



DEPARTMENT OF THE ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1  
300 ARMY PENTAGON  
WASHINGTON, DC 20310-0300

11 AUG 2011

DAPE-MPE-PD

MEMORANDUM FOR U.S. Army John F. Kennedy Special Warfare Center and School, ATTN: AOJK-SP, Fort Bragg, North Carolina 28310-9610

SUBJECT: Approved Revision to Department of the Army Pamphlet (DA Pam) 600-25

1. Reference DAPE-MPE-PD Memorandum, Proponent Input to HQDA Enlisted Centralized Selection Boards, 29 Nov 10.
2. Your Career Management Field (CMF) updates (enclosed) to DA Pam 600-25 are approved, effective this date.
3. This office is working to formally publish the updates in accordance with the provisions of AR 25-30 and existing Army Publishing Directorate (APD) staffing processes.
4. Beginning with FY12 enlisted centralized selection boards, these updates (combined with a formal board Memorandum of Instruction (MOI)) will be accessible to all serving board members and serve as the medium to inform them of professional development guidance for NCOs within your respective CMFs.
5. To facilitate the transition to the Army's NCO Professional Development Guide within the selection process, we ask you to post these approved updates to your web site as an interim measure during the APD staffing process. This ensures complete transparency and common accessibility to all Soldiers competing for selection by a centralized board, now and in the future.
6. A copy of this memorandum will be furnished to Human Resources Command with the intent that your respective Career Branches will also post these changes to their respective website in an effort to disseminate the information to as many Soldiers as possible.
7. The point of contact for this action is Mr. Gerald J. Purcell, Personnel Policy Integrator, Directorate of Military Personnel Management, at (703) 695-7960.

FOR THE DEPUTY CHIEF OF STAFF, G-1:

Encls  
as

  
GARY H. CHEEK  
Major General, GS  
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CF:  
CDR, TRADOC (ATTG-TRI-GP)  
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## Chapter 8 Special Forces (CMF 18) Career Progression Plan

### 8-1. Duties Special Forces

The CMF 18, the Special Forces (SF) contingent of the Army's Special Operations Forces (ARSOF) employs SOF during peacetime, conflict, and war in support of Theater Commanders. SF performs 7 primary missions: Unconventional Warfare (UW), Foreign Internal Defense (FID), Direct Action (DA), Special Reconnaissance (SR), Combating Terrorism (CBT), Information Operations (IO), and Counter Proliferation (CP). Additionally, SF Soldiers conduct mission related collateral activities, which include support to coalition operations, personnel recovery in support of combat search and rescue, counter-drug operations, counter-mine operations, security assistance, and humanitarian assistance. The SF missions are inherently joint in concept and execution, often combined, and may be part of a broader interagency operation. The SF often work in a combined arms role with other ARSOF, to include Psychological Operations (PSYOP), Civil Affairs (CA), Special Operations Aviation (SOA), and Rangers. SF are typically deployed as small units in permissive, uncertain, and hostile areas far from logistics support bases, in support of theater operations which often involve serious geopolitical implications. In their doctrinal role as Unconventional Warriors, SF operations are often conducted *through, with, or by* "surrogate" or "third party" forces. For more information about SF doctrine refer to FM 3-05.20.

### 8-2. Transformation

The unique skills of Special Forces NCOs are more relevant in today's global environment than ever before. As the Operational SF Groups transform 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 environments, while tasked to conduct operations with geopolitical implications. He must be fully versed and competent at the latest tactics, techniques, and procedures 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.

### 8-3. Recommend 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.)

#### a. SGT.

(1) The quality and success of a Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Sergeants committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Sergeants should study and master the following military publications: STP 21-24-SMCT Warrior Skill Level 2, 3 and 4; FM 1, FM 3-0, FM 3-21.5 Drill and Ceremonies; FM 3-25.26 Map Reading and Land Navigation; FM 4-25.11 First Aid for Soldiers; FM 5-0 Army Planning and Orders Production; FM 6-22 Army Leadership; FM 7-0 Training the Force; FM 7-1 Battle Focused Training; DA PAM 600-25 U.S. Army Noncommissioned Officer Professional Development Guide; TC 3-22.20 Physical Fitness Training; FM 21-75 Combat Skills of the Soldier; AR 670-1 Wear and Appearance of Army Uniforms and Insignia; JP 3-05 Joint Special Operations; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following books are suggested reading for self-development: *Common Sense Training* by Collins, Presidio Press, 1980; *Small Unit Leadership* by Malone, Mike; readings on famous military leaders (that is, Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); *The Story of the Noncommissioned Officer Corps* (USA Center of Military History, 70-38); *Infantry Attacks* by Rommel; and *When Bad Things Happen to Good People* by Kushner, Harold S. The CSA Reading list, AKO, General Army Links, Army Leadership contain additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those sergeants 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/Year and the Sergeant Audie Murphy/Sergeant 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 SGTs 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 website. 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 Special Forces Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD website. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

(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.

