technical advisor to the commander is essential to the maintenance of unit combat readiness and Army end strength. They implement local retention program procedures, counsel and assist Soldiers on career goals and opportunities and train additional duty reenlistment NCO. Successful performance in Skill Level 4 positions such as senior career counselor or OPS NCO is a strong indication of potential success at the next skill level.

(b) *Self-development.* SSD 3. All career counselors should strive to maximize every opportunity to pursue their civilian education that focuses on improving as a career counselor both personally and professionally. The career counselor's willingness to pursue educational goals that enhance their job performance will assist in their future development. Continuing civilian education is indicative of good time management skills, self-development and motivation. Associates degree or higher, is preferred and considered a plus for promotion to SFC. Winning the Secretary of the Army Career Counselor of the Year, ACOM/ASCC/DRU Career Counselor of the Year, DIV or Installation Career Counselor of the Year awards is indicative of a career counselor's technical and tactical knowledge and is considered a plus for promotion to SFC. Recognitions such as NCO of the QTR/Year and inductions into the SGT Audie Murphy and SGT Morales clubs are also considered favorably by promotion boards. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* Transition NCO Course, Airborne, Air Assault, Battle Staff, Ranger School and Master Resiliency Training.

(d) *Special Assignments.* None.

(2) *Sergeant first class.*

(a) *Operational Assignments.* The focus during this phase of a career counselor's career should be assignments as senior career counselors, the most demanding position a SFC can serve in. The senior career counselor's job as the senior technical advisor to the commander is essential in the maintenance of unit combat readiness, Army end strength, and the supervision of subordinate career counselors. Career counselors should also focus on diversity by seeking out other demanding positions such as OPS NCO, instructor/writer and HRC analyst. The OPS NCO serves in support of a OPS SNCO and/or command career counselor at the DIV, Corps, and ACOM level for retention processing and QA. They implement and supervise local retention program procedures. The instructor/writer conducts Armywide and local retention training. They also write and update training materials that are utilized to train the retention force in support of the Total Army Retention program. The HRC analyst serves in support of the Total Army Retention program by providing assistance to all career counselors, enabling them to expedite retention processing of all Soldiers. The best qualified career counselors for promotion to MSG are those that show diversity in ACOM/ASCC/DRU assignments while averaging 3 to 5 excellence ratings on their DA Form 2166-8, also known as an NCOER, and are consistently rated (among the best) as a senior career counselor (duty MOS 79S40), OPS NCO (duty MOS 79S40), instructor/writer (duty MOS 79S40) or HRC analyst (duty MOS 79S40). Successful performance in Skill Level 5 positions such as senior career counselor or OPS NCO is a strong indication of potential success at the next skill level.

(b) *Self-development.* SSD 4. All career counselors should strive to maximize every opportunity to pursue their civilian education that focuses on improving as a career counselor both personally and professionally. The career counselor's willingness to pursue educational goals that enhance their job performance could assist in their future development. Courses in Statistics, Management, Communications, Marketing, Sales and HR will only enhance the career counselor's ability to counsel and lead Soldiers. Continuing education is indicative of good time management skills, self-development and motivation. Associates degree or higher, is preferred and considered a plus for promotion to MSG. Winning the Secretary of the Army Career Counselor of the Year, ACOM, ASCC, and/or DRU Career Counselor of the Year, DIV or Installation Career Counselor of the Year awards is indicative of a career counselor's technical and tactical knowledge and is considered a plus for promotion to MSG. Recognitions such as NCO of the Quarter and/or Year and inductions into the SGT Audie Murphy and SGT Morales clubs are also considered favorably by promotion boards. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* Transition NCO Course, Airborne, Air Assault, Instructor/Writer, Battle Staff, Master Resiliency Training, and Ranger School.

(d) *Special assignments.* Instructor/writer, small group leader (NCOA), HRC analyst, and career counselor in a WTU.

(3) *Master sergeant.*

(a) *Operational assignments.* The focus during this phase of the career counselor's career is to continue assignment diversity. It is encouraged and highly recommended that a career counselor seek opportunities to become well rounded at all levels of command. A career counselor will need to gain the experience from diversification to reach the level necessary to become a command career counselor. Senior career counselor, OPS SNCO and chief instructor/writer are the most demanding positions a MSG can serve in. The senior career counselor's job as the senior technical advisor to the commander is essential in the maintenance of unit combat readiness, Army end strength, and to supervise subordinate career counselors. The OPS SNCO serves in support of the command career counselor at the DIV, Installation, Corps, ACOM, HRC, and HQDA level for retention processing and QA. They implement and supervise local retention program procedures. The chief instructor/writer supervises the daily activities of the Retention Department Staff and responsible for training all newly assigned instructors. They supervise the development of course materials for the RA Retention and RC Transition courses. The best qualified career counselors are those that show diversity in ACOM, ASCC, and/or DRU assignments while averaging 3 to 5 excellence ratings on their DA Forms 2166-8, also known as NCOERs, and are consistently rated (among the best) as a Senior Career Counselor (Duty MOS

79S50), OPS SNCO (Duty MOS 79S50) or Command Career Counselor (Duty MOS 79S60). Successful performance in Skill Level 6 positions such as command career counselor is a strong indication of potential success at the next skill level.

(b) *Self-development.* SSD 4. Continuing civilian education and completing an Associates or Bachelors degree is considered best qualified and will only enhance a senior career counselor's technical and professional knowledge. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* Transition NCO Course, Airborne, Air Assault, Battle Staff, Ranger School, Master Resiliency Trainer and Training Development Middle Managers Course.

(d) *Special assignments.* Senior analyst HRC, chief instructor/writer, career management SNCO, NCOPD instructor, senior training developer and writer, and 1SG. (By exception, a 79S may serve as a 1SG at the RRS.)

(4) *Sergeant major.*

(a) *Operational assignments.* The primary operational assignment for a SGM is command career counselor. Command career counselors are normally assigned to progressively higher commands starting at the DIV or installation level. These positions are: Installation command career counselor, DIV command career counselor, corps command career counselor, and ACOM command career counselor. The command career counselor serves as the command career counselor for installation, DIV, corps, and ACOM level retention programs. They advise the commander and CSM on all retention related matters. They also implements local retention program procedures and supervise the daily retention processing of subordinate career counselors.

(b) *Self-development.* SSD 5. At this stage continued self-development can only assist in the continued technical and PD a SGM can provide to their subordinate career counselors. Bachelor's degree is strongly recommended. Pursuit of a master's degree is highly encouraged. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* Transition NCO Course, Airborne, Air Assault, Battle Staff, Ranger School, Master Resiliency Training and Training Development Middle Managers Course,

(d) *Special assignments.* Senior Army career counselor (Army G-1), Director of the Retention Department, Recruiting and Retention School, and Retention and Reclassification Branch Chief, HRC.

d. *Army career degrees.* See GoArmyEd.com.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **25-7. Military occupational specialty 79S professional development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **25-8. Military occupational specialty 79T recruiting and retention noncommissioned officer (Army National Guard of the United States)**

a. *Major duties.*

(1) 79T Recruiting and Retention NCO (RRNCO) serve in both Title-32 (T-32) and Title-10 (T-10) AGR Positions. T-32 RRNCOs work within the civilian community and their assigned units in support of the ARNG Strength Maintenance Program. Duties involve fulfilling the three tenets of the Strength Maintenance philosophy: recruiting quality Soldiers, retaining MOS qualified Soldiers at expiration term of service, and reducing the attrition of first-term Soldiers. These NCOs serve under the direction of the Recruiting and Retention Commander in each of the 50 states and 4 territories pursuing achievement of the annual strength maintenance goals assigned by NGB. A limited number of RRNCOs are selected to serve on Title 10 AGR Orders. These NCOs serve under the direction of NGB. Assignments are located worldwide and support the mission of the ARNG Strength Maintenance DIV.

(2) *Army National Guard of United States membership.* RRNCOs develop interest in ARNG membership through personal contacts, mail-outs, and other local marketing efforts. They make presentations about the ARNG to various school and civic organizations using comprehensive communication skills. They prepare and conduct presentations on such topics as the role of the ARNG, state/federal missions, features and benefits, employment opportunities and ARNG history. Leads are contacted in person or by electronic means. After leads are contacted and the individual indicates interest in the ARNG, an interview is conducted with the prospect to determine enlistment qualifications for ARNG service. Training programs, enlistment options, and incentives available to ARNG applicants are explained.

(3) *Enlistee processing.* RRNCOs collect documentation, conduct initial background investigations, prepare enlistment packets and brief applicants on the testing and processing procedures necessary for enlistment. They use appropriate accessioning systems to complete and send all enlistment packets to MEPS, download leads, update leads as they progress, and make appointments. They also use appropriate accessioning systems to demonstrate work activity for validation of RRB funding, maintain prospect information, and school program information. The RRNCO also handles other prospect information, such as COI, VIP and unit member information as required. Effective time management and organizational skills must be utilized to accommodate the large number of prospects that must be contacted, interviewed, and processed.



(4) *Service.* RRNCOs continue to build a relationship with the applicant, not just during the enlistment process, but throughout ARNG membership. They counsel new enlistees about training requirements and opportunities for promotion. They perform administrative or logistical tasks necessary to prepare the Soldier for entrance into the ARNG and to be successful while part of the Recruit Sustainment Program (RSP). They work closely with supported units ensuring new Soldiers have a unit sponsor to expedite integration into the unit. RRNCOs also provide continual support and encouragement to enlistees through the completion of IADT.

(5) *Attrition.* RRNCOs monitor the unit attrition environment and assist unit leadership in attrition management. They assist unit first line leaders in career planning for enlisted Soldiers and conduct training in strength maintenance matters. They establish a partnership with the chain of command to prevent the loss of Soldiers before they reach the completion of their contracted term of service.

(6) *Guidance and training.* RRNCOs provide guidance and training for additional duty Retention NCO in support of the unit's retention mission. They educate Soldiers concerning the value of ARNG membership and encourage them to extend their contract with the ARNG upon reaching the member's expiration term of service. They monitor and assist leaders in interviewing and counseling of Soldiers during the course of their enlistment. They also ensure the Soldier's changing needs, goals, and aspirations are being addressed by unit leadership in order to enhance the retention of qualified Soldiers. A list of primary Recruiting and Retention BN positions is shown below.

(a) *Recruiting and Retention NCO.* RRNCOs are the backbone of the R&R organization. Every effort should be made to ensure they are adequately trained and supported to accomplish their assigned three tenet SGM mission. One RRNCO is assigned to each 120–140 member unit. When RRNCOs change duty position, every effort must be made to ensure that a backfill is hired. RRNCOs will utilize appropriate automated accessions applications and programs for all recruiting prospecting and processing activities to include lead refinement, telephone prospecting, test/physical and MEPS processing. Focus areas will include all schools, civic organizations, COI/VIP, and unit activities.

(b) *Recruiting and retention SNCO.* Recruiting and retention SNCOs are experienced in all aspects of the three tenets. Their communication skills are crafted and they are well versed on all ARNG Programs. They use their entire toolbox concentrating on school ownership, VIP, COI enrichment. They are important members and active in the community. Their expertise enables their leadership to use them as mentors for less experienced RRNCOs.

(c) *Recruiting & Retention team leader.* RRTLs will supervise assigned SR RRNCO & RRNCOs. They interpret directives and policies for subordinates, and take corrective action to ensure accomplishment of team SGM objectives. This position equates to a platoon sergeant. RRTLs are responsible for ensuring the team achieves its assigned monthly mission ethically and with integrity. They are responsible for the welfare, morale, motivation, administration, technical training, guidance, counseling, supervision and PD of assigned personnel. Personnel in these positions are not authorized to hold a position in another unit.

(d) *Recruiting & retention section chief.* REC and RET section chiefs supervise the RRTL, SR RRNCOs, RRNCOs, and may also supervise the RSP site. Position equates to a Noncommissioned Officer-In-Charge (NCOIC) of a detachment. They are responsible for ensuring the section achieves its assigned monthly mission ethically and with integrity. These SR NCOs are responsible for the welfare, morale, motivation, administration, technical training, guidance, counseling, supervision and PD of assigned personnel. They also interpret directives and policies for subordinates, and take corrective action to ensure accomplishment of area SGM objectives. Personnel in these positions are not authorized to hold a 1SG position in another unit.

(e) *First Sergeant.* When authorized, the R&R 1SG positions are RRB field positions. The 1SG is responsible for a specified region of the state and supervises one company of the recruiting and retention section chiefs (REC & RET section chief) in the State. (For States 1000 or less end strength, supervises all REC & RET section chiefs). The chief duty of the 1SG is to support the commander. 1SGs are the commander's technical and tactical SGM expert and provides mentorship to commanders. The 1SG advises the commander and assists in all aspects of rest and recuperation OPS. The 1SG oversees the health, welfare, morale, and training of Soldiers. The 1SG sets and enforces high standards of conduct, appearance, manages the company's NCO support channel, and is the top of the company's NCO support channel. Personnel in these positions are not authorized to hold a 1SG position in another unit.

(f) *Recruiting and retention sergeant major.* The RR SGM positions are RRB field positions. The RRS GM serves as the region SME on all matters pertaining to SGM and as the primary advisor to the deputy commander on all enlisted matters. Personnel in these positions are not authorized to hold a SGM position in another unit.

(g) *Command sergeant major.* The CSM serves as the retention SNCO in the organization. This NCO acts as the commander's representative in supervising those aspects vital to OPS determined by the commander. The RRB CSM serves as the SME to the State CSM on all matters regarding SGM. The CSM is also generally the most experienced recruiter in the organization, and as such is vitally important to the unit's success. The commander and CSM engage in regular dialogue to stay in synch with where the unit is going and how it will get there. The CSM is the senior enlisted trainer and primarily responsible for training and coaching one level down. Additionally, the CSM oversees the training of all subordinates, ensuring that leaders at all levels provide the training necessary to accomplish the unit's mission. All CSM must take personal responsibility to ensure that the SGM objectives for their assigned command are achieved.

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details.

c. *Goals for development.* The purpose of the Recruiting and Retention NCO PDM is to inform the RRNCO how

their career and PD patterns should unfold. To develop RRNCOs into professional NCO, assignments must center on leadership positions at various levels. Soldiers should make every effort to seek the more challenging and professionally rewarding leadership positions.

(1) Staff sergeant. (AGR T-32)

(a) *Operational assignments.* Recruiting and Retention NCO, Information Systems SPC.

(b) *Self-development.* SSD 3. NCO must take advantage of every civilian education opportunity. Pursuit of an Associate degree or higher is strongly encouraged. NCOs should remain physically fit and present an exceptional appearance at all times. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* Recruit Sustainment Program, (RSP) Cadre Course, Automation NCO Course, Drill Sergeant School, Army Basic Instructor Course, and ARNG BN Career Counselor's Course.

(d) *Special assignments.* RSP Cadre.

(2) Staff sergeant. (AGR T-10)

(a) *Operational assignments.* Instructor/writer, personnel NCO.

(b) *Self-development.* SSD 3. NCO must take advantage of every civilian education opportunity. Pursuit of an Associate degree or higher is strongly encouraged. NCOs should remain physically fit and present an exceptional appearance at all times. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* Recruit Sustainment Program, (RSP) Cadre Course, Automation NCO Course, Drill SGT School, Army Basic Instructor Course, and ARNG BN Career Counselor's Course.

(d) *Special assignments.* Drill sergeant, NGB forward deployed assignments.

(3) Sergeant first class. (AGR T-32)

(a) *Operational assignments.* Recruiting and retention SNCO, recruiting and retention team leader, OPS SGT, MEPS guidance counselor, inter-state transfer (IST) & in service recruiting process (ISR) SPC, master trainer, IADT SPC.

(b) *Self-development.* SSD 4. NCO must take advantage of every civilian education opportunity. Pursuit of a Bachelors degree or higher is strongly encouraged. NCOs should remain physically fit and present and exceptional appearance at all times. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* MEPS Guidance Counselor Course, ARNG Liaison NCO and/or IADT Manager Course, ARNG RC Transition NCO Course, Army Basic Instructor Course, Drill SGT School and Recruit Sustainment Program (RSP) Cadre Course.

(d) *Special assignments.* Master trainer, RSP Cadre.

(4) Sergeant first class. (AGR T-10)

(a) *Operational assignments.* Instructor/writer, small group leader, OPS NCO, recruiting and retention SNCO, Reserve Component career counselor (RCCC), ARNG liaison NCO, personnel NCO, automation NCO, ARISS system analyst, waivers NCO.

(b) *Self-development.* SSD 4. NCO must take advantage of every civilian education opportunity. Pursuit of a Bachelors degree or higher is strongly encouraged. NCOs should remain physically fit and present and exceptional appearance at all times. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* MEPS Guidance Counselor Course, ARNG Liaison NCO/IADT Manager Course, ARNG RC Transition NCO Course, Training Developer Middle Managers Course, Army Basic Instructor Course, Drill Sergeant School, Recruit Sustainment Program (RSP) Cadre Course, RCCC Course.

(d) *Special assignments.* Drill sergeant, NGB forward deployed assignments.

(5) Master sergeant/first sergeant. (AGR T-32)

(a) *Operational assignments.* ISG, recruiting and retention section chief, recruiting and retention OPS NCO, senior MEPS guidance counselor, senior marketing and education SPC.

(b) *Self-development.* SSD 4. NCO must take advantage of every civilian education opportunity. Pursuit of a Bachelors degree or higher is strongly encouraged. NCOs should remain physically fit and present and exceptional appearance at all times. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* Army Basic Instructor Course, MEPS Guidance Counselor Course, ARNG Liaison NCO/IADT Manager Course, ARNG RC Transition NCO Course, Army Basic Instructor Course, Drill SGT School, Recruit Sustainment Program (RSP) Cadre Course.(e) *Special assignments.* Senior master trainer, RSP Cadre.

(6) Master sergeant/first sergeant. (AGR T-10)

(a) *Operational assignments.* Deputy commandant NCOA, OPS SNCO, section chief, senior instructor/writer, senior Writer/instructor, AMEDD NCO, recruiting and retention SNCO, marketing NCO, senior RCCC, ARNG liaison SNCO, ROC/waivers NCO, retention SNCO, accessions NCO, senior guidance counselor, RSP support NCO, ombudsman NCO, ESGR NCOIC.

(b) *Self-development.* SSD 4. NCO must take advantage of every civilian education opportunity. Pursuit of a Bachelors degree or higher is strongly encouraged. NCOs should remain physically fit and present and exceptional appearance at all times. For additional information on self-development, see paragraph 25-3.

(c) *Additional training.* Army Basic Instructor Course, Training Developer Middle Managers Course, RCCC Course.

- (d) *Special assignments.* NGB forward deployed assignments.
- (7) Sergeant major/command sergeant major. (AGR T-32)
- (a) *Operational assignments.* Recruiting & Retention SGM, Recruiting & Retention BN CSM.
- (b) *Self-development.* SSD 5. NCO must take advantage of every civilian education opportunity. Completion of a Bachelors degree or higher is strongly encouraged. For additional information on self-development, see paragraph 25-3.
- (c) *Additional training.* ARNG RRF Leadership Course.
- (d) *Special assignments.* None
- (8) Sergeant major/command sergeant major. (AGR T-10)
- (a) *Operational assignments.* Recruiting and retention SGM, DIV SGM, SMTIC SGM/chief instructor, career counselor SGM, ARNG liaison SGM, SNCO, branch SGM, Special Actions NCO, ARISS liaison NCO.
- (b) *Self-development.* SSD 5. NCO must take advantage of every civilian education opportunity. Completion of a Bachelors degree or higher is strongly encouraged. For additional information on self-development, see paragraph 25-3.
- (c) *Additional training.* ARNG RRF Leadership Course.
- (d) *Special assignments.* NGB forward deployed assignments.
- d. *Army career degrees.* See SOCAD Army Career Degree Program.
- e. *GI Jobs.* See GI Jobs COOL Web site.

### **25-9. Military occupational specialty 79T professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **25-10. Military occupational specialty 79V Army Reserve career counselor**

a. *Major duties.* Army Reserve career counselors (ARCCs) are force multipliers that directly impact USAR end strength by reenlisting and transitioning Soldiers throughout the United States, Puerto Rico, the Virgin Islands, Guam, American Samoa, Europe and Asia. The majority of career counselors work from locations outside a 50 mile radius of military installations and lack Army support networks other Soldiers have on a daily basis. As a result, a much greater degree of responsibility and initiative is required compared to Soldiers living and working on military installations. ARCCs support the Army’s force generation model requirements through the transitioning of RA and IRR Soldiers to the selected reserve (SELRES), reenlisting USAR Soldiers, prospecting for and assisting Soldiers on the following actions: becoming USAR warrant officers, completing the direct commissioning process, accessing Soldiers into TPU 79V positions, assisting in supporting unit commanders in unsatisfactory participant recovery and sponsorship programs. ARCCs provide life cycle career management for AR Soldiers. They interview and counsel Soldiers to assist with determining and achieving individual goals and, training opportunities based on available Army programs and individual qualifications. ARCCs perform extremely difficult and demanding duties which require great flexibility. They operate in civilian environments under limited direct supervision and have fewer opportunities for overseas assignments than their RA counterparts. A list of primary proponent demanding positions are shown below.

(1) Army Reserve career counselors (ARCC) (SFC). The ARCC duty position (TPU and AGR) is the entry level duty position for the MOS. Soldiers in this position should successfully perform the duties as described in this paragraph before being considered for any special assignments described in this paragraph. At the BDE level HQ staff assignment at Army Reserve Careers Division (ARCD), ARCCs provide command wide support, policy, procedures and guidance to thirteen (13) subordinate BNs, MSC command career counselors, and a forward deployed ARCENT ARCC team. These NCOs may function in special areas as an officer accessions NCO (OANCO), IRR-SELRES NCO, Reenlistment analyst NCO, or as a Current OPS NCO. Each functional area provides direct support to subordinate BNs to achieve specific missions.

(2) Area leader. The Area Leader duty position (within the 13 subordinate BN of ARCD) is the entry level duty position at skill level 5 for the MOS. Soldiers in this position should successfully perform the duties as described in this paragraph at a minimum of 24 months before being considered for any special assignments described in this paragraph. Area Leaders supervise, manage, and evaluate the performance of several ARCCs geographically spread out in an area that may cover more than 1,000 square miles and may support multiple units. They must be SMEs on all retention and transition matters and serve as the primary source for Soldier career guidance and planning. While being leadership focused, they also must remain technically proficient as they must operate multiple advanced information technology systems and software applications that support retention and transition efforts. Area Leaders manage area retention and transition missions, track accomplishment statistics, provide leadership and mission-essential task list (METL) training, manage retention and transition mission production, control quality of retention and transition documents, and mentor, coach, and guide subordinate ARCCs. They conduct QA visits, develop a yearly training calendar (YTC), foster relationships and liaison with command leadership of supported TPUs, RSC, major subordinate commands (MSCs), Soldier readiness processing centers (SRPCs), RCCC, and USAREC personnel within their geographic boundaries. Area Leaders are responsible for and maintain control of hundreds of thousands of dollars

worth of equipment and sensitive items, and are responsible for their area achieving its assigned retention and transition objectives.

(3) Operations senior noncommissioned officer. OPS SNCO, assigned within the 13 subordinate BN of ARCD, are responsible for all operational functions within a BN and are SMEs on all retention and transition matters. They assist the commander, executive officer, and BN SGM with managing retention and transition goals and objectives. OPS SNCO supervise assistant OPS NCO, Area Leaders, SR OANCOs, a HQ staff element, and provide oversight with awards and other programs as directed. OPS SNCO analyze, monitor, and report retention and transition mission and personnel data, provide retention program guidance, plan and coordinate command METL training requirements based on yearly training guidance (YTG) requirements and the YTC, and monitor the annual budget. OPS SNCO monitor and track Selected Reserve Incentive Program (SRIP) exceptions to policy, requests for antedated reenlistments, manage bonus control numbers, and provide support for all automated systems. They conduct QA visits, develop the command YTC, foster relationships and liaison with command leadership of TPU, RSCs, MSCs, SRPCs, RCCC, and USAREC within their BN geographic boundaries. As SMEs, OPS SNCO must interpret regulations for leaders and subordinates.

(4) Battalion sergeant major. The BN SGM (TPU and AGR), assigned to each of the 13 subordinate BN of ARCD, serves as the SNCO for retention and transition issues. They advise the BN commander on matters concerning the command and serve as retention program advisors to commanding generals, CSM, and command leadership teams of units within their BN geographical boundaries. They assist the BN commander during RSC, MSC, or other important functions occurring within their BN geographic boundary. The BN SGM coordinates and employs strategic plans for mission success and assists with the development and execution of the annual retention and transition plan, METL, YTG, YTC, and budget for their BN. BN SGM manage enlisted Soldier assignments, training, NCODP, and directly supervise BN HQ enlisted staff personnel, area leaders, officer accessions SNCO, and other enlisted Soldiers assigned to the BN. BN SGM conduct area QA visits, participate in USAREC Accession Zone Conferences (AZC), foster relationships and liaison with command leadership of supported TPU, RSCs, MSCs, SRPCs, RCCC, and USAREC personnel within their BN geographic boundaries.

(5) Operations sergeant major, Army Reserve careers division. The OPS SGM, ARCD provides operational guidance to the ARCD HQ and field force consisting of 13 geographically dispersed BN with more than 1,600 Soldiers that support over 35 MSCs throughout the USAR. The OPS SGM serves as the OPS and management advisor for ARCD BN commanders. The OPS SGM is the senior SME in the OPS branch and is responsible for the oversight of all retention OPS within the command. The OPS SGM maintains operational oversight of a HQ staff consisting of over 40 SNCO. The OPS SGM prepares, reviews, and updates all policy letters and memorandums, oversees the coordination of quarterly training briefings, manages enlisted assignments, manages commander initiatives, annual training conferences, training workshops, and executes NCODP and annual training requirements for the ARCD HQ staff. The OPS SGM serves as a 79V MOS proponent advisor for the Army Reserve Proponent Advisor (ARPA) Program.

*b. Prerequisites.* See DA Pam 611–21 for details.

*c. Goals for development.* The purpose of the 79V PDM is to depict the schooling, operational assignments, and self-development goals that define and enhance the qualifications needed for the career counselor to remain competitive, relevant, responsive and ready to meet the needs of MOS 79V. Varied assignments, including supervisory leadership positions, special assignments, and follow on assignments at BN and higher level HQ are critical to developing career counselors into well rounded professional NCO. Career counselors should make every effort to seek the more challenging, and professionally rewarding leadership positions such as Area Leader, OPS NCO, BN SGM, and OPS SGM, ARCD. HQ level staff assignments are excellent for forming a well rounded understanding of retention OPS and have a high OPTEMPO (OPTEMPO), but Career counselors should only seek out these assignments after adequate development in other assignments and leadership positions.

(1) *Staff sergeant.* There are no authorized SSG positions for MOS 79V based on force structure. However, Soldiers in the rank of SSG may fill valid vacant SFC 79V positions IAW Army manning guidance. SSG assigned to SFC 79V positions must meet prerequisites for award of MOS based on DA Pam 611–21 and should refer to the guidance provided in Para 25–10 below as it relates to institutional training, operational assignments, self-development, additional training and special assignments for a SFC 79V.

(2) *Sergeant first class.*

(a) *Operational assignments.* NCOs should seek demanding leadership positions at all opportunities. Successful performance while serving in demanding leadership positions show that a NCO has strong potential for advancement. ARCCs stand out from peers by accepting a variety of operational assignments in different geographical locations throughout their time as a 79V. The focus of the ARCC is to serve in USAR Centers supporting multiple units. The typical ratio is one ARCC for every 300 enlisted Soldiers. The most demanding positions at the SFC level are officer accessions NCO (OANCO), BN level assistant OPS NCO, and BDE level ARCC at ARCD. These demanding position assignments are in one-tour increments and should not be performed consecutively (for example within the same BN footprint or consecutive in another BN) to prevent loss of core MOS competencies and stagnating leadership potential. This practice enhances MOS proficiency and creates a well rounded professional Soldier. Other positions they can serve in one-tour increments include RCCC, and command career counselors at direct reporting units (DRUs).

(b) *Self-development.* SSD 4. Although the OPTEMPO is high, NCO must take advantage of every opportunity to complete civilian education. A college degree is not a requirement, but it is strongly recommended that SNCO at this

level complete an associate degree or equivalent. The purpose of this is to improve competitiveness and obtain a leadership edge. SNCO must demonstrate that they are dedicated to self-development and looking for better ways to lead. One way to accomplish this is to successfully complete college courses in areas such as management and communication. Soldiers who receive distinguished recognition as the Secretary of the Army, ARCC of the Year, induction into the SGT Audie Murphy Club, Best Warrior Competition winner, or have been recognized as an honor graduate or commandants list for the ARCC course or 79V SLC, are clearly developing themselves at a level above their peers.

(c) *Additional training.* Army Basic Instructor Course (ABIC) (SQI 8), Small Group Instructor Trainer Course (SGITC), Battle Staff OPS Course (ASI 2S), Transition NCO Course (ASI 4R), Master Resilience Trainer (MRT) Course (ASI 8R), EOA Course (SQI Q), Inspector General Course (SQI B), and Master Fitness Trainer Course (ASI P5).

(d) *Special assignments.* The Army and the USAR provide a special opportunity for the most outstanding Soldiers to serve with distinction. 79Vs may be selected to serve in a critical position at the ARCD HQs, as an ARCC deployed forward to a theater area of responsibility (AOR), instructor/writer at the Army Reserve Readiness Training Center (ARRTC), or detailed as an assistant inspector general. Successful performance in special assignments can be career enhancing. Another option available is to volunteer for special assignments. This alternative provides more control over when to accept an assignment and possibly the opportunity to select a choice location. Special assignments are in one-tour increments and should not be performed consecutively (for example within the same BN footprint or consecutive in another BN) to prevent loss of core MOS competencies and stagnating leadership potential. This practice enhances MOS proficiency and creates a well rounded professional Soldier.

(3) *Master sergeant.*

(a) *Operational assignments.* The key leadership position and developmental assignment for the MSG is the area leader. Follow-on key positions include theater retention manager, OPS SNCO, officer accessions SNCO, or on the BDE staff at ARCD HQs MSG should complete an assignment in one of these positions, supervising at least 4 or more personnel for at least 24 months. 79V MSGs that perform successfully in area leader and key positions (preferably at least 2), such as a OPS SNCO at the BN level or on the BDE staff at ARCD HQs, are considered best qualified for promotion. These assignments are in one-tour increments and should not be performed consecutively (that is, within the same BN footprint or consecutive in another BN) to prevent loss of core MOS competencies and stagnating leadership potential. This practice enhances MOS proficiency and creates a well rounded professional Soldier.

(b) *Self-development.* SSD 4. Continuing civilian education is beneficial to the development of the SNCO. Civilian education is not a requirement to make SGM or for lateral appointment to CSM. However, continuing education (completion of a bachelors degree or higher) is strongly recommended since promotion to SGM is very competitive and could make a difference between two equal records. Completion of a degree program demonstrates an ability to plan towards and attain specific self-development objectives.

(c) *Additional training.* Army Basic Instructor Course (ABIC) (SQI 8), Small Group Instructor Trainer Course (SGITC), Training Developer (SQI 2), Battle Staff OPS Course (ASI 2S), Transition NCO Course (ASI 4R), Master Resilience Trainer (MRT) Course (ASI 8R), EOA Course (SQI Q), Inspector General Course (SQI B), and Master Fitness Trainer Course (ASI P5).

(d) *Special assignments.* The Army and the USAR provide a special opportunity for outstanding Soldiers to serve with distinction. As a 79V, you may be selected to serve your country in a critical position such as 79V proponent or other position on a DA level staff at the ARCD HQ, theater retention manager deployed forward to a theater AOR, senior instructor/writer or senior training developer/writer at the Army Reserve Readiness Training Center (ARRTC) or at the Recruiter and Retention School (RRS), senior command career counselor, senior RCCC or detailed as an assistant inspector general. Successful performance in these assignments can be career enhancing. Special assignments are in one-tour increments and should not be performed consecutively (for example within the same BN footprint or consecutive in another BN) to prevent loss of core MOS competencies and stagnating leadership potential. This practice enhances MOS proficiency and creates a well rounded professional Soldier.

(4) *Sergeant major/command sergeant major.*

(a) *Operational assignments.* NCO at this level may serve as BN SGM at a BN HQ or as the OPS SGM at ARCD HQ.

(b) *Self-development.* SSD 5. A bachelor's degree is strongly recommended and pursuit of a master's degree is highly encouraged.

(c) *Additional training.* Army Basic Instructor Course (ABIC) (SQI 8), Small Group Instructor Trainer Course (SGITC), Training Developer (SQI 2), Battle Staff OPS Course (ASI 2S), Transition NCO Course (ASI 4R), Master Resilience Trainer (MRT) Course (ASI 8R), EOA Course (SQI Q), Inspector General Course (SQI B), and Master Fitness Trainer Course (ASI P5).

(d) *Special assignments.* Chief instructor/writer SGM for the 84th United States Army Reserve Training Command, Army G-1 senior ARCC, RCCC SGM, USASMA SGM course instructor, and ARCD CSM.

d. *Army career degrees.* See 79V Army SOCAD Career Degree Program.

e. *GI Jobs*. See GI Jobs COOL Web site.

## 25–11. Military occupational specialty 79V professional development model

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## Chapter 26

### Transportation (Career Management Field 88) Career Progression Plan

#### 26–1. Transportation career management field 88

a. *Duties*. Transportation Corps (TC) Soldiers are the critical element in the planning, supervising, and execution of Army and DOD TRANS OPS at the tactical, operational, and strategic levels of war. As a result of their unique abilities, CMF 88 Soldiers are highly deployable, serving as a consistent and constant enabler to the combatant commander. Leaders consistently leverage enlisted TRANS expertise to deliver on a promise to move personnel and material by way of any conveyance; anywhere, anytime. CMF 88 clearly embodies multi-modal methodology that encompasses sea, land, air, and rail TRANS. Indeed, the use of CMF 88 in every aspect of planning underscores the significance of the CMF 88 Warrior’s skill sets. The CMF consists of nine MOSs and each one acts as a TC enabler; the nine enlisted MOSs are:

- (1) 88H (Cargo OPS).
- (2) 88K (Army Watercraft OPS).
- (3) 88L (Army Watercraft Maintenance).
- (4) 88M (Motor Transport OPS).
- (5) 88N (TRANS Management).
- (6) 88Z (TRANS Senior SGT).

b. *USAR component*. The following MOSs reside only in the USAR Component:

- (1) 88P (Railway Equipment Repairer).
- (2) 88T (Railway section Repairer).
- (3) 88U (Railway OPS Crewmember).

(a) Note: In September 2015, 88P and 88T will be deleted.

(b) Note: 88U (Railway OPS Crewmember) will be revised with a new mission and standard duty title as 88U (Railway SPC).

#### 26–2. Transformation

a. *Essential power projection*. The TC provides Army TRANS services essential for CONUS-based and forward-deployed power projection forces in support of the National Military Strategy. The TC is responsible for the worldwide movement of units, personnel, equipment and supplies from home station to foxhole. In terms of Logistics, the TC is the Spearhead of Logistics. The current operating environment demands focused logistics that is responsive, flexible, and precise. Focused logistics will be the fusion of information, logistics, and TRANS technologies that provide rapid crisis response, capable of tracking and shifting assets even while en route, and delivering tailored logistics packages and sustainment at the tactical, operational, and strategic levels of OPS. The TC provides the operational process of synchronizing all elements of the logistics system to deliver the “right things” to the “right place” at the “right time” to support the geographic combatant commander. TRANS NCO must be technically proficient with employment of TRANS and mission unique equipment, personnel, and systems. In addition, they must understand logistics and distribution OPS to include the use of TRANS, supply, and maintenance automated systems. TC mission success require NCO to have the proper balance between technical know-how and the ability to understand and apply the appropriate tactical expertise while in garrison or at war. NCOs must keep in mind their two basic responsibilities, the accomplishment of the mission and the welfare of their Soldiers. Their Soldiers must be trained and able to perform their individual MOS tasks. The TC requires highly skilled, qualified, and dedicated NCO who are committed to leading Soldiers. In every instance, the TC seeks physically fit NCO who demonstrate a high physical fitness readiness state with a trend of consistent attainment of the wear of the Army Physical Fitness Badge and military standards of appearance.

b. *Demanding assignments*.

(1) *Assignments*. Such an assignment is as the name implies and requires the best qualified Soldier within the Regiment fill an assignment. A successfully rated tour designated demanding duty is looked upon favorably by the Regiment. These are the duties for CMF 88 enlisted Soldiers up to SSG:

(a) *Squad leader*. The squad leader is accountable to the platoon sergeant and supervises 10–16 Soldiers and squad OPS.

(b) *Section SGT (88K, 88M)*. The section SGT supervises 11-15 Soldiers in a section.

- (c) *Section chief (88H)*. The section chief supervises 25-32 Soldiers in a cargo transfer or ship squad.
- (d) *Foreman (88H)*. The Foreman is accountable to the section chief for the conduct, discipline, and direct supervision of 15–17 Soldiers in a section.
- (e) *Boatswain (88K)*. The boatswain serves as the assistant first mate and is accountable to the first mate to ensure safe operation, deck maintenance, and the welfare of the craft, crew, passengers, and cargo on a large vessel.
- (f) *Marine Maintenance SGT (88L)*. The marine maintenance SGT is accountable to the maintenance officer and is responsible for maintenance OPS on GP-level staffs and below.
- (g) *Senior Driver (88M)*. The senior driver is responsible for managing heavy TRANS assets such as PLS/LHS sections in the Distribution Companies and Forward Support Companies or in Combat Heavy Equipment Transporter (HET) Companies. Additionally, the senior driver serving in a HQ staff position is responsible for TRANS of 1/2-star level flag officers at the major command level.
- (h) *Movements, Documentation, and TRANS Management Supervisors (88N)*. The movements or TRANS management supervisor or documentation supervisor is accountable to a senior/chief movements supervisor or OPS officer and supervises 5–10 subordinate personnel and TRANS management and documentation OPS at section level of BN through major command-staff level organizations.
- (i) *Drill sergeant*. Responsible for the welfare, military education, fitness, weapons training, indoctrination and inculcation of Army values of the recruits assigned them 24-hours a day during an assigned period. Those selected for this duty are typically stellar performers.
- (j) *Recruiting*. Contacts, interviews, and advises civilian personnel to obtain qualified applicants for enlistment into the Army.
- (k) *Advanced individual training platoon sergeant*. These NCOs replaced the drill sergeants and are the role models for Soldiers in AIT. These NCOs reinforces those skills taught by the drill sergeants in Basic Combat Training.
- (l) *Instructor/writer*. Responsible for training Advanced Individual Trainees and reclassification students in both a classroom and field/tactical environment
- (2) *Tour*. A successful tour in a demanding assignment is viewed favorably by the Regiment. These are the type of duties for CMF 88 enlisted Soldiers up to the rank of SFC:
- (a) *Platoon sergeant*. The platoon sergeant of a TRANS company is accountable to the PLT Leader and supervises 53–65 Soldiers in terminal and line haul OPS, be it air, land , or sea.
- (b) *Warrior Transition Unit platoon sergeant*. The WTU platoon sergeant is responsible for the accountability, supervision, organization, and control of wounded and/or chronically ill Soldiers. This Soldier assists with the care and transition of multi-compo and multi-Service Warriors and their families.
- (c) *Rear detachment sergeant*. The rear DET SGT performs duties similar in nature to either a DET SGT or 1SG. Additionally, the TC rear DET SGT assists in coordinating the deployment of the trail party and follow-on personnel.
- (d) *Detachment sergeant*. The DET SGT is accountable to the DET commander and performs duties similar in nature to a 1SG.
- (e) *Cargo operations noncommissioned officer (88H)*. The cargo operations NCO is accountable to the operation officer and supervises 5–10 Soldiers as well as terminal service functions on a BN staff or SDDC terminal operations staff.
- (f) *Marine operations noncommissioned officer (88K)*.
1. The marine operations noncommissioned officer is accountable to an OPS Officer and supervises company OPS for a watercraft company. Those mariners who serve on Class A type vessels are the preeminent mariners in watercraft TRANS and are indeed often ocean-borne. Give special consideration for Class A type mariners.
  2. First mate (88K): The first mate is accountable to the vessel master and supervises safe operation, deck maintenance, and welfare of the craft, crew, passengers and cargo on a large vessel.
- (g) *Marine maintenance supervisor (88L)*.
1. *Marine*. The marine maintenance supervisor is accountable to the maintenance officer and is responsible for the oversight of all marine maintenance OPS. The marine maintenance supervisor serves on a major command level staff.
  2. *Assistant marine engineer (88L)*. The assistant marine engineer is accountable to the chief engineer and supervises 5–36 Soldiers to include all hands-on maintenance activities on large vessels.
- (h) *Truckmaster (88M)*. The truck master is accountable to the OPS Officer and manages all motor pool OPS. Supervises and checks vehicle OPS. Maintains visibility of employed company assets and personnel, (20–180 drivers and senior drivers).
1. *Truckmaster (DA level/WHCA)*. Assigned to the WHCA and responsible for the world wide TRANS of personnel and highly sensitive communications equipment that deploys on-call in direct support of the President, Vice President, and the First Lady of the United States.
  2. *Master driver (DA level/White House Transportation Agency)*. The master driver (SFC) is responsible for the TRANS of 4-star level flag officers and when serving in the WHTA, the President, and his staff.
- (i) *Drill sergeant*. Responsible for the welfare, military education, fitness, weapons training, indoctrination and

inculcation of Army values of the recruits assigned them 24-hours a day during an assigned period. Those selected for this duty are typically stellar performers.

(j) *Recruiting*. Contacts, interviews, and advises civilian personnel to obtain qualified applicants for enlistment into the Army.

(k) *Advanced individual training platoon sergeant*. These NCOs replaced the drill sergeants and are the role models for Soldiers in AIT. These NCOs reinforces those skills taught by the drill sergeants in Basic Combat Training.

(l) *Instructor/writer*. Responsible for training Advanced Individual Trainees and reclassification students in both a classroom and field/tactical environment.

(3) *Demanding duty for MOS MSG/ISG (E8)*.

(a) *ISG/first mate*. The ISG is accountable to the CC and performs principle NCO duties associated with ASI "M." A first mate conducts ISG similar duties; however, working environment is aboard a watercraft of some type.

(b) *OPS SGT or TRANS supervisor*. The OPS SGT or transportation supervisor is accountable to a senior field grade OPS Officer at DIV-level staff organizations; supervises 10–50 personnel and transportation OPS at BN through ACOM level commands. Those assigned understand how to employ multi-model assets and advise on those capabilities.

(c) *OPS SGT/master driver WHTA*. Responsible for the TRANS of four-star level flag officers and when assigned to WHTA is in direct support to the President, First Family, Presidential Staff, official visitors and other authorized personnel.

(d) *Rail OPS SGT*. Provides direct assistance and advice related to Host Nation (HN) rail infrastructure and the employment of HN assets in support of nation building and military OPS; coordinates and communicate with the HN, supported unit, or contracted entity to facilitate rail OPS.

(4) *Staff and field assignments*. Demanding duty for 88Z (E9) must reflect multimodal and multifunctional flexibility in a mix of Staff and Field assignments that are found in billets of:

(a) CSM.

(b) Senior personnel development SGM.

(c) OPS SGM.

(d) Corps TRANS SGM/DIV TRANS SGM.

(e) NCO.

### **26–3. Recommend career management self-development by rank**

a. *Private E–1: Specialist and corporal*.

(1) During this initial phase in one's career, all transporters must seek to become an expert in their assigned MOS; working several positions within their MOS. These include the functional aspect of the MOS, as well as assignments to TOE units at the company level. Focus on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. Certification for both 88K (Watercraft Operator) and 88L (Watercraft Engineer); the following is applicable as referenced; IAW AR 56–9 *Surface Transportation Watercraft*, MOS 88K must attain K10 Certification and K20 Certification. In addition, enlisted personnel (88K/88L) are MOS-qualified only when certified to or above grade and have completed the appropriate Non-Commissioned Officer Education System courses. Only those enlisted personnel assigned to watercraft must be licensed. Soldiers assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the RA and 2 years of assignment for the RC. Army maritime personnel must be MOS qualified (technically certified) at each level of skill, as indicated in AR 56–9. In addition, the MOS 88K/L Soldiers must be MOS qualified at each level of skill per DA Pam 611–21. MOS 88K Soldiers assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the active duty and 1 year of assignment for the RC. MOS 88K Qualified is defined as certified and licensed to the position assigned.

(2) Soldiers should study and master the following military publications: ADRP 1; STP 21–1–SMCT; TC 3–21.5; TC 3–21.75; FM 7–22; FM 4–25.11; AR 670–1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) College education is a critical piece of the self-development program and logisticians should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DANTEs are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential. Soldiers must also see ACT at <https://actnow.army.mil> as another PD source.

(5) The ACCP contains TRANS Regiment School Code 551 (TRANS LOGISTICS CRS COMMON CORE I/II/III



(CMF 88)) in the ACCP Catalogue which is designed as a three-phased distance learning module with the intent to provide TC Soldier a foundation based on math, general subjects systemic to the mission set and information centric to the TRANS Professional. Soldiers who successfully complete these modules will be awarded correspondence course credit.

(6) Soldier boards such as Soldier of the Quarter and/or Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally. The Military Order of Saint Christopher Award and TRANS Regimental Soldier of the Year Awards are bestowed upon CMF 88 Soldiers for exemplary performance.

(7) In accordance with ALARACT 346/2012 SSD Enrollment Policy: Effective immediately, self enrollment for SSD is no longer allowed. Automatic enrollment for SSD 1 is for all Soldiers who have completed Advanced Individual Training/One Station Unit Training, but not WLC. There is no SSD 2, Soldiers will be scheduled for ALC Common Core.

*b. Sergeant.*

(1) The quality and success of a SGT's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. During this initial phase in one's career, one must seek to become a functional TRANS expert; working within many areas in TRANS, not just the jobs associated with a specific MOS. NCO may earn promotion points for Technical Certifications, a list of certifications can be found on the COOL Web site. Certification for both 88K (Watercraft Operator) and 88L (Watercraft Engineer); the following is applicable as referenced; in accordance with AR 56-9, MOS 88K must attain K20 Certification. In addition, enlisted personnel (88K/88L) are MOS-qualified only when certified to or above grade and have completed the appropriate Non-Commissioned Officer Education System courses. Only those enlisted personnel assigned to watercraft must be licensed. Soldiers assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the RA and 2 years of assignment for the RC. Army maritime personnel must be MOS qualified (technically certified) at each level of skill, as indicated in AR 56-9. In addition, the MOS 88K/L NCO must be MOS qualified at each level of skill per DA Pam 611-21. MOS 88K Soldiers assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the active duty and 1 year of assignment for the RC. MOS 88K Qualified is defined as certified and licensed to the position assigned.

(2) SGT should study and master the following military publications: ADRP 1; STP 21-24-SMCT; ADRP 3-0; ADRP 6-22; ADRP 7-0; ADRP 6-0; ADRP 4-0; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) College education is a critical piece of the self-development program and logisticians should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGT willing to make the required sacrifices should seize the available opportunities.

(5) Soldier boards such as NCO of the Quarter and/or Year and the SGT Audie Murphy and/or SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally. Awards bestowed upon an CMF 88 Soldier for exemplary performance are the Military Order of Saint Christopher Award, TRANS Regimental NCO of the Year, and Instructor of the Year Award.

(6) The ACCP contains TRANS Regiment School Code 551 (TRANS LOGISTICS CRS COMMON CORE I/II/III (CMF 88)) in the ACCP Catalogue that is designed as a three-phased distance learning module with the intent to provide TC Soldier a foundation based on math, general subjects systemic to the mission set and information centric to the TRANS Professional. Soldiers who successfully complete these modules will be awarded correspondence course credit. In accordance with ALARACT 346/2012 SSD Enrollment Policy: There is no SSD 2 for Soldiers between WLC and ALC.

*c. Staff sergeant.*

(1) At the grade of SSG, one must continue to seek to become a functional TRANS expert; working within many TRANS billets and on varied conveyances, not just what is associated with a one's specific MOS. These NCOs should study and master the additional military publications: -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. Certification for both 88K (Watercraft Operator) and 88L (Watercraft Engineer); the following is applicable as referenced; in accordance with AR 56-9 *Surface Transportation Watercraft*, MOS 88K must attain K30 Certification. In addition, enlisted personnel (88K/88L) are MOS-qualified only when certified to or above grade and have completed the appropriate Non-Commissioned Officer Education System courses. Only those enlisted personnel assigned to watercraft must be licensed. Soldiers assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the RA and 2 years of assignment for the RC. Army maritime personnel must be MOS qualified (technically certified) at each level of skill, as indicated in AR 56-9. In addition, the MOS 88K/L NCO must be MOS qualified at each level of skill per DA Pam 611-21. MOS 88K NCO assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the active duty and 1 year of assignment for the RC. MOS 88K Qualified is defined as certified and licensed to the position

assigned. Also, during this phase in one's career, one must continue to seek to become a functional TRANS expert; working within many TRANS billets and on varied conveyances, not just what is associated with a one's specific MOS. These NCOs should study and master the military publications: ADRP 1; STP 21-24-SMCT; ADRP 3-0; ADRP 6-22; ADRP 7-0; ADRP 6-0; ADRP 4-0; AR 350-1; all 10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. In accordance with ALARACT 346/2012 SSD Enrollment Policy: Effective immediately, self enrollment for SSD is no longer allowed. Automatic enrollment for SSD 3 is for all Soldiers who have completed ALC, but not SLC.

(2) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) SSG willing to make the required sacrifices should seize the available opportunities and enroll in civilian education. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self-development options are based on the SSG's own desire to excel. At this stage, SSG should seek opportunities to pursue completion of an Associate's degree.

(4) The ACCP contains TRANS Regiment School Code 551 (TRANS LOGISTICS CRS COMMON CORE I/II/III (CMF 88)) in the ACCP Catalogue that is designed as a three-phased distance learning module with the intent to provide TC Soldier a foundation based on math, general subjects systemic to the mission set and information centric to the TRANS Professional. Soldiers who successfully complete these modules will be awarded correspondence course credit. Soldiers must also see ACT <https://actnow.army.mil> as another PD source.

(5) Awards bestowed upon an CMF 88 NCO for exemplary performance are the Military Order of Saint Christopher Award, TRANS Regimental NCO of the Year, and Instructor of the Year Award.

*d. Sergeant first class.*

(1) Certification for both 88K (Watercraft Operator) and 88L (Watercraft Engineer); the following is applicable as referenced; in accordance with AR 56-9 *Surface Transportation Watercraft*, MOS 88K must attain Certification. In addition, enlisted personnel (88K/88L) are MOS-qualified only when certified to or above grade and have completed the appropriate Non-Commissioned Officer Education System courses. Only those enlisted personnel assigned to watercraft must be licensed. NCO assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the RA and 2 years of assignment for the RC. Army maritime personnel must be MOS qualified (technically certified) at each level of skill, as indicated in AR 56-9. In addition, the MOS 88K/L NCO must be MOS qualified at each level of skill per DA Pam 611-21. MOS 88K Soldiers assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the active duty and 1 year of assignment for the RC. MOS 88K Qualified is defined as certified and licensed to the position assigned.

(2) These NCOs should study and master the following military publications: ADRP 1; STP 21-24-SMCT; ADRP 3-0; ADRP 6-22; ADRP 7-0; ADRP 6-0; ADRP 4-0; AR 350-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Strive to complete a degree program or accumulate two years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. NCOs should consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Also, during this phase in one's career, one continues their functional training as well as prepares to become a multimodal TRANS expert; working different jobs within TRANS, not just those associated with one's MOS.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFC willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an associate's degree by 12 years and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening their management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to a SFC. Also, visit the ACT site <https://actnow.army.mil> as another PD source.

(5) Awards bestowed upon a CMF 88 NCO for exemplary performance are the Military Order of Saint Christopher Award, TRANS Regimental NCO of the Year, and Instructor of the Year Award.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL Web site. In accordance with ALARACT 346/2012 SSD Enrollment Policy: Effective immediately, self enrollment for SSD is no longer allowed. Automatic enrollment for SSD 4 is for all Soldiers who have completed SLC, but not SMC.

*e. Master sergeant and first sergeant.*

(1) At this stage in one's career, the MSG and 1SG must identify themselves as a *multimodal* TRANS expert; demonstrating how to exploit the capabilities of all TRANS assets available while serving as a solid contributor to any

staff assigned. As NCO become more senior in rank, self-development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. Strive to complete a degree program or accumulate two years of college credit towards a degree. However, continuing civilian education (completion of associates or bachelor's degree) is encouraged. For stellar performers, awards bestowed upon a CMF 88 NCO for exemplary performance are the Military Order of Saint Christopher Award (Ancient), and Instructor of the Year Award.

(2) MSGs and/or ISGs should study and master the following military publications: ADRP 1; STP 21-24-SMCT; ADRP 3-0; ADRP 6-22; ADRP 7-0; ADRP 6-0; ADRP 4-0; AR 350-1; AR 601-280; AR 600-20; DA Pam 611-21; AR 220-1; AR 614-200; AR 600-8-19; AR 600-8-22; AR 600-9; AR 635-200; AR 600-8-2; AR 600-55.

(3) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations. Also visit ACT <https://actnow.army.mil> as another PD source.

(4) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(5) In accordance with ALARACT 346/2012 SSD Enrollment Policy: Effective immediately, self enrollment for SSD is no longer allowed. Automatic enrollment for SSD 5 is for all Soldiers who have completed SMC.

*f. Sergeant major and command sergeant major.*

(1) Although not required, attainment of a Bachelor degree is highly recommended. An educated and well spoken SNCO reflects upon the Corps; indeed the goal of the SGM and/or CSM is to possess an upper level degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM and/or CSM will often be representing the command or Army in civic functions.

(2) The SGM and/or CSM should read publications on their chains of command professional reading list. FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geopolitical issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency as well as the ACT at <https://actnow.army.mil>.

(4) Awards bestowed upon a CMF 88 SGM for exemplary performance is the Military Order of Saint Christopher Award (Ancient).

#### **26-4. Military occupational specialty 88H cargo specialist**

*a. Major duties.* The cargo SPC leads, directs, or performs duties to tranship cargo between all modes of transport. The cargo SPC must be proficient in all methods of cargo handling and storage procedures (manual or mechanical). The 88H leads, instructs, and provides technical guidance to subordinates to ensure the safe operation of winches, hoists, and other cargo handling equipment. The 88H also plans, organizes, and executes the different types of terminal OPS and services. The senior 88H supervises and manages the work force; provides staff supervision, policy, and guidance for personnel and cargo movement by air, rail, motor, and water transport; plans and supervises Central Receiving and/or Shipping Point (CRSP) and Arrival/Departure Airfield Control Group (A/DACG) OPS. Evaluate sites for depots, truck terminals, railheads, beachheads, air terminals and water ports and/or terminals. Manages the use and maintenance of deployment and distribution systems; prepares and/or evaluates automated air and ship stowage plans; coordinates onward movement, and special cargo handling equipment at the next destination; coordinates administrative matters, communications activities, and training programs; and prepares tactical plans and training materials. The SFC 88H also serves as a Contracting Officers Representative.

(1) An 88H may possess the listed SQIs:

(a) B - inspector general NCO.

(b) G - Ranger.

(c) L - Linguist.

(d) M - 1SG.

(e) N - Joint Planner.

(f) P - Parachutist.

(g) Q - EOA.

(h) S - SO Support Personnel.

(i) T - 1<sup>st</sup> SFOD-D Unit Operator.

- (j) U - 75<sup>th</sup> Ranger Regiment Leader.
- (k) V - Ranger Parachutist.
- (l) X - drill sergeant.
- (m) Y -AIT platoon sergeant.
- (n) 2 - Training Developer.
- (o) 4 - Non-career recruiter.
- (p) 6 - Mobilization and Demobilization HRC OPS.
- (q) 7 - Attaché.
- (r) 8 - Instructor.
- (2) An 88H may possess the listed ASIs:
  - (a) P5 - Master Fitness Trainer.
  - (b) Y9 - WTU/Community Based WTU SL/platoon sergeant.
  - (c) 1B - SHARP.
  - (d) 2S - Battle Staff.
  - (e) 3C - OCS.
  - (f) 8L - Master Resilience Trainer-Primary Instructor.
- b. *Prerequisites.* See DA Pam 611–21 for details.
- c. *Goals for development.*
  - (1) *Private E–1: specialist/corporal.*

(a) *Operational assignments.* These include the functional aspect of the MOS, as well as assignments to TOE units at the company level. Focus on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. Seek positions such as cargo checker and/or handler, forklift operator, and crane operator that allow the Soldier to gain leadership experience. Promotion indicators are: Honor Graduate and Commandant's List; maintained high physical fitness standards through award of the Army Physical Fitness Badge; and also showed consistent compliance with height and weight standards. Consistently pursued education through military courses and civilian educational opportunities. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty. Attributes must reflect: One that is culturally astute, agility, adaptability, and resiliency.

(b) *Self-development.* For additional information on self-development, see paragraph 26–3. Begin AA/AS civilian education degree.

(c) *Additional training.* Additional functional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), Ship Crane Certifications, Ship Loading and Stowage, Integrated Computerized Deployment System (ICODES), Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of Hazardous Materials. (CERT).

(d) *Special assignments.*

(2) *Sergeant.*

(a) *Operational assignments.* Seek assignments that include assignments to troop units at the company level. Focus on assignments that develop leadership skills, as well as enhance technical and tactical skills. Seek assignments that provide an opportunity to serve in a leadership position. The Regiment encourages NCO to serve in tough demanding jobs. These NCOs are considered more competitive and a better candidate for promotion than those who do not. An 88H2O must seek out foreman, section chief, and UMO duties while performing well as senior forklift and senior crane operator.

(b) *Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate and Commandant's List).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a squad and/or team leader.

(c) *Attributes must reflect:*

1. One that is culturally astute

2. Agility

3. Adaptability

4. Resiliency

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Enroll/continue AA/AS.

(e) *Additional training.* Functional training includes TCAIMS II, (The Transportation Coordinators'-Automated

Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), Ship Crane Certifications, Ship Loading and Stowage, ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS Of HAZMAT (CERT). UMO Deployment Planning Course Other nonfunctional however important training includes Battle Command Sustainment Support System (BCS3), and Battle Command BDE and below/blue force tracking.

(f) *Special assignments.*

(3) *Staff sergeant.*

(a) *Operational assignments.* Seek assignments in the Operating Force that include assignments to troop units at company and BN levels. Focus on continued development and refinement of leadership skills and MOS competency. Seek tough leadership positions and excel in the performance of the duties associated with those positions. Successful assignments as a section SGT, Foreman, OPS SGT or UMO are good indicators of potential for greater responsibility and promotions. An 88H may also be assigned as an assistant OPS SGT. Seek to become a TRANS *functional* expert; knowledge of how to exploit TRANS conveyances of rail, truck, vessel, and air to accomplish the mission.

(b) *Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate and Commandant's List).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a section SGT or OPS SGT.

(c) *Attributes must reflect:*

1. One who is culturally astute.

2. Agility

3. Adaptability

4. Resiliency

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Complete AA/AS, begin BA or BS degree. Although completion of civilian education is not a requirement for promotion to SFC, completion conveys initiative and potential.

(e) *Additional training.* Additional functional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), Ship Crane Certifications, Ship Loading and Stowage, ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS Of HAZMAT (CERT). UMO Deployment Planning Course, Other nonfunctional; however important training includes BCS3, FBCB2 BFT, BSNCO, Support Operations Course (SOC).

(f) *Special assignments.* Such assignments require the Regiment's best and include instructor/writer, drill sergeant, recruiter, and AIT, section SGT and WTU SL. The Regiment does not recommend back to back tours in such assignments.

(4) *Sergeant first class.*

(a) *Operational assignments.* Platoon sergeant, OPS SGT, DET SGT, and Terminal OPS SGT. NCO who have served frequently in tough leadership positions are considered more competitive for promotion than those who have not.

(b) *Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate and Commandant's List).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a DET or platoon sergeant or OPS SGT.

7. Demonstrated career flexibility as shown by serving in a multimodal developmental position.

(c) *Attributes must reflect:*

1. One that is culturally astute

2. Agility

3. Adaptability

4. Resiliency

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Begin BA or BS. The start of a BA/BS conveys initiative and potential.

(e) *Additional training.* Additional functional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), Ship Crane Certifications, Ship Loading and Stowage, ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS Of HAZMAT (CERT). , UMODP Course, Other nonfunctional however important training includes BCS3, FBCB2 BFT, BSNCO, SOC.

(f) *Special assignment.* EOA, drill sergeant, recruiter, instructor. AIT platoon sergeant, Assistance inspector general and TWI. The Regiment does not recommend back to back tours in such assignments.

(5) *Master sergeant/first sergeant.* N/A

#### **26–5. Military occupational specialty 88H professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

#### **26–6. Military occupational specialty 88H Reserve Component**

The integration of the RC within the TC is essential to the successful accomplishment of TRANS OPS. The RC represents a substantial portion of the overall TC structure and capability. NCOES in the RC mirrors RA training and requires all NCOs to meet one standard in terms of schooling and operational assignments. There are three TRANS MOSs found solely in the USAR: railroad repairer (88P), railway section repairer (88T), and locomotive operator (88U). An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters. Wartime mission of all three components is identical: To successfully perform TRANS OPS within a theater or area of OPS. The RC is managed the same as the RA (see para 26–4).

#### **26–7. Military occupational specialty 88K watercraft operator**

a. *Major duties.* The watercraft operator leads, operates, and performs seamanship duties on Army watercraft. The Watercraft Operator must be competent in the use of electronic navigation equipment (for example, sonar and radar), navigational aids, radios, and single-letter international code flags; proficient at docking and/or undocking vessels and loading/unloading vessels. Watercraft Operators receive extensive training in damage control, firefighting, lifesaving, and rescue procedures. MOS 88K NCOs are trained for independent watercraft OPS. The senior 88K applies Inland and International navigation rules while operating vessels; conducts crew drills and supervises training on the vessel; disseminates information on weather; maintains the vessel station bill and crew list; operates communications, electronics, and navigational systems; processes OPS and intelligence information; receives, stores, distributes, and turns in vessel supplies, equipment, and food; responsible for the vessel mess functions to include all money exchanges, headcount records, daily cook worksheets, and food utilization reports; coordinates the operation of collective lighter control points. Serves as the watercraft SME at echelon above BDE staff positions, such as Theater or Expeditionary Sustainment Command G–4 and TRANS Theater Opening Element Sea Sections; provides staff supervision, policy, and guidance for personnel and cargo movement by water TRANS. The SFC 88K also serves as a contracting officers representative.

(1) An 88K may possess the listed SQIs:

(a) B - inspector general NCO.

(b) G - Ranger.

(c) L - Linguist.

(d) M - 1SG.

(e) N - Joint Planner.

(f) P - Parachutist.

(g) Q - EOA.

(h) S - SO Support Personnel.

(i) T - 1<sup>st</sup> SFOD–D Unit Operator.

(j) U - 75<sup>th</sup> Ranger Regiment Leader.

(k) V - Ranger Parachutist.

(l) X - drill sergeant.

(m) Y -AIT platoon sergeant.

(n) 2 - Training Developer.

(o) 4 - Non-career recruiter.

(p) 6 - Mobilization and Demobilization HRC OPS.

(q) 7 - Attaché.

(r) 8 - Instructor.

- (2) An 88K may possess the listed ASI:
- (a) P5 - Master Fitness Trainer.
  - (b) Y9 - WTU and/or Community Based WTU SL/platoon sergeant.
  - (c) 1B - SHARP.
  - (d) 2S - Battle Staff.
  - (e) 3C - OCS.
  - (f) 8L - Master Resilience Trainer-Primary Instructor.
- (3) Table 26–1 illustrates vessel class and description.

**Table 26–1**

**Vessel class and description**

Type vessel	Vessel class	Description
Large	A	Self-propelled vessels that measure 65–275 feet in length. The crew lives aboard the vessel. The smallest category “A” vessel is the Small Tug (ST), which has a crew of 12 Soldiers. The largest Class “A” is the Logistics Support vessel (LSV), which has a crew of 32 Soldiers.
Medium	B	Self-propelled vessel and measures up to 65 feet in length. This vessel does not have crew quarters or mess facilities aboard the vessel. The largest Class “B” vessel is the Landing Craft Mechanized (LCM).
Small	C	Consists of floating equipment that is not self-propelled such as barges, floating cranes, machine shop, and causeway or ferry systems.

*b. Prerequisites.* See DA Pam 611–21 for details.

*c. Goals for development.*

(1) *Private E–1: specialist/corporal.*

(a) *Operational assignments.* Career progression includes assignments to TOE units at the company level. The focus during the early years of career is to build a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. Seek positions such as Seaman that allow one to gain leadership experience.

(b) *Promotion indicators.*

1. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

2. Consistently pursued education through military courses and civilian educational opportunities.

3. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(c) *Attributes must reflect:*

1. One who is culturally astute.

2. Agility.

3. Adaptability.

4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Begin AA/AS civilian education degree.

(e) *Additional training.* Continue certification to grade. Aside from skill level certification to grade, other training includes TCAIMS II, (The Transportation Coordinators’-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS Of HAZMAT CERT.

(f) *Special assignments.* CPL recruiter.

(2) *Sergeant.*

(a) *Operational assignments.* Career progression must include assignments to troop units at the company level. Focus on assignments such as Leading Seaman, Safety NCO or Coxswain that develop leadership skills as well as enhance your technical (functional competence) and tactical skills. Seek assignments that provide an opportunity to serve in a leadership position. NCO who have served frequently and successfully in the tough jobs are considered more competitive than those who do not. An 88K can be assigned as a, Coxswain, or Leading Seaman.

(b) *Promotion Indicators are. :*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate and Commandant’s List).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a leading seaman (team leader) or a coxswain.

(c) *Attributes must reflect:*

1. One who is culturally astute.

2. Agility.

3. Adaptability.

4. Resiliency.

(d) *Self-development.* (For additional information on self-development, refer to see para 26–3.) Enroll/continue AA/AS.

(e) *Additional training.* Additional functional training includes Maritime Radar Observers Course (MROC). Aside from skill level certification to grade, other training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS Of HAZMAT (CERT). Other nonfunctional; however important training includes BCS3, FBCB2BFT, BSNCO, and the SOC.

(f) *Special assignments.* Recruiter.

(3) *Staff sergeant.*

(a) *Operational assignments.* Career progression must include assignments to units at company and BN levels. Focus on continued development and refinement of their leadership skills and tactical and technical expertise. Seek out the tough leadership positions and excel in these duties associated with those positions. Successful assignments as a squad leader, Boatswain, section SGT, or watercraft NCOs are good indicators of potential for greater responsibility and promotions. These positions offer unique opportunities in the areas of leadership and problem solving.

(b) *Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate, Commandant's List, and so forth).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. 6. Demonstrated exceptional duty performance while assigned as a squad leader, boatswain, or watercraft NCO.

(c) *Attributes must reflect:*

1. One who is culturally astute.

2. Agility.

3. Adaptability.

4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Complete AA/AS. Although completion of civilian education is not a requirement for promotion to SFC, completion does convey initiative and potential. (standard)

(e) *Additional training.* K30 Certification, K40 Certification Bridge RM, Global Maritime Distress and Safety System, and Maritime Radar Observers Course (MROC). Aside from skill level certification to grade, other training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS Of HAZMAT (CERT). Other nonfunctional however important training includes BCS3, FBCB2 BFT, BSNCO, and the SOC.

(f) *Special assignments.* Instructor/writer, drill sergeant, and recruiter (and special taskers).

(4) *Sergeant first class.*

(a) *Operational assignments.* Platoon sergeant, OPS SGT, DET SGT, and first mate "A" vessel, and Marine OPS NCO who have served frequently in tough leadership positions and are successful are considered more competitive for promotion than those who have not.

(b) *Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course (Honor Graduate and Commandant's List).



3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a DET SGT, platoon sergeant, or a First Mate.

7. Demonstrated career flexibility as shown by serving in a multimodal developmental position.

(c) *Attributes must reflect:*

1. One who is culturally astute.

2. Agility.

3. Adaptability.

4. Resiliency.

(d) *Self-development.* (For additional information on self-development, see paragraph 26–3. Begin BA or BS degree. (standardize)

(e) *Additional training.* Functional training includes continued work on certification, BMR, Global Maritime Distress and Safety System, and MROC. Aside from skill level certification to grade, other training includes TCAIMS II, (The Transportation Coordinators’-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS Of HAZMAT (CERT). Other nonfunctional; however important training includes BCS3, FBCB2 BFT, BSNCO, and the SOC.

(f) *Special assignments.* EOA, drill SGT, recruiter, instructor and/or writer.

(5) *Master sergeant and first sergeant.* N/A.

### **26–8. Military occupational specialty 88K professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **26–9. Military occupational specialty 88K Reserve Component**

The integration of the RC within the TC is essential to the successful accomplishment of TRANS OPS. The RC represents a substantial portion of the overall TC structure and capability. The TRANS commandant requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters.

### **26–10. Military occupational specialty 88L watercraft engineer**

a. *Major duties.* The watercraft engineer leads, performs, and trains subordinate personnel to operate and maintain the vessel’s engines and power plant. In addition to the engines, duties include electrical and cooling systems; lubrication fuel systems; refrigeration; steering mechanisms; pneumatic and hydraulic systems; the hull; piping and general vessel maintenance. The SFC instructs and supervises marine engine department personnel in all systems maintenance; oversees posting of vessel log books, forms and records; assigns personnel to duty positions; schedules equipment for calibration; establishes maintenance priorities; prepares and reviews shipyard specifications; prepares marine vessel historical reports and records, preventive maintenance schedules and records, materiel readiness reports, equipment improvement recommendations and unsatisfactory/faulty equipment reports; and records required and completed modifications. Serves as the maintenance expert for all Army watercraft matters at echelons above BDE staff positions, such as Theater or Expeditionary Sustainment Command G–4 and TRANS Theater Opening Element Sea Sections; provides staff supervision, policy, correct doctrinal linkage to theater level sustainment systems, and echelons above BDE guidance for watercraft maintenance support. The SFC 88L also serves as a contracting officer’s representative.

(1) An 88L may possess the listed SQIs:

(a) B - inspector general NCO.

(b) G - Ranger.

(c) L - Linguist.

(d) M - 1SG.

(e) N - Joint Planner.

(f) P - Parachutist.

(g) Q - EOA.

(h) S - SO Support Personnel.

(i) T - 1<sup>st</sup> SFOD–D Unit Operator.

(j) U - 75<sup>th</sup> Ranger Regiment Leader.

(k) V - Ranger Parachutist.

- (l) X - drill sergeant.
- (m) Y -AIT platoon sergeant.
- (n) 2 - Training Developer.
- (o) 4 - Non-career recruiter.
- (p) 6 Mobilization and Demobilization AHRC OPS.
- (q) 7 - Attaché.
- (r) 8 - Instructor.
- (2) An 88L may possess the listed ASIs—
  - (a) P5 - Master Fitness Trainer.
  - (b) Y9 - WTU/Community Based WTU SL/platoon sergeant.
  - (c) 1B - SHARP.
  - (d) 2S - Battle Staff.
  - (e) 3C - OCS.
  - (f) 8L - Master Resilience Trainer-Primary Instructor.
- (3) See table 26–2, which lists vessel classes and descriptions:

**Table 26–2**  
**Vessel classes**

Type of vessel	Vessel class	Description
Large	A	Self-propelled vessels that measure 65–275 feet in length. The crew lives aboard the vessel. The smallest category “A” vessel is the Small Tug (ST), which has a crew of 12 Soldiers. The largest Class “A” is the Logistics Support vessel (LSV), which has a crew of 32 Soldiers.
Medium	B	Self-propelled vessel and measures up to 65 feet in length. This vessel does not have crew quarters or mess facilities aboard the vessel. The largest Class “B” vessel is the Landing Craft Mechanized (LCM).
Small	C	Consists of floating equipment that is not self-propelled such as barges, floating cranes, machine shop, and causeway or ferry systems.

*b. Prerequisites.* See DA Pam 611–21 for details.

*c. c. Goals for development.*

(1) *Private E–1: specialist/corporal.*

(a) *Operational assignments.* Career progression must include assignments to TOE units at the company level. Focus on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. Seek positions such as Marine Engineman that will allow one to gain leadership experience.

(b) *Promotion indicators.*

1. Honor graduate, Commandant’s List.
2. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.
3. Consistently pursued education through military courses and civilian educational opportunities.
4. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(c) *Attributes must reflect:*

1. One who is culturally astute.
2. Agility.
3. Adaptability.
4. Resiliency.

(d) *Self-development.* For additional information on self-development, refer to paragraph 26–3. Begin AA/AS civilian education degree.

(e) *Additional training.* K10 Certification and K20 Certification. Training and certification to grade remain top priority at this level. Aside from skill level certification to grade, other training includes TCAIMS II, (The Transportation Coordinators-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT).

(f) *Special assignments.*

(2) *Sergeant.*

(a) *Operational assignments.* Career progression must include assignments to units at the company level. Focus on assignments that develop leadership skills as well as enhance technical and tactical skills. Seek those assignments that provide an opportunity to serve in a leadership position. NCO who serve frequently and are successful in the tough jobs are considered more competitive than those who do not. An 88L can be assigned as a senior marine engineer.

(b) *Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate and Commandant's List).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a senior marine engineer.

(c) *Attributes must reflect.*

1. One who is culturally astute.

2. Agility.

3. Adaptability.

4. Resiliency.

(d) *Self-development.* For additional information on self-development, refer to paragraph 26–3. Enroll for, or continue AA/AS studies.

(e) *Additional training.* Continue with certification. Aside from skill level certification to grade, other training includes TCAIMS II (The Transportation Coordinators' Automated Information for Movements System II), Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT).

(f) *Special assignments.* Noncareer recruiter.

(3) *Staff sergeant.*

(a) *Operational assignments.* Career progression must include assignments to units at company and BN levels. Focus during this phase must continue on development and refinement of leadership skills and tactical and technical expertise. Seek out the tough leadership positions and excel in the performance of the duties associated with those positions. Successful assignments, such as a marine maintenance SGT, or an assistant marine maintenance engineer, are good indicators of potential for greater responsibility and promotions.

(b) *Self-development.* For additional information on self-development, refer to paragraph 26–3. Complete AA/AS. Although completion of civilian education is not a requirement for promotion to SFC, completion does convey initiative and potential.

(c) *Additional training.* Continue watercraft skill level certifications. Aside from skill level certification to grade, other training includes TCAIMS II, (The Transportation Coordinators' Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional; however important training includes BCS3, FBCB2 BFT, BSNCO, and the SOC.

(d) *Special assignments.* Instructor/writer, drill sergeant, and recruiter.

(4) *Sergeant first class.*

(a) *Operational assignments.* Platoon sergeant, marine maintenance NCO, marine maintenance supervisor, assistant engineer, and a small tug engineer. NCOs who have served frequently in tough leadership positions and are successful are considered more competitive for promotion than those who have not.

(b) *Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate and Commandant's List).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a platoon sergeant or a marine maintenance supervisor.

7. Demonstrated career flexibility as shown by serving in a multimodal developmental position.

(c) *Attributes must reflect—*

1. One who is culturally astute.
2. Agility.
3. Adaptability.
4. Resiliency.

(d) *Self-development.* For additional information on self-development, refer to paragraph 26–3. Begin BA or BS program. The start of a BA/BS conveys initiative and potential.

(e) *Additional training.* Continue watercraft skill level certifications. Aside from skill level certification to grade, other training includes TCAIMS II, (The Transportation Coordinators’ Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional; however important training includes BCS3, FBCB2 BFT, BSNCO, and the SOC.

(f) *Special assignments.* EOA, drill sergeant, recruiter, instructor and/or writer, and career advisor.

(5) *Master sergeant and command sergeant.* N/A.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **26–11. Military occupational specialty 88L professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **26–12. Military occupational specialty 88L Reserve Component**

The integration of the RC within the TC is essential to the successful accomplishment of TRANS OPS. The RC represents a substantial portion of the overall TC structure and capability. The TRANS commandant requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters.

### **26–13. Military occupational specialty 88M motor transport operator**

a. *Major duties.* The motor transport operator supervises or operates wheeled vehicles to transport personnel and cargo. Operates all wheeled vehicles and equipment over rough terrain and roadways for support of combat OPS. The senior 88M provides professional support and technical guidance to customers requiring motor transport; operates in the TRANS field as a platoon sergeant; plans, manages, and monitors unit motor transport OPS as the truck master; establishes and organizes the unit motor park; prepares and implements the truck company convoy OPS security and defense plan; receives and distributes highway motor transport missions; supervises and directs unit dispatching of vehicles; coordinates engineer requirements to support a truck BN; serves as the TRANS SME at staff level positions, such as the Support OPS section. Additionally, the motor transport operator serves as convoy commander for convoys over 40 vehicles with civilian and/or military mixed crews, coordinates lodging, fuel, maintenance, and supply for convoy OPS over periods of a week or longer without direct supervision from higher HQ. The 88M SFC also serves as a Contracting Officers Representative.

(1) An 88M may possess the listed SQIs—

(a) B - inspector general NCO.

(b) G - Ranger.

(c) L - Linguist.

(d) M - 1SG.

(e) N - Joint Planner.

(f) P - Parachutist.

(g) Q - EOA.

(h) S - SO Support Personnel.

(i) T - 1<sup>st</sup> SFOD–D Unit Operator.

(j) U - 75<sup>th</sup> Ranger Regiment Leader.

(k) V - Ranger Parachutist.

(l) X -drill sergeant.

(m) Y -AIT platoon sergeant.

(n) 2 - Training Developer.

(o) 4 - Non-career recruiter.

(p) 6 - Mobilization and Demobilization AHRC OPS.

(q) 7 - Attaché.

(r) 8 - Instructor.

(2) An 88M may possess the listed ASIs—

- (a) M9 - Master Driver Trainer .
- (b) P5 - Master Fitness Trainer.
- (c) Y9 - WTU/Community Based WTU SL/platoon sergeant.
- (d) 1B - SHARP.
- (e) 2S - Battle Staff.
- (f) 3C - OCS.
- (g) 8L - Master Resilience Trainer-Primary Instructor.

b. *Prerequisites.* See DA Pam 611–21 for details.

c. *Goals for development.*

(1) *Private E–1: specialist/corporal.*

(a) *Operational assignments.* The focus during the early years should be geared toward building a strong base of technical expertise in basic MOS skills and common Soldier tasks. Soldiers should seek assignments in tactical organizations at DIV level and below.

(b) *Promotion indicators.*

1. Honor Graduate and Commandant’s List
2. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.
3. Consistently pursued education through military courses and civilian educational opportunities.
4. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(c) *Attributes must reflect:*

1. One who is culturally astute.
2. Agility.
3. Adaptability.
4. Resiliency.

(d) *Self-development.* For additional information on self-development, refer to paragraph 26–3. Begin AA/AS Civilian education degree.

(e) *Additional training.* This training includes TCAIMS II, (The Transportation Coordinators’-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Also helpful is a Commercial Drivers License.

(f) *Special assignments.*

(2) *Sergeant.*

(a) *Operational assignments.* As a junior NCO, the focus should be on assignments that develop your leadership skills as well as enhance your technical and tactical skills. Seek out those assignments that provide an opportunity to serve in a leadership position. NCO who have served frequently in tough jobs and are successful are considered more competitive than those who have not. An 88M20 can be assigned as a dispatcher, senior vehicle driver, (COL or brigadier general), heavy vehicle driver, HET driver,

(b) *Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.
2. Exceeded course standards (Honor Graduate and Commandant’s List).
3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed compliance with height and weight standards.
4. Consistently pursued education through military courses and civilian educational opportunities.
5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.
6. Demonstrated exceptional duty performance while assigned as a senior vehicle driver (team leader) or a HET driver.

(c) *Attributes must reflect—*

1. One who is culturally astute.
2. Agility.
3. Adaptability.
4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Enroll/continue AA/AS.

(e) *Additional training.* This training includes TCAIMS II, (The Transportation Coordinators’-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures

(MILSTAMP). Other training includes Technical TRANS Of HAZMAT (CERT). Also helpful is a Commercial Drivers License.

(f) *Special assignments.* Noncareer recruiter.

(3) *Staff sergeant.*

(a) *Operational assignments.* Focus must be on continued development and refinement of leadership skills and tactical and technical expertise; seek to become a functional expert in your MOS. Seek out the tough leadership positions and excel in the performance of the duties associated with those positions. Successful assignments as a squad leader, assistant truck master, senior driver (MG or LTG), section SGT, and master driver trainer are good indicators of potential for greater responsibility and promotions.

(b) *Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate and Commandant's List).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a squad leader and master driver trainer.

(c) *Attributes must reflect—*

1. One who is culturally astute.

2. Agility.

3. Adaptability.

4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Complete AA/AS. Although completion of civilian education is not a requirement for promotion to SFC, completion does convey initiative and potential. (standardize)

(e) *Additional training.* Additional functional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS Of HAZMAT (CERT). Other nonfunctional however important training includes BCS3, FBCB2 BFT, BSNOC, and the SOC. (Standardize) Also helpful is a Commercial Drivers License.

(f) *Special assignments.* Instructor/writer, drill sergeant, recruiter, career advisor, and assistant inspector general NCO. SMU. The SMU requires a mature and astute SNCO knowledgeable in all aspects of TRANS. Indeed, the duties required in these SMUs are such that a senior NCO must possess many of the skills, knowledge, and attributes of the other five MOSs in the CMF 88. These are: SO Units, including SF, Rangers, and PSYOP, and CA encompass a broad spectrum of TRANS requirements and rely heavily on TRANS NCO to plan, coordinate, and execute specialized, worldwide moves of personnel and equipment, at a moment's notice. The WHTA provides 24-hour TRANS and cargo support services to the First Family, White House staff, and official visitors of the First Family in the Washington DC area; assists with worldwide TRANS support for presidential motorcades and presidential travel as directed by the White House Military Office (WHMO); supervises and assists with the TRANS of Presidential gift trunks. The WHCA provides TRANS and logistical support of both personnel and highly sensitive communications equipment on short notice in direct support to the White House in support of the President, Vice President, and First Lady of the United States.

(4) *Sergeant first class.*

(a) *Operational assignments.* Platoon sergeant, truck master, DET SGT, OPS SGT, highway OPS SGT, and master driver. NCO who have served frequently in tough leadership positions and successful in these billets are considered more competitive for promotion than those who have not.

(b) *Promotion indicators are—*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate and Commandant's List).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a platoon sergeant, truck master, and OPS SGT.

7. Demonstrated career flexibility as shown by serving in a multimodal developmental position.

(c) *Attributes must reflect—*

1. One who is culturally astute.
2. Agility.
3. Adaptability.
4. Resiliency.

(d) *Self-development.* For additional information on self-development, refer to paragraph 26–3. Begin BA or BS. The start of a BA or BS conveys initiative and potential.

(e) *Additional training.* Additional functional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS Of HAZMAT (CERT). Other nonfunctional however important training includes BCS3, FBCB2 BFT, BSNCO, and the SOC. Also helpful is a Commercial Drivers License.

(f) *Special assignments.* EOA, drill sergeant, recruiter, instructor, and career advisor. SMU. The SMU requires a mature and astute SNCO knowledgeable in all aspects of TRANS. Indeed, the duties required in these SMUs are such that a SNCO must possess many of the skills, knowledge, and attributes of the other five MOSs in the CMF 88. These are: SO Units, including SF, Rangers, PSYOP, and CA encompass a broad spectrum of TRANS requirements and rely heavily on TRANS NCO to plan, coordinate, and execute specialized, worldwide moves of personnel and equipment, at a moment's notice. The WHTA provides 24-hour TRANS and cargo support services to the First Family, White House staff, and official visitors of the First Family in the Washington DC area; assists with worldwide TRANS support for presidential motorcades and presidential travel as directed by the WHMO; supervises and assists with the TRANS of Presidential gift trunks. The WHCA provides TRANS and logistical support of both personnel and highly sensitive communications equipment on short notice in direct support to the White House in support of the President, Vice President, and First Lady of the United States.

(5) *Master sergeant and first sergeant.* N/A.

#### **26–14. Military occupational specialty 88M professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

#### **26–15. Military occupational specialty 88M Reserve Component**

The integration of the RC within the TC is essential to the successful accomplishment of TRANS OPS. The RC represents a substantial portion of the overall TC structure and capability. The TRANS commandant requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters.

#### **26–16. Military occupational specialty 88N transportation management coordinator**

a. *Major duties.* The TRANS Management Coordinator supervises, monitors, controls and coordinates the movement of personnel, equipment, and cargo by air, rail, highway, and water; determines the most efficient mode of transport that accomplishes mission requirements; advises military and DOD civilians concerning the selection of sites for depots, truck terminals, railheads, beachheads, airfields, ports, and inland waterway terminals. The senior 88N supervises cargo documentation and movement control units for all TRANS modes; formulates and reviews documentation on technical traffic management functions; devises and reviews movement programs for logistical support functions in a theater of OPS; serves as the TRANS liaison between other military services, commercial agencies, and host nation support elements; reviews DOD contracts and agreements with host nations; verifies the accuracy of movement control documents; performs as staff NCO in military traffic management agencies; monitors QCs that ensure commercial TRANS services meet contractual obligations; monitors and documents all customs discrepancies and reports them to appropriate authorities; ensures allocation of transport capability is appropriate to accomplish each mission in a cost-effective manner; serves as the primary operator of Standard Army Management Information Systems critical to moving the Army. The 88N SFC also serves as a contracting officers' representative.

- (1) An 88N may possess the listed SQIs:
  - (a) B - inspector general NCO.
  - (b) G - Ranger.
  - (c) L - Linguist.
  - (d) M - 1SG.
  - (e) N - Joint Planner.
  - (f) P - Parachutist.
  - (g) Q - EOA.
  - (h) S - SO Support Personnel.
  - (i) T - 1<sup>st</sup> SFOD–D Unit Operator.
  - (j) U - 75<sup>th</sup> Ranger Regiment Leader.

- (k) V - Ranger Parachutist.
- (l) X - drill sergeant.
- (m) Y -AIT platoon sergeant.
- (n) 2 - Training Developer.
- (o) 4 - Non-career recruiter.
- (p) 6 Mobilization and Demobilization AHRC OPS.
- (q) 7 - Attaché.
- (r) 8 - Instructor.

(2) An 88N may possess the listed ASIs:

- (a) P5 - Master Fitness Trainer.
- (b) Y9 - WTU, Community Based WTU SL, and/or platoon sergeant.
- (c) 1B - SHARP.
- (d) 2S - Battle Staff.
- (e) 3C - OCS.
- (f) 8L - Master Resilience Trainer-Primary Instructor.

b. *Prerequisites.* See DA Pam 611–21 for details.

c. *Goals for development.*

(1) *Private E–1: specialist/corporal.*

(a) *Operational assignments.* The focus during the early years should be geared toward building a strong base of technical expertise in basic MOS skills and common Soldier tasks. Soldiers should seek assignments that will allow them to use the knowledge gained in the training base. All assignments at this level should be MOS related, that is, TRANS management coordinator or movement SPC.

(b) *Promotion indicators.*

1. Honor Graduate and Commandant's List.
2. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.
3. Consistently pursued education through military courses and civilian educational opportunities.
4. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(c) *Attributes must reflect:*

1. One who is culturally astute.
2. Agility.
3. Adaptability.
4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Begin AA or AS Civilian education degree.

(e) *Additional training.* Functional training includes Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP), Global Air Trans Execution System (GATES). Other training includes Technical TRANS Of HAZMAT (CERT).

(f) *Special assignments.*

(2) *Sergeant.*

(a) *Operational assignments.* Focus on assignments that develop leadership skills and enhance technical and tactical skills. MOS 88Ns are not always afforded the opportunity to serve in leadership positions. However, there are assignments that involve leadership responsibility. At this level, assignments include, TRANS Management NCO or Movements NCO. The positions are equivalent to those of a section SGT or squad leader.

(b) *Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.
2. Exceeded course standards (Honor Graduate and Commandant's List).
3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed compliance with height and weight standards.
4. Consistently pursued education through military courses and civilian educational opportunities.
5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.
6. Demonstrated exceptional duty performance while assigned as a TRANS Management NCO or Movements NCO.

(c) *Attributes must reflect:*

1. One who is culturally astute.
2. Agility.



3. Adaptability.

4. Resiliency.

(d) *Self-development.* For additional information on self-development, refer to 26–3. Enroll/continue AA/AS.

(e) *Additional training.* Functional training includes Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning (ADP), and Military Standard Transportation and Movement Procedures (MILSTAMP), Global Air Trans Execution System (GATES), Basic Freight Traffic UMODP and Joint Operations Planning and Execution System (JOPES). Other training includes Technical TRANS Of HAZMAT (CERT).

(f) *Special assignments.* Noncareer recruiter.

(3) *Staff sergeant.*

(a) *Operational assignments.* Focus on continued development and refinement of leadership skills and tactical and technical expertise. A position as a document, movements or transportation management supervisor is equivalent to holding a position as a section or squad leader.

(b) *Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate and Commandant’s List).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a document, movements or transportation management supervisor.

(c) *Attributes must reflect:*

1. One who is culturally astute.

2. Agility.

3. Adaptability.

4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Complete AA/AS. Although completion of civilian education is not a requirement for promotion to SFC, completion does convey initiative and potential.

(e) *Additional training.* Functional training includes Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, ADP, and Military Standard Transportation and Movement Procedures (MILSTAMP), Global Air Trans Execution System (GATES), Basic Freight Traffic, UMODP, and JOPES. Other training includes Technical TRANS Of HAZMAT (CERT). Other nonfunctional; however important training includes BCS3, FBCB2 BFT, BSNCO, and the SOC. *Special assignments.* Instructor and/or writer, drill sergeant, and recruiter. The SMU requires a mature and astute SNCO knowledgeable in all aspects of TRANS. Indeed, the duties required in these SMUs are such that a SNCO must possess many of the skills, knowledge, and attributes of the other five MOSs in the CMF 88. These are: SO Units, including SF, Rangers, and PSYOP, and CA encompass a broad spectrum of TRANS requirements and rely heavily on TRANS NCO to plan, coordinate, and execute specialized, worldwide moves of personnel and equipment, at a moment’s notice.

(4) *Sergeant first class.*

(a) *Operational assignments.* Continue to seek out the leadership positions. NCO who have served frequently in tough leadership positions are considered more competitive for promotion than those who have not. An 88N40 may be assigned as a DET SGT, OPS SGT, TRANS logistics NCO, staff movements NCO, movements SNCO, and chief movements supervisor.

(b) *Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standard (Honor Graduate and Commandant’s List).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a DET SGT or OPS SGT. Demonstrated career flexibility as shown by serving in a multimodal developmental position.

(c) *Attributes must reflect:*

1. One who is culturally astute.

2. Agility.
3. Adaptability.
4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Begin BA or BS. The start of a BA/BS conveys initiative and potential.

(e) *Additional training.* Functional training includes Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, ADP, and Military Standard Transportation and Movement Procedures (MILSTAMP), Global Air Trans Execution System (GATES), Basic Freight Traffic, UMODP, and JOPES. Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional; however important training includes BCS3, FBCB2 BFT, BSNCO, and the SOC.

(f) *Special assignments.* EOA, drill sergeant, recruiter, instructor and/or writer, career advisor and career management NCO. The SMU requires a mature and astute SNCO knowledgeable in all aspects of TRANS. Indeed, the duties required in these SMUs are such that a SNCO must possess many of the skills, knowledge, and attributes of the other five MOSs in the CMF 88. SO Units, including SF, Rangers, PSYOP, and CA encompass a broad spectrum of TRANS requirements and rely heavily on TRANS NCO to plan, coordinate, and execute specialized, worldwide strategic moves of personnel and equipment, at a moment's notice. The WHTA provides 24-hour TRANS and cargo support services to the First Family, White House staff, and official visitors of the First Family in the Washington DC area; assists with world-wide TRANS support for presidential motorcades and presidential travel as directed by the WHMO; supervises and assists with the TRANS of Presidential gift trunks.

(5) *Master sergeant and command sergeant.* N/A.

### **26–17. Military occupational specialty 88N professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **26–18. Military occupational specialty 88N Reserve Component**

The integration of the RC within the TC is essential to the successful accomplishment of TRANS OPS. The RC represents a substantial portion of the overall TC structure and capability. The TRANS commandant requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters.

### **26–19. Military occupational specialty 88P railway equipment repairer (Reserve Component)**

a. *Major duties.* The railway equipment repairer supervises or performs unit and DS/GS maintenance on diesel-electric locomotives and railway cars.

(1) An 88P may possess the listed SQIs:

(a) B - inspector general NCO.

(b) G - Ranger.

(c) L - Linguist.

(d) M - 1SG.

(e) N - Joint Planner.

(f) P - Parachutist.

(g) Q - EOA.

(h) S - SO Support Personnel.

(i) T - 1<sup>st</sup> SFOD–D Unit Operator.

(j) U - 75<sup>th</sup> Ranger Regiment Leader.

(k) V - Ranger Parachutist.

(l) X - drill sergeant.

(m) Y -AIT platoon sergeant.

(n) 2 - Training Developer.

(o) 4 - Non-career recruiter.

(p) 6 - Mobilization and Demobilization AHRC OPS.

(q) 7 - Attaché.

(r) 8 - Instructor.

(2) An 88P may possess the listed ASI:

(a) P5 - Master Fitness Trainer.

(b) Y9 - WTU/Community Based WTU SL/platoon sergeant.

(c) 1B - SHARP.

(d) 2S - Battle Staff.

- (e) 3C - OCS.
- (f) 8L - Master Resilience Trainer-Primary Instructor.
- b. *Prerequisites.* See DA Pam 611–21 for details.
- c. *Goals for development.*

(1) *Private E–1: Specialist and corporal.*

(a) *Operational assignments.* The focus during the early years of a railway Equipment Repairer should be geared toward building a strong base of technical expertise in basic MOS skills. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills and initiative during all collective training.

(b) *Promotion indicators.*

1. Honor Graduate and Commandant's List
2. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.
3. Consistently pursued education through military courses and civilian educational opportunities.
4. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(c) *Attributes must reflect:*

1. One who is culturally astute.
2. Agility.
3. Adaptability.
4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Begin AA/AS Civilian education degree

(e) *Additional training.* Additional training includes TCAIMS II, (The Transportation Coordinators' Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS Of HAZMAT (CERT).