*b. SSG.*

(1) The quality and success of a Staff Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants 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 following military publications: STP 21-24-SMCT Warrior Skill Level 2, 3 and 4; FM 1, FM 3-0, FM 3-21.5 Drill and Ceremonies; FM 3-25.26 Map Reading and Land Navigation; FM 4-25.11 First Aid for Soldiers; FM 5-0 Army Planning and Orders Production; FM 6-22 Army Leadership; FM 7-0 Training the Force; FM 7-1 Battle Focused Training; DA PAM 600-25 U.S. Army Noncommissioned Officer Professional Development Guide; TC 3-22.20 Physical Fitness Training; FM 21-75 Combat Skills of the Soldier; AR 670-1 Wear and Appearance of Army Uniforms and Insignia; JP 3-05 Joint Special Operations; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following additional books are suggested reading for self-development; continue readings on famous military leaders (for example, Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); *Small Unit Administration, Manual or ADP Systems*, Stackpole Books; and *The Noncommissioned Officers' Family Guide*, Gross, Beau Lac Pub, 1985. The CSA Reading list, AKO, General Army Links, and Army Leadership 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. A majority of Soldiers will earn their Associates Degree at the completion of the 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 as their next step will be the Senior Leaders Course (SLC) where they will work to complete a Bachelor'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 website. 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 operational tempo assigned to Special Forces, the desired fields of study for Special Forces 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.

(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) Active Duty ASIs associated with CMF 18: Q5 SF Combat Diving Medical Tech (18D only), S6 SF Combat Diving Supervisor, W1 Special Operations Combat Medic (SOCM), W3 SF Sniper, W7 SF Underwater Operations, W8 SF Military Freefall, 5W Jumpmaster, 2S Battle Staff Operations, F7 Pathfinder.

(7) Active Duty Component SQIs associated with CMF 18; W SF RECON (Target, Analysis, Exploitation Tech), H Instructor (0609), 8 Instructor(0504), 4 Non-Career Recruiter, M First Sergeant, N Joint Planner, P Parachutist, X Drill Sergeant, and V Airborne Ranger, 8 Instructor, and T SFOD-D Unit Operator

(8) SGTs and SSGs are required to successfully complete the Warrior Leader Course (WLC), the Advanced Leader Course (ALC) and should continue their military education and development by attending the Senior Leaders Course (SLC) when available. Soldiers and Leaders must focus upon the professional development 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.

(9) Active Duty Soldiers must be able to 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 highly encouraged to continue their foreign language qualification and cultural skills at the proficiency rating of 1/1 or higher. Active Duty Soldiers should maintain a DA Photo within 3 years.

(10) While a fully qualified CM18 Active Component SSG meets the requirements within the promotion board MILPER message, CMF18 SSGs should have At least 36 months of successful service on an SFOD-A or SMU. Completion of one or more advance skill / functional courses such as SFISC, ASOT, Jumpmaster, Ranger, SFARTAETC, SF Sniper, etc. Foreign Language Proficiency Rating of 1/1 or higher on the DLPT, Have a quality DA Photo on file. Have an accurate Enlisted Record Brief (ERB).

(11) The best qualified CMF 18 Active Component SSGs should be rated as an Operational Detachment Alpha (ODA) Senior Weapons Sergeant, Senior Engineer Sergeant, Senior Medical Sergeant, Senior Communication Sergeant, Intelligence Sergeant for no less than 12 months in order to gain valuable experience prior to being promoted to SFC and should possess one or more of the following qualifications, a consistently strong pattern of quantifiable excellence Non-Commissioned Officer Evaluation Report (NCOER) ratings by their raters, and a consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade. Consistent scores of 270 or above on the APFT. Foreign language proficiency of 1+/1+ or better (Proficiency at 2/2 or above level in one of the CAT IV languages should be considered exceptional). Completion of an Associates or higher Degree. Recognition as a Distinguished Honor Graduate, Honor Graduate, or top 20% Commandants List during NCOES or MOS enhancing courses. Consideration and recognition should be given to SSGs who have been awarded valorous awards. There are cases where an otherwise highly qualified Soldier will not have an opportunity to serve a full 36 months in an SFODA/SMU. Consideration for conventional leadership experience at Team/Section/Squad level should be given when evaluating these otherwise exceptional SSGs with minimal SFODA experience. Also, special consideration should be given to those SSGs who meet the criteria and are selected to be USAJFKSWCS Instructors.