(f) *Special assignments.* None.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of development should be geared toward leadership refinement. Soldiers should seek greater levels of responsibility and positions that challenge both their technical and tactical knowledge. May serve as a Railway Equipment Repairer or Railway Equipment Inspector.

(b) *Promotion indicators.* :

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.
2. Exceeded course standard (Honor Graduate and Commandant's List).
3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.
4. Consistently pursued education through military courses and civilian educational opportunities.
5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.
6. Demonstrated exceptional duty performance while assigned as a squad and/or team leader.
7. Demonstrated career flexibility as shown by serving in a multimodal developmental position.

(c) *Attributes must reflect:*

1. One who is culturally astute.
2. Agility.
3. Adaptability.
4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Enroll/continue AA/AS.

(e) *Additional training.* Functional training includes railroad track standards and maintenance training courses. Additional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS Of HAZMAT (CERT).

(f) *Special assignments.* Drill sergeant in a DIV (Institutional Training) organization.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus for this rank should be squad/team level OPS. Should challenge subordinates both in tactical and technical areas to assess level of proficiency. May serve as a Railway Equipment Foreman.

(b) *Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate and Commandant's List) .
3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.
4. Consistently pursued education through military courses and civilian educational opportunities.
5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.
6. Demonstrated exceptional duty performance while assigned as a platoon sergeant.
7. Demonstrated career flexibility as shown by serving in a multimodal developmental position.

(c) *Attributes must reflect:*

1. One who is culturally astute.
2. Agility.
3. Adaptability.
4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Complete AA/AS. Although completion of civilian education is not a requirement for promotion to SFC, completion does convey initiative and potential.

(e) *Additional training.* Functional training includes railroad track standards and maintenance training courses. Additional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS Of HAZMAT (CERT). Other nonfunctional; however important training includes BCS3, FBCB2 BFT, BSNCO, and the SOC.

(f) *Special assignments.* Retention NCO and TASS instructor.

(4) *Sergeant first class.*

(a) *Operational assignments.* The focus should be platoon and/or company level supervision. Should be preparing for 1SG assignment. Focus should be on mentoring and counseling of subordinate NCO. May serve as a platoon sergeant or Railway Equipment Maintenance NCO.

(b) *Promotion indicators. :*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate and Commandant's List).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a platoon sergeant or OPS SGT.

7. Demonstrated career flexibility as shown by serving in functional and multimodal CSS or developmental positions at grade level not traditional to their specific MOS.

(c) *Attributes must reflect.:*

1. One who is culturally astute.
2. Agility.
3. Adaptability.
4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Begin BA or BS. The start of a BA/BS conveys initiative and potential.

(e) *Additional training.* Additional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS Of HAZMAT (CERT). Other nonfunctional however important training includes BCS3, FBCB2 BFT, BSNCO, and the SOC.

(f) *Special assignments.* Recruiting NCO.

(5) *Master sergeant/first sergeant.* N/A

## **26–20. Military occupational specialty 88P professional development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## 26–21. Military occupational specialty 88T railway section repairer (Reserve Component)

*a. Major duties.* The railway section repairer performs and supervises maintenance of railway tracks, roadbeds, switches, fences, and other railway facilities.

(1) An 88T may possess the listed SQI:

- (a) B - inspector general NCO.
- (b) G - Ranger.
- (c) L - Linguist.
- (d) M - 1SG.
- (e) N - Joint Planner.
- (f) P - Parachutist.
- (g) Q - EOA.
- (h) S - SO Support Personnel.
- (i) T - 1<sup>st</sup> SFOD–D Unit Operator.
- (j) U - 75<sup>th</sup> Ranger Regiment Leader.
- (k) V - Ranger Parachutist.
- (l) X -drill sergeant.
- (m) Y - AIT platoon sergeant.
- (n) 2 - Training Developer.
- (o) 4 - Non-career recruiter.
- (p) 6 Mobilization and Demobilization AHRC OPS.
- (q) 7 - Attaché.
- (r) 8 - Instructor.

(2) An 88T may possess the listed ASI:

- (a) P5 - Master Fitness Trainer.
- (b) Y9 - WTU, Community Based WTU SL, and/or platoon sergeant.
- (c) 1B - SHARP.
- (d) 2S - Battle Staff.
- (e) 3C - OCS.
- (f) 8L - Master Resilience Trainer-Primary Instructor.

*b. Prerequisites.* See DA Pam 611–21 for details.

*c. Goals for development.*

(1) *Private E–1: Specialist and corporal.*

(a) *Operational assignments.* The focus during the early years should be geared toward building a strong base of technical expertise in basic MOS skills as a section hand. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills and initiative during all collective training.

(b) *Promotion Indicators are. :*

- 1. Honor Graduate and Commandant's List.
- 2. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.
- 3. Consistently pursued education through military courses and civilian educational opportunities.
- 4. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(c) *Attributes must reflect. :*

- 1. One who is culturally astute.
- 2. Agility.
- 3. Adaptability.
- 4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Begin AA/AS Civilian education degree.

(e) *Additional training.* Functional training includes railroad track standards and maintenance training courses. Additional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT).

(f) *Special assignments.* None.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of development should be geared toward leadership

refinement. Soldiers should seek greater levels of responsibility and positions, which challenge both their technical and tactical knowledge. May serve as a section gang foreman.

*(b) Promotion indicators are. :*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate and Commandant's List).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a squad/team leader.

7. Demonstrated career flexibility as shown by serving in a multimodal developmental position.

*(c) Attributes must reflect:*

1. One who is culturally astute.

2. Agility.

3. Adaptability.

4. Resiliency.

*(d) Self-development.* For additional information on self-development, see paragraph 26–3. Enroll or continue AA/AS.

*(e) Additional training.* Additional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT).

*(f) Special assignments.* Drill sergeant in a DIV (institutional training) organization.

*(3) Staff sergeant.*

*(a) Operational assignments.* The focus for this rank should be squad/team level OPS and should challenge subordinates both in tactical and technical areas to assess their level of proficiency. May serve as a railway section supervisor.

*(b) Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate and Commandant's List).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a platoon sergeant.

7. Demonstrated career flexibility as shown by serving in a multimodal developmental position.

*(c) Attributes must reflect:*

1. One who is culturally astute.

2. Agility.

3. Adaptability.

4. Resiliency.

*(d) Self-development.* For additional information on self-development, see paragraph 26–3. Complete AA/AS civilian education degree. Although completion of civilian education is not a requirement for promotion to SFC, completion does convey initiative and potential.

*(e) Additional training.* Functional training includes railroad track standards and maintenance training courses. Additional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional however important training includes BCS3, FBCB2 BFT, BSNCO, and the SOC.

*(f) Special assignments.* Retention NCO and TASS instructor.

*(4) Sergeant first class.*

*(a) Operational assignments.* The focus should be platoon and/or company level supervision and Soldiers should be preparing for ISG rotation. Focus should be on mentoring and counseling of subordinate NCO. May serve as a Track Maintenance NCO or platoon sergeant.

*(b) Promotion indicators. :*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.
2. Exceeded course standards (Honor Graduate and Commandant’s List).
3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.
4. Consistently pursued education through military courses and civilian educational opportunities.
5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.
6. Demonstrated exceptional duty performance while assigned as a platoon sergeant or OPS SGT.
7. Demonstrated career flexibility as shown by serving in functional and multimodal CSS or developmental positions at grade level not traditional to their specific MOS.

(c) *Attributes must reflect:*

1. One who is culturally astute.
2. Agility.
3. Adaptability.
4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Begin BA or BS. The start of a BA or BS conveys initiative and potential.

(e) *Additional training.* Additional training includes TCAIMS II, (The Transportation Coordinators’-Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS Of HAZMAT (CERT). Other nonfunctional; however important training includes BCS3, FBCB2 BFT, BSNCO, and the SOC.

(f) *Special assignments.* Recruiting NCO.

(5) *Master sergeant and first sergeant.* N/A.

## **26–22. Military occupational specialty 88T professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **26–23. Military occupational specialty 88U railway operations crewmember (Reserve Component)**

a. *Major duties.* The railway OPS crewmember supervises and/or operates diesel-electric locomotives and related equipment. Serves as crewmember or brakeman in makeup and movement of railway cars and/or trains. Dispatches train or operate railway stations, railway signals and switches. Controls train movements. The railway SPC provides rail network capability and infrastructure assessments. In addition, the Railway OPS Crewmember performs rail mode feasibility studies and advises on employment of rail capabilities, coordinates rail and bridge safety assessments, performs and assists with rail planning.

(1) An 88U may possess the listed SQI:

- (a) B - inspector general NCO.
- (b) G - Ranger.
- (c) L - Linguist.
- (d) M - 1SG.
- (e) N - Joint Planner.
- (f) P - Parachutist.
- (g) Q - EOA.
- (h) S - SO Support Personnel.
- (i) T - 1<sup>st</sup> SFOD–D unit operator.
- (j) U - 75<sup>th</sup> Ranger Regiment Leader.
- (k) V - Ranger Parachutist.
- (l) X - Drill SGT.
- (m) Y -AIT platoon SGT.
- (n) 2 - Training developer.
- (o) 4 - Non-career recruiter.
- (p) 6 - Mobilization and demobilization HRC OPS.
- (q) 7 - Attaché.
- (r) 8 - Instructor.

(2) An 88U may possess the listed ASI:

- (a) P5 - Master Fitness Trainer.
- (b) Y9 - WTU, Community Based WTU SL, and/or platoon sergeant.

- (c) 1B - SHARP.
- (d) 2S - Battle Staff.
- (e) 3C - OCS.
- (f) 8L - Master Resilience Trainer-Primary Instructor.

b. *Prerequisites.* See DA Pam 611–21 for details.

c. *Goals for development.*

(1) *Private E–1: Specialist and corporal.*

(a) *Operational assignments.* The focus during the early years should be geared toward building a strong base of technical expertise in basic MOS skills. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills and initiative during all collective training. May serve as Railway SPC, Railway Clerk, or Train Crewmember.

(b) *Promotion indicators.* :

1. Honor Graduate and Commandant's List
2. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.
3. Consistently pursued education through military courses and civilian educational opportunities.
4. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(c) *Attributes must reflect:*

1. One who is culturally astute.
2. Agility.
3. Adaptability.
4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Begin AA/AS Civilian education degree.

(e) *Additional training.* Functional training includes Railroad track standards and maintenance training courses. Additional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS Of HAZMAT (CERT).

(f) *Special assignments.* None.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of development should be geared toward leadership refinement. Soldiers should seek greater levels of responsibility and positions, which challenge both their technical and tactical knowledge. May serve as a railway advisor, senior railway SGT or train crewmember.

(b) *Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.
2. Exceeded course standard (Honor Graduate and Commandant's List).
3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.
4. Consistently pursued education through military courses and civilian educational opportunities.
5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.
6. Demonstrated exceptional duty performance while assigned as a squad/team leader.
7. Demonstrated career flexibility as shown by serving in a multimodal developmental position.

(c) *Attributes must reflect:*

1. One who is culturally astute.
2. Agility.
3. Adaptability.
4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Enroll or continue AA/AS.

(e) *Additional training.* Functional training includes railroad track standards and maintenance training courses. Additional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT).

(f) *Special assignments.* Drill sergeant in a DIV (Institutional Training) organization.

(3) *Staff sergeant.*



(a) *Operational assignments.* The focus for this rank should be squad/team level OPS. Should challenge subordinates both in tactical and technical areas to assess level of proficiency. May serve as a railway advisor or train movements supervisor.

(b) *Promotion indicators.* :

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate and Commandant's List).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a railway advisor or train movements supervisor.

7. Demonstrated career flexibility as shown by serving in a multimodal developmental position.

(c) *Attributes must reflect:*

1. One who is culturally astute.

2. Agility.

3. Adaptability.

4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Complete AA/AS. Although completion of civilian education is not a requirement for promotion to SFC, completion does convey initiative and potential.

(e) *Additional training.* Functional training includes railroad track standards and maintenance training courses. Additional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional; however important training includes BCS3, FBCB2 BFT, BSNCO, and the SOC.

(f) *Special assignments.* Retention NCO and TASS instructor.

(4) *Sergeant first class.*

(a) *Operational assignments.* The focus should be platoon and/or company level supervision. Should be preparing for 1SG rotation. Focus should be on mentoring and counseling of subordinate NCOs. May serve as a platoon sergeant, senior railway supervisor, railway OPS supervisor, senior train movement supervisor, or rail OPS NCO.

(b) *Promotion indicators.* :

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.

2. Exceeded course standards (Honor Graduate and Commandant's List).

3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.

4. Consistently pursued education through military courses and civilian educational opportunities.

5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

6. Demonstrated exceptional duty performance while assigned as a platoon sergeant or OPS SGT, or senior railway supervisor.

(c) *Demonstrated career flexibility as shown by serving in a multimodal developmental positions. Attributes must reflect:*

1. One who is culturally astute.

2. Agility.

3. Adaptability.

4. Resiliency.

(d) *Self-development.* For additional information on self-development, see paragraph 26–3. Begin BA or BS. The start of a BA/BS conveys initiative and potential.

(e) *Additional training.* Functional training includes railroad track standards and maintenance training courses. Additional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional however important training includes BCS3, FBCB2 BFT, BSNCO, and the SOC.

(f) *Special assignments.* Recruiting NCO.

(g) *Master sergeant/first sergeant.* N/A.

## **26–24. Military occupational specialty 88U professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **26–25. Military occupational specialty 88Z transportation senior sergeant**

*a. Major duties.* The TRANS senior SGT plans, directs, and controls movement OPS and service support for freight, personnel, and cargo by all TRANS modes. Manages and coordinates the operation and maintenance of Army watercraft. As the Rail OPS NCO, provides direct assistance and advice related to Host Nation (HN) rail infrastructure and the employment of HN assets in support of nation building and military OPS; coordinates and communicate with the HN, supported unit, or contracted entity to facilitate rail OPS. Assists in the coordination and implementation of OPS, administration, training programs, and communication activities. Accounts for location, employment, and deployment of organic operating equipment and maintenance activities. Consolidates, prepares, reviews, and processes regular and special reports of command TRANS and watercraft activities. Serves as the principal NCO associated with SQI M in TRANS companies. Multimodal expert charged with knowing the TRANS capabilities, requirements, and culture of ground, air, waterway, and rail movement OPS. Advises military and DOD civilians concerning the selection of sites for depots, truck terminals, railheads, beachheads, airfields, ports, and inland waterway terminals. Monitors Standard Army Management Information Systems activity at the strategic deployment level to direct and sustain in-transit visibility of shipments. Additionally responsible for facilitating and coaching unit activities through the Reception, Staging, Onward Movement and Integration process. at the theater level. The 88Z (MSG and SGM) also serves as a Contracting Officers Representative.

(1) An 88Z may possess the listed SQIs:

- (a) B - inspector general NCO.
- (b) G - Ranger.
- (c) L - Linguist.
- (d) M - 1SG.
- (e) N - Joint Planner.
- (f) P - Parachutist.
- (g) Q - EOA.
- (h) S - SO Support Personnel.
- (i) T - 1<sup>st</sup> SFOD–D Unit Operator.
- (j) U - 75<sup>th</sup> Ranger Regiment Leader.
- (k) V - Ranger Parachutist.
- (l) X -drill sergeant.
- (m) 2 - Training Developer.
- (n) 4 - Non-career recruiter.
- (o) 6 - Mobilization and Demobilization AHRC OPS.
- (p) 7 - Attaché.
- (q) 8 - Instructor.

(2) An 88Z may possess the listed ASIs:

- (a) P5 - Master Fitness Trainer.
- (b) Y9 - WTU, Community Based WTU SL, and/or platoon sergeant.
- (c) 1B - SHARP.
- (d) 2S - Battle Staff.
- (e) 3C - OCS.
- (f) 6C - BN Level CSM Experience.
- (g) 6S - Initial Level SGM Experience.
- (h) 7C - BDE Level CSM Experience.
- (i) 7S - Primary Level SGM Experience.
- (j) 8C - General Officer Level 1 CSM Experience.
- (k) 8L - Master Resilience Trainer-Primary Instructor.
- (l) 8S - Senior Level 1 SGM Experience.

*b. Prerequisites.* See DA Pam 611–21 for details.

*c. Goals for development.*

(1) *Master sergeant and first sergeant.*

(a) *Operational assignments.* The critical assignment for a MSG is 1SG of which the Regiment recommends a minimum time of 24 months time served as a 1SG. Other duty positions include, OPS SGT, TRANS supervisor.

*(b) Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.
2. Exceeded course standards (Honor Graduate and Commandant's List).
3. Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed compliance with height and weight standards.
4. Consistently pursued education through military courses and civilian educational opportunities.
5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.
6. Demonstrated exceptional duty performance while assigned as a 1SG or OPS SGT in a BN or BDE.
7. Demonstrated career flexibility as shown by serving in a multimodal developmental position.

*(c) Attributes must reflect:*

1. One who is culturally astute.
2. Agility.
3. Adaptability.
4. Resiliency.
5. Develop Leaders and Develop as a Leader.

*(d) Self-development.* For additional information on self-development, see paragraph 26–3. Complete BA/BS. Although not a requirement for promotion, completion conveys initiative, and potential.

*(e) Additional training.* Additional training includes TCAIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional; however important training includes BCS3, FBCB2 BFT, BSNCO, and the SOC.

*(f) Special assignments.* Senior career advisor, and inspector general. instructor and/or writer. This billet is responsible for training Advanced Individual Trainees and reclassification students in both a classroom and field/tactical environment. AC/RC. SNCO assigned to an Active Component/(AC/RC) position provide active duty mentorship to the RC to maintain standards of unit training and readiness. The SMU requires a mature and astute SNCO knowledgeable in all aspects of TRANS. Indeed, the duties required in these SMUs are such that a SNCO must possess many of the skills, knowledge, and attributes of the other five MOSs in the CMF 88. SO Units, including SF, Rangers, PSYOP, and CA encompass a broad spectrum of TRANS requirements and rely heavily on TRANS NCO to plan, coordinate, and execute specialized, worldwide strategic moves of personnel and equipment, at a moment's notice. The WHTA provides 24-hour TRANS and cargo support services to the First Family, White House staff, and official visitors of the First Family in the Washington DC area; assists with worldwide TRANS support for presidential motorcades and presidential travel as directed by the WHMO; supervises and assists with the TRANS of Presidential gift trunks.

*(g) Master sergeant/first sergeant.* N/A.

*(2) Sergeant major and command sergeant major.*

*(a) Operational assignments.* Corps TRANS senior SGT, division TRANS officer, TRANS senior SGT, OPS SGT; TRANS senior SGT;

*(b) Promotion indicators.*

1. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments.
2. A trend in exceeding course standards (Honor Graduate and Commandant's List).
3. Demonstrated a trend in exceeding physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards.
4. Consistently pursued education through military courses and civilian educational opportunities.
5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.
6. Demonstrated exemplary duty performance while assigned in any authorized SGM or CSM billet.
7. Demonstrated career flexibility as shown by serving in a multimodal developmental position.

*(c) Attributes must reflect:*

1. One who is culturally astute.
2. Agility.
3. Adaptability.
4. Resiliency.
5. Develop Leaders and Develop as a Leader.

*(d) Self-development.* Although not a requirement for promotion to SGM, the regiment recommends for promotion to SGM selectees who have completed a 4-year degree as this is indicative of initiative and potential. The SGM should enroll in a graduate program after completion of a BA/BS degree.

*(e) Additional training.* UMO Deployment Course.

(f) *Special assignments.* Such assignments are in either the generating force or operational force:

1. Proponency SGM and/or senior career management SGM. Serves as the Directorate SGM responsible for managing personnel proponency issues for over 58,100 TC enlisted Soldiers; formulates plans, policies, and programs pertaining to force structure, acquisition, training, distribution, sustainment, deployment, and separation of enlisted Soldiers for the Chief of Transportation (COT); coordinates with HQDA and major commands to achieve proponent objectives; serves as enlisted advisor to the Director, Office of the Chief of Transportation (OCOT), Regimental CSM and the COT.

2. TRANS School SGM. The TRANS School SGM is responsible for IET, leadership development, and functional instruction of 88M, 88N, 88H, 88K, 88L, 88U and TC Officer and/or Warrant Officer courses totaling over 16,417 students of all Services and allied nations involved in tactical, operation and strategic TRANS, and force protection.

3. Assistant inspector general SGM, (HQ, SDDC). Fact finders who use training, inspections, staff and/or unit assist visits, as well as investigation as their primary tool to assist leadership, staff, or the field.

4. USASMA SGL, USASMA instructor/writer. The Regiment recommends favorable consideration to those who serve or have served in the aforementioned positions 12 months or longer and performed duties in an exemplary manner.

5. The SMU requires a mature and astute SNCO knowledgeable in all aspects of TRANS. Indeed, the duties required in these SMUs are such that a SNCO must possess many of the skills, knowledge, and attributes of the other five MOSs in the CMF 88. Such a billet exists with:

6. WHTA. The WHTA provides 24-hour TRANS and cargo support services to the First Family, White House staff, and official visitors of the First Family in the Washington DC area; assists with worldwide TRANS support for presidential motorcades and presidential travel as directed by the WHMO; supervises and assists with the TRANS of presidential gift trunks.

*d. Army career degrees.* See SOCAD Army Career Degree Program.

*e. GI Jobs.* See GI Jobs COOL Web site.

## **26–26. Military occupational specialty 88N professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources’ tab at the following Web address <https://actnow.army.mil>.

## **26–27. Military occupational specialty 88N Reserve Component**

The integration of the RC within the TC is essential to the successful accomplishment of TRANS OPS. The RC represents a substantial portion of the overall TC structure and capability. The TRANS commandant requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters.

## **Chapter 27**

### **Ammunition (Career Management Field 89) Career Progression Plan**

#### **27–1. Duties**

*a.* CMF 89 is comprised of three military occupational specialties—89A, 89B, and 89D. Unlike many CMFs, these are independent, stove piped MOSs that do not cap at a senior grade.

*b.* MOS 89A, Stock Control and Accounting SPC, operates the Standard Army Ammunition System (SAAS) computer hardware and software and/or utilities manual records to perform stock control and accounting procedures.

*c.* MOS 89B, Ammunition SPCs, are used in ammunition support functions in units Armywide. Soldiers provide the required type and quantity of ammunition to the combat user at the time and location (when and where) it is needed. Duties involve providing logistical support in the BDE support BN and ammunition supply point (ASP). Assists in the survey and layout of areas allocated for the establishment of ammunition storage.

*d.* MOS 89D, Explosive Ordnance Disposal (EOD) Soldiers, locate, identify, render safe, and dispose of foreign and domestic conventional, biological, chemical, or nuclear ordnance and IED; WMD and large vehicle borne improvised explosive devices (LVBIED); conduct intelligence gathering OPS of first seen foreign ordnance; support VIP missions for the U.S. Secret Service, State Department and other Federal agencies.

#### **27–2. Transformation**

The Ordnance Soldier handles, stores, and disposes of ammunition and weapons which is classified as “ordnance.” Ordnance SPCs, such as the Ammunition SPC, must be able to transport, store, inspect, handle HAZMAT, prepare and dispose of weapons and ammunition. CMF 89 Soldier’s duties may entail performing maintenance modifications, destruction and demilitarization on ammunition and explosive components, operating computer hardware and software, and utilizing sophisticated robotics. The levels of responsibility and commitment in planning, coordinating, and

supervising activities that support the unit mission and the welfare of Soldiers make Ordnance NCOs unique. NCOs are required to lead Soldiers and give proper training to enhance their knowledge of ammunition and EOD OPS. NCOs must be tactically and technically proficient in combat OPS at BDE, BN and company levels. They should be mentally and physically disciplined and well versed in Ordnance and combined arms TTP. NCOs must ensure that Soldiers can perform their individual MOS tasks, place the welfare of their Soldiers ahead of their own, and adhere to Army values. While modularity has caused a massive growth in the EOD field, it has greatly reduced the number of leadership positions in the ammunition field. To remain competitive, NCOs should seek demanding jobs and broadening assignments such as OPS NCO at the BDE/BN level responsible for logistics support and the movement and security of the TOC; career management NCO, responsible for the career enhancing management of Soldiers within their assigned CMF; recommends career enhancing positions, training, and NCOES development. Provides input for promotion projections, force alignment, and MOS structure issues. instructor/writer, ASI 8 and writer/instructor (Training Development) ASI 2: These NCOs develop, update and write programs of instruction (POI) used throughout the Ordnance Corps service schools. AIT platoon sergeant is responsible for the health, welfare, training and acts as a positive role model for IET Soldiers by portraying the Army Values. Drill sergeants are responsible for maintaining the highest level of military standards while teaching the basics of Soldiering and combat training to IET Soldiers; developing discipline, and ensuring the good health and morale of assigned Soldiers in a Basic Combat Training environment. The AIT platoon sergeant responsible for training IET Soldiers while in Advanced Individual Training; is responsible for maintaining the highest level of military standards while teaching the basics of Soldiering; developing discipline, and ensuring the good health and morale of assigned Soldiers. Ordnance Soldiers are open to diverse assignments however, Direct Combat Position Code (DCPC) coding of positions preclude assignment of females to certain combat arms units such as Ranger BN. OCO assignments to consider that are outside of the Primary MOS (PMOS) during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO. These key developmental positions should be held for a minimum of 2 years to create proficiency and knowledge of the position requirements. Positions within the USASOC and Special Missions Units (SMU) may be held for more than four years due to the mission requirements and training costs associated with assigned duties.

a. Demanding assignments for the ammunition field consist of: section chief, ammunition inspector, ammunition supply SGT, instructor and/or writer, recruiter, drill sergeant, AIT squad leader, small group leader, EOA, combat development NCO, training developer, HRC career advisor, ammunition logistics SGT, ammunition senior inspector, chief ammunition NCO, DET SGT, section chief, OPS SGT, observer/controller, ISG, and asymmetrical warfare group.

b. Demanding assignments for the EOD field consist of: section SGT, platoon sergeant, OPS SGT, AIT platoon sergeant, EOD team leader, instructor/writer, asymmetrical warfare group, small group leader, combat development NCO, training developer, senior career manager, EOD NCO, senior technical intelligence analyst, ISG, senior EOD technical advisor, senior instructor/writer, chief of training, training with industry utilization tour, and EOD staff NCO.

### **27-3. Recommended career management self-development by rank**

#### *a. Private E-1: Specialist and corporal.*

(1) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and master the following military publications: AR 670-1; FM 3-90.61; FM 4-25.11; STP 21-1-SMCT; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DAN TES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers should consider the following correspondence courses: Combat Lifesaver Course, WLC Subjects, and Infantry Basic Refresher Training Course. Soldiers with GT scores below 110 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Soldiers should choose from the following correspondence courses: SSD 1 (SSD 1 must be completed for enrollment into ALC); Education opportunities can be found at the ACES Web site. CLEP and the DAN TES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and logisticians should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

(6) Soldier boards such as Soldier of the Quarter and/or Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(7) Soldiers may also earn promotion points for technical certification, a list of certifications are available on the Ordnance Web site and the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

*b. Sergeant.*

(1) The quality and success of a SGT's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) SGT should study and master the following military publications: STP 21-24-SMCT; FM 6-22; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGT willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(5) Soldier boards such as NCO of the Quarter and/or Year and the SGT Audie Murphy and/or SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. SGT should choose from the following correspondence courses: HAZMAT Handling Course, NCO ALC Subjects and the Supervisor Development Course. Other education opportunities can be found at the ACES Web site.

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications are available on the Ordnance Web site and the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(8) Individual and unit awards show a commitment to excellence and a desire to succeed. Ordnance awards and achievements includes: The COL Decius Wadsworth Award (NCOA), Army Award for Maintenance Excellence, Combined Logistics Excellence Award, Distinguished Honor graduate for NCOAs, exceeding course standards for PME.

*c. Staff sergeant.*

(1) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSG who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: STP 21-24-SMCT; FM 3-22.3; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSG willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self-development options are based on the SSG's own desire to excel. At this stage, SSG should seek opportunities to pursue completion of an associate's degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(4) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. The SSG should consider the following correspondence courses: SSD 3 (SSD 3 must be completed for enrollment into SLC) SOC (Phase I), Action Officers Development Course, and the Infantry Advanced Refresher Training Course. Other education opportunities are available at the ACES Web site.

(5) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. A list of certifications is available on the Ordnance Web site and the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(6) Individual and unit awards show a commitment to excellence and a desire to succeed. Ordnance awards and achievements includes: The Ordnance Order of Samuel Sharpe, COL Decius Wadsworth Award (NCOA), Army Award for Maintenance Excellence, Combined Logistics Excellence Award, Distinguished Honor graduate for NCOAs, exceeding course standards for PME and NCO of the Quarter and/or Year.

*d. Sergeant first class.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. Soldiers' goal should be to complete a degree program or accumulate two years of college credit towards a degree.

(2) These NCOs should study and master the following additional military publications: AR 350-1; AR 750-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.Army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFC willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an associate's degree by 12 years and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. The SFC should consider the following correspondence courses: SSD 4 (SSD 4 must be completed for enrollment into SMA); Logistics Management Development Course and the Manager Development Course. Other education opportunities are available at the ACES Web site.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. A list of certifications can be found on the Ordnance Web site and the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(7) Individual and unit awards show a commitment to excellence and a desire to succeed. Ordnance awards and achievements includes: The Ordnance Order of Samuel Sharpe, COL Decius Wadsworth Award (NCOA), Army Award for Maintenance Excellence, Combined Logistics Excellence Award, Distinguished Honor graduate for NCOAs, exceeding course standards for PME and NCO of the Quarter and/or Year.

*e. Master sergeant and first sergeant.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. The goal is to complete a BA/BS degree program or accumulate two years of college credit towards a degree. However, continuing civilian education (completion of associates or bachelor's degree) is encouraged.

(2) MSG/ISG should study and master the following military publications: AR 601-280; AR 600-20; DA Pam 611-21; AR 840-10; AR 220-1.

(3) MSG should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency. The MSG/ISG should consider the following correspondence courses: SSD 4 (SSD 4 must be completed for enrollment into SMA);

(5) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the Ordnance Web site and the COOL Web site.

(6) Individual and unit awards show a commitment to excellence and a desire to succeed. Ordnance awards and achievements includes: The Ordnance Order of Samuel Sharpe, COL Decius Wadsworth Award (NCOA), Army Award for Maintenance Excellence, Combined Logistics Excellence Award, Distinguished Honor graduate for NCOAs, exceeding course standards for PME and NCO of the Quarter and/or Year.

*f. Sergeant major and command sergeant major.*

(1) The goal of the SGM/CSM is to possess an upper level degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM and/or CSM will often be representing the command or Army in civic functions.

(2) The SGM/CSM should read publications on their chains of command professional reading list. FM 7-22.7, AKO, and <http://www.train.Army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency. The SGM/CSM should consider the following correspondence courses: SSD 5.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the Ordnance Web site and the COOL Web site.

(5) Individual and unit awards show a commitment to excellence and a desire to succeed. Ordnance awards and achievements include: The Ordnance Order of Samuel Sharpe, COL Decius Wadsworth Award (NCOA), Army Award

for Maintenance Excellence, Combined Logistics Excellence Award, Distinguished Honor graduate for NCOAs, exceeding course standards for PME and NCO of the Quarter and/or Year.

#### **27-4. Military occupational specialty 89A ammunition stock control and accounting specialist**

*a. Major duties.* The ammunition stock control and accounting SPC operates SAAS computer hardware and software utilities manual records to perform stock control and accounting procedures. Below are some key SQI's and ASI's, for a complete listing see DA Pam 611-21.

(1) List of SQIs:

(a) L - Linguist.

(b) P - Parachutist.

(c) X - drill sergeant.

(d) Y -AIT platoon sergeant.

(e) 2 - Training Development.

(f) 4 - Noncareer recruiter .

(g) 8 - Instructor.

(2) List of ASIs:

(a) 1B - SHARP.

(b) 8R - MRT.

(c) 1J - Operational EW OPS (personnel only).

(d) 1Y - Black Belt in Lean Six Sigma (personnel only).

(e) 2A - Non-Lethal Weapons Trainer (personnel only).

(f) 2B - Air Assault (personnel only).

(g) 5W - Jumpmaster (personnel only). 6T - Military Auditor (RC personnel only).

(h) Y9 -WTU, CBWTU, SL, and/or platoon sergeant.

*b. Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Ordnance Personnel Development Office.

*c. Goals for development.*

(1) *Private E-1: Specialist and corporal.*

(a) *Operational assignments.* The focus during the early years of their career should be on building a strong base of operational assignments. Ammunition Soldiers should focus on perfecting the basic skills and obtaining the knowledge that would make them proficient in all aspects of their MOS. Duties include ammunition stock records and accounting; transporting, inspecting, and storage of ammunition. Emphasis should also be placed on maintaining the standards of common Soldier tasks. Regardless of assignment, Soldiers should acquire the necessary experience to fine-tune their technical skills. Opportunities to display leadership skills, initiative, and motivation must be capitalized upon

(b) *Self-development.* Ammunition SPC Soldiers should consider the following correspondence course: Ammunition SPC Refresher. Begin AA and/or associates of applied science (AAS) degree in civilian education. For additional information on self-development, see paragraph 27-3.

(c) *Additional training.* Ranger, Airborne, and Air Assault.

(d) *Special assignments.* None.

(2) Sergeant.

(a) *Operational assignments.* Stock Records Accounting SGT, Ammunition SGT, and ammunition supply advisor. It is imperative that Soldiers become technically proficient in their MOS in order to provide critical advice and guidance to subordinates. In addition, the SGT must broaden and maintain proficiency in basic Soldier skills and is now the unit's primary trainer of tactical skills. . Consider the following as promotion indicators: Honor Graduate, Commandant's List. Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(b) *Self-development.* For additional information on self-development, see paragraph 27-3. Begin AA and/or AAS in civilian education.

(c) *Additional training.* Ranger, Airborne and Air Assault, HAZMAT, Combat Life Saver, and Combatives.

(d) *Special assignments.* USASOC, SMU and ASOF.

#### **27-5. Military occupational specialty 89A professional development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.Army.mil>.



## 27-6. Military occupational specialty 89A Reserve Component

The duties and goals of the MOS 89A RC Soldier mirror that of the MOS 89A RA Soldier. RC Soldiers should strive for the same types of assignments and PD. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier's range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

## 27-7. Military occupational specialty 89B ammunition specialist

*a. Major duties.* The ammunition SPC receives, stores, and issues conventional ammunition, guided missiles, large rockets and other ammunition related items; performs maintenance destruction and demilitarization on ammunition and explosive components. Supervises and provides technical guidance to Soldiers in the accomplishment of their duties. Supervises and manages the SAAS-MOD at theater, theater Army, area command and Materiel Management Centers (MMC). Assists in the survey and layout of areas allocated for the establishment of ammunition storage areas. Plans requirements for labor, equipment and supplies in preparation and application of plans, work policies and procedures. Below are some key SQI's and ASI's, for a complete listing see DA Pam 611-21.

(1) List of SQIs:

- (a) L - Linguist.
- (b) P - Parachutist.
- (c) X - drill sergeant.
- (d) Y -AIT platoon sergeant.
- (e) 2 - Training Development.
- (f) 4 - Non-career recruiter .
- (g) 8 - Instructor.

(2) List of ASIs:

- (a) 1B -SHARP.
- (b) 2S - Battle Staff OPS (skill level 3 and above).
- (c) 8R -MRT.
- (d) 1J - Operational EW OPS (personnel only).
- (e) 2B - Air Assault (personnel only).
- (f) 2S - Battle Staff OPS (skill level 3 and above).
- (g) 5W - Jumpmaster (personnel only).
- (h) 6T - Military Auditor (RC personnel only).
- (i) Y9 -WTU, CBWTU, SL, and/or platoon sergeant.
- (j) R1 - RTCH.
- (k) W6 - Weapons Intelligence SPC.

*b. Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Ordnance Personnel Development Office.

*c. Goals for development.*

(1) *Private E-1: Specialist and corporal.*

*(a) Operational assignments.* The focus during the early years of their career should be on building a strong base of operational assignments. Ammunition Soldiers should focus on perfecting the basic skills and obtaining the knowledge that would make them proficient in all aspects of their MOS. Duties include ammunition stock records and accounting; transporting, inspecting, and storage of ammunition. Emphasis should also be placed on maintaining the standards of common Soldier tasks. Regardless of assignment, Soldiers should acquire the necessary experience to fine-tune their technical skills. Opportunities to display leadership skills, initiative, and motivation must be capitalized upon

*(b) Self-development.* Ammunition SPC Soldiers should consider the following correspondence course: Ammunition SPC Refresher. Begin AA and/or AAS in civilian education. For additional information on self-development, see paragraph 27-3.

*(c) Additional training.* Ranger, Airborne, Air Assault, HAZMAT, Combat Life Saver, and Combatives.

*(d) Special assignments.* None.

(2) Sergeant.

*(a) Operational assignments.* Four years is the average for advancement to SGT. During this phase Soldiers should continually seek out demanding assignments such as squad leader and section SGT and always strive to serve in positions of greater responsibility. Duties include, but not limited to, ammunition section chief, ammunition stock records accounting SGT, ammunition SGT, and ammunition supply advisor. It is imperative that Soldiers become technically proficient in their MOS in order to provide critical advice and guidance to subordinates. In addition, the SGT must broaden and maintain proficiency in basic Soldier skills and is now the unit's primary trainer of tactical skills. Consider the following as promotion indicators: Honor Graduate, Commandant's List. Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of

our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(b) *Self-development.* For additional information on self-development, see paragraph 27–3. Begin AA/AAS in civilian education.

(c) *Additional training.* Ranger, Airborne, Air Assault, HAZMAT, Combat Life Saver, and Combatives.

(d) *Special assignments.* Drill sergeant, instructor assistant, USASOC, SMU and ASOF.

(3) Staff sergeant.

(a) *Operational assignments.* Six years TIS is the average for achieving this rank. The SSG should strive to serve in positions of greater responsibility such as platoon SGT, ammunition NCO, or squad leader. Duties include but not limited to ammunition section SGT, ammunition inspector, ammunition supply SGT. Assignment in nontechnical positions such as drill sergeant will ensure the continued development and refinement of leadership skills and personnel management techniques. Duty assignment in nontechnical positions should be kept to a minimum. Back-to-back nontechnical assignments should be avoided due to MOS proficiency erosion and continuous changes in structure and doctrine. Consider the following as promotion indicators: Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments; exceeded NCOES (Honor Graduate, Commandant's List, and so forth). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as a DET or platoon sergeant or OPS SGT in a deployed or deployable unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 27–3. Complete AA/AAS in civilian education.

(c) *Additional training.* Ranger, Drill Sergeant, Airborne, Air Assault, and NBC School.

(d) *Special assignments.* Instructor, drill sergeant, recruiter, WTU squad leader, and RA/RC advisor, USASOC, SMU and ASOF.

(4) Sergeant first class.

(a) *Operational assignments.* The SFC is expected to begin functioning as a member of senior level staffs and in senior leadership roles such as platoon sergeant, OPS SGT and 1SG. An average TIS for promotion to SFC is 14 years. To be successful the Soldier must master and demonstrate appropriate personnel and operational management skills. The SFC can expect assignments outside their technical field such as OPS SGT, platoon sergeant, SGL, drill sergeant, recruiter, assistant inspector general NCO, career advisor and 1SG and should seek these opportunities when they exist. Back-to-back assignments outside their technical field is discouraged and should be avoided due to the erosion of technical skills and know ledge. Assignments in leadership positions such as platoon sergeant, drill sergeant, or SGL demonstrate the management skills, leader skills, and ability to perform the supervisory functions required in the next higher grade. The successful completion of challenging and demanding operational assignments is a significant discriminator in selection for promotion. Consider the following as promotion indicators: Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES, Battle Staff, 1SG (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT; Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as a DET or platoon sergeant or OPS SGT in a deployed or deployable unit; demonstrated career flexibility as shown by serving in developmental positions at grade level not traditional to their specific MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 27–3.

(c) *Additional training.* Drill Sergeant, Airborne, Air Assault, Battle Staff NCO Course, HAZMAT, Safety Course, Combat Life Saver, Contractor Representative Course, and Combatives.

(d) *Special assignments.* Senior drill sergeant, recruiter, OC, instructor, RA/RC advisor, force protection NCO, TT NCO, and assistant inspector general NCO, USASOC, SMU, and ASOF.

(5) Master sergeant.

(a) *Operational assignments.* The MSG serves as the principal NCO of staff elements at BN level and above and performs the important duties of 1SG upon lateral appointment. Normally the MSG or 1SG will be selected by or at 18 years of service. Regardless of position, they will be performing complex leadership functions, battle staff functions, and decision making processes at the senior and command levels. Consider the following as promotion indicators: The SNCO chances for promotion to SGM are greatly increased with 24 months of 1SG duties or other positions of greater

responsibility. As always, SNCOs should step forward and seize each opportunity for increased responsibility to ensure competitiveness in career progression: Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES, Battle Staff, 1SG (Honor Graduate and Commandant’s List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Consistently pursued education through military courses and civilian educational opportunities. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty. Demonstrated exceptional duty performance while assigned as a 1SG or OPS SGT in a deployed or deployable unit. Demonstrated career flexibility as shown by serving in developmental positions at grade level not traditional to their specific MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 27–3. Complete BA/BS in civilian education and begin Master’s Program.

(c) *Additional training.* Airborne, Air Assault, Battle Staff NCO Course, HAZMAT, Safety Course, Combat Life Saver, Contractor Representative Course and Combatives.

(d) *Special assignments.* MITT logistics NCO trainer, rear DET NCOIC, Training Developer, OC, instructor and AC/RC advisor, SMU, and Army Field Support BDE.

(6) Sergeant major.

(a) *Operational assignments.* The SGM will serve in positions of great responsibility at the BDE level or higher. Operational assignments are limited; however, the most senior will now be in positions influencing large numbers of junior Soldiers and NCO. The SGM/CSM should always seize every available opportunity having the greatest impact on his or her ability to impart knowledge to both commanders and Soldiers alike. Consider the following as promotion potential Indicators: Chances for promotion to CSM are greatly increased with at least 36 months of 1SG duties or other positions of greater responsibility. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include chief training instructor, developer/writer, Training Department SGM, OPS SGM, and SMU assignments. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments. Exceeded NCOES, Battle Staff, 1SG (Honor Graduate and Commandant’s List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty. Demonstrated exceptional duty performance while assigned as an OPS SGT in a deployed or deployable unit. Demonstrated career flexibility as shown by serving in developmental positions at grade level not traditional to their specific MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 27–3. Complete BA/BS in civilian education and begin Master’s Program.

(c) *Additional training.* Contractor Representative Course.

(d) *Special assignments.* SGM Academy instructor.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **27–8. Military occupational specialty 89B professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.Army.mil>.

## **27–9. Military occupational specialty 89B Reserve Component**

The duties and goals of the MOS 89B RC Soldier mirror that of the MOS 89B AC Soldier. RC Soldiers should strive for the same types of assignments and PD. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

## **27–10. Military occupational specialty 89D explosive ordnance disposal specialist**

a. *Major duties.* EOD SPC locate, identify, render safe and dispose of foreign and domestic conventional, biological, chemical, or nuclear ordnance and IED; WMD and large vehicle bombs; conduct intelligence gathering OPS of first seen foreign ordnance; support VIP missions for the U.S. Secret Service, State Department and other Federal agencies. Responsible for maintaining continuity of all unit OPS and movements. Supervises coordination and deployment of EOD response teams over a wide geographical area. Supervises establishment and maintenance of situation maps, journals and technical intelligence reports. Technical advisor at staff levels. Supervises CONUS OPS that support VIP missions for the U.S. Secret Service, State Department and other Federal agencies. Implement orders, policies and

procedures. Performs personnel management OPS at BDE/BN level for assigned personnel. Below are some key SQI's and ASI's, for a complete listing see DA Pam 611-21.

(1) List of SQIs:

- (a) L - Linguist.
- (b) P - Parachutist.
- (c) X - drill sergeant.
- (d) Y - AIT platoon sergeant.
- (e) 2 - Training Development.
- (f) 4 - Non-career recruiter .
- (g) 8 - Instructor.

(2) List of ASIs:

- (a) 1B -SHARP.
- (b) 2S - Battle Staff OPS (skill level 3 and above).
- (c) 8R - MRT.
- (d) 1J - Operational EW OPS (personnel only).
- (e) 2B - Air Assault (personnel only).
- (f) 5W - Jumpmaster (personnel only).
- (g) 6Q - Additional Duty Safety NCO (RC personnel only).
- (h) W6 - Weapons Intelligence SPC.
- (i) Y9 - WTU, CBWTU, SL, and/or platoon sergeant.

b. *Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Ordnance Personnel Development Office.

c. *Goals for development.*

(1) Private E-1-Specialist and corporal.

(a) *Operational assignments.* The focus during the early years of their career should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. The ability to take advantage of opportunities and display leadership skills, initiative, and motivation is a must. Duty assignments include but aren't limited to EOD SPC.

(b) *Self-development.* Soldiers should consider the following correspondence course: EOD Course. Begin AA/AAS in civilian education. For additional information on self-development, see paragraph 27-3.

(c) *Additional training.* HAZMAT, Combat Life Saver, and Combatives..

(d) *Special assignments.* None.

(2) Sergeant.

(a) *Operational assignments.* At this stage Soldiers should focus on laying a solid foundation of technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Duty assignments include EOD SGT. Consider the following as promotion indicators: Honor Graduate, Commandant's List; Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards; consistently pursued education through military courses and civilian educational opportunities; and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(b) *Self-development.* For additional information on self-development, see paragraph 27-3. Begin AA/AAS in civilian education.

(c) *Additional training.* Home Made Explosives (HME) Course, Tactical Post Blast Course, Global Anti Terrorist & Operational Readiness (GATOR) Course, Advanced Improvised Explosive Devices Disposal (AIEDDs), Combatives Level 2-4, Ranger School, Airborne School, Air Assault School.

(d) *Special assignments.* WMD NCO.

(3) Staff sergeant.

(a) *Operational assignments.* Commanders and CSM should ensure SSGs are serving in appropriate developmental assignments and positions and know how these assignments affect promotion and career development. SSG's should serve a minimum of 18 months as an EOD team leader in an EOD or technical escort unit. Staff SGT should focus on serving a minimum of 36 months in an operational assignment to develop and refine their technical and tactical skills at the team and platoon level before serving in temporary or special duty assignments. Duty assignments include EOD team leader; Consider the following as promotion potential Indicators: Strong DA Forms 2166-8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments; exceeded NCOES (Honor Graduate, Commandant's List, and so forth); physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT; Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and

off duty; Demonstrated exceptional duty performance while assigned as a DET or platoon sergeant or OPS SGT in a deployed or deployable unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 27–3. Complete AA/AAS in civilian education.

(c) *Additional training.* Home Made Explosives (HME) Course, Tactical Post Blast Course, Global Anti Terrorist & Operational Readiness (GATOR) Course, Advanced Improvised Explosive Devices Disposal (AIEDDs), Combatives Level 2–4, Ranger School, Airborne School, Air Assault School.

(d) *Special assignments.* Instructor, recruiter, OC–T at a CTC (for example, JRTC, JMTC, NTC), small group leader, liaison/VIP coordination NCO, SMU and platoon sergeants in AIT companies. Commanders and CSM ensure SSGs being placed on special duty or temporary duty are considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSG to serve on BN, BDE, and DIV staffs. Soldiers who are serving in isolated areas require special consideration from USAES and HRC for assignment back to the Operational Force.

(4) Sergeant first class.

(a) *Operational assignments.* The critical assignment for a SFC is platoon sergeant, especially in an operational unit. Consider the following as promotion potential Indicators: The platoon sergeant's job as the senior trainer in the platoon is essential in the development of junior leaders. Successful assignments as platoon sergeants enhance the technical and tactical leading ability of SFC and increase their potential for selection to MSG. Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Additional assignments that may be filled are liaison NCO, OPS SGTs, section SGTs, and senior technical intelligence analysts; strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES, Battle Staff, 1SG (Honor Graduate, Commandant's List, and so forth). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as a DET or platoon sergeant or OPS SGT in a deployed or deployable unit; demonstrated career flexibility as shown by serving in developmental positions at grade level not traditional to their specific MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 27–3.

(c) *Additional training.* Home Made Explosives (HME) Course, Tactical Post Blast Course, Global Anti Terrorist & Operational Readiness (GATOR) Course, Advanced Improvised Explosive Devices Disposal (AIEDDs), Combatives Level 2–4, Ranger School, Airborne School, Air Assault School, and TWI (see AR 621–1).

(d) *Special assignments.* Instructor, recruiter, OC–T at a CTC (for example, JRTC, JMTC, NTC), small group leader, SOT Leader, SOT SGT, and SMU. Commanders and CSM ensure SFC being placed on special duty or temporary duty are considered for promotion and that they are serving in appropriate positions. These positions should impart knowledge and skills for equipping SFC to serve on BN, BDE, and DIV staffs. Soldiers who are serving in isolated areas require special consideration from USAES and HRC for assignment back to the Operational Force.

(5) Master sergeant.

(a) *Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion potential Indicators: The MSG serves as the Principle NCO of staff elements at BN level and above and may perform the important duties of 1SG upon lateral appointment. Regardless of position, EOD supervisors will be performing complex leadership functions, battle staff functions and decision-making processes at the senior and command levels. Chances for promotion to SGM are greatly increased with at least 24 months of 1SG duties or other positions of greater responsibility. As always, EOD supervisors should step forward and seize each opportunity for increased responsibility to ensure competitiveness in career progression. Successful duty assignment as an OPS SGT should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include; SMU assignments, 1SG, career management NCO, training developer, and Secret Service. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES, Battle Staff, 1SG (Honor Graduate, Commandant's List, and so forth). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as an OPS SGT

or 1SG in a deployed or deployable unit; demonstrated career flexibility as shown by serving in developmental positions at grade level not traditional to their specific MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 27–3. Complete BA/BS in civilian education and begin Master’s Program.

(c) *Additional training.* Contractor Representative Course.

(d) *Special assignments.* SMU, SO–OPS SGT, SOT leader.

(6) Sergeant major.

(a) *Operational assignments.* The focus during this phase of the Soldier’s career centers on refinement of their leadership skills and applying the knowledge gained throughout their career to influence organizations at the most senior level. Consider the following as promotion potential indicators: chances for promotion to CSM are greatly increased with at least 36 months of 1SG duties or other positions of greater responsibility. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include chief training instructor, developer, and/or writer, Training Department SGM, OPS SGM, EOD control SGM and SMU assignments. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES, Battle Staff, 1SG (Honor Graduate and Commandant’s List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Consistently pursued education through military courses and civilian educational opportunities. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty. Demonstrated exceptional duty performance while assigned as an OPS SGT in a deployed or deployable unit. Demonstrated career flexibility as shown by serving in developmental positions at grade level not traditional to their specific MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 27–3. Complete BA/BS in civilian education and begin Master’s Program.

(c) *Additional training.* Contractor Representative Course.

(d) *Special assignments.* SO SGM, SO Concept Development Division SGM.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **27–11. Military occupational specialty 89D professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.Army.mil>.

## **27–12. Military occupational specialty 89D Reserve Component**

MOS 89D RC: Standards of RC Soldiers mirror that of the AC in MOS 89D. Soldiers in the RC should strive for the same type of assignments and development; however, unit structure and geographic distribution often limit RC Soldiers in the range of possible assignments.

## **Chapter 28**

### **Mechanical Maintenance (Career Management Field 91) Career Progression Plan**

#### **28–1. Duties**

The primary duties of the mechanical maintenance CMF are to perform the fix functions on Army weapons systems and equipment that support maneuver forces in their preparation for and conduct of OPS across the entire operational spectrum. The fix functions includes: maintenance management, recovery, fault diagnostics, repair, overhaul, and component/major assembly substitution and exchange. Ordnance maintainers support the life cycle functions of all Army systems and the mission readiness of the Army’s combat, tactical, and ground support systems. The CMF is comprised of 16 MOSs that function in a wide range of areas that require extremely technical and tactical skills. CMF 91 maintainers support every type of unit in the Army to include Special Missions Units. The CMF is fully-integrated into Two Level Maintenance and Modular Force structures.

#### **28–2. Transformation**

Whether Ordnance NCOs are assigned to field or sustainment maintenance units, they are linked through the core CMF 91 competencies to one common mission-to support the sustainment of vehicles and weapons systems during peace and war thereby providing superior combat power to current and future forces of the United States Army. The Ordnance Corps requires NCOs who are leaders of Soldiers and tactically and technically proficient in all phases of maintenance OPS at both the field and sustainment maintenance levels. The Ordnance NCOs must ensure that their Soldiers can perform their individual MOS tasks, always place the welfare of their Soldiers ahead of their own, and adhere to Army values. Ordnance NCOs truly embody the Warrior Ethos. Their example inspires others to achieve the same level of

commitment and professionalism enabling them to grow as leaders and train the Soldiers and small units of tomorrow. The merger of several military occupational specialties into multi-capable maintainers streamlined training and mission support. Additionally there have been increased authorizations for SFCs at field maintenance and sustainment level while at the same time there is a reduced presence of junior grade leadership at Field Maintenance Companies and Forward Support Companies. The Army's modularity restructuring severely decreased the number of MOS 91Z SGM positions. The loss of Support GPs, Support Centers, and the conversions of DIV support commands to sustainment BDEs, caused a reduction of positions. The total number of CMF 91 authorizations remained unchanged, making it challenging for promotion to the rank of SGM. Options to remain competitive include demanding jobs such as platoon sergeant, team chief, maintenance control SGT, motor SGT, and all special assignments that balance leadership and technical experience

### **28-3. Recommend career management self-development by rank**

#### *a. Private E-1: Specialist and corporal.*

(1) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and master the following military publications: STP 21-1-SMCT; FM 4-25.11; AR 670-1; FM 3-90.61; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.Army.mil/> contain additional reading material.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DAN TES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 110 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Soldiers should choose from the following correspondence courses: Combat Lifesaver Course, Infantry Basic Refresher Training Course, and NCO Primary Leadership Subjects Course. Other education opportunities are available at the ACES Web site. CLEP and the DAN TES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and logisticians should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

(6) Soldier boards such as Soldier of the Quarter/Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications is available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(8) SSD is planned; goal-oriented learning that reinforces and expands the depth and breadth of an individual's knowledge base, self-awareness, and situational awareness. It compliments institutional and operational learning. It enhances professional competence and meets personal objectives. It is required learning that continues throughout a Soldier's career and is closely linked to training and education in the NCO Education System (NCOES). It promotes lifelong learning (LLL). It also sets conditions for continuous growth as a Warrior and a Warrior Leader. All Soldiers are required to participate in SSD. It will also be a pre-requisite for attending NCOES courses, and will affect future promotions. SSD 1 prepare Soldiers for the WLC. Soldiers are automatically enrolled upon completing BCT and/or One Station Unit Training (OSUT). SSD 1 tasks are focused primarily at the team and squad levels. SSD focuses on the common leader and tactical skill sets

#### *b. Sergeant.*

(1) The quality and success of a SGT's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) SGTs should study and master the following military publications: STP 21-24-SMCT; FM 6-22; FM 7-22.7; FM 21-18; FM 3-55.93; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.Army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGT willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at

this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(5) Soldier boards such as NCO of the Quarter and/or Year and the SGT Audie Murphy, and/or SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. SGT should choose from the following correspondence courses: HAZMAT Handling Course, NCO Mechanical Maintenance Common Core Course, NCO Basic Leadership Subjects Course, or the Supervisor Development Course. Other education opportunities are available at the ACES Web site.

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications is available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(8) Individual and unit awards show a commitment to excellence and a desire to succeed. Awards and achievements includes: The Ordnance Order of Samuel Sharpe, COL Decius Wadsworth Award (NCOA), Army Award for Maintenance Excellence, Combined Logistics Excellence Award, Distinguished Honor Graduate for NCOAs, exceeding course standards for PME and NCO of the Quarter and/or Year.

(9) SSD is planned; goal-oriented learning that reinforces and expands the depth and breadth of an individual's knowledge base, self-awareness, and situational awareness. It compliments institutional and operational learning. It enhances professional competence and meets personal objectives. It is required learning that continues throughout a Soldier's career and is closely linked to training and education in the NCO Education System (NCOES). It promotes lifelong learning (LLL). It also sets conditions for continuous growth as a Warrior and a Warrior Leader. All Soldiers are required to participate in SSD. It will also be a pre-requisite for attending NCOES courses, and will affect future promotions. Enrollments are HQDA select. The SSD 2 focuses on preparing unit and subordinate elements for peace, wartime missions, and contingencies.

*c. Staff sergeant.*

(1) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: STP 21-24-SMCT; FM 3-22.9; FM 4-30.31; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.Army.mil/> contain additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSGs willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self-development options are based on the SSG's own desire to excel. At this stage, SSGs should seek opportunities to pursue completion of an associate's degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(4) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. The SSG should select from the following list of correspondence courses: SOC (Phase I), Infantry Advanced Refresher Training Course, Mechanical Maintenance SNCO course, and the Manager Development Course. Other education opportunities are available at the ACES Web site.

(5) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. SSGs should complete two or more of the Automotive Service Excellence (ASE) certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(6) Individual and unit awards show a commitment to excellence and a desire to succeed. Awards and achievements includes: The Ordnance Order of Samuel Sharpe, COL Decius Wadsworth Award (NCOA), Army Award for Maintenance Excellence, Combined Logistics Excellence Award, Distinguished Honor Graduate for NCOAs, exceeding course standards for PME the Master Recruiter Badge, senior and/or master instructor.

(7) Soldier boards such as NCO of the Quarter and/or Year and the SGT Audie Murphy and/or SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(8) SSD is planned; goal-oriented learning that reinforces and expands the depth and breadth of an individual's knowledge base, self-awareness, and situational awareness. It compliments institutional and operational learning. It enhances professional competence and meets personal objectives. It is required learning that continues throughout a Soldier's career and is closely linked to training and education in the NCO Education System (NCOES). It promotes lifelong learning (LLL). It also sets conditions for continuous growth as a Warrior and a Warrior Leader. All Soldiers are required to participate in SSD. It will also be a pre-requisite for attending NCOES courses, and will affect future promotions. SSD 3 focuses on tasks at the platoon level and prepares SGT through SFC for the SLC. It offers lessons on implementing measures to reduce combat stress, developing a physical security plan, supervising the NCOPD, supervising ceremony setups, and applying ethical leadership decisions at the small unit level. Soldiers will be automatically enrolled in SSD 3 after they have completed all phases of ALC.



*d. Sergeant first class.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Strive to complete a degree program or accumulate two years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: STP 21–24–SMCT; FM 6–22; FM 7–22.7; FM 21–18; FM 3–55.93; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.Army.mil/> contain additional reading material.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFCs willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an associate's degree by 12 years and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. The SFC should enroll in the Army Maintenance Management Course. Other education opportunities are available at the ACES Web site.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. The SFC should have completed three or more of the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS (if available) on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(7) Individual and unit awards show a commitment to excellence and a desire to succeed. Awards and achievements include: The Ordnance Order of Samuel Sharpe, COL Decius Wadsworth Award (NCOA), Army Award for Maintenance Excellence, Combined Logistics Excellence Award, Distinguished Honor Graduate for NCOAs, exceeding course standards for PME, the Master Recruiter Badge, senior, and/or master instructor.

(8) Soldier boards such as NCO of the Quarter and/or Year and the SGT Audie Murphy and SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(9) SSD is planned; goal-oriented learning that reinforces and expands the depth and breadth of an individual's knowledge base, self-awareness, and situational awareness. It compliments institutional and operational learning. It enhances professional competence and meets personal objectives. It is required learning that continues throughout a Soldier's career and is closely linked to training and education in the NCO Education System. It promotes lifelong learning. It also sets conditions for continuous growth as a Warrior and a Warrior Leader. All Soldiers are required to participate in SSD. It will also be a pre-requisite for attending NCOES courses, and will affect future promotions. SSD 4 focuses on tasks at the BN level and prepares SSG through CSM for attendance at the SMC. Soldiers may start SSD 4 upon completing the SLC. The USASMA recommends completing SSD 4 prior to assuming duties as a 1SG. Graduates of the SLC are automatically enrolled. Current graduates of SLC may self-enroll.

*e. Master sergeant and first sergeant.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. Strive to complete a degree program or accumulate two years of college credit towards a degree. However, continuing civilian education (completion of associates or bachelor's degree) is encouraged.

(2) MSG/1SGs should study and master the following military publications: AR 601–280; AR 600–20; DA Pam 611–21; AR 840–10; AR 220–1.

(3) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(5) Additional career enhancement may be gained by continuing to pursue technical certification. The MSG should have completed four or more of the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS (if available) on the COOL Web site.

(6) Individual and unit awards show a commitment to excellence and a desire to succeed. Awards and achievements includes: The Ordnance Order of Samuel Sharpe, the Army Award for Maintenance Excellence, Combined Logistics Excellence Award, the Master Recruiter Badge, and master instructor.

(7) SSD is planned, goal-oriented learning that reinforces and expands the depth and breadth of an individual's

knowledge base, self-awareness, and situational awareness. It compliments institutional and operational learning. It enhances professional competence and meets personal objectives. It is required learning that continues throughout a Soldier's career and is closely linked to training and education in the NCO Education System (NCOES). It promotes lifelong learning. It also sets conditions for continuous growth as a Warrior and a Warrior Leader. All Soldiers are required to participate in SSD. It will also be a pre-requisite for attending NCOES courses, and will affect future promotions. SSD 4 focuses on tasks at the BN level and prepares SSG through CSM for attendance at the SMC. Soldiers may start SSD 4 upon completing the SLC. The USASMA recommends completing SSD 4 prior to assuming duties as a ISG. Graduates of the SLC are automatically enrolled. Current graduates of SLC may self-enroll. Although the SMC is the capstone of the NCOES, learning does not stop. Soldiers must complete SSD 5 after they have completed the SMC. It focuses on nominative and joint staff level tasks and prepares Soldiers for the strategic levels of Army leadership. It offers lessons on employing nation building OPS and resolving conflicts between civilian employees and the military. MSGs through CSMs are automatically enrolled after they graduate from the SMC. SSD 5s will become a prerequisite for nominative and joint assignments.

*f. Sergeant major and command sergeant major.*

(1) The goal of the SGM and CSM is to possess an upper level degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM and/or CSM will often be representing the command or Army in civic functions.

(2) The SGM and CSM should read publications on their chains of command professional reading list. FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geopolitical issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader. (3 ) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(3) Additional career enhancement may be gained by continuing to pursue technical certification. The SGM should have completed four or more of the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS (if available) on the COOL Web site.

(4) SSD is planned, goal-oriented learning that reinforces and expands the depth and breadth of an individual's knowledge base, self-awareness, and situational awareness. It compliments institutional and operational learning. It enhances professional competence and meets personal objectives. It is required learning that continues throughout a Soldier's career and is closely linked to training and education in the NCO Education System. It promotes lifelong learning. It also sets conditions for continuous growth as a Warrior and a Warrior Leader. All Soldiers are required to participate in SSD. It will also be a prerequisite for attending NCOES courses, and will affect future promotions. Although the SMC is the capstone of the NCOES, learning does not stop. Soldiers must complete SSD 5 after they have completed the SMC. It focuses on nominative and joint staff level tasks and prepares Soldiers for the strategic levels of Army leadership. It offers lessons on employing nation building OPS and resolving conflicts between civilian employees and the military. MSG through CSMs are automatically enrolled after they graduate from the SMC. SSD 5s will become a prerequisite for nominative and joint assignments.

#### **28-4. Military occupational specialty 91A M1 Abrams tank system maintainer**

*a. Major duties.* The Abrams Tank System Maintainer performs and supervises unit maintenance and select on-board tasks, that is, major assembly replacement on Abrams tanks to include the hull, turret, and fire control. They inspect, test, repair, and adjust power plants, suspension systems, steering systems, hydraulic systems, auxiliary power units, fire extinguisher/suppression systems, gas particulate systems, vehicular mounted armament, gun turret drive system, and the fire control systems. They also perform supervisory duties, maintenance management, recovery, fault diagnostics, repair, overhaul, component/major assembly substitution and exchange. supervise compliance with shop safety programs and provides technical guidance on field and sustainment maintenance. Below are key SQIs and ASIs; for a complete listing see DA Pam 611-21.

(1) List of SQIs:

(a) L - Linguist.

(b) P - Parachutist.

(c) X - drill sergeant.

(d) Y - AIT platoon sergeant.

(e) 2 - Training Development.

(f) 4 - Non-career recruiter.

(g) 8 - Instructor.

(2) List of ASIs:

(a) 2S - Battle Staff OPS (skill level 3 and above).

(b) D8 - JAB and ABV System Maintainer.

(c) K4 - M1A2 Tank OPS and Maintenance.

(d) H8 - Recovery OPS.

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

c. *Goals for development.*

(1) Private E–1: Specialist and corporal.

(a) *Operational assignments.* The focus during the early years of their career should be on building a strong base of technical expertise in equipment maintenance, basic MOS skills and common Soldier tasks. This can be acquired in operational assignments serving as an Abrams Tank System Maintainer. Opportunities to display leadership skills, initiative and motivation should be capitalized upon. Duty assignments include but aren't limited to Abrams Tank System Maintainer.

(b) *Self-development.* Begin AA/AAS in civilian education. Soldiers should consider the following correspondence course: M1 Abrams Tank System Mechanic Course. Soldiers should also strive to master the skills necessary to pass the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Joint Assault Bridge (JAB) and Assault Breaching Vehicle (ABV) System Maintainer (ASI D8), M1A2 Tank OPS and Maintenance (ASI K4) and Recovery SPC (ASI H8), HAZMAT, Combat Life Saver, and Combatives.

(d) *Special assignments.* Hometown Recruiter Program.

(2) Sergeant.

(a) *Operational assignments.* Soldiers at this level in their career should focus mastering their technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. promotion potential Indicators: Duty assignments include but aren't limited to Abrams tank system maintainer, squad leader, and recovery vehicle operator. Chances for promotion to SSG are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments; exceeded NCOES (Honor graduate, Commandant's List, and so forth); physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS such as, MiTT NCO and/or liaison and forward operating base security NCO.

(b) *Self-development.* Begin AA/AAS in civilian education. SGTs should also have mastered the technical expertise necessary to pass the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Joint Assault Bridge (JAB) and Assault Breaching Vehicle (ABV) System Maintainer (ASI D8), M1A2 Tank OPS and Maintenance (ASI K4), HAZMAT, Safety Course, Combat Life Saver, and Combatives.

(d) *Special assignments.* None.

(3) Staff sergeant.

(a) *Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments outside the technical field should be kept to a minimum. Promotion potential indicators: Duty assignments in operational units that will increase the experience and develop the leadership level of the NCO includes: Squad leader, platoon sergeant, senior Abrams tank system mechanic, and recovery vehicle supervisor. Chances for promotion to SFC are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments; exceeded NCOES (Honor Graduate and Commandant's List); physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army Values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO and/or liaison, and forward operating base security NCO.

(b) *Self-development.* Complete AA/AAS in civilian education. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Linguist, BSNCO, Airborne HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course and Combatives.

(d) *Special assignments.* Instructor, drill sergeant, recruiter, AIT squad leader, senior mechanic, motor SGT, technical inspector, WTU squad leader, observer and/or controller, AC/RC advisor, MiTT, FOB security NCO, convoy commander and/or NCOIC, rear DET NCO, and small group leader.

(4) Sergeant first class.

(a) *Operational assignments.* The SFC is expected to function as a member of senior level staffs and in senior leadership roles. To be successful he must master and demonstrate appropriate personnel and operational management skills. Promotion potential Indicators: The SFC can expect assignments both inside and outside their technical field such as: section chief, platoon sergeant, maintenance supervisor, senior and/or training development writer, senior and/or career advisor and career management SNCO. Chances for promotion to MSG are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant’s List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO and/or liaison and forward operating base security NCO.

(b) *Self-development.* Begin BA/BS in civilian education. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Support OPS Phase II, HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* Drill sergeant, senior drill sergeant, observer, and/or controller, senior instructor, AC/RC advisor, assistant inspector general NCO, small group leader, EOA, career advisor, proponent NCO, career manager, 75th Ranger Regiment (male Soldiers only), AIT platoon sergeant, TWI, AWG, MiTT, training developer/writer, instructor/writer, OPS NCO, maintenance control SGT, Force Protection NCOIC, rear DET NCOIC, convoy commander/NCOIC, FOB security NCOIC and SMU support.

(5) *Master sergeant.* MOS 91A40 progresses to MOS 91Z50 upon promotion to MSG.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **28–5. Military occupational specialty 91A professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **28–6. Military occupational specialty 91A Reserve Component**

The duties and goals of the MOS 91A RC Soldier mirror that of the MOS 91A RA Soldier. RC Soldiers should strive for the same types of assignments and PD as their counterparts in the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

## **28–7. Military occupational specialty 91B wheeled vehicle mechanic**

a. *Major duties.* The wheeled vehicle mechanic performs and supervises unit field and sustainment level maintenance and recovery OPS on light and heavy wheeled vehicles, their associated trailers and material handling equipment (MHE). They also perform supervisory duties, maintenance management, recovery, fault diagnostics, repair, overhaul, component/major assembly substitution and exchange. Supervise compliance with shop safety programs and provides technical guidance on field and sustainment maintenance. Below are key SQI’s and ASI’s, for a complete listing see DA Pam 611–21.

(1) List of SQIs:

(a) G - Ranger.

(b) L - Linguist.

(c) P - Parachutist.

(d) S - Special Operation Support.

(e) V - Ranger Parachutist.

(f) X - drill sergeant.

(g) Y - AIT platoon sergeant.

(h) 2 - Training Development.

(i) 4 - Non-career recruiter.

(j) 8 - Instructor.

(2) List of ASIs:

(a) 2S - Battle Staff OPS (skill level 3 and above).

(b) A4 - Automotive Electrical System Repairer.

(c) H8 - Recovery OPS.

(d) R1 - Rough Terrain Cargo Handler.

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

c. *Goals for development.*

(1) Private E–1: Specialist and corporal.

(a) *Operational assignments.* The focus during the early years of a Soldier's career should be on building a strong base of technical expertise in equipment maintenance, basic MOS skills and common Soldier tasks. This can be acquired in operational assignments serving as a wheeled vehicle mechanic. Opportunities to display leadership skills, initiative and motivation should be capitalized upon. Duty assignments include but aren't limited to wheeled vehicle mechanic and recovery vehicle operator.

(b) *Self-development.* Begin AA/AAS in civilian education. Soldiers should consider the following correspondence course: Wheeled Vehicle Mechanics Course. Soldiers should also strive to master the skills necessary to pass the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Ranger training (male Soldiers only), Airborne, Air Assault, Recovery OPS (ASI H8), and Stryker Armored Vehicle OPS/Maintenance (ASI R4), HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* 75th Ranger Regiment (male Soldiers only), WHCA, AWG and the Hometown Recruiter Program.

(2) Sergeant.

(a) *Operational assignments.* Soldiers at this level in their career should focus mastering their technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Promotion potential Indicators: Duty assignments include but aren't limited to wheeled vehicle mechanic, recovery vehicle operator and squad leader. Chances for promotion to SSG are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate, Commandant's List, and so forth). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO and/or liaison and forward operating base security NCO.

(b) *Self-development.* Begin AA/AAS in civilian education. SGT should also have mastered the technical expertise necessary to pass the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Ranger Training (male Soldiers only), Airborne, Air Assault, Recovery OPS (ASI H8), and Stryker Armored Vehicle OPS/Maintenance (ASI R4), HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* 75th Ranger Regiment (male Soldiers only) and WHCA.

(3) Staff sergeant.

(a) *Operational assignments.* The focus during this phase of a Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments outside of the technical field should be kept to a minimum. Promotion potential Indicators: Duty positions include motor SGT, senior mechanic and shop foreman. Chances for promotion to SFC are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving

in positions at or above present grade level not traditional to their specific MOS such as, MiTT NCO/liaison and forward operating base security NCO and Army Field Support BDE Maintenance QC Inspector.

(b) *Self-development.* Complete AA/AAS in civilian education. For additional information, see paragraph 28–3.

(c) *Additional training.* Ranger Training (male Soldiers only), Airborne, Air Assault, Linguist, Stryker Armored Vehicle OPS/Maintenance (ASI R4), HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* Instructor, drill sergeant, recruiter, AIT squad leader, senior mechanic, motor SGT, technical inspector, WTU squad leader, observer/controller, AC/RC advisor, MiTT, FOB security NCO, convoy commander/NCOIC, rear DET NCO and small group leader, WHCA, 75th Ranger Regiment (male Soldiers only), AIT platoon sergeant, TWI and SMU support.

(4) *Sergeant first class.* MOS 91B30 progresses to MOS 91X40 upon promotion to SFC.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **28–8. Military occupational specialty 91B professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **28–9. Military occupational specialty 91B Reserve Component**

The duties and goals of the MOS 91B RC Soldier mirror that of the MOS 91B RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### **28–10. Military occupational specialty 91C utilities equipment repairer**

a. *Major duties.* The Utilities Equipment Repairer performs and supervises unit field and sustainment maintenance on utilities equipment and special purpose support systems. They also perform supervisory duties, maintenance management, fault diagnostics, repair, overhaul, component and/or major assembly substitution and exchange. Also, supervise compliance with shop safety programs and provides technical guidance on field and sustainment maintenance. Below are key SQI’s and ASI’s, for a complete listing see DA Pam 611–21.

(1) List of SQIs:

(a) G - Ranger.

(b) L - Linguist.

(c) P - Parachutist.

(d) S - Special Operation Support.

(e) V - Ranger Parachutist.

(f) X - drill sergeant.

(g) Y - AIT platoon sergeant.

(h) 2 - Training Development.

(i) 4 - Non-career recruiter.

(j) 8 - Instructor.

(2) List of ASIs:

(a) P5 - Master Fitness Trainer.

(b) 2S - Battle Staff OPS (skill level 3 and above).

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

c. *Goals for development.*

(1) Private E–1: Specialist and corporal.

(a) *Operational assignments.* The focus during the early years of a Soldier’s career should be on building a strong base of technical expertise in equipment maintenance, basic MOS skills and common Soldier tasks. This can be accomplished through technical assignments as a Utilities Equipment Repairer. Opportunities to display leadership skills, initiative, and motivation must be capitalized upon. Duty assignments include but aren’t limited to Utilities Equipment Repairer.

(b) *Self-development.* Begin AA/AAS in civilian education. Soldiers should consider the following correspondence course: Utilities Equipment Repairer Course. Soldiers should also strive to master the skills necessary to pass the ASE certifications listed on the Ordnance Corps’ Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Airborne, Air Assault, HAZMAT, Combat Life Saver, and Combatives.

(d) *Special Assignments.* Hometown Recruiter Program.

(2) Sergeant.

(a) *Operational assignments.* Soldiers at this level in their career should focus mastering their technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as: squad leader or section chief that will allow them to gain leadership experience. Promotion potential Indicators: Duty assignments include but are not limited to utilities equipment repairer and squad leader. Chances for promotion to SSG are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate, Commandant's List, and so forth). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO and/or liaison and forward operating base security NCO.

(b) *Self-development.* Begin AA/AAS in civilian education. Soldiers at this level should consider the following correspondence course: Quartermaster and Chemical Equipment Repairer Course. Soldiers at this level should have mastered the technical expertise necessary to pass the ASE certifications listed on the Ordnance Corps' Web site and pass the Air Conditioning and Refrigeration Institute's Industry Competency Exam civilian certification in HVAC listed in the COOL Web site. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combatives.

(d) *Special assignments.*

(3) Staff sergeant.

(a) *Operational assignments.* The focus during this phase of a Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Successful duty assignments in the positions below should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments outside the technical field should be kept to a minimum. Promotion potential Indicators: Duty assignments are utilities equipment repairer and senior quartermaster and chemical equipment repairer. Chances for promotion to SFC are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO/liason and forward operating base security NCO.

(b) *Self-development.* Complete AA/AAS in civilian education. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Linguist, Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* Instructor, drill sergeant, recruiter, AIT squad leader, senior mechanic, motor SGT, technical inspector, WTU squad leader, observer/controller, AC/RC advisor, MiTT, FOB security NCO, convoy commander/NCOIC, rear DET NCO and small group leader, and SMU support.

(4) *Sergeant first class.* MOS 91C30 progresses to MOS 91X40 upon promotion to SFC.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **28–11. Military occupational specialty 91C professional development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **28–12. Military occupational specialty 91C Reserve Component**

The duties and goals of the MOS 91C RC Soldier mirror that of the MOS 91C RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier's range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### 28–13. Military occupational specialty 91D power-generation equipment repairer

*a. Major duties.* The Power-Generation Equipment Repairer performs and supervises unit field and sustainment maintenance functions on power generation equipment up through 200KW (except for turbine engine driven generators). They also perform supervisory duties, maintenance management, fault diagnostics, repair, overhaul, component and/or major assembly substitution and exchange. Supervise compliance with shop safety programs and provides technical guidance on field and sustainment maintenance. Below are key SQIs and ASIs, for a complete listing see DA Pam 611–21.

- (1) List of SQIs:
  - (a) G - Ranger.
  - (b) L - Linguist.
  - (c) P - Parachutist.
  - (d) S - Special Operation Support.
  - (e) V - Ranger Parachutist.
  - (f) X - drill sergeant.
  - (g) Y -AIT platoon sergeant.
  - (h) 2 - Training Development.
  - (i) 4 - Noncareer recruiter.

- (2) List of ASIs:
  - (a) P5 - Master Fitness Trainer.
  - (b) 2S - Battle Staff OPS (skill level 3 and above).
  - (c) C9 - MAST and Electrical Power Plant Maintenance.

*b. Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

*c. Goals for development.*

- (1) Private E–1: Specialist and corporal.

*(a) Operational assignments.* The focus during the early years of their career should be on building a strong base of technical expertise in equipment maintenance, basic MOS skills and common Soldier tasks. This can be accomplished through technical assignments serving as a Power Generation Equipment Repairer. Opportunities to display leadership skills, initiative and motivation must be capitalized upon. Duty assignments include: Power Generation Equipment Operator.

*(b) Self-development.* Begin AA/ AAS in civilian education. Soldiers should consider the following correspondence course: Power Generation Equipment Repairer Course. Soldiers should also strive to master the skills necessary to pass the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28–3.

*(c) Additional training.* Ranger Training (male Soldiers only), Airborne, Air Assault, Mast and Electric Power Plant Maintenance ASI C9 HAZMAT, Combat Life Saver, and Combatives.

*(d) Special assignments.* Hometown Recruiter Program, mast and electric power plant maintenance unit.

- (2) Sergeant.

*(a) Operational assignments.* Soldiers at this level in their career should focus mastering their technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Promotion potential Indicators: Duty assignments include but aren't limited to power generation equipment repairer and squad leader. Chances for promotion to SSG are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO and/or liaison and forward operating base security NCO.

*(b) Self-development.* Begin AA/ AAS in civilian education. SGTs should have mastered the technical expertise necessary to pass the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28–3.

*(c) Additional training.* Ranger training (male Soldiers only), Airborne, Air Assault, Mast and Electric Power Plant Maintenance (ASI C9), HAZMAT, Safety Course, Combat Life Saver, and Combatives.



(d) *Special assignments.* Mast and Electric Power Plant Maintenance Unit, 75th Ranger Regiment (male Soldiers only), SMU support, and WHCA.

(3) Staff sergeant.

(a) *Operational assignments.* The focus during this phase of a Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments outside of the technical field should be kept to a minimum. Promotion potential indicators: Duty assignments include senior power generation equipment repairer and section SGT. Chances for promotion to SFC are greatly increased with strong DA Forms 2166-8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS such as, MiTT NCO and/or liaison and forward operating base security NCO and Army field support BN maintenance QC inspectors.

(b) *Self-development.* Complete AA/AAS in civilian education. For additional information on self-development, see paragraph 28-3.

(c) *Additional training.* Ranger training (male Soldiers only), Airborne, Air Assault, Mast and Electric Power Plant Maintenance (ASI C9), HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* Instructor, drill sergeant, recruiter, AIT squad leader, senior mechanic, motor SGT, technical inspector, WTU squad leader, observer/controller, AC/RC advisor, MiTT, FOB security NCO, convoy commander/NCOIC, rear DET NCO, small group leader, SMU support, and WHCA.

(4) *Sergeant first class.* MOS 91D30 progresses to MOS 91X40 upon promotion to SFC.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **28-14. Military occupational specialty 91D professional development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

#### **28-15. Military occupational specialty 91D Reserve Component**

The duties and goals of the MOS 91DRC Soldier mirror that of the MOS 91D RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier's range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

#### **28-16. Military occupational specialty 91E allied trades specialist**

a. *Major duties.* The metal worker inspects, installs, modifies, and performs maintenance on mechanic, metal and composite material body components, radiators, fuel tanks, hulls, and accessories of Army watercraft, aviation assets, combat systems, and general-purpose equipment. The Allied Trades SPC's primary duties center on fabricating components made of ferrous and nonferrous metals, plastics, and other mechanic materials using machine shop equipment such as lathes, milling machines, drills and presses. Duties cover a full spectrum of metal preparations, joining processes, layout and fabrication to within tolerances of thousandths of an inch (.001"). They also perform ferrous and nonferrous welding processes using gas, arc, MIG and TIG. Duties cover a full spectrum of metal preparations, painting processes, auto body repair, and fabrications. They also perform supervisory duties, maintenance management, recovery OPS, supervise compliance with shop safety programs and provides technical guidance on field and sustainment maintenance. Below are key SQIs and ASIs; for a complete listing see DA Pam 611-21.

(1) Key SQIs:

(a) G - Ranger.

(b) L - Linguist.

(c) P - Parachutist.

(d) S - Special Operation Support.

(e) V - Ranger Parachutist.

(f) X - drill sergeant.

(g) Y - AIT platoon sergeant.

(h) 2 - Training Development.

(i) 4 - Non-career recruiter.

(j) 8 - Instructor.

(2) Key ASIs:

(a) P5 - Master Fitness Trainer.

(b) 2S - Battle Staff OPS (skill level 3 and above).

(c) H8 - Recovery OPS (skill level 3 only).

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

*c. Goals for development.*

(1) Private E–1: Specialist and corporal.

*(a) Operational assignments.* The focus during the early years of their career should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. A metal worker should not spend this important time in other capacities outside their PMOS. Opportunities to display leadership skills, initiative and motivation should be capitalized upon. Duty assignments include but aren't limited to Welder and Metalworker Repairer.

*(b) Self-development.* Begin AA/AAS in civilian education. Soldiers should consider the following correspondence courses: Metal Workers and Machinist Courses. Soldiers should complete the American Welding Society (AWS) and the National Institute for Metalworking Skills (NIMS) certification listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28–3.

*(c) Additional training.* Airborne, Air Assault, HAZMAT, Combat Life Saver, and Combatives.

*(d) Special assignments.* Hometown Recruiter Program.

(2) Sergeant.

*(a) Operational assignments.* At this stage Soldiers should focus on laying a solid foundation of technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Promotion potential indicators: Duty assignments include squad leader, welder, and metal worker. Chances for promotion to SSG are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS such as, MiTT NCO/liaison and forward operating base security NCO.

*(b) Self-development.* Begin AA/AAS in civilian education. SGT should consider the following correspondence course: Machinist Course. SGT should complete the AWS certification listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28–3.

*(c) Additional training.* Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combatives.

*(d) Special assignments.* WHCA. SSG.

(3) Staff sergeant.

*(a) Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Consider the following promotion potential indicators: Duty assignments include squad leader, section SGT, platoon sergeant, metal worker supervisor and recovery vehicle supervisor. Chances for promotion to SFC are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS such as, MiTT NCO and/or liaison and forward operating base security NCO.

*(b) Self-development.* Complete AA/AAS in civilian education. SSGs should complete both the NIMS and the AWS

certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph para 28–3.

(c) *Additional training.* Airborne, Air Assault, Linguist, Battle Staff NCO Course, HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* Instructor, drill sergeant, recruiter, AIT squad leader, senior mechanic, motor SGT, technical inspector, WTU squad leader, observer/controller, AC/RC advisor, MiTT, FOB security NCO, convoy commander/NCOIC, rear DET NCO, small group leader, SMU support, WHCA and TWI.

(4) *Sergeant first class.* MOS 91E30 progresses to MOS 91X40 upon promotion to SFC

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **28–17. Military occupational specialty 91E professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following web address: <https://actnow.army.mil>.

## **28–18. Military occupational specialty 91E Reserve Component**

The duties and goals of the MOS 91E RC Soldier mirror that of the MOS 91E AC Soldier. The RC Soldiers should strive for the same types of assignments and PD. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier's range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

## **28–19. Military occupational specialty 91F small arms/artillery repairer**

a. *Major duties.* The small arms/artillery repairer performs drill sergeant and GS maintenance and repairs on small arms and towed artillery. The repairer also diagnoses and troubleshoots malfunctions of small arms and towed artillery. Below is a list of some SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) List of SQIs:

(a) G - Ranger.

(b) L - Linguist.

(c) P - Parachutist.

(d) S - Special Operation Support.

(e) V - Ranger Parachutist.

(f) X - drill sergeant.

(g) Y -AIT platoon sergeant.

(h) 2 - Training Development.

(i) 4 - Non-career recruiter.

(j) 8 - Instructor

(2) List of ASI:

(a) P5 - Master Fitness Trainer.

(b) 2S - Battle Staff OPS (skill level 3 and above).

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

c. *Goals for development.*

(1) Private E–1: Specialist and corporal.

(a) *Operational assignments.* During the initial term, Ordnance Soldiers should spend as much time performing within their MOS as possible. This period is most important in building expertise and technical proficiency and should not be spent in other capacities outside their field. The following position is recommended for building a foundation of expertise and the skills necessary to progress to SGT. Duty assignments include but aren't limited to Small Arms/ Artillery Repairer.

(b) *Self-development.* Begin AA/AAS in civilian education. Soldiers should consider the following correspondence course: Small Arms Repairers Course. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Airborne, Air Assault, and Combat Life Savers Course, HAZMAT, and Combatives.

(d) *Special assignments.* Hometown Recruiter Program.

(2) Sergeant.

(a) *Operational assignments.* During this period, SGTs should seek demanding assignments and always strive to serve in positions of greater responsibility. Positions such as squad leader offer the opportunity to build and exercise leadership skills. It is imperative that Soldiers become proficient technically in their specialty in order to provide critical advice and guidance to subordinates. In addition, the SGTs must broaden and maintain proficiency in basic Soldier and tactical skills, and now demonstrate the competencies learned to his or her Soldiers as one of the unit's primary trainers. Consider the following promotion potential indicators: Duty assignments include small arms/ artillery

repairer and squad leader. Chances for promotion to SSG are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant’s List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS such as, MiTT NCO/liason and forward operating base security NCO.

(b) *Self-development.* Begin AA/AAS in civilian education. Small arms/artillery repairers should consider the following correspondence courses: Fire Control Repairers Course and Tank Turret Repairers Course. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combatives.

(d) *Special assignments.* SMU support. Pending deletion of 91K, pending NOFC.

(3) Staff sergeant.

(a) *Operational assignments.* The focus during this phase of the Soldier’s career is centered on continued development and refinement of their leadership skills and technical expertise. Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Consider the following promotion potential indicators: Duty assignments include squad leader, section SGT, platoon sergeant. Chances for promotion to SFC are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant’s List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS such as, MiTT NCO and/or liaison and forward operating base security NCO.

(b) *Self-development.* Complete AA/AAS in civilian education. SSGs should complete both the NIMS and the AWS certifications listed on the Ordnance Corps’ Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Airborne, Air Assault, Linguist, Battle Staff NCO Course, HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* Instructor, drill sergeant, recruiter, AIT squad leader, senior mechanic, motor SGT, technical inspector, WTU squad leader, observer/controller, AC/RC advisor, MiTT, FOB security NCO, convoy commander/NCOIC, rear DET NCO, small group leader, SMU support, WHCA and TWI.

(4) *Sergeant first class.* MOS 91F30 progresses to MOS 91X40 upon promotion to SFC.

## **28–20. Military occupational specialty 91F professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **28–21. Military occupational specialty 91F Reserve Component**

The duties and goals of the MOS 91F RC Soldier mirror that of the MOS 91F RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

## **28–22. Military occupational specialty 91G fire control repairer**

a. *Major duties.* The Fire Control Repairer performs and supervises field and sustainment maintenance on combat vehicles, infantry and artillery fire control systems and equipment, and related test equipment. Maintains field and sustainment and/or repairs laser range finders, ballistic computers, laser observation devices, laser designators, thermal imaging systems, periscopes, telescopes, commander’s weapon station/auxiliary sights, aiming circles, image transfer assemblies, quadrants, mount assemblies, fire control support equipment, and TMDE. Performs BDAR and provides technical guidance to the Soldiers to diagnose and troubleshoot malfunctions in fire control systems and related equipment at the field and sustainment Maintenance level. Below are key SQIs and ASIs; for a complete listing see DA Pam 611–21.

- (1) Key SQIs:
  - (a) G - Ranger.
  - (b) L - Linguist.
  - (c) P - Parachutist.
  - (d) S - Special Operation Support.
  - (e) V - Ranger Parachutist.
  - (f) X - drill sergeant.
  - (g) Y - AIT platoon sergeant.
  - (h) 2 - Training Development.
  - (i) 4 - Non-career recruiter.
  - (j) 8 - Instructor.

- (2) Key ASIs:
  - (a) P5 - Master Fitness Trainer.
  - (b) 2S - Battle Staff OPS (skill level 3 and above).

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

c. *Goals for development.*

- (1) Private E–1: Specialist and corporal.

(a) *Operational assignments.* During the initial term, Ordnance Soldiers should spend as much time performing within their MOS as possible. This period is most important in building expertise and technical proficiency as a fire control repairer and should not be spent in other capacities outside their field. The following position is recommended for building a foundation of expertise and the skills necessary to progress to SGT. Duty assignments include but are not limited to Fire Control Repairer.

(b) *Self-development.* Begin AA/AAS in civilian education. Soldiers should consider from the following correspondence course: Fire Control Repairers Course. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Airborne, Air Assault, Ranger Training (male Soldiers only), and Combat Life Savers Course.

(d) *Special Assignments.* Hometown Recruiter Program, HAZMAT, combat life saver, and combatives.

- (2) Sergeant.

(a) *Operational assignments.* During this period, Soldiers should seek demanding assignments and always strive to serve in positions of greater responsibility. Positions such as squad leader offer the opportunity to build and exercise leadership skills. It is imperative that Soldiers become proficient technically in their specialty in order to provide critical advice and guidance to subordinates. In addition, the SGT must broaden and maintain proficiency in basic Soldier and tactical skills, and now demonstrate the competencies learned to his or her Soldiers as one of the unit's primary trainers. Promotion potential indicators: Duty assignments include fire control repairer and squad leader. Chances for promotion to SSG are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO and/or liaison and forward operating base security NCO.

(b) *Self-development.* Begin AA/AAS in civilian education. Fire control repairers should consider the following correspondence courses: Small Arms Repairers Course and Tank Turret Repairers Course. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.*

(3) *Staff sergeant.* MOS 91G20 progresses to MOS 91F30, Pending deletion of 91K, pending, upon promotion to SSG.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **28–23. Military occupational specialty 91G professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **28–24. Military occupational specialty 91G Reserve Component**

The duties and goals of the MOS 91G RC Soldier mirror that of the MOS 91G RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

## **28–25. Military occupational specialty 91H tracked vehicle repairer**

*a. Major duties.* The tracked vehicle repairer supervises and performs field and sustainment maintenance on tracked vehicles; supervises maintenance vehicles, MHE, and chemical quartermaster equipment (less office machines); and supervises related activities including fuel and electrical system repair and maintenance. They also perform supervisory duties, maintenance management, recovery, fault diagnostics, repair, overhaul, component/major assembly substitution and exchange. Supervise compliance with shop safety programs and provides technical guidance on field and sustainment maintenance. Below is a list of some key SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) List of key SQIs:

- (a) G - Ranger.
- (b) L - Linguist.
- (c) P - Parachutist.
- (d) S - Special Operation Support.
- (e) V - Ranger Parachutist.
- (f) X - drill sergeant.
- (g) Y -AIT platoon sergeant.
- (h) 2 - Training Development.
- (i) 4 - Non-career recruiter.
- (j) 8 - Instructor

(2) List of key ASIs:

- (a) P5 - Master Fitness Trainer
- (b) 2S - Battle Staff OPS (skill level 3 and above).
- (c) H8 - Recovery OPS

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

*c. Goals for development.*

(1) Private E–1: Specialist and corporal.

*(a) Operational assignments.* The focus during the early years of their career should be on building a strong base of technical expertise in equipment maintenance, basic MOS skills and common Soldier tasks. This can be acquired in operational assignments serving as a tracked vehicle repairer. Opportunities to display leadership skills, initiative, and motivation should be capitalized upon. Duty assignments include but aren’t limited to tracked vehicle repairer and recovery vehicle operator.

*(b) Self-development.* Begin AA/ AAS in civilian education. Soldiers should consider the following correspondence courses: Tracked Vehicle Repairer Course. Soldiers should also strive to master the skills necessary to pass the ASE certifications listed on the Ordnance Corps’ Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28–3.

*(c) Additional training.* Airborne, and Air Assault, HAZMAT, Combat Life Saver, and Combatives.

*(d) Special assignments.* Hometown Recruiter Program.

(2) Sergeant.

*(a) Operational assignments.* Soldiers at this level in their career should focus mastering their technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Consider the following Promotion potential Indicators: Duty assignments include but aren’t limited to tracked vehicle repairer, squad leader and recovery vehicle operator. Chances for promotion to SSG are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant’s List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army

values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO/liaison and forward operating base security NCO.

(b) *Self-development.* Begin AA/AAS in civilian education. SGT should have mastered the technical expertise necessary to pass the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28-3.

(c) *Additional training.* Airborne, air assault, HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.*

(3) Staff sergeant.

(a) *Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments outside the technical field should be kept to a minimum. Promotion potential Indicators: Duty assignments as squad leader, recovery supervisor, shop foreman, material handling equipment maintenance NCO, and senior tracked vehicle mechanic. Chances for promotion to SFC are greatly increased with strong DA Forms 2166-8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO and/or liaison and forward operating base security NCO.