(12) Key and developmental positions are ones of increased responsibility that best prepare Special Forces SSGs to perform the duties and handle the responsibilities of a SFC. The key developmental positions for CMF 18 SSGs include Senior SF Weapons Sergeant (18B), Senior SF Engineer Sergeant (18C), Senior SF Medical Sergeant (18C), Senior SF Communications Sergeant (18E), SF Intelligence Sergeant (18F) and any SMU position which prepares the SSGs to be qualified to perform the duties as a SFC.

*c. SFC.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO 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 military publications: STP 21-24-SMCT Warrior Skill Level 2, 3 and 4; FM 1, FM 3-0, FM 3-21.5 Drill and Ceremonies; FM 3-7 NBC Field Handbook;

FM 3-25.26 Map Reading and Land Navigation; FM 4-25.11 First Aid for Soldiers; FM 5-0 Army Planning and Orders Production; FM 6-22 Army Leadership; FM 7-0 Training the Force; FM 7-1 Battle Focused Training; DA PAM 600-25 U.S. Army Noncommissioned Officer Professional Development Guide; TC 3-22.20 Physical Fitness Training; FM 21-31 Topographic Symbols; FM 21-75 Combat Skills of the Soldier; FM 27-10 The Law of Land Warfare; AR 350-1, Army Training and Leader Development; AR 670-1 Wear and Appearance of Army Uniforms and Insignia; AR 750-1 Army Materiel Maintenance Policy JP 3-05 Joint Special Operations; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following books are suggested reading for self-development: *Combat Leader's Field Guide* 10th Ed., Stackpole Books; *Roots of Strategy, Book 2* by Picq, Clausewitz, Jomini, Stackpole Books; continue readings on famous military leaders (that is, Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); The CSA Reading list, AKO, General Army Links, Army Leadership contains additional reading material for selfdevelopment.

(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. SFCs will have the opportunity to complete their Bachelor's Degree while attending and completing the SLC. 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 operations, 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 website. 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 operational tempo assigned to Special Forces, the desired fields of study for Special Forces 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 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: Q5 SF Combat Diving Medical Tech (18D only), S6 SF Combat Diving Supervisor, W1 Special Operations Combat Medic (SOCM), W3 SF Sniper, W7 SF Underwater Operations, W8 SF Military Freefall, 5W Jumpmaster, 2S Battle Staff Operations, F7 Pathfinder.

(8) Active Component Duty SQIs associated with CMF 18; W SF RECON (Target, Analysis, Exploitation Tech), H Instructor (0609), 8 Instructor(0504), 4 Non-Career Recruiter, M First Sergeant, N Joint Planner, P Parachutist, X Drill Sergeant, and V Airborne Ranger, 8 Instructor, T SFOD-D Unit Operator.

(9) The quality and success of a Sergeant First Class's career is in direct proportion to a consistent commitment to excellence, regardless of the mission, and the Soldiers development. SFCs 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 or her Soldiers. SFCs are required to successfully complete the Senior Leaders Course (SLC). Soldiers and Leaders must focus upon the professional development 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.

(10) (Active Army Only) Active Duty Soldiers must be able to maintain airborne status unless not required by MTOE or TDA. Special emphasis should be placed on successfully completing Static Line Jumpmaster Course. In addition Active Duty Soldiers should 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 within 3 years.

(11) While a fully qualified CM18 Active Component SFC meets the requirements within the promotion board MILPER message, CMF18 SFCs should have at least 36 months of successful service on an SFODA or SMU. Completion of one or more advance skill / functional courses such as SFISC, ASOT, Jumpmaster, Ranger, SFARTAETC, SF Sniper, etc. Foreign Language Proficiency Rating of 1/1 or higher on the DLPT, Have a quality DA Photo on file. Have an accurate Enlisted Record Brief (ERB).

(12) The best qualified CMF 18 Active Component SFCs should be rated as a Operational Detachment Alpha (ODA) Team/Operations Sergeant for no less than 12 months in order to gain valuable experience prior to being promoted to MSG and should possess one or more of the following qualifications, a consistently strong pattern of quantifiable excellence Non-Commissioned Officer Evaluation Report (NCOER) ratings by their raters, and a consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade. Consistent scores of 270 or above on the APFT. Foreign language proficiency of 1+/1+ or better (Proficiency at 2/2 or above level in one of the CAT IV languages should be considered exceptional). Completion of an Associates or higher Degree. Recognition as a Distinguished Honor Graduate, Honor Graduate, or top 20% Commandants List during NCOES or MOS enhancing courses. Consideration and recognition should be given to SFCs who have been awarded valorous awards. There are cases where an otherwise highly qualified Soldier will not have an opportunity to serve a full 36 months in an SFODA/SMU. Consideration for conventional leadership experience at Team/Section level should be given when evaluating these otherwise exceptional SFCs with minimal SFODA experience. Also, special consideration should be given for those SFCs who are selected for and serve as USAJFKSWCS Instructors or have already successfully served as Instructors.