(b) *Self-development.* Complete AA/AAS in civilian education. For additional information on self-development, see paragraph 28-3.

(c) *Additional training.* Airborne, Air Assault, Drill Sergeant, Recruiter, Linguist, BSNCO, HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* Instructor, drill sergeant, recruiter, AIT squad leader, senior mechanic, motor SGT, technical inspector, WTU squad leader, observer/controller, AC/RC advisor, MiTT, FOB security NCO, convoy commander/NCOIC, rear DET NCO, and small group leader.

(4) *Sergeant first class.* MOS 91H30 progresses to MOS 91X40 upon promotion to SFC.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **28-26. Military occupational specialty 91H professional development model**

Access to the "Career Maps" can be accessed from the AT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **28-27. Military occupational specialty 91H Reserve Component**

The duties and goals of the MOS RC Soldier mirror that of the MOS 91H RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier's range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

## **28-28. Military occupational specialty 91J quartermaster and chemical equipment repairer**

a. *Major duties.* The quartermaster and chemical equipment repairer supervises and performs GS field and sustainment level maintenance on chemical equipment, quartermaster equipment, forced-air heaters, and special purpose equipment. Below is a list of some of the SQIs and ASIs; for a complete listing see DA Pam 611-21.

(1) SQIs:

(a) G - Ranger.

(b) L - Linguist.

(c) P - Parachutist.

(d) S - Special Operation Support.

(e) V - Ranger Parachutist.

(f) X - drill sergeant.

(g) Y - AIT platoon sergeant.

(h) 2 - Training Development.

(i) 4 - Non-career recruiter.

(j) 8 - Instructor.

(2) ASIs:

(a) P5 - Master Fitness Trainer.

(b) 2S - Battle Staff OPS (skill level 3 and above).

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

c. *Goals for development.*

(1) Private E–1: Specialist and corporal.

(a) *Operational assignments.* The focus during the early years of a Soldier’s career should be on building a strong base of technical expertise in equipment maintenance, basic MOS skills, and common Soldier tasks. This can be acquired in technical assignments serving as a quartermaster and chemical equipment repairer. Opportunities to display leadership skills, initiative and motivation should be capitalized upon. Duty assignments include but aren’t limited to quartermaster and chemical equipment repairer.

(b) *Self-development.* Begin AA/AAS in civilian education. Soldiers should consider the following correspondence course: Quartermaster and Chemical Equipment Repairer Course. Soldiers should also strive to master the skills necessary to pass the ASE certifications listed on the Ordnance Corps’ Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* ASI H2, Laundry Systems SPC, Airborne, Air Assault, HAZMAT, Combat Life Saver, and Combatives.

(d) *Special assignments.* Hometown Recruiter Program.

(2) Sergeant.

(a) *Operational assignments.* Soldiers at this level in their career should focus mastering their technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Promotion potential Indicators: Duty assignments include but are not limited to Quartermaster and Chemical Equipment Repairer and squad leader. Chances for promotion to SSG are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant’s List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO/liaison and forward operating base security NCO.

(b) *Self-development.* Begin AA/AAS in civilian education. SGTs should consider the following correspondence course: Utilities Equipment Repairer Course. SGTs should also have mastered the technical expertise necessary to pass the ASE certifications listed on the Ordnance Corps’ Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* ASI H2, Laundry Systems SPC, Airborne, Air Assault, Combat Life Saver, and Combatives.

(d) *Special assignments.* SMU Support.

(3) *Staff sergeant.* MOS 91J20 progresses to MOS 91C30 upon promotion to SSG.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **28–29. Military occupational specialty 91J professional development model**

Access to the “Career Maps” from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **28–30. Military occupational specialty 91J Reserve Component**

The duties and goals of the MOS 91J RC Soldier mirror that of the MOS 91J RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

## **28–31. Military occupational specialty 91L construction equipment repairer**

a. *Major Duties.* The Construction Equipment Repairer performs and supervises unit field and sustainment maintenance on construction equipment which includes that used for earthmoving, grading, and compaction, lifting and



loading, quarrying and rock crushing, asphalt and concrete mixing, and surfacing, water pumping, air compression and pneumatic tools, and powered bridging. They also perform supervisory duties, maintenance management, fault diagnostics, repair, overhaul, component/major assembly substitution and exchange. Supervise compliance with shop safety programs and provides technical guidance on field and sustainment maintenance. Below is a list of some SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) SQIs:

- (a) G - Ranger.
- (b) L - Linguist.
- (c) P - Parachutist.
- (d) S - Special Operation Support.
- (e) V - Ranger Parachutist.
- (f) X - drill sergeant.
- (g) Y - AIT platoon sergeant.
- (h) 2 - Training Development.
- (i) 4 - Non-career recruiter.
- (j) 8 - Instructor.

(2) ASIs:

- (a) P5 - Master Fitness Trainer.
- (b) 2S - Battle Staff OPS (skill level 3 and above).

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

c. *Goals for development.*

- (1) Private E–1: Specialist and corporal.

(a) *Operational assignments.* The focus during the early years of a Soldier's career should be on building a strong base of technical expertise in equipment maintenance, basic MOS skills and common Soldier tasks. This can be acquired in operational assignments serving as a Construction Equipment Repairer. Opportunities to display leadership skills, initiative and motivation should be capitalized upon. Duty assignments include but aren't limited to Construction Equipment Repairer and Engineer Mechanic.

(b) *Self-development.* Begin AA/AAS in civilian education. Soldiers should consider the following correspondence courses: Engineer Construction Repairers Course and Engineer CS Course. Soldiers should also strive to master the skills necessary to pass the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Airborne, Air Assault, HAZMAT, Combat Life Saver, and Combatives.

(d) *Special Assignments.* Hometown Recruiter Program.

- (2) Sergeant.

(a) *Operational assignments.* Soldiers at this level in their career should focus mastering their technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Promotion potential Indicators: Duty assignments include but aren't limited to construction equipment repairer, squad leader, and section SGT. Chances for promotion to SSG are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO/liaison and forward operating base security NCO.

(b) *Self-development.* Begin AA/AAS in civilian education. SGTs should have mastered the technical expertise necessary to pass the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combatives.

(d) *Special assignments.*

- (3) Staff sergeant.

(a) *Operational assignments.* The focus during this phase of a Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments outside of the technical field should be kept

to a minimum. Promotion potential indicators: Duty assignments include squad leader, section SGT, platoon SGT and senior construction equipment repairer. Chances for promotion to SFC are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant’s List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO and/or liaison, and forward operating base security NCO.

(b) *Self-development.* Complete AA/AAS in civilian education. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Airborne, Air Assault, Linguist, BSNCO, HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* Instructor, drill sergeant, recruiter, AIT squad leader, senior mechanic, motor SGT, technical Inspector, WTU squad leader, observer/controller, AC/RC advisor, MiTT, FOB security NCO, convoy commander/NCOIC, rear DET NCO, small group leader, and SMU support.

(4) *Sergeant first class.* MOS 91L30 progresses to MOS 91X40 upon promotion to SFC.

(5) *Master sergeant.* MOS 91L40 progresses to MOS 91Z50 upon promotion to MSG.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **28–32. Military occupational specialty 91L professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **28–33. Military occupational specialty 91L Reserve Component**

The duties and goals of the MOS 91L RC Soldier mirror that of the MOS 91L RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### **28–34. Military occupational specialty 91M Bradley fighting vehicle system maintainer**

a. *Major duties.* The Bradley Fighting Vehicle system maintainer performs and supervises unit maintenance and select on-board tasks. They diagnose and troubleshoot malfunctions and perform organizational maintenance on power plant, suspension systems, steering systems, fire extinguisher and/or suppression systems, gas particulate systems, vehicular mounted armament, and associated fire control systems. They also perform supervisory duties, maintenance management, recovery, fault diagnostics, repair, overhaul, component and/or major assembly substitution and exchange. Supervise compliance with shop safety programs and provides technical guidance on field and sustainment maintenance. Below is a list of some key SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) Some key SQIs:

(a) G - Ranger.

(b) L - Linguist.

(c) P - Parachutist.

(d) S - Special Operation Support.

(e) V - Ranger Parachutist.

(f) X - drill sergeant.

(g) Y -AIT platoon sergeant

(h) 2 - Training Development.

(i) 4 - Non-career recruiter.

(j) 8 - Instructor.

(2) Some key ASIs:

(a) 2S - Battle Staff OPS (skill level 3 and above).

(b) B9 - Bradley M2/3 Operator and System Maintainer.

(c) H8 - Recovery OPS.

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

c. *Goals for development.*

(1) *Private E-1: Specialist and corporal.*

(a) *Operational assignments.* The focus during the early years of their career should be on building a strong base of technical expertise in equipment maintenance, basic MOS skills and common Soldier tasks. This can be acquired in operational assignments serving as a Bradley Fighting Vehicle system maintainer. Opportunities to display leadership skills, initiative and motivation should be capitalized upon. Duty assignments include but aren't limited to Bradley Fighting Vehicle system maintainer.

(b) *Self-development.* Begin AA/AAS in civilian education. Soldiers should consider from the following correspondence courses: Bradley Fighting Vehicle System Maintainer Course. Soldiers should also strive to master the skills necessary to pass the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28-3.

(c) *Additional training.* Bradley M2A3/M3A3 Operator/System Maintainer (ASI B9), HAZMAT, Combat Life Saver, and Combatives.

(d) *Special Assignments.* Hometown Recruiter Program.

(2) *Sergeant.*

(a) *Operational assignments.* Soldiers at this level in their career should focus mastering their technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Promotion potential Indicators: Duty assignments include but are not limited to Bradley Fighting Vehicle system maintainer, squad leader, and recovery vehicle operator. Chances for promotion to SSG are greatly increased with strong DA Forms 2166-8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS such as, MiTT NCO/liaison and forward operating base security NCO.

(b) *Self-development.* Begin AA/AAS in civilian education. SGT should have mastered the technical expertise necessary to pass the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28-3.

(c) *Additional training.* HAZMAT, Bradley M2A3/M3A3 Operator/ System Maintainer (ASI B9) HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course and Combatives.

(d) *Special Assignments.*

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments outside of the technical field should be kept to a minimum. Promotion potential indicators: Duty assignments include squad leader, platoon sergeant, Senior Bradley Fighting Vehicle system maintainer, and recovery vehicle supervisor. Chances for promotion to SFC are greatly increased with strong DA Forms 2166-8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army Values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS such as, MiTT NCO/liaison and forward operating base security NCO.

(b) *Self-development.* Complete AA/AAS in civilian education. For additional information on self-development, see paragraph 28-3.

(c) *Additional training.* Linguist, BSNCO, HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* Instructor, drill sergeant, recruiter, AIT squad leader, senior mechanic, motor SGT, Technical Inspector, WTU squad leader, observer/controller, AC/RC advisor, MiTT, FOB security NCO, convoy commander/NCOIC, rear DET NCO, and small group leader.

(4) *Sergeant first class.*

(a) *Operational assignments.* The SFC is expected to function as a member of senior level staffs and in senior

leadership roles. To be successful they must master and demonstrate appropriate personnel and operational management skills. Promotion potential Indicators: The SFC can expect assignments both inside and outside their technical field such as: Section chief, platoon sergeant, senior tracked vehicle mechanic, BFVS supervisor, and maintenance control SGT. Chances for promotion to MSG are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant’s List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS such as, MiTT NCO/liason and forward operating base security NCO.

(b) *Self-development.* Begin BA/BS in civilian education. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Battle Staff NCO Course, HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* Drill sergeant/senior drill sergeant, observer/controller, senior Instructor, AC/RC advisor, assistant inspector general NCO, small group leader, EOA, career advisor, Proponent NCO, career manager, 75th Ranger Regiment (male Soldiers only), AIT platoon sergeant, TWI, AWG, MiTT, training developer/writer, instructor/writer, OPS NCO, maintenance control SGT, Force Protection NCOIC, rear DET NCOIC, convoy commander/NCOIC, FOB security NCOIC and SMU support.

(5) *Master sergeant.* MOS 91M40 progresses to MOS 91Z50 upon promotion to MSG.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **28–35. Military occupational specialty 91M professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **28–36. Military occupational specialty 91M Reserve Component**

The duties and goals of the MOS 91M RC Soldier mirror that of the MOS 91M RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### **28–37. Military occupational specialty 91P artillery mechanic**

a. *Major duties.* The artillery mechanic performs and supervises unit level and selected on-system field and sustainment maintenance and recovery of all self-propelled field artillery cannon weapon systems. They also perform supervisory duties, maintenance management, recovery, fault diagnostics, repair, overhaul, component/major assembly substitution and exchange. supervise compliance with shop safety programs and provides technical guidance on field and sustainment maintenance. Below are some key SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) Some key SQIs:

(a) G - Ranger.

(b) L - Linguist.

(c) P - Parachutist.

(d) S - Special Operation Support.

(e) V - Ranger Parachutist.

(f) X - drill sergeant.

(g) Y - AIT platoon sergeant.

(h) 2 - Training Development.

(i) 4 - Non-career recruiter.

(j) 8 - Instructor.

(2) Some key ASIs:

(a) P5 - Master Fitness Trainer.

(b) 2S - Battle Staff OPS (skill level 3 and above).

(c) H8 - Recovery OPS.

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

*c. Goals for development.*

(1) Private E-1: Specialist and corporal.

(a) *Operational assignments.* The focus during the early years of their career should be on building a strong base of technical expertise in equipment maintenance, basic MOS skills and common Soldier tasks. This can be acquired in operational assignments serving as an artillery mechanic. Opportunities to display leadership skills, initiative and motivation should be capitalized upon. Duty assignments should include but aren't limited to artillery mechanic and recovery vehicle operator.

(b) *Self-development.* Begin AA/AAS in civilian education. Soldiers should consider the following correspondence course: Artillery Mechanic Course. Artillery Mechanics should strive to master the skills necessary to pass the ASE certifications listed on the Ordnance Corps' web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28-3.

(c) *Additional training.* HAZMAT, Combat Life Saver, and Combatives.

(d) *Special Assignments.* Hometown Recruiter Program.

(2) Sergeant.

(a) *Operational assignments.* Soldiers at this level in their career should focus mastering their technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Promotion potential Indicators: Duty assignments include but aren't limited to artillery mechanic, squad leader, and recovery vehicle operator. Chances for promotion to SSG are greatly increased with strong DA Forms 2166-8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate, Commandant's List, and so forth). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS such as, MiTT NCO/liaison and forward operating base security NCO.

(b) *Self-development.* Begin AA/AAS in civilian education. SGT should also complete two or more of the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28-3.

(c) *Additional training.* HAZMAT, Safety Course, Combat Life Saver, Combatives.

(d) *Special Assignments.*

(3) Staff sergeant.

(a) *Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments outside the technical field should be kept to a minimum. Promotion potential Indicators: Duty assignments include squad leader, senior artillery mechanic and recovery vehicle supervisor. Chances for promotion to SFC are greatly increased with strong DA Forms 2166-8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO/liaison and forward operating base security NCO.

(b) *Self-development.* Complete AA/AAS in civilian education. (For additional information, refer to para 28-3.)

(c) *Additional training.* Linguist, BSNCO, HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* Instructor, drill sergeant, recruiter, AIT squad leader, senior mechanic, motor SGT, Technical Inspector, WTU squad leader, observer/controller, AC/RC advisor, MiTT, FOB security NCO, convoy commander/NCOIC, rear DET NCO and small group leader.

(4) Sergeant first class.

(a) *Operational assignments.* The SFC is expected to function as a member of senior level staffs and in senior leadership roles. To be successful they must master and demonstrate appropriate personnel and operational management skills. Promotion potential Indicators: The SFC can expect assignments both inside and outside their technical field, such as artillery mechanic supervisor and recovery vehicle supervisor. Chances for promotion to MSG are greatly

increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO/liaison and forward operating base security NCO.

(b) *Self-development.* Begin BA/BS in civilian education. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Support Operation Course (Phase II), Battle Staff NCO Course, HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* Drill sergeant/senior drill sergeant, observer/controller, senior instructor, AC/RC advisor, assistant inspector general NCO, small group leader, EOA, career advisor, Proponent NCO, Career Manager, 75th Ranger Regiment (male Soldiers only), AIT platoon sergeant, TWI, AWG, MiTT, training developer/writer, instructor/writer, OPS NCO, maintenance control SGT, Force Protection NCOIC, rear DET NCOIC, convoy commander/NCOIC, FOB security NCOIC and SMU support.

(5) *Master sergeant.* MOS 91P40 progress to MOS 91Z50 upon promotion to MSG.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **28–38. Military occupational specialty 91P professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.Army.mil>.

### **28–39. Military occupational specialty 91P Reserve Component**

The duties and goals of the MOS 91P RC Soldier mirror that of the MOS 91P RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier's range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### **28–40. Military occupational specialty 91S Stryker systems maintainer**

a. *Major duties.* The Stryker Systems Maintainer supervises and performs field level maintenance on the Stryker family of vehicles (M1126 Infantry Carrier Vehicle, M1127 Recon Vehicle, M1128 Mobile Gun System (MGS), M1129 Mortar Carrier, M1130 Commander's Vehicle (CV), M1131 Fire Support Vehicle (FSV), M1132 Engineer Support Vehicle (ESV), M1133 Medical Evacuation Vehicle (MEV), M1134 Anti-Tank Guided Missile (ATGM), and M1135 NBC Recon Vehicle (NBCRV). They also perform supervisory duties, maintenance management, recovery, fault diagnostics, repair, overhaul, component/major assembly substitution and exchange. Supervise compliance with shop safety programs and provides technical guidance on field and sustainment maintenance. Below are some key SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) Some key SQIs:

(a) G - Ranger.

(b) L - Linguist.

(c) P - Parachutist.

(d) S - Special Operation Support.

(e) V - Ranger Parachutist.

(f) X - drill sergeant.

(g) Y - AIT platoon sergeant.

(h) 2 - Training Development.

(i) 4 - Noncareer recruiter.

(j) 8 - Instructor.

(2) Some key ASIs:

(a) P5 - Master Fitness Trainer.

(b) 2S - Battle Staff OPS (skill level 3 and above).

(c) H8 - Recovery OPS.

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

c. *Goals for development.*

(1) Private E-1: Specialist and corporal.

(a) *Operational assignments.* The focus during the early years of a Soldier's career should be on building a strong base of technical expertise in equipment maintenance, basic MOS skills and common Soldier tasks. This can be acquired in operational assignments serving as a Stryker Systems Maintainer. Opportunities to display leadership skills, initiative and motivation should be capitalized upon. Duty assignments include but aren't limited to Stryker Systems Maintainer and recovery vehicle operator.

(b) *Self-development.* Begin AA/AAS in civilian education. Soldiers should strive to master the skills necessary to pass the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28-3.

(c) *Additional training.* Air Assault, Recovery OPS (ASI H8) HAZMAT, Combat Life Saver, and Combatives.

(d) *Special assignments.* The Hometown Recruiter Program.

(2) Sergeant.

(a) *Operational assignments.* Soldiers at this level in their career should focus mastering their technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Promotion potential Indicators: Duty assignments include but aren't limited to Stryker systems maintainer and recovery vehicle operator. Chances for promotion to SSG are greatly increased with strong DA Forms 2166-8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO/liaison and forward operating base security NCO.

(b) *Self-development.* Begin AA/AAS in civilian education. SGTs should also have mastered the technical expertise necessary to pass the ASE certifications listed on the Ordnance Corps' Web site or the other certifications listed by MOS on the COOL Web site. For additional information on self-development, see paragraph 28-3.

(c) *Additional training.* Air Assault and Recovery OPS (ASI H8), HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* None.

(3) Staff sergeant.

(a) *Operational assignments.* The focus during this phase of a Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments outside of the technical field should be kept to a minimum. Consider the following as promotion potential Indicators: Duty assignments include senior mechanic and recovery vehicle supervisor. Chances for promotion to SFC are greatly increased with strong DA Forms 2166-8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO/liaison and forward operating base security NCO.

(b) *Self-development.* Complete AA/AAS in civilian education. For additional information on self-development, see paragraph 28-3.

(c) *Additional training.* Air Assault and Recovery OPS (ASI H8) HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* Instructor, drill sergeant, recruiter, AIT squad leader, senior mechanic, motor SGT, Technical Inspector, WTU squad leader, observer/controller, AC/RC advisor, MiTT, FOB security NCO, convoy commander/NCOIC, rear DET NCO and Small Group Leader.

(4) *Sergeant first class.* MOS 91S30 progresses to MOS 91X40 upon promotion to SFC.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **28–41. Military occupational specialty 91S professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **28–42. Military occupational specialty 91S Reserve Component**

The duties and goals of the MOS 91S RC Soldier mirror that of the MOS 91S RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

## **28–43. Military occupational specialty 91X maintenance supervisor**

*a. Major duties.* The maintenance supervisor performs duties in preceding skill levels and supervises junior enlisted Soldiers and provides technical guidance on field and sustainment maintenance on tracked and wheeled vehicles, construction equipment, and MHE. Supervises compliance with shop safety programs and use, maintenance and security of hand and shop power tools. Supervises recovery OPS on tracked vehicles, wheel vehicles and related activities including electrical wiring harness system troubleshooting/repair/maintenance. Below are some key SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) Some key SQIs:

- (a) G - Ranger.
- (b) L - Linguist.
- (c) P - Parachutist.
- (d) S - Special Operation Support.
- (e) V - Ranger Parachutist.
- (f) X - drill sergeant.
- (g) Y - AIT platoon sergeant.
- (h) 2 - Training Development.
- (i) 4 - Non-career recruiter.
- (j) 8 - Instructor.

(2) Some key ASIs:

- (a) 2S - Battle Staff OPS (skill level 3 and above).
- (b) A4 - Automotive Electrical System Repairer.
- (c) H8 - Recovery OPS.
- (d) R1 - Rough Terrain Cargo Handler.
- (e) R4 - Stryker Armored Vehicle OPS/Maintenance.

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

*c. Goals for development.*

(1) Sergeant first class.

*(a) Operational assignments.* The SFCs are expected to begin functioning as a member of senior level staffs and in senior leadership roles. To be successful they must master and demonstrate appropriate personnel and operational management skills. The SFC can expect assignments outside their technical field such as OPS SGT, platoon sergeant, support OPS NCO, SGL, drill sergeant, recruiter, assistant inspector general NCO, and DET SGT and should seek these opportunities when they exist. Back-to-back assignments outside of the technical field are highly discouraged and should be avoided due to the erosion of technical skills and knowledge. Assignments in leadership positions such as platoon sergeant, drill sergeant, or SGL demonstrates the supervisor’s management skills, leadership skills, and ability to perform the supervisory functions required in the next higher grade. The successful completion or challenging and demanding operational assignments factor greatly into the selection for promotion. Consider the following as promotion potential Indicators: Duty assignments include but aren’t limited to: motor SGT, OC, maintenance management NCO, maintenance control SGT, section SGT, team chief, OPS NCO, senior maintenance analyst, DET SGT and platoon sergeant. Chances for promotion to MSG are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant’s List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO/liaison and forward operating base security NCO.



(b) *Self-development.* Begin BA/BS in civilian education. The SFC should enroll in the: SOC (Phase I), organizational behavior, personnel management, time management, Army OPS, and battle staff functions. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, BSNCO, Master Resiliency Training or Support OPS Phase II HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* Drill sergeant/senior drill sergeant, observer/controller, senior instructor, AC/RC advisor, assistant inspector general NCO, Small Group Leader, EOA, senior/career advisor, career management SNCO, 75 Ranger Regiment (male Soldiers only), AIT platoon sergeant, TWL AWG, MiTT, training developer/writer, instructor/writer, OPS NCO, maintenance control SGT, Force Protection NCOIC, rear DET NCOIC, convoy commander/NCOIC, FOB security NCOIC and SMU support.

(2) *Master sergeant.* MOS 91X40 progresses to MOS 91Z50 upon promotion to MSG.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **28–44. Military occupational specialty 91X professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

#### **28–45. Military occupational specialty 91X Reserve Component**

The duties and goals of the MOS 91X RC Soldier mirror that of the MOS 91X RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

#### **28–46. Military occupational specialty 91Z mechanical maintenance supervisor**

a. *Major duties.* The senior maintenance supervisor supervises, plans, coordinates, and directs the unit field and sustainment maintenance of all mechanical equipment.

(1) Serves as the principle maintenance or OPS NCO in a maintenance BN or higher-level organization.

(2) Supervising personnel performing the duties of—

(a) Armament/Fire Control Maintenance Supervisor (91K40).

(b) M1 Abrams Tank System Maintainer (91A40).

(c) Artillery Mechanic (91P40).

(d) Bradley Fighting Vehicle System Maintainer (91M40).

(e) Maintenance supervisor (91X40). Below are some key SQIs and ASIs; for a complete listing see DA Pam 611–21.

1. Some key SQIs:

a. G - Ranger.

b. L - Linguist.

c. P - Parachutist.

d. S - Special Operation Support.

e. V - Ranger Parachutist.

f. X - drill sergeant.

g. Y - AIT platoon sergeant.

h. 2 - Training Development.

i. 4 - Non-career recruiter.

j. 8 - Instructor.

2. Some key ASIs:

a. 2S - Battle Staff OPS (skill level 3 and above).

b. H8 - Recovery OPS.

c. A4 - Automotive Electrical System Repairer.

d. B9 - Bradley M2/3 Operator and System Maintainer.

e. C9 - MAST and Electrical Power Plant Maintenance.

f. D8 - Joint Assault Bridge/Assault Breach Vehicle.

g. K4 - M1A2 Tank OPS and Maintenance.

h. R1 - Rough Terrain Cargo Handler.

i. R4 - Stryker Armored Vehicle OPS/Maintenance.

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

*c. Goals for development.*

(1) Master sergeant.

(a) *Operational assignments.* The MSG serves as the principal NCO of staff elements at BN level and above and performs the important duties of 1SG upon lateral appointment. Regardless of position, maintenance supervisors will be performing complex leadership functions, battle staff functions and decision-making processes at the senior and command levels. Chances for promotion to SGM are greatly increased with at least 12 months of 1SG duties or other positions of great responsibility. As always, maintenance supervisors should step forward and seize each opportunity for increased responsibility to ensure competitiveness in career progression. Consider the following as promotion potential Indicators: Assignments include: M1 senior maintenance supervisor, SP FA SR maintenance supervisor, BFVS SR maintenance supervisor, 1SG, mechanical maintenance management NCO, BN/BDE senior maintenance supervisor, OPS SGT, support OPS NCO and maintenance control SGT. Maintenance supervisors should be prepared to accept any position in senior leadership or managerial roles. Chances for promotion to SGM are greatly increased with strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS such as, MiTT NCO/liaison and forward operating base security NCO.

(b) *Self-development.* Complete BA/BS in civilian education and begin Master's Program. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Jumpmaster, Airborne, Air Assault, Master Resiliency Training, Military Auditor (RC personnel only), HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course and Combatives.

(d) *Special assignments.* Inspector general NCO, career management SNCO, SMU Support, 75th Ranger Regiment (male Soldiers only), Logistic NCO Trainers (MiTT), observer/controller, HRC senior career advisor, TWI Program, senior/chief instructor, small group leader, ground maintenance safety LNO, MiTT chief (MiTT), rear DET NCOIC, force protection NCOIC and AC/RC advisor.

(2) Sergeant major and command sergeant major.

(a) *Operational assignments.* The SGM will serve in positions of great responsibility at BDE and higher-level staff as well as department chief at our training institutions. While operational assignments are limited, the most senior Maintainer will now be in positions influencing large numbers of junior Soldiers and NCO. The SGM/CSM should always seize every available opportunity having the biggest impact on his ability to impart knowledge to both commanders and Soldiers alike. Consider the following as promotion potential Indicators: Chances for promotion to CSM are greatly increased with at least 36 months of 1SG duties or other positions of great responsibility. Assignments include: CSM, SGM, chief career management NCO, senior instructor, chief mechanical maintenance NCO, OPS NCO, support OPS NCO, evaluation NCO and depot SGM. Strong DA Forms 2166–8, also known as NCOERs, reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as an OPS SGM or material management NCO in a deployed or deployable unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS, such as MiTT NCO/liaison and forward operating base security NCO.

(b) *Self-development.* Complete BA/BS in civilian education and begin Master's Program. For additional information on self-development, see paragraph 28–3.

(c) *Additional training.* Jumpmaster, Airborne, Air Assault, Master Resiliency Training, Military Auditor (RC personnel only), HAZMAT, Safety Course, Combat Life Saver, Contracting Officer Representative Course, and Combatives.

(d) *Special assignments.* CSM, logistic NCO trainers (MiTT), observer/controller, TWI Program, MiTT chief (MiTT), rear DET NCOIC, force protection NCOIC and chief career management NCO.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **28–47. Military occupational specialty 91Z professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **28–48. Military occupational specialty 91Z Reserve Component**

The duties and goals of the MOS 91Z RC Soldier mirror that of the MOS 91Z RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

## **Chapter 29**

### **Supply and Services (Career Management Field 92) Career Progression Plan**

#### **29–1. Duties**

The Quartermaster Corps performs supply and services functions for the Army for all classes of supply except medical and ammunition. Quartermaster is responsible for Supply Support, Field Services, Aerial Delivery Support, Materiel and Distribution Management, Combat Developments, Doctrine Training, and PD of all three components, civilian personnel, Allies in Quartermaster proponent and common skills areas. *Note.* All Quartermaster CMFs and MOSs are open to male and female Soldiers; however, DCPC coding of positions precludes assignment of females to certain combat arms units.

#### **29–2. Transformation**

The U.S. Army Quartermaster Corps is the nation’s oldest combat service support branch. Changing to the Modular Force is one of the most significant changes in our Armed Forces since World War II. As modern warfare increases in technological sophistication, speed, and complexity—so must our logistics systems change. The duties and functions of the Quartermaster enlisted Soldier will not change; how we do them will. We will move from a supply-based system that relies on logistics mass, to a system that relies more heavily on information supremacy and distribution agility and exploits improvements in logistics velocity and automation. To provide continued support to the Army’s newly developed BCT; Quartermaster Soldiers must refocus themselves for this new environment and apply the same innovation, teamwork, battle focus, selfless service and professionalism that made us so successful during the past 238 years. The Quartermaster Corps requires NCOs who are, first and foremost, leaders of Soldiers. NCOs must be tactically and technically proficient in logistics OPS at all echelons of our Army. NCOs must also seek out the tough assignments and request training so they will be prepared to perform at their current and next rank. NCOs must also ensure that the younger Quartermaster Soldiers can perform their individual MOS tasks and constantly be a role model. To ensure the Quartermaster Corps transforms with the Army successfully, we need all Quartermasters working together. In the history of our Army, no major operation has ever failed because Quartermaster failed to provide the right supplies, at the right time and place, and in the right quantities. Quartermaster Soldiers are expected to continue these traditions as our Army transforms. Demanding assignments for CMF 92 include but not limited to SMU, SO, Ranger Regiment, TWI, Career Manager/Development NCO, and OPS SGT. Due to mission requirements and the training investment for Soldiers assigned to ASOF Units may be assigned to ASOF formations for an extended time. These positions should be considered as broadening assignments.

#### **29–3. Recommend career management self-development by rank**

##### *a. Private E–1: Specialist and corporal.*

(1) The quality and success of a Soldier’s career is in direct proportion to the Soldier’s consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and master the following military publications: STP 21–1–SMCT; FM 4–25.11; AR 670–1; FM 3–90.61; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7–22.7, AKO, and <http://www.train.army.mil/> contain additional reading material.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DANTEs are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier’s own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site. CLEP and DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and logisticians should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

(6) Soldier boards such as Soldier of the Quarter and/or Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found listed on the COOL Web site at <http://www.cool.army.mil>. For information on these and other education programs, visit the AEC on your installation.

*b. Sergeant.*

(1) The quality and success of a SGT career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) SGT should study and master the following military publications: STP 21-24-SMCT; FM 6-22; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGT willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(5) Soldier boards such as NCO of the Quarter and/or Year and the SGT Audie Murphy and/or SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site. Soldiers may also gain specific MOS knowledge through the ACT <https://actnow.army.mil>.

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications is available on the COOL Web site. Leaders that possess technical certifications remove any doubt that they are technically competent. For information on these and other education programs, visit the AEC on your installation.

*c. Staff sergeant.*

(1) The quality and success of a SSG career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSG who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: STP 21-24-SMCT; FM 3-22.3; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSG willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self-development options are based on the SSG's own desire to excel. At this stage, SSG should seek opportunities to pursue degree completion. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(4) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site.

(5) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications is available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(6) Soldiers may be recognized with the following Quartermaster Awards if they meet the specific criteria: Order of Saint Martin, Food Services "SPC of the Quarter" or "SPC of the Year" awards, Philip A. Connelly Award (Dining Facility), Supply Excellence Award (SEA), SGM John C. Marigliano Award (Water Purification), and Culinary Arts Competition Awardees.

*d. Sergeant first class.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Strive to complete a degree program. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: AR 750-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFC willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications is available on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(7) Soldiers may be recognized with the following Quartermaster Awards if they meet the specific criteria: Order of Saint Martin, Food Services "SPC of the Quarter" or "SPC of the Year" awards, Philip A. Connelly Award (Dining Facility), Supply Excellence Award (SEA), SGM John C. Marigliano Award (Water Purification), and Culinary Arts Competition Awardees.

*e. Master sergeant and first sergeant.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM.

(2) MSGs/1SGs should study and master the following military publications: AR 601-280; AR 600-20; DA Pam 611-21; AR 840-10; AR 220-1.

(3) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(5) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications listed on the COOL Web site.

(6) Soldiers may be recognized with the following Quartermaster Awards if they meet the specific criteria: Order of Saint Martin, Food Services "SPC of the Quarter" or "SPC of the Year" awards, Philip A. Connelly Award (Dining Facility), Supply Excellence Award (SEA), SGM John C. Marigliano Award (Water Purification), and Culinary Arts Competition Awardees.

*f. Sergeant major and command sergeant major.*

(1) The goal of the SGM and/or CSM is to possess or to be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions.

(2) The SGM and/or CSM should read publications on their chains of command professional reading list. FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geopolitical issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

## **29-4. Military occupational specialty 92A automated logistical specialist**

*a. Major duties.* The automated logistical SPC is responsible for supervising and performing management or warehouse functions in order to maintain equipment records and parts. Some of the major duties of an Automated Logistical SPC include, establishing and maintaining stock records and other documents such as inventory, materiel control, accounting and supply reports; reviewing and verifying quantities received against bills of lading, contracts, purchase requests and shipping documents; unloading, unpacking, visually inspecting, counting, segregating and storing incoming supplies and equipment; performing prescribed load list and shop stock list duties in manual and automated

supply applications; breaking down and distributing field rations; operating MHE and selecting correct stock for issue. At the advanced level, the automated logistical NCO major duties may include, ensuring that inventories and location surveys are performed in accordance with established procedures; instruct warehouse personnel in loading, unloading and selection of stock and storage areas; recommend additions and deletions to authorized stocking list; review requests for major and controlled items; perform financial management functions and perform commissary store functions to include stock replenishment, price changes, inventories and stock receipts. The 92A may acquire the following ASIs: Air Assault (2B), Battle Staff (2S), (G2), CSS Automation Management (N8), Jumpmaster (5W), SQIs: Training Development (2), Non-Career Recruiter (4), Mentor (8), Inspector General NCO (B), Ranger (G), Linguist (L), 1SG (M), Parachutist (P), EOA (Q), SO Support Personnel (S), Ranger Parachutist (V), and Drill Sergeant (X).

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details.

*c. Goals for development.* Automated Logistical SPC must focus and become proficient in the skills of their MOS and continue to broaden their knowledge that will reflect positively later in their careers. WTBD cannot be overlooked; the Quartermaster Soldier should sharpen the tactical skills needed to survive on the battlefield and strive for excellence during the APFT and weapons qualification.

(1) Private E–1: Specialist and corporal.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as: an Equipment Records/Parts SPC, Materiel Control/Accounting SPC, Materiel Storage/Handling SPC, MHE Operator, Packing/Crating SPC, Supply Accounting SPC, Subsistence Supply SPC, Stock Accounting SPC, and Vehicle Operator. Assignments in TDA units are essentially the same as in Operational units.

*(b) Self-development.* For additional information on self-development, refer to para 29–3. ACT <https://actnow.army.mil>.

*(c) Additional Training.* Airborne, Jumpmaster, Air Assault, Ranger training, and Combat Lifesaver Course.

*(d) Special assignments.* Recruiter and Home Town Recruiter Program (HTRP), Ranger BN, and USASOC.

(2) Sergeant.

*(a) Operational assignments.* Assignments in MTOE & Modular Force units as equipment records/parts NCO, materiel control/accounting NCO, materiel management NCO, materiel storage/handling NCO, packing/crating NCO, ration distribution NCO, supply accounting NCO, subsistence supply supervisor and stock accounting NCO. Assignments in TDA units are essentially the same as in Operational units.

*(b) Self-development.* For additional information on self-development, refer to paragraph 29–3. ACT <https://actnow.army.mil>.

*(c) Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training, and Combat Lifesaver Course.

*(d) Special assignments.* Recruiter, drill sergeant, WHCA, SMU, AWG, Ranger BN, JSOC, and USASOC.

(3) Staff sergeant.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as section chief, DRMS NCO, Materiel Supply NCO, Materiel Management NCOIC, Materiel Control/Accounting NCOIC, Materiel Management NCO, Subsistence NCO, Supply Accounting NCO, and Stock Control NCO. Assignments in TDA units are essentially the same as in Operational units with the following additions: mentor/writer and small group leader.

*(b) Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

*(c) Additional training.* Airborne, Air Assault, Ranger training,

*(d) Special assignments.* Nontraditional assignments: Mentor /Writer, AIT squad leader, drill sergeant, recruiter, AIT instructor, NCOES small group leader, EOA; Overseas Contingency Assignments, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, Joint Logistics Command NCO, SMU, AWG, Ranger BN, WHCA, USASOC.

(4) Sergeant first class.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as: DET SGT, platoon sergeant, support OPS NCO, logistics NCO, materiel control NCOIC, materiel management NCO, stock control NCOIC, subsistence NCOIC, EOA. Assignments in TDA units are essentially the same as in Operational units with the following additions: small group leader and mentor /writer.

*(b) Self-Development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

*(c) Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training,

*(d) Special assignments.* Nontraditional assignments: drill sergeant, recruiter, mentor/writer, AIT Platoon SGT, small group leader, branch NCOPD instructor, inspector general NCO, Defense Logistics Agency, EOA, Overseas Contingency Assignments, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, WHCA, JSOC, Joint Logistics, SMU, AWG, Ranger BN, USASOC.

(5) Master sergeant/first sergeant.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as: 1SG, OPS NCO, support

OPS NCO, Materiel Management NCO, and Logistics Service NCO. Assignments in TDA units are essentially the same as in Operational units with the following additions: chief, mentor/writer; and chief, training/writer development.

(b) *Self-development.* ACT <https://actnow.army.mil>. (For additional information, refer to para 29–3.)

(c) *Additional training.* Airborne, Air Assault, Ranger training, BSNCO (ASI 2S), and SOC and Army Logistics University courses.

(d) *Special assignments.* Enlisted Personnel Development NCO/SR Career Manager, EOA, DLA, and inspector general NCO.

(6) *Sergeant major.* Soldiers with the MOS 92A convert to MOS 92Z, Logistics SNCO at the rank of SGM.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **29–5. Military occupational specialty 92A professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **29–6. Military occupational specialty 92A Reserve Components**

The RC contains a significant proportion of the Quartermaster Corps Soldiers. The RC Quartermaster Soldier performs the same mission and must maintain the same standards of proficiency as their fellow Soldiers in the RA. Duty assignments for career progression in the RC parallel that of the RA. Although geographical limitations will determine the types of units in which RC Soldiers serve, the RC PD NCOES satisfies PD and functional area requirements. Due to geographical location or other considerations, the RC Quartermaster NCO may not have the opportunity to become as experienced in MOS OPS at each grade level.

## **29–7. Military occupational specialty 92F petroleum supply specialist**

a. *Major duties.* The petroleum supply SPC is responsible for supervising and managing the reception, storage and shipping of bulk or packaged petroleum-based products. Some of the major duties of a petroleum supply SPC include, dispensing bulk fuels from storage and distribution facilities, selecting and submitting samples of petroleum, oils and lubricants to labs for testing; performing petroleum accounting duties; take emergency precautions to prevent harm to self and facilities in the event of petroleum spillage or fire; connects hoses and valves and operating pumps to load petroleum products into tanker trucks, light and heavy wheeled vehicles, aircraft, ships, railroad cars and repair pipeline systems, hoses, valves and pumps. At the advanced level, the petroleum supply NCO’s major duties include, spot checking work quality; assuring adherence to safety procedures; supervises aircraft refueling and defueling OPS; directs reclamation and disposition for petroleum products and assign duties to junior grade petroleum supply SPC. The 92F may acquire the following ASI: Air Assault (2B), Battle Staff (2S), CSS Automation Management(N8), Jumpmaster (5W), SQIs: Training Development (2), Non-Career Recruiter (4), Mentor (8), inspector general NCO (B), Ranger (G), Linguist (L), ISG (M), Parachutist (P), EOA (Q), SO Support Personnel (S), Ranger Parachutist (V), and Drill Sergeant (X).

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details.

c. *Goals for development.* Petroleum supply SPCs must focus and become proficient in the skills of their MOS and continue to broaden their knowledge that will reflect positively later in their careers. WTBD cannot be overlooked; the Quartermaster Soldier should sharpen the tactical skills needed to survive on the battlefield and strive for excellence during the APFT and weapons qualification.

(1) Private E–1–Specialist and corporal.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as: a petroleum supply SPC, petroleum inventory control SPC, POL vehicle operator (heavy/light), pump station operator, and aircraft fuel handler. Assignments in TDA units are essentially the same as in operational units.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3.

(c) *Additional Training.* Airborne, Jumpmaster, Air Assault, Ranger Training, HAZMAT Course, and Combat Lifesaver Course.

(d) *Special assignments.* CPL recruiter, Ranger BN, USASOC, and HTRP.

(2) Sergeant.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as: Petroleum supply NCO, POL vehicle operator (heavy/light), pump station foreman, and aircraft fuel handler. Assignments in TDA units are essentially the same in operational units.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training, and Combat Lifesaver Course.

(d) *Special assignments.* Recruiter, drill sergeant, SMU, AWG, Ranger BN, JSOC, and USASOC.

(3) Staff sergeant.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as: Petroleum supply NCO,

section chief, pump station foreman, airfield service supervisor, petroleum QA NCOIC, petroleum inventory control NCO and petroleum dispatch NCO. Assignments in TDA units are essentially the same as in Operational units with the following additions: mentor/writer, OC-T, and small group leader.

(b) *Self-development.* ACT <https://actnow.army.mil>. (For additional information on self-development, see paragraph 29-3.)

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, Ranger Training, HAZMAT Course, Combat Lifesaver Course, Sling Load Inspector, BSNCO (ASI 2S), Contracting Officer Representative, SOC, and Army Logistics University courses.

(d) *Special assignments.* Drill sergeant and recruiter mentor/writer, AIT squad leader, small group leader, Overseas Contingency Assignment, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, USASOC.

(4) Sergeant first class.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as: DET SGT, platoon sergeant, petroleum supply NCO, petroleum distribution supervisor, petroleum dispatch NCO and QA/QC NCO. Assignments in TDA units are essentially the same as in Operational units with the following additions: small group leader, and mentor/writer,

(b) *Self-development.* For additional information on self-development, see paragraph 29-3.

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training, HAZMAT Course, and Sling Load Inspector Course, Battle Staff Course (ASI 2S), and SOC, and Army Logistics University courses.

(d) *Special assignments.* Drill sergeant, recruiter, AIT platoon sergeant, inspector general NCO, EOA, small group leader, Overseas Contingency Assignment, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, USASOC.

(5) Master sergeant/first sergeant.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as: 1SG, OPS NCO, support OPS NCO, petroleum/water supply NCO, and installation supply operation NCO. Assignments in TDA units are essentially the same as in Operational units with the following additions: chief, mentor/writer.

(b) *Self-Development.* For additional information on self-development, see paragraph 29-3. ACT <https://actnow.army.mil>.

(c) *Additional Training.* Airborne, Jumpmaster, Air Assault, Ranger training, BSNCO (ASI 2S), SOC, and Army Logistics University courses.

(d) *Special assignments.* Enlisted Personnel Development NCO/Sr. Career Manager, EOA, inspector general NCO, SMU, AWG, Ranger BN, JSOC, and USASOC.

(6) Sergeant major.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as a: Petroleum distribution SGM, OPS SGM, support OPS SGM, and petroleum OPS SGM. Assignments in TDA units are essentially the same as in Operational units with the following additions: Chief, mentor/writer.

(b) *Self-development.* For additional information on self-development, see paragraph 29-3. ACT <https://actnow.army.mil>.

(c) *Additional training.* BSNCO (ASI 2S), SOC, Army Logistics University courses.

(d) *Special assignments.* Petroleum, Water Department (PWD) SGM/chief mentor writer, SGM Academy facilitator.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **29-8. Military occupational specialty 92F professional development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **29-9. Military occupational specialty 92F Reserve Component**

The RC contains a significant proportion of the Quartermaster Corps Soldiers. The RC Quartermaster Soldier performs the same mission and must maintain the same standards of proficiency as their fellow Soldiers in the RA. Duty assignments for career progression in the RC parallel that of the RA. Although geographical limitations will determine the types of units in which RC Soldiers serve, the RC PD NCOES satisfies PD and functional area requirements. Due to geographical location or other considerations, the RC Quartermaster NCO may not have the opportunity to become as experienced in MOS OPS at each grade level.

## **29-10. Military occupational specialty 92G culinary specialist**

a. *Major duties.* The Culinary SPC is responsible for the preparation and service of food in field or garrison food service OPS. Some of the major duties of a Culinary SPC include, performing preliminary food preparation procedures; receive and store subsistence items; perform specific cooking methods as prescribed by Army recipes; operating, maintaining and cleaning field kitchen equipment; set up serving line, garnishing food items and applying food



protection and sanitation measures in field and garrison environments and perform preventive maintenance on garrison and field kitchens. At the advanced level, the Culinary NCO major duties may include, ensuring that proper procedures, temperatures and time period are adhered to during food preparation; direct safety, security and fire prevention procedures and perform supervisory and inspection functions. The 92G may acquire the following ASI: Air Assault (2B), Battle Staff (2S), CSS Automation Management(N8), Jumpmaster (5W), Enlisted AIDE (Z5) SQIs: Training Development (2), Non-Career Recruiter (4), Mentor (8), inspector general NCO (B), Ranger (G), Linguist (L), 1SG (M), Parachutist (P), EOA (Q), SO Support Personnel (S), Ranger Parachutist (V), and drill sergeant (X)

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details.

*c. Goals for development.* Culinary SPC must focus and become proficient in the skill of their MOS and continue to broaden their knowledge that will reflect positively later in their careers. WTBD cannot be overlooked; the Quartermaster Soldier should sharpen the tactical skills needed to survive on the battlefield and strive for excellence during the APFT and weapons qualification.

(1) Private E–1–Specialist and corporal.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as a Culinary SPC. Assignments in TDA units are essentially the same as in Operational units.

*(b) Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

*(c) Additional Training.* Combat Lifesaver Course, Airborne, Jumpmaster, Air Assault, and Ranger Training.

*(d) Special assignments.* CPL recruiter, HTRP, Ranger BN, USASOC.

(2) Sergeant.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units, as advance culinary NCO and culinary NCO. Assignments in TDA units are essentially the same as in operational units with the following additions: mentor/writer.

*(b) Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.Army.mil>.

*(c) Additional training.* Combat Lifesaver Course, Airborne, Air Assault, and Ranger Training.

*(d) Special assignments.* Recruiter, drill sergeant, flight steward, Ranger BN, Special Missions Unit (SMU), JSOC, and USASOC.

(3) Staff sergeant.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as Advance Culinary NCO, Culinary Management NCO, Shift Leader, Food QA Evaluator, enlisted aide and Dining Facility NCOIC. Assignments in TDA units are essentially the same in Operational units with the following additions: mentor/writer, and small group leader.

*(b) Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

*(c) Additional Training.* Airborne, Jumpmaster, Air Assault, and Ranger training, BSNCO (ASI 2S), Contracting Officers Representative Course, SOC, and Army Logistics University courses.

*(d) Special assignments.* Drill sergeant, recruiter flight steward, mentor/writer, AIT platoon sergeant, AIT SQD LDR, and TWI Program.

(4) Sergeant first class.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as DET SGT, platoon sergeant, support OPS NCO, culinary management NCO, G4 NCO, food service contract NCO, dining facility manager, and enlisted aide. Assignments in TDA units are essentially the same as in Operational units with the following additions: small group leader and mentor/writer.

*(b) Self-Development.* For additional information on self-development, refer to para 29–3. ACT <https://actnow.army.mil>.

*(c) Additional Training.* Airborne, Jumpmaster, Air Assault, Ranger training, BSNCO (ASI 2S), SOC.

*(d) Special assignments.* Drill sergeant, Recruiter, enlisted personnel development NCO/career manager, EOA, branch NCOPD instructor, inspector general NCO, AIT platoon sergeant, AIT squad leader, small group leader, Overseas Contingency Assignment, force protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, and USASOC. mentor/writer and TWI.

(5) Master sergeant/first sergeant.

*(a) Operational assignments.* Assignments in the modular force and other MTOE units as 1SG, OPS NCO, culinary management SNCO, culinary management SNCO, dining facility manager, support OPS NCO, J4 log management NCO, and enlisted aide.

*(b) Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

*(c) Additional Training.* Airborne, Jumpmaster, Air Assault, Ranger training, BSNCO (ASI 2S), Support OPS Course, and Army Logistics University courses.

(d) *Special assignments.* Chief, mentor/writer, enlisted aide, EOA, inspector general NCO, SMU, AWG, Ranger BN, JSOC, and USASOC.

(6) Sergeant major.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as G-4 SGM, support OPS SGM, chief culinary management SGM, and enlisted aide advisor. Assignments in TDA units are essentially the same as Operational units with the following additions: Chief, Enlisted Training Course; Army Food Service SGM; chief, mentor/writer; and chief, Culinary Management.

(b) *Self-Development.* For additional information on self-development, see paragraph 29-3. ACT <https://actnow.army.mil>.

(c) *Additional Training.* BSNCO (ASI 2S), SOC, and Army Logistics University course.

(d) *Special assignments.* Senior enlisted aide advisor.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **29-11. Military occupational specialty 92G professional development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **29-12. Military occupational specialty 92G Reserve Component**

The RC contains a significant proportion of the Quartermaster Corps Soldiers. The RC Quartermaster Soldier performs the same mission and must maintain the same standards of proficiency as their fellow Soldiers in the RA. Duty assignments for career progression in the RC parallel that of the RA. Although geographical limitations will determine the types of units in which RC Soldiers serve, the RC PD NCOES satisfies PD and functional area requirements. Due to geographical location or other considerations, the RC Quartermaster NCO may not have the opportunity to become as experienced in MOS OPS at each grade level.

### **29-13. Military occupational specialty 92L petroleum laboratory specialist**

a. *Major duties.* The Petroleum Laboratory SPC is responsible for supervising or conducting laboratory tests on petroleum, oil and lubricant products. Some of the major duties for the Petroleum Laboratory SPC include, receiving samples of petroleum products; conduct tests on petroleum products; evaluate test results with specification requirements and making recommendations regarding product disposition; apply fire prevention and safety control procedures in handling volatile petroleum, oils and lubricants products; obtain petroleum test samples from storage tanks, barges and tankers and test fuels and oils for water, sediment and other contaminants using laboratory equipment. At the advanced level, the Petroleum Laboratory NCO duties may include, identifying sources and types of contamination and deterioration; perform organizational and preventive maintenance and calibration of lab equipment; furnish required quality surveillance reports to higher HQ and perform fire and safety inspections. The 92L may acquire the following ASI: Air Assault (2B), Battle Staff (2S), Standard Army Retail Supply System (SARSS), 2ACB (G2), CSS Automation Management(N8), Jumpmaster (5W), Enlisted AIDE (Z5) SQIs: Training Development (2), Non-Career Recruiter (4), Mentor (8), inspector general NCO (B), Ranger (G), Linguist (L), 1SG (M), Parachutist (P), EOA (Q), SO Support Personnel (S), Ranger Parachutist (V), and Drill Sergeant (X)

b. *Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details.

c. *Goals for development.* Petroleum Laboratory SPC must focus and become proficient in the skills of their MOS and continue to broaden their knowledge that will in turn reflect on them positively later on in their careers. WTBD cannot be overlooked; the Quartermaster Soldier should hone the tactical skills needed to survive on the battlefield and strive for excellence during the APFT and weapons qualification.

(1) Private E-1: Specialist/Corporal.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as a Petroleum Laboratory SPC, and Vehicle Operator. Assignments in TDA units are essentially the same as in Operational units.

(b) *Self-development.* For additional information on self-development, see paragraph 29-3. ACT <https://actnow.army.mil>.

(c) *Additional Training.* Airborne, Jumpmaster, Air Assault, Ranger training, HAZMAT Course and Combat Life-saver Course.

(d) *Special assignments.* CPL recruiter, HTRP Ranger BN, and USASOC.

(2) Sergeant.

(a) *Operational assignments.* Assignments in MTOE & Modular Force units as Petroleum Lab NCO, and Petroleum Surveillance NCO. Assignments in TDA units are essentially the same as in Operational units.

(b) *Self-development.* For additional information on self-development, see paragraph 29-3. ACT <https://actnow.army.mil>.

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training and Combat Lifesaver Course.

(d) *Special assignments.* Recruiter, drill sergeant, SMU, AWG, Ranger BN, JSOC, and USASOC.

(3) Staff sergeant.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as Petroleum Lab NCO, and Petroleum Surveillance NCO. Assignments in TDA units are essentially the same as Operational units with the following additions: mentor/writer and small group leader.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional Training.* Airborne, Jumpmaster, Air Assault, Ranger training, HAZMAT Course, Combat Lifesaver Course, and Sling Load Inspector Course.

(d) *Special assignments.* DS, recruiter, AIT squad leader, small group leader, Overseas Contingency Assignment, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, and USASOC.

(4) Sergeant first class.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as DET SGT, platoon sergeant, and petroleum lab NCOIC. Assignments in TDA units are essentially the same as in Operational units with the following additions: small group leader and mentor/writer.

(b) *Self-Development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional Training.* Airborne, Jumpmaster, Air Assault, and Ranger Training. HAZMAT Course and Sling Load Inspector Course.

(d) *Special assignments.* DS, recruiter, inspector general NCO, EOA, small group leader, AIT platoon sergeant, Overseas Contingency Assignment, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, and USASOC.

(5) *Master sergeant/first sergeant.* Soldiers with the MOS 92L convert to MOS 92F, Petroleum Supply SPC at the rank of MSG. See paragraph 27–6 for additional information.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

#### **29–14. Military occupational specialty 92L professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

#### **29–15. Military occupational specialty 92L Reserve Component**

The RC contains a significant proportion of the Quartermaster Corps Soldiers. The RC Quartermaster Soldier performs the same mission and must maintain the same standards of proficiency as their fellow Soldiers in the RA. Duty assignments for career progression in the RC parallel that of the RA. Although geographical limitations will determine the types of units in which RC Soldiers serve, the RC PD NCOES satisfies PD and functional area requirements. Due to geographical location or other considerations, the RC Quartermaster NCO may not have the opportunity to become as experienced in MOS OPS at each grade level.

#### **29–16. Military occupational specialty 92M mortuary affairs specialist**

a. *Major duties.* The Mortuary Affairs SPC performs duties relating to deceased personnel to include recovery, collection, evacuation, establishment of tentative identification. They also inventory, safeguard and evacuate personal effects of deceased personnel. They also serve as team member and recovery SPC at the Joint Mortuary Prisoner of War/Missing in Action Accounting Command in Hawaii. Some of the major duties for the Mortuary Affairs NCO may include, planning and supervising the search, recovery, processing and evacuation of the remains of U.S. Armed Forces personnel; ensure that personal effects are recovered, inventoried, and accounted for; supervise in the handling and processing of contaminated remains; select site location, establish and supervise collection points for the receipt, care and evacuation of human remains; serve on search and recovery teams for the repatriation of U.S. Service personnel remains of past wars and conflicts and advise commanders and HQ staff on mortuary affairs activities and coordinating mortuary affairs activities within the command. The 92M may acquire the following ASIs: Air Assault (2B), Battle Staff (2S), SARSS 2ACB (G2), CSS Automation Management(N8), Jumpmaster (5W), Enlisted AIDE (Z5) SQIs: Training Development (2), Non-Career Recruiter (4), Mentor (8), inspector general NCO (B), Ranger (G), Linguist (L), ISG (M), Parachutist (P), EOA (Q), SO Support Personnel (S), Ranger Parachutist (V), and Drill Sergeant (X)

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details.

c. *Goals for development.* Mortuary Affairs SPC must focus and become proficient in the skills of their MOS and continue to broaden their knowledge that will in turn reflect on them positively later on in their careers. WTBD cannot be overlooked; the Quartermaster Soldier should hone the tactical skills needed to survive on the battlefield and strive for excellence during the APFT and weapons qualification.

(1) Private E–1: specialist/corporal.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as a Mortuary Affairs SPC and Vehicle Operator. Assignments in TDA units are essentially the same as in Operational units.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, and Ranger Training. HAZMAT Course and Combat Lifesaver Course.

(d) *Special assignments.* CPL recruiter, HTRP, Ranger BN, and USASOC.

(2) Sergeant.

(a) *Operational assignments.* Assignments in MTOE & modular force units as team leader, Mortuary Affairs Team NCO, ID and effects NCO. Assignments in TDA units are essentially the same as in Operational units.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, Ranger Training and Combat Lifesaver Course.

(d) *Special assignments.* Recruiter, drill sergeant, SMU, AWG, Ranger BN, JSOC, and USASOC.

(3) Staff sergeant.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as team leader, Mortuary Affairs Team NCO, section chief and Collection Point Leader. Assignments in TDA units are essentially the same as in Operational units with the following additions: mentor/writer and small group leader.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional Training.* Airborne, Jumpmaster, Air Assault and Ranger training. HAZMAT Course, Combat Lifesaver Course and Sling Load Inspector Course.

(d) *Special assignments.* Drill sergeant, recruiter, mentor/writer, AIT squad leader, small group leader, Overseas Contingency Assignment, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, and USASOC.

(4) Sergeant first class.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as platoon sergeant, Support OPS NCO, Mortuary Affairs SNCO, Casualty Data SNCO, OC–T, and MA Staff SNCO. Assignments in TDA units are essentially the same as in Operational units with the following additions: small group leader and mentor/writer.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training, HAZMAT Course, and Sling Load Inspector Course.

(d) *Special assignments.* Drill sergeant, recruiter, inspector general NCO, AIT platoon sergeant, EOA, small group leader, Overseas Contingency Assignment, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, and USASOC.

(5) Master sergeant/first sergeant.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as 1SG, OPS NCO, support OPS, and Mortuary Affairs SNCO. Assignments in TDA units are essentially the same as in Operational units with the following additions: Chief, mentor/writer.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training, and ALMC courses.

(d) *Special assignments.* EOA, inspector general NCO, SMU, AWG, Ranger BN, JSOC, and USASOC.

(6) Sergeant major.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as a, Petroleum Distribution SGM, OPS SGM, support OPS SGM, Petroleum OPS SGM. Assignments in TDA are essentially the same as in Operational units with the following additions: Chief, mentor/writer.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* ALMC courses.

(d) *Special assignments.* SNCO.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **29–17. Military occupational specialty 92M professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **29–18. Military occupational specialty 92M Reserve Component**

The RC contains a significant proportion of the Quartermaster Corps Soldiers. The RC Quartermaster Soldier performs

the same mission and must maintain the same standards of proficiency as their fellow Soldiers in the RA. Duty assignments for career progression in the RC parallel that of the RA. Although geographical limitations will determine the types of units in which RC Soldiers serve, the RC PD NCOES satisfies PD and functional area requirements. Due to geographical location or other considerations, the RC Quartermaster NCO may not have the opportunity to become as experienced in MOS OPS at each grade level.

## **29–19. Military occupational specialty 92R parachute rigger**

*a. Major duties.* The parachute rigger is responsible for repairing textile and canvas items, webbed equipment and clothing. Some of the major duties for the Parachute Rigger may include, inspecting parachutes for rips and tangled lines; packing parachutes for safe operation; sewing, patching, darning and basting worn or damaged fabrics. Advanced level Parachute Riggers supervise and train the other Soldiers within the 92R MOS. The advance level Parachute Riggers are involved in inspecting, classifying, and determine reparability of textile, canvas and webbed items received for repair. The 92R may acquire the following ASIs: Air Assault (2B), Battle Staff (2S), SARSS 2ACB (G2), CSS Automation Management(N8), Jumpmaster (5W), Enlisted AIDE (Z5) SQIs: Training Development (2), Non-Career Recruiter (4), Mentor (8), inspector general NCO (B), Ranger (G), Linguist (L), 1SG (M), Parachutist (P), EOA (Q), SO Support Personnel (S), Ranger Parachutist (V), and Drill Sergeant (X)

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details.

*c. Goals for development.* The Parachute Rigger must focus and become proficient in the skills of their MOS and continue to broaden their knowledge that will in turn reflect on them positively later on in their careers. WTBD cannot be overlooked; the Quartermaster Soldier should hone the tactical skills needed to survive on the battlefield and strive for excellence during the APFT and weapons qualification.

(1) Private E–1: specialist/corporal.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as an Airdrop Equipment Repair SPC, Parachute Packer/Airdrop SPC, Parachute Packer, and Vehicle Operator. Assignments in TDA units are essentially the same as in Operational units.

*(b) Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

*(c) Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training, and Combat Lifesaver Course.

*(d) Special assignments.* CPL recruiter, Ranger BN, USASOC, and HTRP.

(2) Sergeant.

*(a) Operational assignments.* Parachute Packer NCO, Parachute Packer NCOIC, Inspector/Tester, Airdrop/Equipment Repair NCO Maintenance Inspector, Malfunction NCO. Assignments in TDA units are essentially the same as in Operational units.

*(b) Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

*(c) Additional training.* Air Assault, Ranger training, and Combat Lifesaver Course.

*(d) Special assignments.* Recruiter, drill sergeant, SMU, AWG, Ranger BN, JSOC, and USASOC.

(3) Staff sergeant.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as airdrop supervisor, airdrop equipment repair supervisor, inspector or tester supervisor, parachute packer supervisor. Assignments in TDA units are essentially the same as in Operational units with the following additions: small group leader, and mentor/writer.

*(b) Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

*(c) Additional Training.* Sling Load Inspector Course, Air Assault, Ranger training, and BSNCO (ASI 2S).

*(d) Special assignments.* Drill sergeant, recruiter, competitive parachutist, mentor/writer, AIT squad leader, small group leader, Overseas Contingency Assignment, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, TWI and USASOC.

(4) Sergeant first class.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as DET SGT, platoon sergeant, Airdrop Equipment NCO, airdrop OPS NCO, parachute rigger NCO, and senior airdrop equipment repair supervisor. Assignments in TDA units are essentially the same as in Operational units with the following additions: mentor/writer and small group leader.

*(b) Self-Development.* For additional information on self-development, refer to para 29–3.

*(c) Additional Training.* Sling Load Inspector Course, Air Assault, Ranger training, BSNCO (ASI 2S), and Support OPS.

*(d) Special assignments.* Drill sergeant, recruiter, branch NCOPD instructor, inspector general NCO, EOA, small group leader, Overseas Contingency Assignment, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, TWI, and USASOC.

(5) Master sergeant/first sergeant.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as 1SG, Airdrop OPS SNCO and Airdrop Equipment SNCO. Assignments in TDA units are essentially the same as in Operational units with the following additions: Chief, mentor/writer.

(b) *Self-Development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional Training.* Air Assault, Ranger training, and ALMC Courses.

(d) *Special assignments.* EOA , inspector general NCO, SMU, AWG, Ranger BN, JSOC, and USASOC.

(6) Sergeant major.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as an OPS SGM, chief airdrop OPS NCO. Assignments in TDA units are essentially the same as in Operational units.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* ALMC courses.

(d) *Special assignments.* N/A.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **29–20. Military occupational specialty 92R professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **29–21. Military occupational specialty 92R Reserve Components**

The RC contains a significant proportion of the Quartermaster Corps Soldiers. The RC Quartermaster Soldier performs the same mission and must maintain the same standards of proficiency as their fellow Soldiers in the RA. Duty assignments for career progression in the RC parallel that of the RA. Although geographical limitations will determine the types of units in which RC Soldiers serve, the RC PD NCOES satisfies PD and functional area requirements. Due to geographical location or other considerations, the RC Quartermaster NCO may not have the opportunity to become as experienced in MOS OPS at each grade level.

## **29–22. Military occupational specialty 92S shower and laundry specialist**

a. *Major duties.* The Shower and Laundry SPC is primarily responsible for supervising and performing laundry, shower, and functions. Some of the duties may include, receiving bulk, individual or organizational laundry; reviewing laundry lists for accuracy of bundle count or contents of individual laundry bag; operating mobile washer, extractors, dryers, re-impregnation, and delousing equipment; sorting and issuing cleaned laundry and equipment. At the advanced level the Shower and Laundry NCO duties may include, supervising establishment of laundry and shower facilities; supervising marking, classifying and washing OPS; coordinating the flow of personnel through shower and delousing OPS with supported units; estimating supply requirements and requesting supplies and supervising the receipt, storage and issue of supplies, and equipment. The 92S may acquire the following ASI: Air Assault (2B), Battle Staff (2S), (G2), CSS Automation Management(N8), Jumpmaster (5W), Enlisted AIDE (Z5) SQIs: Training Development (2), Non-Career Recruiter (4), Mentor (8), Inspector General NCO (B), Ranger (G), Linguist (L), 1SG (M), Parachutist (P), EOA (Q), SO Support Personnel (S), Ranger Parachutist (V), and Drill Sergeant (X)

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details.

c. *Goals for development.* Laundry and Textile SPC must focus and become proficient in the skill of their MOS and continue to broaden their knowledge that will in turn reflect on them positively later on in their careers. WTBD cannot be overlooked; the Quartermaster Soldier should hone the tactical skills needed to survive on the battlefield and strive for excellence during the APFT and weapons qualification.

(1) Private E–1: specialist/corporal.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as a Shower and Laundry SPC. Assignments in TDA units are essentially the same as in Operational units.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* Combat Lifesaver Course, Airborne, Jumpmaster, Air Assault, and Ranger training.

(d) *Special assignments.* CPL recruiter, HTRP, Ranger BN, USASOC.

(2) Sergeant.

(a) *Operational assignments.* Assignment in the Modular Force and other MTOE units as section NCOIC, SLCR team leader, and shower/laundry clothing and repair NCO. Assignments in TDA units are essentially the same as in Operational units with the following additions: mentor/writer.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training, NBC Course, and Combat Lifesaver Course.

(d) *Special assignments.* Recruiter, drill sergeant, mentor/writer, AIT squad leader, small group leader, Overseas Contingency Assignment, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, and USASOC.

(3) Staff sergeant.

(a) *Operational assignments.* Assignments in the Modular Force or other MTOE units as SLCR team leader, section chief and shower/laundry clothing, and repair NCO. Assignments in TDA units are essentially the same as Operational units with the following additions: mentor/writer and small group leader.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, and Ranger training.

(d) *Special assignments.* Drill sergeant, recruiter, AIT squad leader, small group leader, Overseas Contingency Assignment, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, and USASOC.

(4) Sergeant first class

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as platoon sergeant, support OPS NCO, and BN level OPS NCO. Assignments in TDA units are essentially the same as in Operational units with the following additions: small group leader and mentor/writer.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, and Ranger training.

(d) *Special assignments.* Drill sergeant, recruiter, inspector general NCO, EOA, small group leader, Overseas Contingency Assignment, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, and USASOC.

(5) Master sergeant and first sergeant.

(a) *Operational assignments.* Assignments in the Modular Force and other MTOE units as 1SG, OPS NCO, and support OPS. Assignments in TDA units are essentially the same as in Operational units with the following additions: Chief, mentor/writer.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training, and ALMC Courses.

(d) *Special assignments.* EOA, inspector general NCO, SMU, AWG, Ranger BN, JSOC, and USASOC.

(6) Sergeant major.

(a) *Operational assignments.* Assignments are with the modular force and other MTOE units as G–4 level SGM, support OPS SGM. Assignments in TDA units are essentially the same as in Operational units with the following additions: Assistant commandant, NCO Academy; field service SGM; chief mentor/writer; and chief, Enlisted Training Course.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* ALMC courses.

(d) *Special assignments.* N/A

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **29–23. Military occupational specialty 92S professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **29–24. Military occupational specialty 92S Reserve Component**

The RC contains a significant proportion of the Quartermaster Corps Soldiers. The RC Quartermaster Soldier performs the same mission and must maintain the same standards of proficiency as their fellow Soldiers in the RA. Duty assignments for career progression in the RC parallel that of the RA. Although geographical limitations will determine the types of units in which RC Soldiers serve, the RC PD NCOES satisfies PD and functional area requirements. Due to geographical location or other considerations, the RC Quartermaster NCO may not have the opportunity to become

as experienced in MOS OPS at each grade level. To meet their personal or professional needs and objectives in the Quartermaster Corps, it may prove beneficial to transfer the RC NCO between units within the component and/or State.

## **29–25. Military occupational specialty 92W water treatment specialist**

*a. Major duties.* The water treatment SPC is primarily responsible for supervising or performing the installation and operation of water purification equipment, as well as dealing with water storage and distribution OPS. Some of the duties of a water treatment SPC may include, operating and maintaining water treatment equipment; assisting in water reconnaissance, site preparation and setup of water treatment activity; receiving, issuing, and storing potable water; analyzing food and water samples to ensure quality; and provide training on industrial hygiene, environmental health and occupational health issues. At the advanced level, water treatment NCO duties may include, conducting water reconnaissance; developing water sources and water points; supervising and training Soldiers to perform water treatment tasks; perform operator maintenance and inspecting operational condition and maintenance of equipment; analyze and verify test results of raw and treated water and prepare water treatment reports. The 92W may acquire the following ASI: Air Assault (2B), Battle Staff (2S), CSS Automation Management(N8), Jumpmaster (5W), Enlisted AIDE (Z5) SQIs: Training Development (2), Noncareer Recruiter (4), Mentor (8), inspector general NCO (B), Ranger (G), Linguist (L), 1SG (M), Parachutist (P), EOA (Q), SO Support Personnel (S), Ranger Parachutist (V), and drill sergeant (X).

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details.

*c. Goals for development.* Water treatment SPC must focus and become proficient in the skills of their MOS and continue to broaden their knowledge that will in turn reflect on them positively later on in their careers. WTBD cannot be overlooked; the Quartermaster Soldier should hone the tactical skills needed to survive on the battlefield and strive for excellence during the APFT and weapons qualification.

(1) Private E–1: specialist/corporal.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as a water treatment SPC, Vehicle, and/or Equipment Operator. Assignments in TDA units are essentially the same as in Operational units.

*(b) Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

*(c) Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training, HAZMAT Course and Combat Life-saver Course.

*(d) Special assignments.* CPL recruiter, HTRP, Ranger BN, and USASOC.

(2) Sergeant.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as water treatment NCO and FAWRSS NCO. Assignments in TDA units are essentially the same as in Operational units.

*(b) Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

*(c) Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training, and Combat Lifesaver Course.

*(d) Special assignments.* Recruiter, drill sergeant, SMU, AWG, Ranger BN, JSOC, and USASOC.

(3) Staff sergeant.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as water treatment NCO, water treatment section NCOIC, and OC–T. Assignments in TDA units are essentially the same as in Operational units with the following additions: mentor/writer and small group leader.

*(b) Self-development.* For additional information on self-development, see paragraph 29–3.

*(c) Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training, HAZMAT Course, Combat Lifesaver Course, and Sling Load Inspector Course.

*(d) Special assignments.* Drill sergeant, recruiter, mentor/writer, AIT squad leader, small group leader, Overseas Contingency Assignment, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, and USASOC.

(4) Sergeant first class.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as DET SGT, platoon sergeant, water treatment NCOIC, observer/controller, and OPS NCO. Assignments in TDA units are essentially the same as in Operational units with the following additions: senior training developer/writer; training management SNCO; mentor/writer; small group leader.

*(b) Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

*(c) Additional training.* Airborne, Jumpmaster, Air Assault, and Ranger training.

*(d) Special assignments.* Drill sergeant, recruiter, branch NCOPD instructor, inspector general NCO, EOA, small group leader, Overseas Contingency Assignment, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, and USASOC.



(5) *Master sergeant/first sergeant.* Soldiers with the MOS 92W convert to MOS 92F, Petroleum Supply SPC at the rank of MSG.

(6) *Sergeant major.* Soldiers with the MOS 92W convert to MOS 92F, Petroleum Supply SPC at the rank of MSG.

*d. Army career degrees.* See SOCAD Army Career Degree Program.

*e. GI Jobs.* See GI Jobs COOL Web site.

## **29–26. Military occupational specialty 92W professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **29–27. Military occupational specialty 92W Reserve Component**

The RC contains a significant proportion of the Quartermaster Corps Soldiers. The RC Quartermaster Soldier performs the same mission and must maintain the same standards of proficiency as their fellow Soldiers in the RA. Duty assignments for career progression in the RC parallel that of the RA. Although geographical limitations will determine the types of units in which RC Soldiers serve, the RC PD NCOES satisfies PD and functional area requirements. Due to geographical location or other considerations, the RC Quartermaster NCO may not have the opportunity to become as experienced in MOS OPS at each grade level.

## **29–28. Military occupational specialty 92Y unit supply specialist**

*a. Major duties.* The Unit Supply SPC is responsible for supervising or performing tasks involving the general upkeep and maintenance of all Army supplies and equipment. Some of the duties of a Unit Supply SPC includes the following: receiving, inspecting, inventorying, loading, unloading, storing, delivering and turning in organization and installation supplies and equipment; operating unit level computers, issuing and receiving small arms and crew served weapons; securing and controlling weapons and some ammunition in security areas; and maintaining automated supply system for accounting of organizational and installation supplies and equipment. At the advanced level, the Unit Supply NCO major duties may include, inspecting completed work for accuracy and compliance with established procedures; posting transactions to organizational and installation property books and supporting transaction files; determine methods of obtaining relief from responsibility for lost, damaged and destroyed supply items and inspect Arm Rooms. The 92Y may acquire the following ASI: Air Assault (2B), Battle Staff (2S), CSS Automation Management(N8), Jumpmaster (5W), Enlisted AIDE (Z5) SQIs: Training Development (2), Non-Career Recruiter (4), Mentor (8), inspector general NCO (B), Ranger (G), Linguist (L), 1SG (M), Parachutist (P), EOA (Q), SO Support Personnel (S), Ranger Parachutist (V), and Drill Sergeant (X)

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smartbook for details.

*c. Goals for development.* Unit Supply SPC must focus and become proficient in the skills of their MOS and continue to broaden their knowledge that will in turn reflect on them positively later on in their careers. WTBD cannot be overlooked; the Quartermaster Soldier should hone the tactical skills needed to survive on the battlefield and strive for excellence during the APFT and weapons qualification.

(1) Private E–1–Specialist and corporal.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as a Unit Supply SPC, and Vehicle Operator. Assignments in TDA units are essentially the same as in operational units.

*(b) Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

*(c) Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training, HAZMAT Course, and Combat Life-saver Course.

*(d) Special assignments.* CPL recruiter, HTRP, Ranger BN, and USASOC.

(2) Sergeant.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as Unit Supply SGT, Property Book NCO, S4 NCO, and section NCOIC. Assignments in TDA units are essentially the same as in Operational units.

*(b) Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

*(c) Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training, and Combat Lifesaver Course.

*(d) Special assignments.* Recruiter, drill sergeant, SMU, AWG, Ranger BN, JSOC, WHCA, and USASOC.

(3) Staff sergeant.

*(a) Operational assignments.* Assignments in the Modular Force and other MTOE units as unit supply SGT, support OPS NCO, property book NCO, and section NCOIC. Assignments in TDA units are essentially the same as in Operational units with the following additions: mentor/writer and small group leader.

*(b) Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training, HAZMAT Course, Combat Lifesaver Course, and Sling Load Inspector Course.

(d) *Special assignments.* Mentor and/or writer, drill sergeant and recruiter, AIT squad leader, small group leader, WHCA, Overseas Contingency Assignment, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, USASOC.

(4) Sergeant first class.

(a) *Operational assignment.* s. Assignments in the Modular Force and other MTOE units as DET SGT, platoon sergeant, support OPS NCO, Customer Assistance NCO, Force Development NCO, Property Book NCO, S4, NCOIC, and Property Coordinating NCO. Assignments in TDA units are essentially the same as in Operation units with the following additions: small group leader and mentor/writer.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, and Ranger Training.

(d) *Special assignments.* Mentor/writer, drill sergeant, AIT platoon sergeant, recruiter, inspector general NCO, EOA, small group leader, TWI, WHCA, Overseas Contingency Assignment, Force Protection NCO, detainee NCO, combat patrol NCO, TT NCO, JSOC, SMU, AWG, Ranger BN, and USASOC.

(5) Master sergeant/first sergeant.

(a) *Operational assignments.* Modular Force and MTOE assignments as 1SG, OPS NCO, Supply SNCO, QA NCO, procurement NCO and support OPS. Assignments in TDA units are essentially the same as in Operational units with the following additions: Chief, mentor/writer.

(b) *Self-development.* For additional information on self-development, see paragraph 29–3. ACT <https://actnow.army.mil>.

(c) *Additional training.* Airborne, Jumpmaster, Air Assault, Ranger training, and ALMC Courses.

(d) *Special assignments.* EOA, inspector general NCO, Defense Logistics Agency, WHCA, Defense Logistics Agency, SMU, AWG, Ranger BN, JSOC, and USASOC.

(6) *Sergeant major.* Soldiers with the MOS 92A convert to MOS 92Z, Logistics SNCO at the rank of SGM. See paragraph 29–4 for additional information.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

## **29–29. Military occupational specialty 92Y professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

## **29–30. Military occupational specialty 92Y Reserve Component**

The RC contains a significant proportion of the Quartermaster Corps Soldiers. The RC Quartermaster Soldier performs the same mission and must maintain the same standards of proficiency as their fellow Soldiers in the RA. Duty assignments for career progression in the RC parallel that of the RA. Although geographical limitations will determine the types of units in which RC Soldiers serve, the RC PD NCOES satisfies PD and functional area requirements. Due to geographical location or other considerations, the RC Quartermaster NCO may not have the opportunity to become as experienced in MOS OPS at each grade level.

## **29–31. Military occupational specialty 92Z senior noncommissioned logistician**

a. *Major duties.* The SNCO logistician supervises soldiers engaged in supply, services, materiel management and logistics OPS.

b. *Critical duties for MOS 92Z.* These are: Perform duties of MOS 92A and 92Y at the “6” skill level. Serves as principal NCO of supply and services OPS. Supervises operation of organizations performing supply and related service OPS such as TRANS, property disposal, and commissary OPS. Supervises management of materiel support functions in stock control and accounting, procurement, inventory control, and item financial management. Supervises development and preparation of OPS information, plans, maps sketches, overlays and related data to employ supply and service organizations. Contributes to staff development and OPS of supply support data systems, equipment review, salvage and repair parts supply procedures, and maintenance support systems. Supervises the preparation of orders, operating instructions, reports, and related technical materials. Performs liaison between staff and supported soldiers to improve effectiveness of support activities.

## **29–32. Military occupational specialty 92Z professional development model**

a. *Command sergeant major and sergeant major.*

b. *Operational assignments.* SGM and CSM (92Z) is the capstone MOS for 92A and 92Y. Assignments in the Modular Force and other MTOE units as G–4 SGM, support OPS SGM, senior logistics supervisor, CSM.

c. *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical

knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. For additional information on self-development, see paragraph 2–13.

*d. Additional training.* Appropriate credentials and ALU Courses.

*e. Special assignments.* Assignments in TDA units as chief force development OPS management SGM, chief supply SGT, chief instructor/writer, staff SNCO, chief Enlisted Training Course, chief instructor/writer, DOL SGM, assistant commandant NCOA, chief, career management and senior enlisted aide advisor.

### **29–33. Military occupational specialty 92Z Reserve Component**

The RC contains a significant proportion of the Quartermaster Corps Soldiers. The RC Quartermaster Soldier performs the same mission and must maintain the same standards of proficiency, as their fellow Soldiers in the AC. Duty assignments for career progression in the RC parallel that of the AC. Although geographical limitations will determine the types of units in which RC Soldiers serve, the RC PD NCOES satisfies PD and functional area requirements. Due to geographical location or other considerations, the RC Quartermaster NCO may not have the opportunity to become as experienced in MOS OPS at each grade level.

## **Chapter 30**

### **Electronic Maintenance (Career Management Field 94) Career Progression Plan**

#### **30–1. Duties**

The primary duties of the electronic maintenance and calibration CMF are to repair, maintain, and calibrate a wide variety of Army communications systems, missile systems, radar systems, TMDE, and numerous other items of Army electronic maintenance and systems support equipment. CMF 94 Soldiers are at all echelons of the force structure and can be assigned to units across the operational spectrum of the Army. The CMF is comprised of 14 Military Occupational Specialties and functions in a wide range of areas requiring highly developed technical and tactical skills. CMF 94 maintainers support the maintenance life cycle functions of all Army systems and the mission readiness of the Army's critical tactical and strategic combat systems as well as ground support systems. Several MOS's standards of training are controlled by external agencies such as the FAA and the National Security Agency.

#### **30–2. Transformation**

*a.* The Ordnance Corps Fix Forward and/or Repair Rear is based on a concept coined by the 1988 Chief of Ordnance, Brigadier General Thomas R. Dickerson. Responsible for the maintenance of all the Army's equipment that encompasses a spectrum of equipment ranging from anti-aircraft missiles to highly sophisticated radars, the Ordnance Corps has actually been going through transformation for the last two decades and has evolved from four levels of maintenance down to two levels of maintenance. Old organizational and direct support (DS) activities have been combined into Field Maintenance (first of two levels of maintenance), characterized by a repair-and-return-to-user system. Field maintenance relies on line replaceable unit (LRU) and component replacement, BDAR, recovery and services. Field Maintenance is performed at all levels of the Army. Sustainment Maintenance is the second level of maintenance, essentially representing a combination of the old general support (GS) and depot-level activities. It is a repair-and-return to the Army supply system activity that can be brought as far forward as required, based on the mission, enemy, terrain and weather, troops, time available and civilian considerations (METT-TC), but it normally is found above the BCT level. Sustainment Maintenance relies on end item and component repair with some component replacement, whereas Field Maintenance relies only on component replacement. The most important part of maintenance modularity for the tactical leader is its positive impact on operational readiness. The Army has transitioned to this new system because it provides more maintenance capability to the company level. Changes due to transformation include deleting MOS's that are no longer relevant and the merger of several MOS's in order to streamline training and mission support. By combining MOS's and merging others, this caused a reduction in the senior levels at higher echelons and thus created a reduced presence of junior grade leadership at the Field Maintenance Company and Forward Support Companies. In order to remain competitive, Soldiers fill positions that are traditionally CMF 91, Mechanical Maintenance, but can be considered NON Ordnance MOS specific, such as platoon sergeant and maintenance control supervisor.

*b.* Demanding assignments: OPS NCO at the BDE/BN level, responsible for the logistics support, movement and security of the TOC. Instructor/writer, ASI 8 and writer/instructor (Training Development) ASI 2: These NCOs develop, update and write programs of instruction used throughout the Ordnance Corps service schools. Career management NCOs are responsible for the career management, professional management and world-wide assignment of Soldiers within their assigned MOS. Recommend career enhancing assignments, training, and NCOES development. Provide input for promotion projections, force alignment, and MOS structure issues. AIT platoon sergeant, responsible for the health, welfare, training and acts as a positive role model for all IET Soldiers by portraying the Army Values. These key development positions should be held for a minimum of 2 years to create proficiency and knowledge of the

position requirements. Positions within the USASOC and Special Missions Units (SMU) may be held for more than four years due to the mission requirements and training costs associated with assigned duties.

### **30-3. Recommended career management self-development by rank**

#### *a. Private E-1-Specialist and corporal.*

(1) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and master the following military publications: STP 21-1-SMCT; FM 4-25.11; AR 670-1; FM 3-90.61; DA PAM 750-3, all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities by seeking meaningful and goal-oriented education. CLEP and DANTES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 110 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Soldiers should choose from the following correspondence courses: SSD 1 (SSD 1 must be completed for enrollment into ALC); other education opportunities can be found at the ACES Web site. The CLEP and DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and logisticians should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may also enroll in GOAR-MYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

(6) Soldier boards such as Soldier of the Quarter and/or Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(7) Soldiers should also strive to master the skills necessary to pass the Electronics Technician Association (ETA)-International and Federal Communications Commission tests and those necessary to obtain civilian certification, which can be found listed on the Ordnance and COOL Web sites. For information on these and other education programs, visit the AEC on your installation.

#### *b. Sergeant.*

(1) The quality and success of a SGT's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) SGT should study and master the following military publications: AR 750-1; STP 21-24-SMCT; FM 6-22; FM 21-18; FM 7-22.7 all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGT willing to make the required sacrifices should seize the available opportunities by seeking meaningful and goal-oriented education. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(5) Soldier boards such as NCO of the Quarter/Year and the SGT Audie Murphy and/or SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. SGT should consider the following correspondence courses: HAZMAT Handling Course, NCO ALC, or the Supervisor Development Course. Other education opportunities are available at the ACES Web site.

(7) SGT should strive to master the skills to acquire ETA certifications and those necessary to obtain civilian certifications, which can be found listed on the Ordnance and COOL Web sites. For information on these and other education programs, visit the AEC on your installation.

(8) Individual and unit awards show a commitment to excellence and a desire to succeed. Ordnance awards and achievements include the following: The COL Decius Wadsworth Award (NCOA), Army Award for Maintenance Excellence, Combined Logistics Excellence Award, Distinguished Honor graduate for NCOAs, exceeding course standards for PME.

#### *c. Staff sergeant.*

(1) The quality and success of a Staff SGT's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: AR 750-1; STP 21-24-SMCT; FM 3-22.3; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSG willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self-development options are based on the SSG's own desire to excel and seek meaningful and goal oriented education pursuing completion of an associate's degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(4) The SSG should continue using ACCP, selecting from the following list of courses: SSD 3 (SSD 3 must be completed for enrollment into SLC); Army Maintenance Management Course, SOC (Phase I), Manager Development Course, or the Infantry Advanced Refresher Training Course. Other education opportunities are available at the ACES Web site.

(5) The SSG should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. The SSG should strive to master the skills to acquire ETA certifications and those necessary to obtain civilian certifications, which can be found listed on the Ordnance and COOL Web sites. For information on these and other education programs, visit the AEC on your installation.

(6) Individual and unit awards show a commitment to excellence and a desire to succeed. Ordnance awards and achievements include the following: The COL Decius Wadsworth Award (NCOA), Army Award for Maintenance Excellence, Combined Logistics Excellence Award, Distinguished Honor graduate for NCOAs, exceeding course standards for PME.

*d. Sergeant first class.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. However, Soldiers should strive to complete a degree program or accumulate two years of college credit towards a degree

(2) These NCOs should study and master the following additional military publications: AR 350-1; AR 750-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFC willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an associate's degree by 12 years and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, support OPS and battle staff functions should be emphasized as essential to a SFC.

(5) The SFC should continue using the ACCP, selecting from the following list of courses: SSD 4 (SSD 4 must be completed for enrollment into SMA); The Army Maintenance Management Course, SOC (Phase 1), decision sciences, and others that emphasize Management and Logistics functions should be taken. Other education opportunities are available at the ACES Web site.

(6) The SFC should also complete two or more of ETA or FCC tests and those necessary to obtain civilian certification, which can be found listed on the Ordnance and COOL Web sites. For information on these and other education programs, visit the AEC on your installation.

(7) Individual and unit awards show a commitment to excellence and a desire to succeed. Ordnance awards and achievements include the following: The COL Decius Wadsworth Award (NCOA), Army Award for Maintenance Excellence, Combined Logistics Excellence Award, Distinguished Honor graduate for NCOAs, exceeding course standards for PME.

*e. Master sergeant and first sergeant.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. Strive to complete a degree program or accumulate two years of meaningful and goal oriented college credit towards a degree. However, continuing civilian education (completion of associates or bachelor's degree) is encouraged.

(2) MSG/ISGs should study and master the following military publications: AR 601–280; AR 600–20; DA Pam 611–21; AR 840–10; AR 220–1.

(3) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a SNCO and pursue functional courses offered from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency. The MSG/ISG should consider the following correspondence courses: SSD 4 (SSD 4 must be completed for enrollment into SMA);

(5) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications, which can be found listed on the Ordnance and COOL Web sites.

(6) Secretary of Defense Maintenance Awards, individual and unit awards show a commitment to excellence and a desire to succeed. Secretary of Defense Field-level Maintenance Award: Phoenix Trophy, DOD's most outstanding field-level military maintenance units. Secretary of Defense Depot-level Maintenance Award: Robert T. Mason Award, for Depot Maintenance Excellence. Ordnance awards and achievements include: The COL Decius Wadsworth Award (NCOA), Army Award for Maintenance Excellence, Combined Logistics Excellence Award, Distinguished Honor graduate for NCOAs, exceeding course standards for PME.

*f. Sergeant major and command sergeant major.*

(1) The goal of the SGM and/or CSM is to possess an upper level degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions.

(2) The SGM and/or CSM should read publications on their chains of command professional reading list. FM 7–22, 7, AKO, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geo-political issues and field manuals relating to Army OPS and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency. The SGM and/or CSM should consider the following correspondence courses: SSD 5.

(4) Additional career enhancement may be gained by continuing to pursue technical certification through the ETA, and licensing through the FCC testing programs for civilian certifications, which are listed on the Ordnance and COOL Web sites.

(5) Individual and unit awards show a commitment to excellence and a desire to succeed. Ordnance awards and achievements include the following: The COL Decius Wadsworth Award (NCOA), Army Award for Maintenance Excellence, Combined Logistics Excellence Award, Distinguished Honor graduate for NCOAs, exceeding course standards for PME.

### **30–4. Military occupational specialty 94A land combat electronic missile system repairer**

*a. Major duties.* The Land Combat Electronic Missile System Repairer performs or supervises field and sustainment level maintenance on the tube-launched, optically-tracked, wire-guided, and Dragon Guided Missile Systems, Improved Target Acquisition System, Bradley Fighting Vehicle, TOW/TOW 2 Subsystem, Javelin, related night sights, and ancillary test equipment. Skills include performing QC measures, inspecting, testing, and adjusting components to specific tolerances. Repairs unserviceable items by removing and replacing defective components and parts. Repairs unserviceable optical and infrared components by aligning, adjusting, removing and replacing defective modules and assemblies. Personnel learn to determine shortcomings and malfunctions in electronic, electrical, mechanical, pneumatic, optical, and electro-mechanical assemblies, sub-assemblies, modules, and circuit elements. This MOS is open to male and female Soldiers; however, Direct Combat Position Code (DCPC) coding of positions preclude assignment of females to certain combat arms units such as Ranger BN. Many of the 94 CMF MOSs are only located in maintenance particular units and leadership assignments are limited due to this being a low density CMF. SSGs serving in IET Companies are provided a unique leadership opportunity as squad leaders. Below are key SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) List of key SQIs:

(a) Y - AIT platoon sergeant.

(b) 2 - Training Development.

(c) 4 - Noncareer recruiter.

(d) 8 - Instructor.

(2) List of ASIs:

(a) 2S - Battle Staff OPS (skill level 3 and above).

(b) 8R - MRT.

(c) Y9 - WTU SL and/or platoon sergeant

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smart book for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

*c. Goals for development.*

(1) Private E–1: specialist/corporal.

*(a) Operational assignments.* During the early years, electronic technicians should focus on perfecting the basic skills and obtaining the knowledge that would make them proficient in all aspects of their MOS. Emphasis should also be placed on maintaining the standards of common Soldier tasks. Regardless of assignment, Soldiers should acquire the necessary experience to fine-tune their technical skills. Duty assignments include but aren't limited to Land Combat Electronic Missile System Repairer.

*(b) Self-development.* For additional information on self-development, see paragraph 30–3. Begin AA or AAS in civilian education.

*(c) Additional training.* Ranger training (male Soldiers only), Airborne and Air Assault

*(d) Special assignments.* None

(2) Sergeant.

*(a) Operational assignments.* At this stage, Soldiers should focus on laying a solid foundation of technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Duty assignments include Land Combat Electronic Missile System Repairer Foreman and squad leader. Consider the following as promotion potential Indicators: Honor Graduate, Commandant's List. Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

*(b) Self-development.* For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.

*(c) Additional training.* Ranger training, Airborne, Air Assault, and HAZMAT, Safety Course, Combat Life Saver, and Combatives

*(d) Special assignments.* None.

(3) Staff sergeant.

*(a) Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion potential Indicators: Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in technical units that will increase the experience and develop the leadership level of the NCO include land combat missile system foreman, OPS SGT, instructor/writer, AIT platoon sergeant, and recruiter. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while in a deployed or deployable unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS: WTU NCO, MiTT and/or advise and assist NCO, and RC support assignments (RA/RC).

*(b) Self-development.* For additional information on self-development, see paragraph 30–3. Complete AA/AAS in civilian education.

*(c) Additional training.* Ranger Training, Airborne, Air Assault, Recruiter, HAZMAT, Safety Course, Combat Life Saver, and Combatives.

*(d) Special assignments.* The following assignments are also considering broadening assignments.

1. Instructor/writer, AIT platoon sergeant and recruiter.

2. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.

3. Nontraditional assignments: OC–T, WTU NCO, MiTT and/or advise and assist NCO, and RC support assignments (RA/RC) are all tough demanding assignments that may be outside the PMOS.

4. *Sergeant first class.* MOS 94A30 progresses to MOS 94X40 upon promotion to SFC

*d. Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs*. See GI Jobs COOL Web site.