(13) The key and developmental positions are ones of increased responsibility that best prepare Special Forces SFCs to perform the duties and handle the responsibilities of a MSG. The key developmental positions for CMF 18 SFCs include Senior SF Weapons Sergeant (18B), Senior SF Engineer Sergeant (18C), Senior SF Medical Sergeant (18C), Senior SF Communications Sergeant (18E), SF Intelligence Sergeant (18F), Assistant Team / Operations Sergeant and any SL4 SMU position, which prepares the SFCs to be qualified to perform the duties as a MSG.

*d. MSG/ISG.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO 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 SGM. Soldiers should strive to complete a degree program or accumulate four years of college credit towards a degree. However, continuing civilian education (completion of Bachelor's or Master's degree) is encouraged. At this stage of the Senior NCO's career, MSGs/ISGs should already have successfully completed an Bachelor's Degree. While any civilian education shows exceptional degree of motivation due to the austere environment and operational tempo assigned of Special Forces a college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) Masters Sergeants and First Sergeants should study and master the following military publications: STP 21-24-SMCT Warrior Skill Level 2, 3 and 4; FM 1, FM 3-0, FM 3-21.5 Drill and Ceremonies; FM 3-7 NBC Field Handbook; FM 3-25.26 Map Reading, and Land Navigation; FM 4-25.11 First Aid for Soldiers; FM 5-0 Army Planning and Orders Production; FM 6-22 Army Leadership; FM 7-0 Training the Force; FM 7-1 Battle Focused Training; DA PAM 600-25 U.S. Army Noncommissioned Officer Professional Development Guide; TC 3-22.20 Physical Fitness Training; FM 21-31 Topographic Symbols; FM 21-75 Combat Skills of the Soldier; FM 27-10 The Law of Land Warfare; AR 220-1 Unit Status Reporting AR 350-1, Army Training and Leader Development; AR 600-20 Army Command Policy; AR 601-280 Army Retention Program, DA PAM 611-21 Military Occupational Classification and Structure; 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 Automobile and Aircraft Plates; JP 3-05 Joint Special Operations; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) Master Sergeants 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 senior NCO 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 MSGs 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 an bachelor's degree by 17 years and continue studies towards an upper level degree. The MSG must continue to remain competent in technical fields while focus:ng on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army operations, and battle staff functions should be emphasized as essential to an MSG.

( 5 ) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES website. 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 operational tempo assigned to Special Forces, the desired fields of study for Special Forces 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 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: Q5 SF Combat Diving Medical Tech (18D only), S6 SF Combat Diving Supervisor, W1 Special Operations Combat Medic (SOCM), W3 SF Sniper, W7 SF Underwater Operations, W8 SF Military Freefall, 5W Jumpmaster, 2S Battle Staff Operations, F7 Pathfinder.

(8) Active Component SQIs associated with CMF 18; W SF RECON (Target, Analysis, Exploitation Tech), H Instructor (0609), 8 Instructor(0504), 4 Non-Career Recruiter, M First Sergeant, N Joint Planner, P Parachutist, X Drill Sergeant, and V Airborne Ranger, 8 Instructor, T SFOD-D Unit Operator.

(9) (Active Army Only) Active Duty Soldiers must be able to maintain airborne status unless not required by MTOE or TDA. Special emphasis should be placed on successfully completing Static Line Jumpmaster Course prior to the MSG / 1SG grade. In addition Active Component Soldiers should 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 within 3 years.

(10) While a fully qualified CM18 Active Component MSG meets the requirements within the promotion board MILPER message, CMF18 MSGs should have at least 24 months of successful service on an SFOD-A / SMU, Company 1SG or Battalion / Group S-3. Completion of one or more advance skill / functional courses such as SFISC, ASOT, Jumpmaster, Ranger, SFARTAETC, SF Sniper, etc. Foreign Language Proficiency Rating of 1/1 or higher on the DLPT, Have a quality DA Photo on file. Have an accurate Enlisted Record Brief (ERB).

(11) The best qualified CMF 18 Active Component MSGs should be rated as a Operational Detachment Alpha (ODA) Team/Operations Sergeant, 1SG or Battalion / Group S-3 for no less than 18 months in order to gain valuable experience prior to being promoted to Special Forces Sergeant Major and should possess one or more of the following qualifications, a consistently strong pattern of quantifiable excellence Non-Commissioned Officer Evaluation Report (NCOER) ratings by their raters, and a consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade. Consistent scores of 270 or above on the APFT. Foreign language proficiency of 1+/1+ or better (Proficiency at 2/2 or above level in one of the CAT IV languages should be considered exceptional). Completion of an Associates or higher Degree. Recognition as a Distinguished Honor Graduate, Honor Graduate, or top 20% Commandants List during NCOES or MOS enhancing courses. Consideration and recognition should be given to MSGs who have been awarded valorous awards. There are cases where an otherwise highly qualified Soldier will not have an opportunity to serve a full 24 months in an SFODA/SMU, Company 1SG or Battalion / Group S-3. Consideration for conventional leadership experience at Battalion/Team/Section level should be given when evaluating these otherwise exceptional MSGs with minimal SFODA experience.