### 30–5. Military occupational specialty 94A professional development model

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### 30–6. Military occupational specialty 94A Reserve Component

The duties and goals of the MOS 94A RC Soldier mirror that of the MOS 94A RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### 30–7. Military occupational specialty 94D air traffic control equipment repairer

a. *Major Duties*. The ATC Equipment Repairer performs maintenance and installation of ATC communications, navigation aids (NAVAIDS), and landing systems. Soldiers use test equipment to determine operational condition and uses troubleshooting methods to determine location and extent of equipment faults. Repairs defective equipment by adjusting, aligning, repairing, or replacing defective components. Soldiers use skills to test repaired equipment to ensure compliance with technical specifications and if required evacuates equipment and components to higher level repair activities. Ensures ATC equipment is ready for FAA flight inspections. This MOS is open to male and female Soldiers; however, Direct Combat Position Code (DCPC) coding of positions preclude assignment of females to certain combat arms units such as Ranger BN. Many of the 94 CMF MOSs are only located in maintenance particular units and leadership assignments are limited due to this being a low density CMF. SSGs serving in IET Companies are provided a unique leadership opportunity as squad leaders. Below are key SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) List of SQIs:

(a) F - Flying Status.

(b) Y - AIT platoon sergeant.

(c) 2 - Training Development.

(d) 4 - Non-career recruiter.

(e) 8 - Instructor.

(2) List of ASIs:

(a) 2S - Battle Staff OPS (skill level 3 and above).

(b) 8R - Master Resilience Trainer (MRT).

(c) Y9 - WTU SL/platoon sergeant.

b. *Prerequisites*. See DA Pam 611–21 in the HRC Smart book for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

c. *Goals for development*.

(1) Private E–1: specialist/corporal.

(a) *Operational assignments*. The focus during the early years of their career should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. Opportunities to display leadership skills, initiative and motivation must be capitalized upon. Duty assignments include but aren’t limited to an ATC Equipment Repairer.

(b) *Self-development*. Soldiers should consider the following correspondence course: Electronic Technology Course. For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.

(c) *Additional training*. Ranger training, Airborne and Air Assault

(d) *Special assignments*. None

(2) Sergeant.

(a) *Operational assignments*. At this stage, Soldiers should focus on laying a solid foundation of technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as section chief that will allow them to gain leadership experience. Duty assignments include ATC Equipment Repairer. Consider the following as promotion potential Indicators: Honor Graduate, Commandant’s List. Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(b) *Self-development*. For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.



- (c) *Additional training.* Ranger training, Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combatives.
- (d) *Special assignments.*
- (3) Staff sergeant.
- (a) *Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion potential Indicators: Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include ATC system maintenance supervisor, training developer, AIT platoon sergeant, team chief and recruiter. Strong DA Forms 2166-8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate, Commandant's List, and so forth). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned in a deployed or deployable unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.
- (b) *Self-development.* For additional information on self-development, see paragraph 30-3. Complete AA/AAS in civilian education.
- (c) *Additional training.* Ranger training, Airborne and Air Assault, Safety Course, Combat Life Saver, Hand Combatives, and HAZMAT.
- (d) *Special assignments.* The following assignments are also considering broadening assignments.
1. Instructor/writer, AIT platoon sergeant, team chief and recruiter.
  2. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.
  3. Nontraditional assignments: OC-T, WTU NCO, MiTT/advise and assist NCO, and RC support assignments (RA/RC) are all tough demanding assignments that may be outside the PMOS.
  4. Sergeant first class.
- a. *Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion potential Indicators: Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include ATC system maintenance supervisor, ATC system evaluator, maintenance evaluator, career management NCO, career advisor, and training developer. Strong NCOERs that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate, Commandant's List, and so forth). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned in a deployed or deployable unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.
- b. *Self-development.* For additional information on self-development, see paragraph 30-3. Begin BA/BS in civilian education.
- c. *Additional training.* Airborne, Air Assault, Safety Course, Combat Life Saver, Hand Combatives, HAZMAT.
- d. *Special assignments.* The following assignments are also considering broadening assignments.
5. Instructor/writer, AIT platoon sergeant, DET SGT, and recruiter.
  6. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.
  7. Nontraditional assignments: OC-T, WTU NCO, MiTT/advise and assist NCO, and RC support assignments (RA/RC) are all tough demanding assignments that may be outside the PMOS.
  8. *Master sergeant.* MOS 94D40 progresses to MOS 94Z50 upon promotion to MSG.
- d. *Army career degrees.* See SOCAD Army Career Degree Program.
- e. *GI Jobs.* See GI Jobs COOL Web site.

### 30–8. Military occupational specialty 94D professional development model

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### 30–9. Military occupational specialty 94D Reserve Component

The duties and goals of the MOS 94D RC Soldier mirror that of the MOS 94D AC Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### 30–10. Military occupational specialty 94E radio and communications security repairer

*a. Major duties.* The Radio and COMSEC Repairer performs or supervises maintenance of radio receivers, transmitters, COMSEC equipment, controlled cryptographic items (CCI), and other associated equipment. Soldiers use test equipment to determine operational condition and uses troubleshooting methods to determine location and extent of equipment faults. Repairs defective equipment by adjusting, aligning, repairing, or replacing defective components. Soldiers use skills to test repaired equipment to ensure compliance with technical specifications and if required evacuates equipment and components to higher level repair activities. Ensures that National Security Agency (NSA) approved components are used in COMSEC and/or CCI repairs. Controls and accounts for COMSEC/CCI within the repair facility and ensures facilities meet NSA COMSEC/CCI requirements and policies. This MOS is open to male and female Soldiers; however, Direct Combat Position Code (DCPC) coding of positions preclude assignment of females to certain combat arms units such as Ranger BN. They are only located in maintenance particular units and leadership assignments are limited due to this being a low density CMF. SSGs serving in IET Companies are providing a unique leadership opportunity as squad leaders. Below are key SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) List of SQIs:

- (a) I - Installer.
- (b) Y -AIT platoon sergeant.
- (c) 2 - Training Development.
- (d) 4 - Noncareer recruiter .
- (e) 8 - Instructor.
- (f) S - SO Support Personnel.
- (g) V - Ranger-Parachutist.

(2) List of ASIs:

- (a) 2S - Battle Staff OPS (skill level 3 and above).
- (b) 8R - Master Resilience Trainer (MRT).
- (c) Y9 - WTU SL/platoon sergeant.

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smart book for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

*c. Goals for development.*

(1) Private E–1: specialist/corporal.

*(a) Operational assignments.* The focus during the early years of their career should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. Opportunities to display leadership skills, initiative and motivation must be capitalized upon. Duty assignments include but aren’t limited to COMSEC and/or Radio Repairer, Installer, and Radio Equipment Repairer.

*(b) Self-development.* Soldiers should consider the following correspondence courses: Electronic Technology Course and Radio and Communications Security Repairers Course. For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.

*(c) Additional training.* Ranger training (male Soldiers only), Airborne, Air Assault, and Combat Life Saver

*(d) Special Assignments.* WHCA, Special FORSCOM, Ranger BN

(2) Sergeant.

*(a) Operational assignments.* At this stage Soldiers should focus on laying a solid foundation of technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as section chief that will allow them to gain leadership experience. Duty assignments include senior COMSEC/Radio Repairer, OPS NCO, Maintenance NCO and Installer Maintainer. Consider the following as promotion indicators: Honor Graduate, Commandant’s List. Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military

courses and civilian educational opportunities; and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(b) *Self-development.* For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.

(c) *Additional training.* Ranger training (male Soldiers only), Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combatives.

(d) *Special Assignments.* The following assignments are also considering broadening assignments:

1. WHCA.
2. USASOC .
3. Special Missions Units.
4. Ranger BN.
5. Staff sergeant.

a. *Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion potential Indicators: Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include COMSEC/radio repairer supervisor, technical inspector, installer maintainer, OPS SGT, C&E equipment repairer and recruiter. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as a convoy NCOIC or MiTT and/or advise and assist NCO in a deployed unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.

b. *Self-development.* For additional information on self-development, see paragraph 30–3. Complete AA/AAS in civilian education.

c. *Additional training.* Ranger training, Airborne, Air Assault Recruiter, HAZMAT, Safety Course, Combat Life Saver, and Combatives.

d. *Special assignments.* The following assignments are also considering broadening assignments.

6. Instructor/writer, AIT platoon sergeant, recruiter, WHCA, USASOC, Special Missions Units, Ranger BN.
7. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.
8. Nontraditional assignments: OC–T, WTU NCO, MiTT/advise and assist NCO, and RC support assignments (RA/RC) are all tough demanding assignments that may be outside the PMOS.
9. *Sergeant first class.* MOS 94E30 progresses to MOS 94W40 upon promotion to SFC
- d. *Army career degrees.* See SOCAD Army Career Degree Program.
- e. *GI Jobs.* See GI Jobs COOL Web site.

### **30–11. Military occupational specialty 94E professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **30–12. Military occupational specialty 94E Reserve Component**

The duties and goals of the MOS 94E RC Soldier mirror that of the MOS 94E RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier's range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### **30–13. Military occupational specialty 94F computer detection systems repairer**

a. *Major duties.* The Special Electronic Devices Repairer performs or supervises maintenance and repair on special electronic devices to include night vision equipment, mine detectors, scattering systems, electronic distance and azimuth orienting devices, battlefield illumination devices, electronic azimuth determining devices, and NBC warning and measuring devices. Additionally, the 94F performs maintenance and repair on microcomputers and electromechanical telecommunications terminal equipment, facsimile machines, FA digital devices, global positioning system receivers, manual and semiautomatic unit level switchboards, telephones, associated wire instruments and equipment and other associated equipment and devices. This MOS is open to male and female Soldiers; however, Direct Combat

Position Code (DCPC) coding of positions preclude assignment of females to certain combat arms units such as Ranger BN. They are only located in maintenance particular units and leadership assignments are limited due to this being a low density CMF. SSGs serving in IET Companies are providing a unique leadership opportunity as squad leaders. Below are key SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) List of key SQIs:

- (a) Y - AIT platoon sergeant.
- (b) 2 - Training Development.
- (c) 4 - Noncareer recruiter.
- (d) 8 - Instructor.
- (e) S - SO Support Personnel.
- (f) V - Ranger-Parachutist.

(2) List of key ASIs:

- (a) F1 - BIDS/ JBPDS Repairer.
- (b) 2S - Battle Staff OPS (skill level 3 and above).
- (c) 8R - MRT.
- (d) Y9 - WTU SL and/or platoon sergeant.

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smart book for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

*c. Goals for development.*

(1) Private E–1: Specialist and corporal.

*(a) Operational assignments.* The focus during the early years of their career should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. Opportunities to display leadership skills, initiative and motivation must be capitalized upon. Duty assignments include but aren't limited to Special Electronic Devices Repairer and Computer/Detection system repairer.

*(b) Self-development.* Soldiers should consider the following correspondence courses: Electronic Technology Course and Special Electronic Devices Repairers Course. For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.

*(c) Additional training.* Ranger training (male Soldiers only), Airborne and Air Assault, HAZMAT, and Combat Life Saver.

*(d) Special assignments.*

(2) Sergeant.

*(a) Operational assignments.* At this stage, Soldiers should focus on laying a solid foundation of technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as section chief that will allow them to gain leadership experience. Duty assignments include senior special electronic devices repairer, computer and/or detection system repairer, and electronics technician. Consider the following as promotion indicators: Honor Graduate, Commandant's List. Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

*(b) Self-development.* For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.

*(c) Additional training.* Ranger training, Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combative.

*(d) Special assignments.* The following assignments are also considering broadening assignments:

- 1. WHCA.
- 2. USASOC.
- 3. Special Missions Units.
- 4. Ranger BN.
- 5. Staff sergeant.

*a. Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion indicators: Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in I units that will increase the experience and develop the leadership level of the NCO include special electronic devices repairer supervisor, computer/detection system repairer, technical inspector, WHCA, recruiter, and SMU. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and

Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while in a deployed unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.

*b. Self-development.* For additional information on self-development, see paragraph 30–3. Complete AA/AAS in civilian education.

*c. Additional training.* Ranger training (male Soldiers only), Airborne, Air Assault, and Recruiter

*d. Special assignments.* The following assignments are also considering broadening assignments.

6. Instructor and/or writer WHCA, USASOC, Special Missions Units, Ranger BN and recruiter.

7. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.

8. Nontraditional assignments: OC–T, WTU NCO, MiTT/advise and assist NCO, and RC support assignments (RA/RC) are all tough demanding assignments that may be outside the PMOS.

9. *Sergeant first class.* MOS 94F30 progresses to MOS 94W40 upon promotion to SFC.

*d. Army career degrees.* See SOCAD Army Career Degree Program.

*e. GI Jobs.* See GI Jobs COOL Web site.

### **30–14. Military occupational specialty 94F professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **30–15. Military occupational specialty 94F Reserve Component**

The duties and goals of the MOS 94F RC Soldier mirror that of the MOS 94F AC Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier's range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### **30–16. Military occupational specialty 94H test, measurement, and diagnostic equipment maintenance support specialist**

*a. Major duties.* The TMDE maintenance support SPC performs and supervises duties involving the calibration and repair of general purpose TMDE, selected special purpose TMDE, radiation detecting, indicating, and computing (RADIAC) equipment, and calibration standards and accessories. Operates TMDE and calibration standards. Operates and performs PMCS on assigned vehicles. Operates and performs calibration and repair of general purpose TMDE calibration standards and calibration accessories at all maintenance levels; operates and performs PMCS on organization equipment such as; vehicles, power generators, and other special purpose support equipment. This MOS is open to male and female Soldiers; however, Direct Combat Position Code (DCPC) coding of positions preclude assignment of females to certain combat arms units such as Ranger BN. They are only located in maintenance particular units and leadership assignments are limited due to this being a low density CMF. SSGs serving in IET Companies are provided a unique leadership opportunity as squad leaders. Below are key SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) List of key SQIs:

(a) Y - AIT platoon sergeant.

(b) 2 - Training Development.

(c) 4 - Noncareer recruiter.

(d) 8 - Instructor.

(2) List of key ASIs:

(a) 2S - Battle Staff OPS (skill level 3 and above).

(b) 8R - MRT.

(c) Y9 - WTU SL/platoon sergeant.

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smart book for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

*c. Goals for development.*

(1) Private E–1–Specialist and corporal.

(a) *Operational assignments.* The focus during the early years of their career should be on building a strong base of

technical expertise in equipment, basic MOS skills and common Soldier tasks. This is acquired in technical assignments serving as a TMDE maintenance support SPC. Opportunities to display leadership skills, initiative and motivation must be capitalized upon. Duty assignments as a Maintainer and/or Repairer are limited to the Area TMDE Support Teams located in FORSCOM units.

(b) *Self-development.* Soldiers should consider the following correspondence course: TMDE Maintenance Support SPC Basic Level Technical Refresher Course. For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.

(c) *Additional training.* Airborne, Air Assault, HAZMAT, Safety Course, and Combat Life Saver.

(d) *Special assignments.* None.

(2) Sergeant.

(a) *Operational assignments.* At this stage, Soldiers should focus on laying a solid foundation of technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Duty assignments include TMDE SGT. Consider the following as promotion potential Indicators: Honor Graduate, Commandant's List. Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(b) *Self-development.* For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.

(c) *Additional training.* Ranger Training (male Soldiers only), Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combatives.

(d) *Special assignments.*

(3) Staff sergeant.

(a) *Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion indicators: Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include team chief and TMDE QA/QC technical inspector, small group leader and WTU NCO. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as a DET or platoon sergeant or OPS SGT in a deployed or deployable unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 30–3. Complete AA/AAS in civilian education.

(c) *Additional training.* Airborne, Air Assault and Small Group Leader.

(d) *Special Assignments.* The following assignments are also considering broadening assignments.

1. Instructor/writer and ALC SGL.

2. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.

3. Nontraditional Assignments: WTU NCO and RC support assignments (RA/RC) are all tough demanding assignments that may be outside the PMOS.

4. *Sergeant first class.* MOS 94H30 progresses to MOS 94W40 upon promotion to SFC

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **30–17. Military occupational specialty 94H professional development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **30–18. Military occupational specialty 94H Reserve Component**

The duties and goals of the MOS 94H RC Soldier mirror that of the MOS 94H RA Soldier. The RC Soldiers should

strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier's range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### **30-19. Military occupational specialty 94M radar repairer**

*a. Major duties.* The Radar Repairer performs or supervises unit field and sustainment level maintenance on sentinel and fire finder radar, electronic assemblies, and associated equipment. Troubleshoots the sentinel and fire finder radar assemblies, subassemblies, modular and circuit elements with common and system peculiar test equipment for deficiencies and malfunctions. Repairs, removes, and/or replaces defective components and parts of these systems. Inspects, tests, and adjusts system components and test equipment to specific tolerances. Determines serviceability and disposition of sentinel and fire finder radar system assemblies, subassemblies, and parts. Performs initial, in-process, on-site technical and QC inspections. Prepares and maintains equipment logs, equipment modification and utilization records, exchange tags, and calibration data cards. This MOS is open to male and female Soldiers; however, Direct Combat Position Code (DCPC) coding of positions preclude assignment of females to certain combat arms units such as Ranger BN. They are only located in maintenance particular units and leadership assignments are limited due to this being a low density CMF. SSGs serving in IET Companies are provided a unique leadership opportunity as squad leaders. Below are key SQIs and ASIs; for a complete listing see DA Pam 611-21.

(1) List of key SQIs:

- (a) Y - AIT platoon sergeant.
- (b) 2 - Training Development.
- (c) 4 - Noncareer recruiter.
- (d) 8 - Instructor.

(2) List of key ASIs:

- (a) 2S - Battle Staff OPS (skill level 3 and above).
- (b) 8R - MRT.
- (c) Y9 - WTU SL and/or platoon sergeant

*b. Prerequisites.* See DA Pam 611-21 in the HRC Smart book for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

*c. Goals for development.*

(1) Private E-1: Specialist and corporal.

*(a) Operational assignments.* During the early years, electronic technicians should focus on perfecting the basic skills and obtaining the knowledge that would make them proficient in all aspects of their MOS. Emphasis should be placed on maintaining the standards of common Soldier tasks. Regardless of assignment, Soldiers should acquire the necessary experience to fine-tune their technical skills. Duty assignments include but aren't limited to Radar Repairer.

*(b) Self-development.* For additional information on self-development, see paragraph 30-3. Begin AA/AAS in civilian education.

*(c) Additional training.* Airborne, Air Assault, HAZMAT, and Combat Life Saver.

*(d) Special assignments.* None.

(2) Sergeant.

*(a) Operational assignments.* At this stage, Soldiers should focus on laying a solid foundation of technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Duty assignments include Radar Repairer and Radar QA/QC Technical Inspector. Consider the following as promotion potential Indicators: Honor Graduate, Commandant's List. Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

*(b) Self-development.* For additional information on self-development, see paragraph 30-3. Begin AA/AAS in civilian education.

*(c) Additional training.* Ranger training (male Soldiers only), Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combatatives.

*(d) Special assignments.*

1. AIT squad leader.

2. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.

3. Nontraditional Assignments: OC–T, WTU NCO, MiTT/advise and assist NCO, and RC support assignments (RA/RC) are all tough demanding assignments that may be outside the PMOS.

4. Staff sergeant.

a. *Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion potential Indicators: Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in technical units that will increase the experience and develop the leadership level of the NCO include radar repair supervisor and OPS NCO. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as a Force Protection NCOIC, convoy NCOIC, FOB security NCO, and rear DET NCO, WTU NCO, MiTT/advise and assist NCO, DET or platoon sergeant or OPS SGT in a deployed or deployable unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.

b. *Self-development.* For additional information on self-development, see paragraph 30–3. Complete AA/AAS in civilian education.

c. *Additional training.* Airborne, Air Assault HAZMAT, Safety Course, Combat Life Saver, and Combatives.

d. *Special assignments.* The following assignments are also considering broadening assignments.

5. Instructor and/or writer.

6. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.

7. Nontraditional Assignments: OC–T and RC support assignments (RA/RC) are all tough demanding assignments that may be outside the PMOS.

8. *Sergeant first class.* MOS 94M30 progresses to MOS 94W40 upon promotion to SFC

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **30–20. Military occupational specialty 94M professional development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **30–21. Military occupational specialty 94M Reserve Component**

The duties and goals of the MOS 94M RC Soldier mirror that of the MOS 94M AC Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier's range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### **30–22. Military occupational specialty 94P multiple launch rocket system repairer**

a. *Major duties.* The MLRS Repairer performs or supervises unit field and sustainment level maintenance on Multiple Launch Rocket System (MLRS), HIMARS Self-Propelled Loader/Launcher (SPLL), launcher pod/container (LP/C) trainer, and test support group. Troubleshoots SPLL and the launcher loader module (LLM) electrical, electronic, mechanical assemblies, modules and interconnecting cables to isolate malfunctions. Replaces or repairs electrical, hydraulic and mechanical assemblies, modules, and cables determined to be faulty. Uses breakout boxes and BITE for fault isolation and verification or adjustment of electrical assemblies and modules of LLM. Repairs, replace chassis mounted components on units under test. Operates system cable tester, Performs unit maintenance on system peculiar test, training, and ancillary equipment. Assists automatic test equipment operator in fault isolating LLM electronic modules and assemblies to component level at organizational level. Prepares and maintains equipment logs, equipment modification and utilization records, exchange logs, and calibration data cards. Completes maintenance and supply forms and records. This MOS is open to male and female Soldiers; however, Direct Combat Position Code (DCPC) coding of positions preclude assignment of females to certain combat arms units such as Ranger BN. They are only located in maintenance particular units and leadership assignments are limited due to this being a low density CMF. SSGs serving in IET Companies are provided a unique leadership opportunity as squad leaders. Below are key SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) List of key SQIs:



- (a) Y - AIT platoon sergeant.
- (b) 2 - Training Development.
- (c) 4 - Noncareer recruiter.
- (d) 8 - Instructor.
- (2) List of MOS-specific ASIs:
  - (a) A1 - M270A1 Multiple Launch Rocket System/HIMARS.
  - (b) H9 - HIMARS Repairer.
- (3) List of key ASIs:
  - (a) 2S - Battle Staff OPS (skill level 3 and above).
  - (b) 8R - MRT.
  - (c) Y9 - WTU SL/platoon sergeant.
- b. *Prerequisites.* See DA Pam 611–21 in the HRC Smart book for details. The waiver authority for MOS prerequisites is the Personnel Development Office.
- c. *Goals for development.*
  - (1) Private E–1: Specialist and corporal.
    - (a) *Operational assignments.* During the early years, electronic technicians should focus on perfecting the basic skills and obtaining the knowledge that would make them proficient in all aspects of their MOS. Emphasis should also be placed on maintaining the standards of common Soldier tasks. Regardless of assignment, Soldiers should acquire the necessary experience to fine-tune their technical skills. Duty assignments include but aren't limited to MLRS Repairer.
    - (b) *Self-development.* For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.
    - (c) *Additional training.* Airborne and Air Assault, HAZMAT, Combat Life Saver, and Combatives.
    - (d) *Special assignments.*
  - (2) Sergeant.
    - (a) *Operational assignments.* At this stage, Soldiers should focus on laying a solid foundation of technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Duty assignments include MLRS repairer and MLRS foreman. Consider the following as promotion potential Indicators: Honor Graduate, Commandant's List. Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.
    - (b) *Self-development.* For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.
    - (c) *Additional training.* Ranger training (male Soldiers only), Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combatives.
    - (d) *Special assignments.*
  - (3) Staff sergeant.
    - (a) *Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion potential Indicators: Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include MLRS foreman and MLRS QA/QC technical inspector, WTU NCO, MiTT/advise and assist NCO, AIT platoon sergeant, training development NCO and recruiter. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate, Commandant's List, and so forth). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as a Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), or platoon sergeant in a deployed unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.
    - (b) *Self-development.* For additional information on self-development, see paragraph 30–3. Complete AA/AAS in civilian education.

(c) *Additional training.* Airborne, Air Assault, HAZMAT Recruiter, Safety Course, Combat Life Saver, and Combatives.

(d) *Special assignments.* The following assignments are also considering broadening assignments.

1. Training with industry, instructor/writer, AIT platoon sergeant and recruiter.

2. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.

3. Nontraditional assignments: OC-T, WTU NCO, MiTT/advise and assist NCO, and RC support assignments (RA/RC) are all tough demanding assignments that may be outside the PMOS.

4. *Sergeant first class.* MOS 94P30 progresses to MOS 94X40 upon promotion to SFC.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **30–23. Military occupational specialty 94P professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **30–24. Military occupational specialty 94P Reserve Component**

The duties and goals of the MOS 94P RC Soldier mirror that of the MOS 94P RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### **30–25. Military occupational specialty 94R avionic and survivability equipment repairer**

a. *Major duties.* The avionics and survivability equipment repairer performs field and sustainment level maintenance on avionic navigation flight control systems, stabilization systems, equipment that operates using radar principles, and aircraft survivability equipment. Soldiers use test equipment to determine operational condition and uses troubleshooting methods to determine location and extent of equipment faults. Repairs defective equipment by adjusting, aligning, repairing, or replacing defective components. Soldiers use skills to test repaired equipment to ensure compliance with technical specifications and if required evacuates equipment and components to higher level repair activities. This MOS is open to male and female Soldiers; however, Direct Combat Position Code (DCPC) coding of positions preclude assignment of females to certain combat arms units such as Ranger BN. They are only located in maintenance particular units and leadership assignments are limited due to this being a low density CMF. SSGs serving in IET Companies are provided a unique leadership opportunity as squad leaders. Below are key SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) List of key SQIs:

(a) Y - AIT platoon sergeant.

(b) 2 - Training Development.

(c) 4 - Noncareer recruiter.

(d) 8 - Instructor.

(2) List of ASIs:

(a) 2S - Battle Staff OPS (skill level 3 and above).

(b) 8R - MRT.

(c) Y9 - WTU SL and/or platoon sergeant

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smart book for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

c. *Goals for development.*

(1) Private E–1: specialist and corporal.

(a) *Operational assignments.* The focus during the early years of their career should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. Opportunities to display leadership skills, initiative and motivation must be capitalized upon. Duty assignments include but aren’t limited to Avionic Systems Repairer.

(b) *Self-development.* Soldiers should consider the following correspondence courses: Electronic Technology Course and Avionic System Repairers Course. For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.

(c) *Additional training.* Airborne, Air Assault, HAZMAT, Combat Life Saver, and Combatives.

(d) *Special assignments.* None.

(2) Sergeant.

(a) *Operational assignments.* At this stage Soldiers should focus on laying a solid foundation of technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as section chief that will allow them to gain leadership experience. Duty assignments include senior avionic repairer. Consider the following as promotion potential Indicators: Honor Graduate, Commandant's List. Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(b) *Self-development.* For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.

(c) *Additional training.* Ranger training, Airborne, Air Assault HAZMAT, Safety Course, Combat Life Saver, and Combatives.

(d) *Special assignments.* Avionic Radar Repair at the Army Research Laboratory.

(3) Staff sergeant.

(a) *Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion potential Indicators: Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include avionic repairer supervisor, technical inspector, AIT platoon sergeant, WTU NCO, AC/RC, MiTT and/or advise and assist NCO. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as a Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO in a deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 30–3. Complete AA/AAS in civilian education.

(c) *Additional training.* Airborne, Air Assault Recruiter, HAZMAT, Safety Course, Combat Life Saver, and Combatives.

(d) *Special assignments.* : The following assignments are also considering broadening assignments.

1. Instructor/writer, US Army Research Laboratory, AIT platoon sergeant and recruiter.

2. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.

3. Nontraditional assignments: OC–T, WTU NCO, MiTT, and/or advise and assist NCO, and RC support assignments (RA/RC) are all tough demanding assignments that may be outside the PMOS.

4. *Sergeant first class.* MOS 94R30 progresses to MOS 94W40 upon promotion to SFC.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **30–26. Military occupational specialty 94R professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **30–27. Military occupational specialty 94R Reserve Component**

The duties and goals of the MOS 94R RC Soldier mirror that of the MOS 94R RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier's range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### **30–28. Military occupational specialty 94S Patriot system repairer**

a. *Major duties.* The Patriot System Repairer performs and supervises unit field and sustainment level maintenance on the Patriot Missile System, associated equipment, and trainers. Patriot Repairers perform field and sustainment level maintenance on the Patriot Information and Coordination Central, engagement control station, radar set, Antenna Mast

GP, Launching Station (LS) and Communications Relay GP. Performs tests and adjusts components to specific tolerances and determines shortcomings and malfunctions in electronic assemblies, subassemblies, modules, and circuit elements with common and system peculiar test equipment. Isolates malfunctions using automatic and semi-automatic programs, maintenance diagnostic software, unit self-test and BITE. Develops specialized computer software tests to evaluate suspected faults. Isolates system interface malfunctions. Determines serviceability and disposition of defective assemblies, subassemblies, modules, and circuit elements. Repairs unserviceable items by removing and replacing defective components. Operates and performs unit level maintenance on standard and system peculiar test equipment. Performs QC measures and serves on maintenance and inspection teams. Completes maintenance and supply forms. Provides technical assistance to supported units. This MOS is open to male and female Soldiers; however, Direct Combat Position Code (DCPC) coding of positions preclude assignment of females to certain combat arms units such as Ranger BN. They are only located in maintenance particular units and leadership assignments are limited due to this being a low density CMF. SSGs serving in IET Companies are providing a unique leadership opportunity as squad leaders. Below are key SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) List of key SQIs:

- (a) Y - AIT platoon sergeant.
- (b) 2 - Training Development.
- (c) 4 - Noncareer recruiter.
- (d) 8 - Instructor.

(2) List of ASIs:

- (a) 2S - Battle Staff OPS (skill level 3 and above).
- (b) 8R - MRT.
- (c) Y9 - WTU SL and/or platoon sergeant

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smart book for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

c. *Goals for development.*

(1) *Private E–1: Specialist and corporal.*

(a) *Operational assignments.* During the early years, electronic technicians should focus on perfecting the basic skills and obtaining the knowledge that would make them proficient in all aspects of their MOS. Emphasis should also be placed on maintaining the standards of common Soldier tasks. Regardless of assignment, Soldiers should acquire the necessary experience to fine-tune their technical skills. Duty assignments include but aren't limited to Patriot System Repairer.

(b) *Self-development.* For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.

(c) *Additional training.* Ranger training (male Soldiers only), Airborne, Air Assault, HAZMAT, and Combat Life Saver.

(d) *Special assignments.*

(2) *Sergeant.*

(a) *Operational assignments.* At this stage Soldiers should focus on laying a solid foundation of technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Duty assignments include Patriot System Repairer. Consider the following as promotion indicators: Honor Graduate, Commandant's List; Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards; consistently pursued education through military courses and civilian educational opportunities; and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(b) *Self-development.* For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.

(c) *Additional training.* Airborne, Air Assault, HAZMAT Safety Course, Combat Life Saver, and Combatives

(d) *Special assignments.*

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion potential Indicators: Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include patriot system NCO, section chief, AIT platoon sergeant and training developer. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and

also showed consistent compliance with height and weight standards; however, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned in a deployed unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 30–3. Complete AA/AAS in civilian education.

(c) *Additional training.* Ranger training, Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combatives

(d) *Special assignments.*

1. Instructor/writer and AIT platoon sergeant.

2. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.

3. Nontraditional assignments: OC–T, WTU NCO, MiTT, and/or advise and assist NCO, and RC support assignments (RA/RC) are all tough demanding assignments that may be outside the PMOS.

4. Sergeant first class.

a. *Operational assignments.* The SFC is expected to begin functioning as a member of senior level staffs and in senior leadership roles. To be successful they must master and demonstrate appropriate personnel and operational management skills. Assignments in leadership positions that demonstrate the SFC’s management skills, leader skills, and ability to perform the supervisory functions required in the next higher grade. Consider the following as promotion potential Indicators: The successful completion of challenging and demanding assignments is a significant discriminator in selection for promotion. Some of these assignments include platoon sergeant, section chief, OPS NCO, and Patriot System Evaluator. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant’s List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as a DET or platoon sergeant or OPS SGT in a deployed or deployable unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.

b. *Self-development.* For additional information on self-development, see paragraph 30–3. Begin BA/BS in civilian education.

c. *Additional training.* Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combatives

d. *Special assignments.* The following assignments are also considering broadening assignments.

5. Instructor/writer and U.S. Army Materiel Command.

6. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.

7. Nontraditional assignments: OC–T, WTU NCO, MiTT/advise and assist NCO, and RC support assignments (RA/RC) are all tough demanding assignments that may be outside the PMOS.

8. *Master sergeant.* MOS 94S40 progresses to MOS 94Z50 upon promotion to MSG.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **30–29. Military occupational specialty 94S professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **30–30. Military occupational specialty 94S Reserve Component**

Currently, RC does not have 94S.

### **30–31. Military occupational specialty 94T Avenger system repairer**

a. *Major duties.* The Avenger System Repairer performs and supervises unit field and sustainment level maintenance on Avenger System (less carrier and communications), SLAMRAAM, and associated components. The Avenger Repairer performs QC measures. Performs maintenance adjustments on test equipment. Serves on maintenance and

inspection teams. Inspects, tests, and adjusts components to specific tolerances. Determines shortcomings and malfunctions in electronic, electrical and cryogenic assemblies, modules, and circuit elements using system associated equipment. Removes and replaces defective line replaceable units (LRU), including interconnecting cables. Determines serviceability and disposition of assemblies, subassemblies, and parts. Removes and installs Servomotor/ Azimuth Gear Assembly. This MOS is open to male and female Soldiers; however, Direct Combat Position Code (DCPC) coding of positions preclude assignment of females to certain combat arms units such as Ranger BN. They are only located in maintenance particular units and leadership assignments are limited due to this being a low density CMF. SSGs serving in IET Companies are providing a unique leadership opportunity as squad leaders. Below are key SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) List of key SQIs:

(a) Y - AIT platoon sergeant.

(b) 2 - Training Development.

(c) 4 - Noncareer recruiter.

(d) 8 - Instructor.

(2) List of ASIs:

(a) 2S - Battle Staff OPS (skill level 3 and above).

(b) 8R - MRT

(c) Y9 - WTU SL and/or platoon sergeant

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smart book for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

c. *Goals for development.*

(1) Private E–1: Specialist and corporal.

(a) *Operational assignments.* During the early years, electronic technicians should focus on perfecting the basic skills and obtaining the knowledge that would make them proficient in all aspects of their MOS. Emphasis should also be placed on maintaining the standards of common Soldier tasks. Regardless of assignment, Soldiers should acquire the necessary experience to fine-tune their technical skills. Duty assignments include but aren't limited to Avenger System Repairer.

(b) *Self-development.* For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.

(c) *Additional training.* Airborne, Air Assault, HAZMAT, and Combat Life Saver.

(d) *Special assignments.*

(2) Sergeant.

(a) *Operational assignments.* At this stage, Soldiers should focus on laying a solid foundation of technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Duty assignments include avenger system repairer, and maintenance supervisor. Consider the following as promotion potential Indicators: Honor Graduate, Commandant's List; Maintained high physical fitness standards through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards; consistently pursued education through military courses and civilian educational opportunities; and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(b) *Self-development.* For additional information on self-development, see paragraph 30–3. Begin AA/AAS in civilian education.

(c) *Additional training.* Airborne, Air Assault and HAZMAT, Safety Course, Combat Life Saver, and Combatives.

(d) *Special assignments.* None.

(3) Staff sergeant.

(a) *Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion potential Indicators: Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include section chief, recruiter, and warrior transition unit NCO. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as

a MiTT/advise and assist NCO; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 30–3. Complete AA/AAS in civilian education.

(c) *Additional training.* Airborne, Air Assault, HAZMAT, Recruiter, Safety Course, Combat Life Saver, and Combatives.

(d) *Special assignments.* The following assignments are also considering broadening assignments.

1. Instructor/writer and recruiter.

2. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.

3. Nontraditional assignments: OC–T, WTU NCO, MiTT/advise and assist NCO, and RC support assignments (RA/RC) are all tough demanding assignments that may be outside the PMOS.

4. *Sergeant first class.* MOS 94T30 progresses to MOS 94X40 upon promotion to SFC

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **30–32. Military occupational specialty 94T professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **30–33. Military occupational specialty 94T Reserve Component**

The duties and goals of the MOS 94T RC Soldier mirror that of the MOS 94T AC Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### **30–34. Military occupational specialty 94W electronic maintenance chief**

a. *Major duties.* The electronic maintenance chief supervises, monitors, and directs the electronic maintenance mission of the US Army. The electronic maintenance chief performs or supervises field and sustainment level maintenance on all Army standard electronic equipment, systems, and associated devices, to include COMSEC equipment and CCI. Ensures regulatory compliance with DOD and national level directives governing IA policies and procedures. Ensures COMSEC/CCI repair functions comply with Army and National Security Agency (NSA) specifications and policies. This MOS is comprised of seven feeder MOS’s. Below are key SQIs and ASIs; for a complete listing see DA Pam 611–21.

(1) List of key SQIs:

(a) Y - AIT platoon sergeant.

(b) 2 - Training Development.

(c) 4 - Noncareer recruiter.

(d) 8 - Instructor.

(e) S - SO Support Personnel.

(f) V - Ranger-Parachutist.

(2) List of ASIs:

(a) 2S - Battle Staff OPS (skill level 3 and above).

(b) 8R - MRT.

(c) Y9 - WTU SL and/or platoon sergeant

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smart book for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

c. *Goals for development.*

(1) Sergeant first class.

(a) *Operational assignments.* The focus during this phase of the Soldier’s career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion potential Indicators: Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include electronic maintenance supervisor, maintenance control supervisor, electronic maintenance QA/QC, platoon sergeant, maintenance coordinator, career management NCO, career advisor, training developer OC–T, and recruiter. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant’s List).

Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as a DET or platoon sergeant or OPS SGT, Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO in a deployed unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 30–3. Begin BA/BS in civilian education.

(c) *Additional training.* TWI, Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combatives.

(d) *Special assignments.* The following assignments are also considering broadening assignments.

1. Instructor/writer, recruiter, USASOC, Special Missions Units, career management NCO, AIT platoon sergeant, WHCA team lead, career advisor, small group leader, TWI and EOA.

2. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.

3. Nontraditional assignments: OC–T, WTU NCO, MiTT/advise and assist NCO, RC support assignments (RA/RC) and Army Materiel Command are all tough demanding assignments that may be outside the PMOS.

(2) Master sergeant. MOS 94W40 progresses to MOS 94Z50 upon promotion to MSG.

d. *Army career degrees.* See the SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **30–35. Military occupational specialty 94W professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **30–36. Military occupational specialty 94W Reserve Component**

The duties and goals of the MOS 94W RC Soldier mirror that of the MOS 94W AC Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### **30–37. Military occupational specialty 94X senior missile systems maintainer**

a. *Major duties.* Supervises and coordinates support maintenance on Tubular-Launched, Optically Tracked, Wire Guided Missile (TOW), Dragon, Improved Target Acquisition System, Bradley Fighting Vehicle System (BFVS), TOW Field test Set (TFTS), Javelin, Multiple Launch Rocket System (MLRS), HIMARS, Avenger, Surface-Launched Advanced Medium Range Air-to-Air Missile (SLAMRAAM), and Slew-to-Cue (STC) missile systems. Supervises and coordinates calibration and maintenance of associated missile systems TMDE. Serve as platoon sergeant or principle NCO of a detachment, platoon, company, or comparable unit. Below are key SQI’s and ASI’s; for a complete listing see DA Pam 611–21.

(1) List of key SQIs:

(a) Y - AIT platoon sergeant.

(b) 2 - Training Development.

(c) 4 - Noncareer recruiter.

(d) 8 - Instructor.

(e) S - SO Support Personnel.

(f) V - Ranger-Parachutist.

(2) List of ASIs:

(a) 2S - Battle Staff OPS (skill level 3 and above).

(b) 8R - MRT.

(c) Y9 - WTU SL and/or platoon sergeant

b. *Prerequisites.* See DA Pam 611–21 in the HRC Smart book for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

c. *Goals for development.*

(1) Sergeant first class.

(a) *Operational assignments.* The focus during this phase of the Soldier’s career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion potential Indicators: Successful duty assignments in the below positions should be considered a prerequisite for consideration of



advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include missile maintenance supervisor, platoon sergeant, small group leader, material management NCO, career management NCO, career advisor, training developer, AIT platoon sergeant and EOA. Strong DA Forms 2166-8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as a DET or platoon sergeant, OPS SGT, Force Protection NCOIC, convoy NCOIC, FOB security NCO in a deployed unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 30-3. Begin BA/BS in civilian education.

(c) *Additional training.* TWI, Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combatives.

(d) *Special assignments.* The following assignments are also considered broadening assignments.

1. Instructor/writer, recruiter, career management NCO, AIT platoon sergeant, TWI and EOA

2. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.

3. Nontraditional assignments: OC-T, WTU NCO, MiTT/advise and assist NCO, RC support assignments (RA/RC), and Army Materiel Command are all tough demanding assignments that may be outside the PMOS.

(2) *Master sergeant.* MOS 94X40 progresses to MOS 94Z50 upon promotion to MSG.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **30-38. Military occupational specialty 94X professional development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **30-39. Military occupational specialty 94X Reserve Component**

The duties and goals of the MOS 94X RC Soldier mirror that of the MOS 94X AC Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier's range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### **30-40. Military occupational specialty 94Y integrated family of test equipment operator and maintainer**

a. *Major duties.* The Integrated Family of Test Equipment (IFTE) Operator and Maintainer perform and supervise unit field and sustainment level maintenance on the Base Shop Test Facility, and AN/TSM-191. Performs Field level electronic maintenance, adjustments, tests, fault isolation, and repairs of supported system LRUs, shop replaceable units (SRU) and TPS. Operates and performs PMCS on assigned vehicles and power generators. This MOS is open to male and female Soldiers; however, Direct Combat Position Code (DCPC) coding of positions preclude assignment of females to certain combat arms units such as Ranger BN. They are only located in maintenance particular units and leadership assignments are limited due to this being a low density CMF. SSGs serving in IET Companies are providing a unique leadership opportunity as squad leaders. Below are key SQIs and ASIs; for a complete listing see DA Pam 611-21.

(1) List of key SQIs:

(a) Y - AIT platoon sergeant.

(b) 2 - Training Development.

(c) 4 - Noncareer recruiter.

(d) 8 - Instructor

(2) List of ASIs:

(a) 2S - Battle Staff OPS (skill level 3 and above).

(b) 8R - MRT.

(c) Y9 - WTU SL and/or platoon sergeant.

b. *Prerequisites.* See DA Pam 611-21 in the HRC Smart book for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

*c. Goals for development.*

(1) Private E-1: Specialist and corporal.

(a) *Operational assignments.* The focus during the early years of their career should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. This can be acquired in technical assignments serving as IFTE Operator and Maintainer. The ability to take advantage of opportunities and display leadership skills, initiative and motivation is a must. Duty assignments are limited to the Automated Test Facilities in both ground and aviation maintenance organizations in FORSCOM units. Duty assignments include IFTE Operator/Maintainer.

(b) *Self-development.* Soldiers should consider the following correspondence course: Family of Test Equipment Operator and Maintainers Course. For additional information on self-development, see paragraph 30-3. Begin AA/AAS in civilian education.

(c) *Additional training.* Airborne, Air Assault, Combat Life Saver, and Combatives.

(d) *Special Assignments.* None.

(2) Sergeant.

(a) *Operational assignments.* At this stage, Soldiers should focus on laying a solid foundation of technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. Soldiers should always seek positions such as squad leader or section chief that will allow them to gain leadership experience. Duty assignments include IFTE Operator/Maintainer. Consider the following as promotion potential Indicators: Honor Graduate, Commandant's List. Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(b) *Self-development.* For additional information on self-development, see paragraph 30-3. Begin AA/AAS in civilian education.

(c) *Additional training.* Ranger training (male Soldiers only), Airborne, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combatives.

(d) *Special assignments.* None.

(3) Staff sergeant.

(a) *Operational assignments.* The focus during this phase of the Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion indicators: Successful duty assignments in the below positions should be considered a prerequisite for consideration of advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include IFTE operator/maintainer supervisor, OPS NCO and instructor, recruiter and MiTT/advise and assist NCO, and WTU NCO. Strong DA Forms 2166-8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as a Force Protection NCOIC, convoy NCOIC, or FOB security NCO in a deployed unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS.

(b) *Self-development.* For additional information on self-development, see paragraph 30-3. Complete AA/AAS in civilian education.

(c) *Additional training.* Airborne, Jump Master, Air Assault HAZMAT, Safety Course, Combat Life Saver, and Combatives.

(d) *Special assignments.* The following assignments are also considering broadening assignments.

1. Instructor/writer and recruiter.

2. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.

3. Nontraditional Assignments: OC-T, WTU NCO, MiTT/advise and assist NCO, and RC support assignments (RA/RC) are all tough demanding assignments that may be outside the PMOS.

4. *Sergeant first class.* MOS 94Y30 progresses to MOS 94W40 upon promotion to SFC.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **30–41. Military occupational specialty 94Y professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **30–42. Military occupational specialty 94Y Reserve Component**

The duties and goals of the MOS 94Y RC Soldier mirror that of the MOS 94Y RA Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

### **30–43. Military occupational specialty 94Z senior electronic maintenance chief**

#### *a. Major duties.*

(1) *Master sergeant and first sergeant.* The senior electronic maintenance chief provides technical guidance to lower grade personnel in the accomplishment of their duties. Plans, coordinates, and supervises activities pertaining to training and technical operation of unit to which assigned. Interprets and supervises execution of policies and SOP, develops and reviews correspondence relating to support activities. Acts as a liaison to supported staff and commands. Below are key SQIs and ASIs; for a complete listing see DA Pam 611–21.

#### *(a) List of key SQIs:*

1. 2 - Training Development.
2. 8 - Instructor.
3. S - SO Support Personnel.
4. V - Ranger-Parachutist.
5. M - 1SG.

#### *(b) List of ASIs:*

1. 2S - Battle Staff OPS (skill level 3 and above).
2. 8R - MRT.
3. Y9 - WTU, SL and/or platoon sergeant.
4. U9 - Asymmetric Warfare Operational SPC.

(2) *Sergeant major.* The senior electronic maintenance chief plans and directs electronic maintenance OPS at all levels of command and echelons of the Army. Performs electronic maintenance staff functions. Provides technical advice to commanders and staff concerning Army electronic maintenance and electronic logistic support matters. Writes directives, policies and procedures which establish Army electronic maintenance requirements. Serves as Staff SNCO in the U. S. Army Ordnance School. Below are key SQIs and ASIs; for a complete listing see DA Pam 611–21.

#### *(a) List of key SQIs:*

1. 2 - Training Development.
2. 8 - Instructor.
3. S - SO Support Personnel.
4. V - Ranger-Parachutist.

#### *(b) List of key ASIs:*

1. 2S - Battle Staff OPS (skill level 3 and above).
2. 8R - MRT.
3. Y9 - WTU, SL, and/or platoon sergeant
4. 6C - BN Level CSM Experience.
5. 6S - Operational Level SGM Experience.
6. 7C - BDE Level CSM Experience.
7. 7S - Organizational SGM Experience.
8. 8C - General Officer Level CSM Experience.
9. 8S - Strategic Level SGM Experience.

*b. Prerequisites.* See DA Pam 611–21 in the HRC Smart book for details. The waiver authority for MOS prerequisites is the Personnel Development Office.

#### *c. Goals for development.*

##### *(1) Master sergeant.*

*(a) Operational assignments.* The focus during this phase of the Soldier’s career is centered on continued development and refinement of their leadership skills and technical expertise. Consider the following as promotion potential Indicators: The MSG serves as the principal NCO of staff elements at BN level and above and may perform the important duties of 1SG upon lateral appointment. Regardless of position, maintenance supervisors will be performing complex leadership functions, battle staff functions and decision-making processes at the senior and command levels. Chances for promotion to SGM are greatly increased with at least 24 months of 1SG duties or other positions of great

responsibility. As always, maintenance supervisors should step forward and seize each opportunity for increased responsibility to ensure competitiveness in career progression. Successful duty assignments in the below positions should be considered a prerequisite for advancement to the next level. Varied assignments are recommended to enhance promotion potential but those duty assignments should be kept to a minimum. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include electronic maintenance supervisor, maintenance control supervisor, senior training developer/writer, combat developer, ISG, OPS NCO, maintenance staff NCO, chief instructor, missile maintenance NCO, Patriot System evaluator, senior ATC system evaluator, ISG, WHCA, career management SNCO, and career advisor. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while deployed; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS such as, MiTT NCO/liaison and forward operating base security NCO.

(b) *Self-development.* For additional information on self-development, see paragraph 30–3. Complete BA/BS in civilian education.

(c) *Additional training.* Airborne, Air Assault, Battle Staff NCO, Jump Master, HAZMAT, Safety Course, Combat Life Saver, and Combatives.

(d) *Special Assignments.* The following assignments are also considering broadening assignments.

1. ISG, senior career manager, and inspector general, USASOC, Special Missions Units, WHCA support, Secret Service support and Ranger BN.

2. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, convoy NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.

3. Nontraditional assignments: OC–T, WTU NCO, MiTT/advise and assist NCO, RC support assignments (RA/RC) and U.S. Army Materiel Command are all tough demanding assignments that may be outside the PMOS.

(2) Sergeant major.

(a) *Operational assignments.* The focus during this phase of the Soldier's career centers on refinement of their leadership skills and applying the knowledge gained throughout their career to influence organizations at the most senior level. Consider the following as promotion potential Indicators: Chances for promotion to CSM are greatly increased with at least 36 months of ISG duties or other positions of great responsibility. Duty assignments in units that will increase the experience and develop the leadership level of the NCO include chief training instructor/developer/writer, depot SGM, Training Department SGM, senior systems manager, combat development SNCO, and chief career management NCO. Strong DA Forms 2166–8, also known as NCOERs, that reflect superior performance and potential in a variety of challenging assignments, exceeding NCOES (Honor Graduate and Commandant's List). Physically fit Soldiers should be recognized for their exceptional will to exceed the standard through award of the Army Physical Fitness Badge and also showed consistent compliance with height and weight standards. However, be cognizant that many of our Soldiers have been wounded in combat and as a result are unable to max the APFT. Other important factors: Consistently pursued education through military courses and civilian educational opportunities; consistently demonstrated high standards of conduct and adherence to Army values on and off duty; demonstrated exceptional duty performance while assigned as an OPS SGM or Material Management NCO in a deployed or deployable unit; demonstrated career flexibility as shown by serving in positions at or above present grade level not traditional to their specific MOS such as, MiTT NCO/liaison and forward operating base security NCO.

(b) *Self-development.* For additional information on self-development, see paragraph 30–3. Complete BA/BS in civilian education and begin Master's Program.

(c) *Additional training.* SMC CSM Course, Airborne, Jump Master, Air Assault, HAZMAT, Safety Course, Combat Life Saver, and Combatives.

(d) *Special assignments.* The following assignments are also considering broadening assignments.

1. USASMA SGL, USASMA instructor/writer.

2. Oversea Contingency operation assignments to consider that are outside of the PMOS during combat OPS in support of OCO are Force Protection NCOIC, FOB security NCO, liaison NCO (LNO), and rear DET NCO.

3. Nontraditional Assignments: OC–T, WTU NCO, Military Transition MiTT/advise and assist NCO, RC support assignments (RA/RC) and Army Materiel Command are all tough demanding assignments that may be outside the PMOS.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

### **30–44. Military occupational specialty 94Z professional development model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.

### **30–45. Military occupational specialty 94Z Reserve Component**

The duties and goals of the MOS 94Z RC Soldier mirror that of the MOS 94Z AC Soldier. The RC Soldiers should strive for the same types of assignments and PD as the RA. However, both unit structure (for example, positions being filled by AGR personnel) and geographic distribution may limit the RC Soldier’s range of possible assignments and require Soldiers to either reclassify their MOS or change units to maintain career progression.

## **Chapter 31**

### **Interpreter-Translator (Military Occupational Specialty 09L) Career Progression Plan**

#### **31–1. Duties**

The mission of Interpreter and/or Translators is to interpret the spoken word from their native language to English and from English to their native language. The Interpreter/Translator also translates simple written documents. The Interpreter/Translator mission extends across the tactical battlefield. This CMF supports Army OPS by providing foreign language capability and foreign area expertise to commands at all echelons, thereby enhancing cultural awareness of Army personnel. Most Soldiers will serve in consecutive Tactical assignments. In some cases, this is due to structure, lifecycle-managed units, or the unique characteristics of this MOS, which is tactical in nature. Traditional leadership positions are often limited due to the low density nature of this MOS.

#### **31–2. Transformation**

*a.* In the midst of the GWOT, the Army identified the need for fluent, native speakers to provide valuable linguistic skills for commanders to use in their daily interactions with foreign personnel during combat OPS. To answer this need the interpreter/translator CMF was established as a pilot program to "increase the pool of Arabic, Dari and Pashto linguists in support of current contingency OPS." The intent was to focus on native speakers from heritage communities within the U.S. Today’s interpreter/translator duties cover a wide spectrum of missions that makes the interpreter/translator Soldier a competent professional in an ever-changing world. As the Army continues to transform, the interpreter/translator Soldier will transform as well. In the future the Army will continuously assess the global situation, and determine if there is a need for additional languages in this CMF to increase the Army’s interpreter/translator capabilities. Soldiers and NCOs are given the opportunity to attend training such as Airborne and Air Assault schools. Interpreter/translator NCOs must be first and foremost leaders of Soldiers. NCOs must place the welfare of their Soldiers ahead of their own and adhere to the Army values. Interpreter/translator NCOs are expected to mentor Soldiers to become technically and tactically proficient in their job. NCOs are the primary trainers for all Soldiers and oversee their PD within the unit. Their example will inspire others to achieve the same level of commitment and professionalism, enabling them to continue growing as leaders and to train Soldiers and small units.

*b.* Nontraditional leadership roles are also available such as training developer, instructor/writer, NCOA instructor/small group leader, and career manager/NCOPD instructor. Typical demanding assignments include recruiter, drill sergeant, AIT platoon sergeant, and SO Support.

(1) Special Operations Support - MI Soldiers operate in support of National Command Authority and conduct high risk intelligence and operational missions. These assignments, due to their specialized nature, require a long term commitment by the Soldier to the SO Units.

(2) Training developer - A training developer is responsible for developing and maintaining training material for programs of instruction such as DA service schools or training for new systems. The skills for MI MOSs are constantly evolving; therefore, training developers create and revise academic lesson plans, training aids, and test evaluation criteria to ensure Soldiers continue to receive training that is both highly technical and relevant. Training developers give MI Soldiers the knowledge and skills they need in order to provide the combatant commander timely and accurate intelligence.

(3) Instructor/writer - responsible for training AIT students, international and reclassification students to perform their jobs in both garrison and tactical environments while writing, instructing, updating and validating course materials that are in a state of constant change. NCO in this position use the knowledge gained from previous assignments and lessons learned based on the ever-changing world of technology. Instructor/writers enforce training standards for MI MOSs and ensure that field and garrison commanders receive highly trained, fully competent Soldiers ready to accept challenging missions worldwide.

(4) Noncommissioned officer academy Instructor and/or small group leader - In the NCO courses (WLC, ALC, SLC), SGLs are responsible for the supervision, PD, morale, health and welfare of junior and SNCO attending NCOES courses. The SGL facilitates instruction for both common leadership and technical MOS training. The SGL is

responsible for maximizing student participation during training and classroom discussions. They conduct both academic and leadership evaluations for students and provide feedback that enhances their professional growth. SGLs are responsible to unit commanders in ensuring that NCO return to their units as more competent, technically proficient leaders.

(5) Recruiter - Responsible for maintaining close working relationships with educational institutions and civic groups. This NCO must have a high degree of sales techniques and communication skills. This duty is both demanding and time intensive. These NCOs use both technical training and practical application skills to screen for the most qualified men and women to enlist in the Army.

(6) Drill sergeant and AIT platoon sergeant - responsible for initiating new recruits entering the Army into the customs and practices of military life and MI advanced individual training.

c. ASI and Skills Qualification Identifiers (SQI) normally identify specialized skills, qualifications, and requirements that are closely related to and are in addition to those inherent to the MOS. They are primarily used to identify skills requiring formal school training or civilian certification (that is, Airborne and Air Assault).

### **31-3. Recommended career management self-development by rank**

#### *a. Private E-1: Specialist and corporal.*

(1) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and master the following military publications: AR 670-1; FM 2-0; FM 3-90.61; FM 4-25.11; FM 7-21.13; STP 21-1-SMCT; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.Army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DANTEs are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site. CLEP and the DANTEs tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site in order to receive maximum credit for previous military training. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

(6) Soldier boards such as Soldier of the Quarter and/or Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(7) Soldiers may also earn promotion points for Technical Certification. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, CFI, CISSP, Espionage Controls And Countermeasures Association, OPSEC Certified Professional, Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP); however for a full list of certifications refer to the COOL Web site at <https://www.cool.army.mil>. For information on these and other education programs, visit the AEC on your installation.

(8) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI Specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award, DOD, DA, INSCOM Linguist of the Year, and USAICoE AIT platoon sergeant/DS of the Year, serve not only to gain recognition from within the field but also as an indicator of strong promotion potential.

#### *b. Sergeant.*

(1) The quality and success of a SGT's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SGT committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) SGT should study and master the following military publications: STP 21-24-SMCT; FM 7-22.7; AR 385-10; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.Army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGT willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site in order to receive maximum credit for previous military training.

(5) Soldier boards such as NCO of the Quarter and/or Year and the SGT Audie Murphy and/or SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site.

(7) Soldiers may also earn promotion points for Technical Certification, Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, CFI, CISSP, Espionage Controls And Countermeasures Association, OPSEC Certified Professional, Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP); however for a full list of certifications refer to the COOL Web site at <https://www.cool.arm.mil>. For information on these and other education programs, visit the AEC on your installation.

(8) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI Specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award, DOD, DA, INSCOM Linguist of the Year, and USAICoE AIT platoon sergeant/DS of the Year, serve not only to gain recognition from within the field but also as an indicator of strong promotion potential.

*c. Staff sergeant.*

(1) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSG who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: STP 21-24-SMCT; FM 1-02; FM 3-22.9; AR 623-3; DA Pam 623-3; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.Army.mil/> contain additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSG willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site in order to receive maximum credit for previous military training. These self-development options are based on the SSG's own desire to excel. At this stage, SSG should seek opportunities to pursue completion of an associate's degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(4) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site.

(5) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, CFI, CISSP, Espionage Controls And Countermeasures Association, OPSEC Certified Professional, Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP); however for a full list of certifications refer to the COOL Web site at <https://www.cool.army.mil>. For information on these and other education programs, visit the AEC on your installation.

(6) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI Specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award, DOD, DA, INSCOM Linguist of the Year, and USAICoE AIT platoon sergeant and/or DS of the Year, serve not only to gain recognition from within the field but also as an indicator of strong promotion potential.

*d. Sergeant first class.*

(1) As NCO become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Strive to complete a degree program or accumulate two years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: AR 350-1; AR 750-1; FM 3-11.4; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is suggested for self-development: FM 7-22.7, AKO, and <http://www.train.Army.mil/> contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFC

willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an associate's degree by 12 years and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities are available at the ACES Web site.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, CFI, CISSP, Espionage Controls And Countermeasures Association, OPSEC Certified Professional, Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP). For information on these and other education programs, visit the AEC on your installation.

(7) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI Specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award, DOD, DA, INSCOM Linguist of the Year, and USAICoE AIT platoon sergeant/DS of the Year, serve not only to gain recognition from within the field but also as an indicator of strong promotion potential. The Army Gold Recruiter Badge is another such award that indicates a level of proficiency and dedication that is a desirable trait for NCO.

### **31-4. Military occupational specialty 09L interpreter/translator**

*a. Major duties.* The Interpreter and/or Translator conducts interpretation (oral) and prepares translations (written) between English and a foreign language. Briefs supported elements on interpreter/translator utilization; prepares written translations from a foreign language (ILR level 1+) to English; provides and conducts language familiarization and cultural awareness training; verifies documents and performs translations; supports exercises by performing role player functions in realistic scenarios, utilizing deployment experience; performs duties as high level interpreter and translator; supervises the maintenance and development of English and foreign language skills, as well as MOS skills; provides advisory support in utilization of linguist assets.

*b. Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

*c. Goals for development.* Soldiers should always strive to exceed the standard regardless of the position they currently hold. Boards select successful leaders who have served in a variety of assignments, have supported their role as NCO by consistently increasing their civilian and military education levels, and have displayed a trend of outstanding performance in each position held.

(1) *Private E-1: Specialist and corporal.*

*(a) Operational assignments.* Immediately upon enlistment, MOS 09L Soldiers attend English training, as needed, based on their English Comprehension Level Test score, before attendance at BCT. MOS 09L Soldiers' entry pay grade is E-3 (PFC) through the Army Civilian Acquired Skills Program. They are eligible for promotion to E-4 (SPC) upon completion of AIT. Immediately after training, the 09L Soldier is mobilized (deployed) to a unit or company in a region where his or her language skills are required. After their prescribed deployment period (usually 1 year), 09L Soldiers are assigned to a CONUS unit where they can contribute to cultural awareness, language enhancement training, role playing, and Field Training Exercise support. The focus during the early years of a career should be on building a strong base of tactical expertise in basic MOS skills and Warrior tasks. Technical expertise, MOS, and Soldier skills proficiency can all be acquired in tactical assignments serving as an interpreter and/or translator. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation. Additional responsibility and experience is also gained through seeking additional duties. Soldiers and NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to Army values, maintaining high physical fitness standards and consistent compliance with height and weight standards, exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader Award), selection for SGT Audie Murphy/SGT Morales Clubs, have strong counseling packets and DA Forms 2166-8, also known as NCOERs, with senior rater comments reflecting outstanding duty performance and potential in challenging positions and varied assignments, receiving a college degree from an accredited institution, and NCOs should maintain a current DA Photo wearing current rank and a proper fitting uniform. MOS 09L can serve in the following position at this skill level: interpreter and/or translator. The following additional assignments should be considered demanding assignments: SO support interpreter and/or translator.

*(b) Self-development.* Soldiers must exploit every educational opportunity. Self-development should also focus on communication skills, briefing techniques, technical writing, and research techniques. Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers. Soldiers should strive to



earn their associate's degree by their 12<sup>th</sup> year and a bachelor's degree by their 16<sup>th</sup> year of service. For additional information on self-development, see paragraph 31–3.

(c) *Additional training.*

(d) *Special assignments.* CPL Recruiter Program.

(2) *Sergeant.*

(a) *Operational assignments.* The focus during this phase of a 09L's career should be in developing Soldier and leadership skills, honing technical expertise, and building a foundation of tactical knowledge. Assignment as an interpreter and/or translator for commanders and operational teams will help develop the expertise and knowledge required to be successful as an NCO. Soldiers should serve in a team leader position if possible. At every opportunity, NCOs should seek positions that allow them to gain leadership experience. MOS 09L can serve in the following position at this skill level: Interpreter/Translator. The following additional assignments should be considered demanding assignments: SO Support Interpreter/Translator.

(b) *Self-development.* For additional information on self-development, see paragraph 31–3.

(c) *Additional training.*

(d) *Special assignments.* Drill sergeant.

(3) *Staff sergeant.*

(a) *Operational assignments.* The focus during this phase of a 09L's career must be on continued development and refinement of leadership skills and tactical and technical expertise. Seek duty assignments to add diversity to the assignments already completed. SSG should serve at least 18 months as a squad leader, team leader, and/or section NCOIC. MOS 09L can serve in the following position at this skill level: interpreter/translator SGT. The following additional assignments should be considered demanding assignments: SO support interpreter/translator.

(b) *Self-development.* For additional information on self-development, see paragraph 31–3.

(c) *Additional training.*

(d) *Special assignments.* Drill sergeant and recruiter.

(4) *Sergeant first class.*

(a) *Operational assignments.* The focus during this phase of their career should be in assignments as a platoon sergeant. The platoon sergeant's job as the senior trainer in the platoon is essential in the development of junior leaders. These leadership positions are also necessary in order to be competitive for promotion to MSG. MOS 09L can serve in the following positions at this skill level: Senior interpreter and/or translator SGT. The following additional assignments should be considered demanding assignments: SO support interpreter and/or translator.

(b) *Self-development.* For additional information on self-development, see paragraph 31–3.

(c) *Additional training.*

(d) *Special assignments.* Senior drill sergeant, AIT platoon sergeant, EOA, recruiter, retention NCO, career management NCO, senior instructor/writer, senior training developer, and senior small group leader.

(5) *Master sergeant and first sergeant.*

(a) *Operational assignments.* The critical assignment for a MSG is 1SG. It is beneficial for career development to serve as a 1SG for at least 24 months (may consist of one or more assignments). Even though 1SG positions for 09L do not currently exist, NCOs should seek them out in order to remain competitive. Other important assignments for MSG are NCOA instructor, and chief instructor. MOS 09L can serve in the following positions at this skill level: Senior interpreter/translator. The following additional assignments should be considered demanding assignments: SO support interpreter/translator.

(b) *Self-development.* For additional information on self-development, see paragraph 31–3.

(c) *Additional training.* Battle Staff OPS.

(d) *Special assignments.* Senior career manager.

### **31–5. Military occupational specialty 09L professional development model**

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.Army.mil>.

### **31–6. Military occupational specialty 09L Reserve Component**

The integrated use of the RC is essential to the successful accomplishment of military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from maneuver and fires, to OPS support and effects, force sustainment, and general supporting forces. The RC Soldier and NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 09 RC Soldier receives should be the same as their AC counterpart. Duty assignments for career progression parallel that of the AC. Geographic limits will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies PD and functional area requirements. This is the same for all components.

## **Appendix A References**

### **Section I Required Publications**

This section contains no entries.

### **Section II Related Publications**

A related publication is a source of additional information. The user does not have to read it to understand this publication. All publications are available at [www.apd.army.mil](http://www.apd.army.mil) unless otherwise indicated.

#### **ADP 1**

The Army

#### **ADP 1-02**

Operational Terms and Military Symbols

#### **ADP 2-0**

Intelligence

#### **ADP 3-0**

Unified Land Operations

#### **ADP 3-05**

Special Operations

#### **ADP 4-0**

Sustainment

#### **ADP 5-0**

The Operations Process

#### **ADP 6-0**

Mission Command

#### **ADP 6-22**

Army Leadership

#### **ADP 7-0**

Training Units and Developing Leaders

#### **ADRP 1**

The Army

#### **ADRP 1-02**

Operational Terms and Military Symbols

#### **ADRP 2-0**

Intelligence

#### **ADRP 3-0**

Unified Land Operations

#### **ADRP 3-90**

Offense and Defense

#### **ADRP 4-0**

Sustainment

**ADRP 5-0**

The Operations Process

**ADRP 6-0**

Mission Command

**ADRP 6-22**

Army Leadership

**ADRP 7-0**

Training Units and Developing Leaders

**AR 15-6**

Procedures for Investigating Officers and Boards of Officers

**AR 25-50**

Preparing and Managing Correspondence

**AR 25-55**

The Department of the Army Freedom of Information Act Program

**AR 27-1**

Legal Services, Judge Advocate Legal Services

**AR 27-10**

Military Justice

**AR 27-26**

Legal Services: Rules of Professional Conduct for Lawyers

**AR 56-9**

Watercraft

**AR 135-18**

The Active Guard Reserve (AGR) Program

**AR 135-200**

Active Duty for Missions, Projects, and Training for Reserve Component Soldiers

**AR 135-210**

Order To Active Duty as Individuals for Other Than a Presidential Selected Reserve Call-up, Partial or Full Mobilization

**AR 140-1**

Mission, Organization, and Training

**AR 140-145**

Individual Mobilization Augmentation (IMA) Program

**AR 165-1**

Army Chaplain Corps Activities

**AR 195-3**

Acceptance, Accreditation, and Release of U.S. Army Criminal Investigation Command Personnel

**AR 220-1**

Unit Status Reporting

**AR 220-45**

Duty Rosters

**AR 340–21**

The Army Privacy Program

**AR 350–1**

Army Training and Leader Development

**AR 381–10**

U.S. Army Intelligence Activities

**AR 385–10**

The Army Safety Program

**AR 570–9**

Host Nation Support

**AR 600–8**

Military Human Resources Management

**AR 600–8–2**

Suspension of Favorable Personnel Actions (FLAG)

**AR 600–8–19**

Enlisted Promotions and Reductions

**AR 600–8–22**

Military Awards

**AR 600–9**

The Army Body Composition Program

**AR 600–20**

Army Command Policy

**AR 600–25**

Salutes, Honors, and Visits of Courtesy

**AR 600–55**

The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing)

**AR 600–100**

Army Leadership

**AR 601–1**

Assignment of Enlisted Personnel to the U.S. Army Recruiting Command

**AR 601–280**

Army Retention Program

**AR 614–115**

Military Intelligence Officer Excepted Career Program (Great Skill) (U)

**AR 614–200**

Enlisted Assignments and Utilization Management

**AR 621–1**

Training of Military Personnel at Civilian Institutions

**AR 623–3**

Evaluation Reporting System

**AR 635-200**

Active Duty Enlisted Administrative Separations

**AR 640-30**

Photographs for Military Human Resources Records

**AR 670-1**

Wear and Appearance of Army Uniforms and Insignia

**AR 750-1**

Army Materiel Maintenance Policy

**AR 840-10**

Flags, Guidons, Streamers, Tabards, and Automobiles, and Aircraft Plates

**ATP 3-11.23**

Multi-Service Tactics, Techniques, and Procedures for Weapons of Mass Destruction Elimination Operations

**ATP 3-11.36**

Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Aspects of Command and Control

**ATP 3-11.37**

Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Reconnaissance and Surveillance

**ATP 3-57.10**

Civil Affairs Support to Populace and Resources Control

**ATP 3-57.20**

Multi-Service Techniques for Civil Affairs Support to Foreign Humanitarian Assistance

**ATP 3-57.30**

Civil Affairs Support to Nation Assistance

**ATP 3-57.50**

Civil Affairs Civil Information Management

**ATP 3-57.60**

Civil Affairs Planning

**ATP 3-57.70**

Civil-Military Operations Center

**ATP 3-57.80**

Civil-Military Engagement

**ATTP 3-18.04**

Special Forces Special Reconnaissance Tactics, Techniques, and Procedure

**ATTP 3-18.11**

Special Forces Military Free-Fall Operations

**DA Pam 611-21**

Military Occupational Classification and Structure (Available at <https://www.milsuite.mil/book/groups/smartbookdapam611-21>. Requires CAC logon.)

**DA Pam 623-3**

Evaluation Reporting System

**DA Pam 750-3**

Soldiers' Guide for Field Maintenance Operations

**FM 1-0**

Human Resources Support

**FM 1-02**

Operational Terms and Graphics

**FM 1-04**

Legal Support to the Operational Army

**FM 1-05**

Religious Support

**FM 1-06**

Financial Management Operations

**FM 2-0**

Intelligence Operations

**FM 2-01.3**

Intelligence Preparation of the Battlefield/Battlespace

**FM 2-22.3**

Human Intelligence Collector Operations

**FM 3-05**

Army Special Operations

**FM 3-05.2**

Foreign Internal Defense

**FM 3-05.70**

Survival

**FM 3-05.131**

Army Special Operation Forces Noncombatant Evacuation Operations

**FM 3-05.160**

Army Special Operations Forces Communications Systems

**FM 3-05.210**

Special Forces Air Operations

**FM 3-05.212**

Special Forces Waterborne Operations

**FM 3-05.213**

Special Forces use of Pack Animals

**FM 3-05.231**

Special Forces Personnel Recovery

**FM 3-05.301**

Psychological Operations Process Tactics, Techniques, and Procedures

**FM 3-05.302**

Tactical Psychological Operations Tactics, Techniques, and Procedures

**FM 3-06**

Urban Operations

**FM 3-07**

Stability

**FM 3-11**

Multiservice Doctrine for Chemical, Biological, Radiological, and Nuclear Operations

**FM 3-11.3**

Multiservice Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Contamination Avoidance

**FM 3-11.4**

Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical (NBC) Protection

**FM 3-11.5**

Multiservice Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Decontamination

**FM 3-11.21**

Multiservice Tactics, Techniques, and Procedures for Chemical, Biological, Radiological and Nuclear Consequence Management Operations

**FM 3-13**

Inform and Influence Activities

**FM 3-16**

The Army in Multinational Operations

**FM 3-18**

Special Forces Operations

**FM 3-21.8**

The Infantry Platoon and Squad

**FM 3-21.20**

The Infantry Battalion

**FM 3-22**

Army Support to Security Cooperation

**FM 3-22.3**

Stryker Gunnery

**FM 3-22.9**

Rifle Marksmanship M16-/M4-Series Weapons

**FM 3-22.32**

Improved Target Acquisition System, M41

**FM 3-22.90**

Mortars

**FM 3-22.91**

Mortar Gunnery

**FM 3-24**

Counterinsurgency

**FM 3-24.2**

Tactics in Counterinsurgency

**FM 3-36**

Electronic Warfare

**FM 3-38**

Cyber Electromagnetic Activities

**FM 3-53**

Military Information Support Operations

**FM 3-55.93**

Long-Range Surveillance Unit Operations

**FM 3-57**

Civil Affairs Operations

**FM 3-76**

Special Operations Aviation

**FM 3-90.61**

Brigade Troops Battalion Operations

**FM 3-97.6**

Mountain Operations

**FM 4-02.43**

Force Health Protection Support for Army Special Operations Forces

**FM 4-25.11**

First Aid

**FM 4-25.12**

Unit Field Sanitation Team

**FM 4-30.31**

Recovery and Battle Damage Assessment and Repair

**FM 4-92**

Contracting Support Brigade

**FM 6-02**

Signal Support To Operations

**FM 6-02.70**

Army Electromagnetic Spectrum Operations

**FM 6-22**

Army Leadership

**FM 6-22.5**

Combat and Operational Stress Control Manual for Leaders and Soldiers

**FM 7-15**

The Army Universal Task List

**FM 7-21.13**

The Soldier's Guide



**FM 7–22**

Army Physical Readiness Training

**FM 7–22.7**

The Army Noncommissioned Officer Guide

**FM 21–10**

Field Hygiene and Sanitation

**FM 21–18**

Foot Marches

**FM 27–10**

The Law of Land Warfare

**FM 90–3**

Desert Operations

**FM 90–5**

Jungle Operations

**FM 90–26**

Airborne Operations

**GTA 31–01–003**

DET Mission Planning Guide (<https://atiam.train.Army.mil/catalog-ws/view/100.ATSC/403046B9-F36F-4E83-AFC1-E2531F2E7B41-1275089747328/GTA31-01-003.pdf>)

**GTA 31–02–001**

Special Forces Air Operations (<https://atiam.train.Army.mil/catalog-ws/view/100.ATSC/73BD15DE-85D4-4ED9-A8E2-D00E98BE1335-1274807667125/GTA31-02-001.pdf>)

**JP 1–05**

Religious Affairs in Joint Operations (Available at <http://www.dtic.mil/doctrine/index.html>.)

**JP 3–0**

Joint Operations (Available at <http://www.dtic.mil/doctrine/index.html>.)

**JP 3–05**

Special Operations (Available at <http://www.dtic.mil/doctrine/index.html>.)

**JP 3–07.3**

Peace Operations (Available at <http://www.dtic.mil/doctrine/index.html>.)

**JP 3–12**

Cyberspace Operations (Available at [http://www.dtic.mil/doctrine/new\\_pubs/jp3\\_12R.pdf](http://www.dtic.mil/doctrine/new_pubs/jp3_12R.pdf))

**JP 3–13.1**

Electronic Warfare (Available at <http://www.dtic.mil/doctrine/index.html>.)

**JP 3–28**

Defense Support of Civil Authorities (Available at <http://www.dtic.mil/doctrine/index.html>.)

**JP 3–29**

Foreign Humanitarian Assistance (Available at <http://www.dtic.mil/doctrine/index.html>.)

**JP 3–57**

Civil-Military Operations (Available at <http://www.dtic.mil/doctrine/index.html>.)

**JP 3-61**

Public Affairs (Available at <http://www.dtic.mil/doctrine/index.html>.)

**JP 6-01**

Joint Electromagnetic Spectrum Management Operations (Available at <http://www.dtic.mil/doctrine/index.html>.)

**NGR 600-200**

Enlisted Personnel Management (Available at <http://www.ngbpdc.ngb.Army.mil/publications.htm>.)

**STP 17-19D1-SM**

Soldier's Manual, Cavalry Scout, MOS 19D, Skill Level 1

**STP 17-19D2-SM**

Soldier Manual for MOS 19D, Cavalry Scout, Skill Level 2

**STP 17-19D3-SM-TG**

Soldier's Manual and Trainer's Guide, MOS 19D, Cavalry Scout, Skill Level 3

**STP 17-19D4-SM**

Soldier's Manual, MOS 19D, Cavalry Scout, Skill Level 4

**STP 17-19K1-SM**

Soldier's Manual M1A1 and M1A2 SEP Armor Crewman MOS 19K Skill Level 1

**STP 17-19K2-SM**

Soldier's Manual M1A1 and M1A2 SEP Armor Crewman MOS 19K Skill Level 2

**STP 17-19K3-SM-TG**

Soldier's Manual and Trainer's Guide M1A1 and M1A2 SEP Armor Crewman MOS 19K Skill Level 3

**STP 17-19K4-SM**

Soldier's Manual M1A1 and M1A2 SEP Armor Crewman MOS 19K Skill Level 4

**STP 17-19Z-SM**

Soldier's Manual, Armor Senior Sergeant, MOS 19Z, Skill Level 5

**STP 21-1-SMCT**

Soldier's Manual of Common Tasks Warrior Skills Level 1

**STP 21-24-SMCT**

Soldier's Manual of Common Tasks, Warrior Leader, Skill Levels 2, 3, and 4

**STP 31-18-SM-TG**

Soldier's Manual and Trainer's Guide MOS 18 Special Forces Common Skills Skill Levels 3 and 4

**STP 31-18B34-SM-TG**

Soldier's Manual and Trainer's Guide MOS 18B Special Forces Weapons Sergeant Skill Levels 3 and 4

**STP 31-18C34-SM-TG**

Soldier's Manual and Trainer's Guide MOS 18C Special Forces Engineer Sergeant Skill Levels 3 and 4

**STP 31-18D34-SM-TG**

Soldier's Manual and Training Guide MOS 18D Special Forces Medical Sergeant Skill Levels 3 and 4

**STP 31-18E34-SM-TG**

Soldier's Manual and Trainer's Guide MOS 18E Special Forces Communications Sergeant Skill Levels 3 and 4

**STP 31-18F4-SM-TG**

Soldier's Manual and Trainer's Guide, MOS 18F, Special Forces Assistant Operations and Intelligence Sergeant, Skill Level 4

**STP 33-37F14-SM-TG**

Soldier's Manual and Trainer's Guide, MOS 37F, Psychological Operations Specialist, Skill Levels 1 through 4

**TC 3-21.5**

Drill and Ceremonies

**TC 3-21.75**

The Warrior Ethos and Soldier Combat Skills

**TC 18-01**

Special Forces Unconventional Warfare

**TC 18-06**

Special Forces Guide to Information Operations

**TC 21-7**

Personal Financial Readiness and Deployability Handbook

**Section III****Prescribed Forms**

This section contains no entries.

**Section IV****Referenced Forms**

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate (APD) Web site (<http://www.apd.army.mil>).

**DA Form 1059**

Service School Academic Evaluation Report

**DA Form 2028**

Recommended Changes to Publications and Blank Forms

**DA Form 2166-8**

NCO Evaluation Report

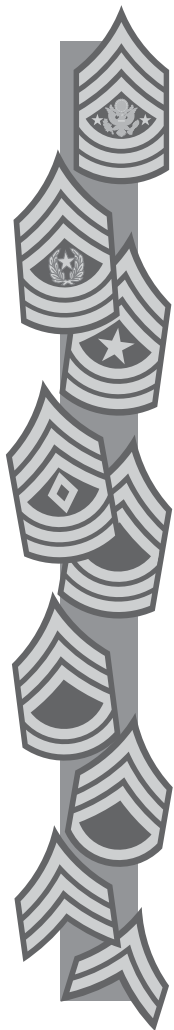
## Appendix B Creed of the Noncommissioned Officer

### B-1. Purpose

The Creed of the Noncommissioned Officer is a blueprint that reflects the requisite beliefs and principles that defines the NCO Corps as the “Backbone of the Army.”

### B-2. Creed of the Noncommissioned Officer

The creed is shown below in figure B-1.



#### **CREED OF THE NONCOMMISSIONED OFFICER**

No one is more professional than I. I am a noncommissioned officer, a leader of Soldiers. As a noncommissioned officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army." I am proud of the Corps of noncommissioned officers and will, at all times, conduct myself so as to bring credit upon the Corps, the military service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my Soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a noncommissioned officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, noncommissioned officers, leaders!

Figure B-1. Creed of the Noncommissioned Officer



## **Glossary**

### **Section I Abbreviations**

#### **1SG**

first sergeant

#### **AA**

associate of arts

#### **AAS**

associate of applied arts

#### **ACCP**

Army Correspondence Course Program

#### **ACE**

analytical control element

#### **ACES**

Army Continuing Education System

#### **ACOM**

Army command

#### **ACT**

Army Career Tracker

#### **AD**

air defense

#### **ADA**

Air Defense Artillery (Branch)

#### **ADAFCO**

air and missile defense air defense artillery fire control officer

#### **ADAM**

air defense and airspace management

#### **ADP**

Army Doctrine Publication

#### **ADSW**

active duty for special work

#### **ADT**

active duty for training

#### **AEC**

Army Education Center

#### **AEJC**

Advanced Electronic Journalism Course

#### **AER**

academic evaluation report

#### **AFCT**

Armed Forces Classification Test

**AG**

adjutant general

**AGR**

Active Guard and Reserve

**AIT**

advanced individual training

**AKO**

Army Knowledge Online

**ALC**

Advanced Leader Course

**ALC-CC**

Advanced Leader Course Common Core

**ALDS**

Army's Leader Development Strategy

**ALMC**

Army Logistics Management College

**ALSE**

aviation life support equipment

**AMD**

Air and Missile Defense

**AMEDD**

Army Medical Department

**AOT**

assignment oriented training

**APD**

Army Publishing Directorate

**APFT**

Army Physical Fitness Test

**ARCC**

Army Reserve career counselors

**ARNG**

Army National Guard

**ASOF**

Army Special Operations Forces

**AS**

associate of science

**ASCC**

Army service component command

**ASE**

automotive service excellence

**ASI**

additional skill identifier

**ASOT**

Advanced Special Operations Techniques

**ASVAB**

Armed Services Vocational Aptitude Battery

**ATC**

air traffic control

**ATRRS**

Army Training Requirements and Resources System

**AWG**

asymmetric warfare group

**AWS**

American Welding Society

**BA**

bachelor of arts

**BCT**

Brigade Combat Team; Basic Combat Training

**BDAR**

battle damage assessment repair

**BDE**

brigade

**BDNA**

basic digital network analyst

**BN**

battalion

**BNCOC**

Basic Noncommissioned Officer Course

**BS**

bachelor of science

**BSI**

bachelor of science in intelligence

**BSNCOC**

Battle Staff Noncommissioned Officer Course

**C4I**

command, control, computers, communications, and intelligence

**CA**

civil affairs

**CAO**

Civil Affairs Operations



**CAPIT**

child abuse prevention and investigation techniques

**CBRN**

chemical, biological, radiological, and nuclear

**CBRNE**

chemical, biological, radiological, nuclear, and explosive

**CBWTU**

Community Based Warrior Transition Unit

**CC**

company commander

**CCI**

controlled cryptographic item

**CES**

Civilian Education System

**CFI**

certified forensic interviewer

**CG**

commanding general

**CGS**

common ground station

**CI**

counterintelligence

**CID**

Criminal Investigation Division

**CISSP**

Certified Information Systems Security Professional

**CJA**

command judge advocate

**CLEP**

College Level Examination Program

**CMF**

career management field

**CMO**

Civil-Military Operations

**CMS**

centralized materiel service

**CMTC**

Combat Maneuver Training Center

**CND**

Computer Network Defense

**COL**

colonel

**COMSEC**

communications security

**CONUS**

continental United States

**COOL**

Credentialing Opportunities On-Line

**CPL**

corporal

**CPT**

captain

**CRAM**

counter rockets, artillery, and mortars

**CS**

combat support

**CSA**

Chief of Staff, Army

**CSH**

combat support hospital

**CSM**

command sergeant major

**CSS**

combat service support

**CTC**

Combat Training Center

**DA**

Department of the Army

**DAIG**

Department of the Army Inspector General

**DANTES**

Defense Activity for Non-traditional Education Support

**DASE**

defense against sound equipment

**DAU**

Defense Acquisition University

**DEOMI**

Defense Equal Opportunity Management Institute

**DET**

detachment

**DINFOS**

Defense Information School

**DIST SP**

distribution specialist

**DIV**

division

**DLIFLC**

Defense Language Institute Foreign Language Center

**DOD**

Department of Defense

**DRU**

direct reporting unit

**DS/GS**

direct support and general support

**DTRA**

Defense Threat Reduction Agency

**DVIT**

Domestic Violence Intervention Training

**EAC**

echelon above corps

**EC**

Editors Course

**ECM**

electronic countermeasures

**EFMB**

Expert Field Medical Badge

**EIA**

Excellence in Armor

**EIB**

Expert Infantry Badge

**ELINT**

electronic intelligence

**EO**

equal opportunity

**EOA**

equal opportunity advisor

**EOR**

equal opportunity representative

**EOD**

explosive ordnance disposal

**EPLRS**

Enhanced Position Location and Reporting System

**EPMD**

Enlisted Personnel Management Directorate

**EPMS**

Enlisted Personnel Management System

**ERB**

enlisted records brief

**ETA**

Electronics Technician Association

**ETT**

embedded training team

**EW**

electronic warfare

**EWO**

electronic warfare officer

**EWS**

early warning system

**FA**

Field Artillery

**FAA**

Federal Aviation Administration

**FAST**

Functional Academic Skills Training

**FEMA**

Federal Emergency Management Agency

**FOB**

forward operations base

**FORSCOM**

Forces Command

**FSC**

First Sergeant Course

**GCM**

General Courts-Martial

**GED**

general education diploma

**GMD**

ground-based midcourse defense

**GOARMYED**

Go Army Education

**GP**

group

**GSD**

guided self-development

**GT**

general technical

**GWOT**

Global War on Terrorism

**HAZMAT**

hazardous materials

**HBCT**

Heavy Brigade Combat Team

**HET**

heavy equipment transporter

**HIMARS**

High Mobility Artillery Rocket System

**HQ**

headquarters

**HQDA**

Headquarters, Department of the Army

**HR**

Human Resources

**HRC**

Human Resources Command

**HROB**

Human Resources Operations Branch

**HRSC**

Human Resources Sustainment Center

**HTRP**

Home Town Recruiter Program

**HUMINT**

human intelligence

**IA**

information assurance

**IADT**

initial active duty for training

**IAP**

Initial Accessions Program

**IBCT**

Infantry Brigade Combat Team

**ICODES**

Integrated Computerized Deployment System

**IED**

improvised explosive device

**IET**

initial entry training

**IFTE**

Integrated Family of Test Equipment

**IFV**

infantry fighting vehicle

**IG**

inspector general

**IMA**

individual mobilization augmentee

**INSCOM**

Intelligence and Security Command

**I/O**

instructor/operator

**IO**

Information Operations

**IPC**

Intermediate Photojournalism Course

**IRR**

Individual Ready Reserve

**ITC**

Instructor Training Course

**JAGC**

Judge Advocate General's Corps

**JALS**

Judge Advocate Legal Service

**JiIM**

Joint, inter-agency, inter-governmental and multinational

**JLENS**

Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System

**JMTC**

Joint Multinational Training Command

**JNN**

Joint Network Node

**JOPES**

Joint Operations Planning and Execution System

**JPME**

Joint professional military education

**JRTC**

Joint Readiness Training Center

**JSOU**

Joint Special Operations University

**JSTARS**

Joint Surveillance Target Attack Radar System

**JTAGS**

Joint tactical ground station

**KPUP**

Key Personnel Upgrade Program

**LAN**

local area network

**LLM**

launcher loader module

**LRU**

line replaceable units

**MASINT**

measurement and signature intelligence

**MDMP**

military decision making process

**MECCAP**

Middle Enlisted Cryptologic Career Advancement Program

**MEPS**

military entrance processing station

**METL**

mission essential task list

**MHE**

material handling equipment

**MI**

military intelligence

**MILSTAMP**

Military Standard Transportation and Movement Procedures

**MiTT**

military transition team

**MLI**

military linguist instructor

**MLRS**

Multiple Launch Rocket System

**MMT**

military mail terminal

**MOS**

military occupational specialty

**MPAD**

Mobile Public Affairs Detachments

**MPD**

Military Personnel Division

**MPI**

military police investigator

**MROC**

Maritime Radar Observers Course

**MSE**

mobile subscriber equipment

**MSG**

master sergeant

**MSSI**

master of science in strategic intelligence

**MTOE**

modified table of organization and equipment

**MTF**

medical treatment facility

**MWD**

military working dog

**N/A**

not applicable

**NATO**

North Atlantic Treaty Organization

**NBC**

nuclear, biological, and chemical

**NCO**

noncommissioned officer

**NCOA**

Noncommissioned Officer Academy

**NCOER**

noncommissioned officer evaluation report

**NCOES**

Noncommissioned Officer Education System

**NCOIC**

noncommissioned officer in charge



**NCOPD**

noncommissioned officer professional development

**NDU**

National Defense University

**NGB**

National Guard Bureau

**NTC**

National Training Center

**OCADA**

Office of the Chief of Air Defense Artillery

**OCO**

Oversea Contingency Operation

**OCONUS**

Outside the Continental United States

**OC-T**

observer controller trainer

**ODCS**

Office Deputy Chief of Staff

**OEF**

Operation Enduring Freedom

**OIF**

Operation Iraqi Freedom

**OMPF**

official military personnel file

**OPS**

operations

**OPSEC**

operational security

**OPTEMPO**

operational tempo

**OSUT**

one station unit training

**OTC**

Operator's Training Course

**PA**

public affairs

**PAC-3**

Patriot Advanced Capability-3

**PAD**

Patient Administration Division

**PCS**

permanent change of station

**PD**

professional development

**PDPC**

Professional Development Proficiency Code

**PDM**

professional development model

**PFC**

private first class

**PGIP**

Post Graduate Intelligence Program

**PMCS**

preventive maintenance checks and services

**PMOS**

primary military occupational specialty

**PPBE**

planning, programming, budgeting, and execution

**PSYOP**

psychological operations

**PV1**

private e-1

**PVT**

private

**QA**

quality assurance

**QC**

quality control

**RA**

Regular Army

**RC**

Reserve Component(s)

**RCCC**

Reserve Component career counselor

**RF**

radio frequency

**RM**

resource management

**ROTC**

Reserve Officers' Training Corps

**RRNCO**

recruiting and retention noncommissioned officer

**S2**

intelligence officer

**S3**

operations and training officer

**SAAS**

Standard Army Ammunition System

**SARSS**

Standard Army Retail Supply System

**SATBC**

Systems Approach to Training Basic Course

**SATCOM**

satellite communications

**SBCT**

Stryker Brigade Combat Team

**SERE**

survival, evasion, resistance and escape

**SF**

special forces

**SFAS**

special forces assessment and selection

**SFC**

sergeant first class

**SFISC**

Special Forces Intelligence Sergeant Course

**SFQC**

Special Forces Qualification Course

**SGITC**

Small Group Instructor Training Course

**SGL**

small group leader

**SGM**

sergeant major

**SGT**

sergeant

**SIGINT**

signals intelligence

**SJA**

staff judge advocate

**SLC**

Senior Leader Course

**SMA**

Sergeant Major of the Army

**SMC**

Sergeants Major Course

**SME**

subject matter expert

**SMU**

special mission unit

**SNCO**

senior non-commissioned officer

**SO**

special operations

**SOA**

special operations aviation

**SOC**

Support Operations Course

**SOCAD**

Servicemembers Opportunity Colleges Army Degrees

**SOCM**

special operations combat medic

**SOF**

special operations forces

**SOLT**

special operations language training

**SORB**

special operations recruiter battalion

**SOT**

special operations team

**SOTACC**

Special Operations Terminal Attack Controller Course

**SOTIC**

Special Operations Target Interdiction Course

**SPC**

specialist

**SQI**

skill qualification identifier

**SR**

special reconnaissance

**SRC**  
Special Reporting Code

**SRT**  
special reaction team

**SSD**  
structured self-development

**SSG**  
staff sergeant

**STB**  
special troops battalion

**TAC**  
training, advising, and counseling

**TASOSC**  
Theater Army Special Operations Support Command

**TASS**  
Total Army School System

**TATS**  
Total Army Training System

**TC**  
transportation corps

**TES**  
Tactical Exploitation System

**TIG**  
time in grade

**TIS**  
time in service

**TJAGLCS**  
The Judge Advocate General's Legal Center and School

**TMDE**  
test, measurement, and diagnostic equipment

**TOC**  
Tactical Operations Center

**TOE**  
table of organization and equipment

**TPU**  
troop program unit

**TRANS**  
transportation

**TRI-TAC**  
Tri-Service Tactical

**TSC**

theater sustainment command

**TSCM**

technical surveillance countermeasure

**TSP**

training support package

**TT**

transition team

**TTP**

tactics, techniques, and procedures

**TWI**

training with industry

**UAV**

unmanned aerial vehicle

**UMO**

unit movement officer

**UMT**

unit ministry team

**USACHCS**

United States Army Chaplain Center and School

**USAES**

United States Army Engineer School

**USAJFKSWCS**

U.S. Army John F. Kennedy Special Warfare Center and School

**USAMPS**

United States Army Military Police School

**USAR**

United States Army Reserve

**USAREC**

United States Army Recruiting Command

**USASFC**

United States Army Special Forces Command

**USASMA**

United States Army Sergeants Major Academy

**USASMC**

U.S. Army Sergeants Major Course

**USASMDC**

United States Army Space and Missile Defense Command

**USASOC**

United States Army Special Operations Command

**USSOCOM**

United States Special Operations Command

**UW**

unconventional warfare

**UWO**

underwater operations

**VI**

visual information

**WAN**

wide area network

**WHCA**

White House Communications Agency

**WHMO**

White House Military Office

**WHTA**

White House Transportation Agency

**WLC**

Warrior Leader Course

**WMD**

weapons of mass destruction

**WTBD**

warrior tasks and battle drills

**WTU**

Warrior transition unit

**Section II****Terms**

This section contains no entries.

**Section III****Special Abbreviations and Terms**

This section contains no entries.

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