Also, special consideration should be given for those MSGs who are selected for and serve as USAJFKSWCS committee chiefs or have already successfully served as in those positions.

(12) The key and developmental positions are ones of increased responsibility that best prepare Special Forces MSGs to perform the duties and handle the responsibilities of a SGM. The key developmental positions for CMF 18 MSGs include Special Forces Operations Sergeant, First Sergeant or Battalion / Group S-3 at the tactical level, which prepares the MSG/1SG to perform the duties as a Special Forces Sergeants Major. Leadership assignments are the key for successful development within CMF 18. The Special Forces Enlisted Professional Development Guide stresses the importance of serving as a ODA Operations Sergeant or First Sergeant and recommends this experience before advancing to the next higher grade. There is no substitute for serving in Operation Sergeant or First Sergeant critical leadership positions throughout a Special Forces Soldier's career.

*e. SGM/CSM.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO 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. Strive to complete a degree program or accumulate four years of college credit towards a degree. However, continuing civilian education (completion of bachelor or master's degree) is encouraged. At this stage of the Senior NCO's career, SGMs should already have successfully completed an Bachelor's Degree. While any civilian education shows exceptional degree of motivation due to the austere environment and operational tempo assigned to Special Forces. 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 and the CSA Reading List, AKO, General Army Links, Army Leadership. Continued reading about world politics, geo-political issues and field manuals relating to Army operations and current battle doctrine enhance the knowledge base of the leader.

(3) SGMs should study and master the following military publications: STP 21-24-SMCT Warrior Skill Level 2, 3 and 4; FM 1, FM 3-0, FM 3-21.5 Drill and Ceremonies; FM 3-7 NBC Field Handbook; FM 3-25.26 Map Reading and Land Navigation; FM 4-25.11 First Aid for Soldiers; FM 5-0 Army Planning and Orders Production; FM 6-22 Army Leadership; FM 7-0 Training the Force; FM 7-1 Battle Focused Training; DA PAM 600-25 U.S. Army Noncommissioned Officer Professional Development Guide; TC 3-22.20 Physical Fitness Training; FM 21-31 Topographic Symbols; FM 21-75 Combat Skills of the Soldier; FM 27-10 The Law of Land Warfare; AR 220-1 Unit Status Reporting AR 350-1, Army Training and Leader Development; AR 600-20 Army Command Policy; AR 601-280 Army Retention Program; DA PAM 611-21 Military Occupational Classification and Structure; 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 Automobile and Aircraft Plates; JP 3-05 Joint Special Operations; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(4) Sergeants Major 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 senior NCO 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 SGMs 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 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 operations, 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 website. 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 operational tempo assigned to Special Forces, the desired fields of study for Special

Forces 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: Q5 SF Combat Diving Medical (18D only), S6 SF Combat Diving Supervisor, W1 Special Operations Combat Medic (SOCM), W3 SF Sniper, W7 SF Underwater Operations, W8 SF Military Freefall, 5W Jumpmaster, 2S Battle Staff Operations, F7 Pathfinder.

(9) Active Duty SQIs associated with CMF 18; W SF RECON (Target, Analysis, Exploitation Tech), H Instructor (0609), 8 Instructor(0504), 4 Non-Career Recruiter, M First Sergeant, N Joint Planner, P Parachutist, X Drill Sergeant, and V Airborne Ranger, 8 Instructor, T SFOD-D Unit Operator.

(10) (Active Army Only) Active Duty Soldiers must be able to maintain airborne status unless not required by MTOE or TDA. Special emphasis should be placed on successfully completing Jumpmaster School prior to the SGM grade. In addition Active Duty Soldiers should continue their foreign language qualification and cultural skills at the proficiency rating of 1/1 or higher. Active Duty Soldier must maintain a DA Photo within 3 years.

(11) While a fully qualified CM18 Active Component SGM meets the requirements within the promotion board MILPER message, CMF18 SGMs should have at least 24 months of successful service on an Company or Battalion / Group S-3. Completion of one or more advance skill / functional courses such as SFISC, ASOT, Jumpmaster, Ranger, SFARTAETC, SF Sniper, etc. Foreign Language Proficiency Rating of 1/1 or higher on the DLPT, Have a quality DA Photo on file. Have an accurate Enlisted Record Brief (ERB).

(12) The best qualified CMF 18 Active Component SGMs should be rated as a Company, Battalion S-3 or Group S-3 Sergeants Major for no less than 18 months in order to gain valuable experience prior to being promoted to Special Forces Command Sergeants Major and should possess one or more of the following qualifications, a consistently strong pattern of quantifiable excellence Non-Commissioned Officer Evaluation Report (NCOER) ratings by their raters, and a consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade. Consistent scores of 270 or above on the APFT. Foreign language proficiency of 1+/1+ or better (Proficiency at 2/2 or above level in one of the CAT IV languages should be considered exceptional). Completion of an Associates or higher Degree. Recognition as a Distinguished Honor Graduate, Honor Graduate, or top 20% Commandants List during NCOES or MOS enhancing courses. Consideration and recognition should be given to SGMs who have been awarded valorous awards. There are cases where an otherwise highly qualified Soldier will not have an opportunity to serve a full 24 months in a Company, Battalion or Group S-3. Consideration for conventional leadership experience at Battalion/Group level should be given when evaluating these otherwise exceptional SGMs with minimal Company, Battalion S-3 or Group S-3 experience. Also, special consideration should be given for those SGMs who are selected for and serve as USAJFKSWCS Company Sergeants Major or have already successfully served as in those positions.

(13) The key and developmental positions are ones of increased responsibility that best prepare Special Forces SGMs to perform the duties and handle the responsibilities of a CSM. The key developmental positions for CMF 18 SGMs include Special Forces Company, Battalion S-3 or Group S-3 Sergeants Major at the tactical level, which prepares the SGM to perform the duties as a Special Forces Command Sergeants Major. Leadership assignments are the key for successful development within CMF 18. The Special Forces Enlisted Professional Development Guide stresses the importance of serving as a Company, Battalion S-3 or Group S-3 Sergeants Major and recommends this experience before advancing to the next higher grade. There is no substitute for serving in Company, Battalion S-3 or Group S-3 Sergeants Major critical leadership positions throughout a Special Forces Soldier's career.

#### **8-4. MOS 18B Special Forces Weapons Sergeant**

*a. Major duties.* 18B-Special Forces Weapons Sergeant (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 operations; reads, interprets, and prepares combat orders; coordinates organic and supporting fire power, performs standard and non-standard air delivery, airborne operations, and air-ground operations; 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 Smartbook 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 Special Forces Qualification Course (SFQC), Soldiers are awarded CMF 18 MOS, promoted to the rank of Sergeant 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.* United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) recruits AA Specialists thru SSG, all MOS's, 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 and DA Pam 351–4 to attend Special Forces Assessment and Selection (SFAS). Soldiers volunteering for SF training must first attend and successfully complete SFAS before beginning the SFQC. The 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 Forces Operations Recruiting Company for additional information on recruiting and SFAS.

(2) *18X Initial Accessions Program (IAP).* 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 in the U.S. Army as a PFC under Special Reporting Code (SRC) 18X, attend Infantry One-Station Unit Training (11B OSUT) 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 in MOS 11B. See Go Army for additional information.

(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–SP), 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 Group or Special Mission Unit (SMU)), with most on an SFODA/SMU Team. Special Forces NCOs will spend the majority of their career in these war-fighter assignments. SF NCOs, in a typical career, can expect to do a minimum of one staff rotation within an SF Operational Group (CO/BN/GP) and one TDA assignment (outside the SF GP). Senior NCOs, serving in an Operational Group/SMU (in a staff or similar position), should avoid extended or consecutive assignments (in excess of 48 months) away from the ODA/SMU Team and consecutive (back-to-back) TDA assignments away from the Operational Group/SMU. It is not uncommon for a SF NCO in an SMU to serve most or all of his operational time in an SMU.

(2) *Advanced (Special Skills) training.* All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

(3) *Language training and regional orientation.* Completion of Special Operations Language Training (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. The goal for all SF NCOs is sustainment at a minimum level 1

proficiency. Based on unique mission requirements, CMF 18 Soldiers assigned to a SMU may not be required to maintain foreign language skills.

(4) *Physical fitness.* All Special Forces 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.

(5) *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) *SSG.*

1. *Institutional training.* The 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 Special Forces SSG should serve not less than 36 consecutive months on an SFODA immediately upon completion of the SFQC before a follow on assignment.

3. *Self-development.* Successful SSGs may be selected to serve at the SF Company, Battalion, Group level, or SWCS after completing at least 36 months on an SFODA. To be considered eligible for selection for promotion to SFC, SSGs should successfully serve 24 months on an SFODA/SMU. For additional information on self-development, refer to paragraph 8-3.

4. *Additional training.* All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course, Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses Static Line Jumpmaster Course, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

5. *Special assignments.* USAJFKSWCS Instructor, Recruiter, Drill Instructor (11B OSUT), SMU OTC/CTQC Instructor.

(b) *SFC.*

1. *Institutional training.* SLC (For promotion to SFC, see [AR 600-8-19](#) Enlisted Promotions and Reductions). First Sergeants Course no longer exist within ATRRs. However content for the SLC will include materials required for success at both the platoon and company level. Relevant parts of the First Sergeants Course will be migrated into the SLC. The scope of tasks/competencies addressed in SLC will provide both the platoon 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.* To be considered eligible for selection for promotion to MSG/18Z, SFCs must successfully serve not less than 36 months on an SFODA or SMU. CMF 18 Detachment Assistant Operations Sergeant is the NCO appointed by the Team/Operations Sergeant to be the 2IC, regardless of MOS. Serve as the Senior Weapons, Senior Engineer, Senior Medic, Senior Communications or Intelligence Sergeant on a SFODA or SMU. The SFODA/SMU is the primary war-fighter assignment for a SFC. Other operational assignments include: Staff Operations (ODB to MACOM Level), USAJFKSWCS Instructor, OC (JRTC/CTC), and CA. (An assignment to CA is currently viewed as an operational tour on par with service in an Operational Group or SMU).

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, Detachment Team/Operations Sergeant. For additional information on self-development, refer to paragraph 8-3.

4. *Additional training.* Those Soldiers that have completed the Special Forces Intelligence Sergeant's Course (SFISC) will serve as the Detachment Intel SGT/18F. The CMF 18 SFC should strive to attend the

Static Line Jumpmaster Course and become qualified in at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Static Line Jumpmaster Course, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

5. *Special assignments.* Military Science Instructor (ROTC), USAJFKSWCS instructor, Drill Sergeant, Recruiter, and SMU OTC/CTQC Instructor.

(c) *MSG/ISG.*

1. *Institutional training.* SGM Academy or sister service equivalent.

(For promotion to MSG, see [AR 600-8-19](#) Enlisted Promotions and Reductions). FSC no longer exist within ATRRs. However content for the SLC will include materials required for success at both the platoon and company level. Relevant parts of the First Sergeants Course will be migrated into the SLC. The scope of tasks/competencies addressed in SLC will provide both the platoon 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.* Serves as SFODA/SMU Detachment (Team/Operations) Senior Sergeant. The 18Z Team/Operations Sergeant is the senior NCO of the SF Operational Detachment Alpha/SMU Team responsible for all administrative, operational, and training requirements of the detachment in peacetime and war; supervises all aspects of mission preparation (isolation) and execution. CMF18 MSG are the "subject matter experts (SMEs)" in ARSOF, capable of planning and executing conventional and unconventional combat operations across the spectrum of conflict in support of theatre level objectives in a unilateral, joint, interagency, multi-national, combined, or coalition environment. The SFODA/ SMU is the primary war-fighter assignment for a MSG. Other operational assignments include: ISG, Operations NCOIC from the SF Company/Battalion through unified or joint command headquarters, and CA BN Operations Sergeant.

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/SMU Team/Operations Sergeant or First Sergeants. MSGs should avoid extended or consecutive assignments (in excess of 48 months) outside the Operational Group or SMU. For additional information on self-development, refer to paragraph 8-3.

4. *Additional training.* The SF MSG should be a graduate of the Static Line Jumpmaster Course and at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

5. *Special assignments .* SMU Chief/Senior Instructor , ISG , USAJFKSWCS/SMU Cadre Team/Operations Sergeant, USAJFKSWCS Senior Instructor, JRTC/CTC Senior OC, CMF 18 Branch Manager, CMF 18 Proponent, Military Science Instructor (ROTC), and RC advisor. .

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

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

f. *Additional information.* Visit the Special Forces Branch Homepage. CMF 18 Special Forces.

## 8-5. MOS 18B Professional Development Model

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address: <<https://ile.atsc.army.mil/pdmPublic/pdm.html>>.

#### **8-6. MOS 18B 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 Specialists thru SSG, all MOS's 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, ATTN: 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. RC duty/operational Assignments.*

(1) The RC Soldiers may serve in USAJFKSWCS and various SF and Special Operations positions by volunteering for and being selected for assignment. The RC SF Soldiers may serve 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 Special Operations units. However, due to geographic considerations and limited upward mobility in ARNG

Special Operations units, some Soldiers may not be able to stay only in Special Operations 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 United States Special Operations Command (USSOCOM), USASOC, United States Army Special Forces Command (USASFC), USAJFKSWCS, or National Guard Bureau (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 AD (for example, short tours) with USSOCOM; USASOC; USASFC; USAJFKSWCS; Theater Army Special Operations Support Command (TASOSC); TSOCS; 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, chapter 3, ADSW in accordance with AR 135-200, chapter 6 and KPUP managed by the NGB only, normally limited to ninety days in duration.

(4) RC SF Soldiers may also serve in the traditional M-Day or IMA status.

#### **8-7. MOS 18C Special Forces Engineer Sergeant**

*a. Major duties.* The Special Forces Engineer Sergeant (SSG/SFC). Employs offensive/defensive combat engineer capabilities; performs and instructs in demolitions, explosives, improvised munitions, U.S. and foreign landmines, mine/countermine operations, 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 operations 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 Smartbook 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 Sergeant E–5, and 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 AA Specialists thru SSG, all MOS's, 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 and DA Pam 351–4 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 SF training (SFQC) and serve on a SFODA. Those selected will PCS to Ft. 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 Forces Operations Recruiting Company for additional information on recruiting and SFAS.

(2) 18X IAP. Initial Entry Enlistees (prior or non-prior service), between the ages of 20 and 29, meeting USAREC recruiting criteria for SF, will enlist as a PFC under SRC 18X, attend 11B OSUT 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 in MOS 11B. See Go Army for additional information.

(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 Cdr, USAJFKSWCS (AOJK–SP), 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 Group or SMU), with most on an SFODA/SMU Team. Special Forces NCOs will spend the majority of their career in these war-fighter assignments. Special Forces NCOs, in a typical career, can expect to do a minimum of one staff rotation within an SF Operational Group (CO/BN/GP) and one TDA assignment (outside the SF GP). Senior NCOs, serving in an Operational Group/SMU (in a staff or similar position), should avoid extended or consecutive assignments (in excess of 48 months) away from the ODA/SMU Team and consecutive (back-to-back) TDA assignments away from the Operational Group/SMU. It is not uncommon for a SF NCO in an SMU to serve most or all of his operational time in an SMU.

(2) *Advanced (Special Skills) training.* All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Static Line Jumpmaster Course, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

(3) *Language training and regional orientation.* Completion of SOLT is required for initial award of CMF18 MOS and is included in the SFQC. Special Forces units are regionally oriented to ensure they have the resident skills and cultural understanding necessary to communicate with and influence their foreign counterparts. The goal for all SF NCOs is sustainment at a minimum level 1 proficiency. Based on unique mission requirements, CMF 18 Soldiers assigned to a SMU may not be required to maintain foreign language skills.

(4) *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.

(5) *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) SSG.*

1. *Institutional training.* The 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, Sergeant 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 36 consecutive months on an SFODA immediately upon completion of the SFQC before a follow on assignment.

3. *Self-development.* Successful SSGs may be selected to serve at the SF Company, Battalion, Group level, or SWCS after completing at least 36 months on an SFODA. To be considered eligible for selection for promotion to SFC, SSGs should successfully serve 24 months on an SFODA/SMU. For additional information on self-development, refer to paragraph 8-3.

4. *Additional training.* All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

5. *Special assignments.* USAJFKSWCS Instructor, Recruiter, Drill Instructor (11B OSUT), SMU OTC/CTQC Instructor..

*(b) SFC.*

1. *Institutional training.* SLC.

2. *Operational assignments.* Serve as the Senior Engineer, or Intelligence Sergeant on a SFODA or SMU. The SFODA/SMU is the primary war-fighter assignment for a SFC. Other operational assignments include: Staff Operations (ODB to MACOM Level), USAJFKSWCS Instructor; OC (JRTC/CTC), and CA. (An assignment to CA is currently viewed as an operational tour on par with service in an Operational Group or SMU).

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, Detachment Team/Operations Sergeant. To be considered eligible for selection for promotion to MSG/18Z, SFCs must successfully serve not less than 36 months on an SFODA or SMU. CMF 18 Detachment Assistant Operations Sergeant is the NCO appointed by the Team/Operations Sergeant to be the 2IC, regardless of MOS. For additional information on self development, refer to paragraph 8-3.

4. *Additional training.* Those Soldiers that have completed the SFISC will serve as the Detachment Intel SGT/18F. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

5. *Special assignments.* Military science instructor (ROTC), USAJFKSWCS instructor, drill sergeant, recruiter, and SMU OTC/CTQC Instructor.

*(c) MSG.*

1. *Institutional training.* SGM Academy, or sister service equivalent.

2. *Operational assignments.* To be considered eligible for selection for promotion to SGM, MSGs must successfully serve no less than 24 months as an SFODA/SMU Team/Operations Sergeant. The 18Z Team/Operations Sergeant is the senior NCO of the SFODA/SMU Team responsible for 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 ARSOF, capable of planning and executing conventional and unconventional combat operations across the spectrum of conflict in support of theatre level objectives in a unilateral, joint, interagency, multinational, combined, or coalition environment. The SFODA/SMU is the primary war-fighter assignment for a MSG. Other operational assignments include: 1SG, Operations NCOIC from the SF Company/Battalion through unified or joint command headquarters, and CA BN Operations Sergeant.

3. *Self-development.* MSG should avoid extended or consecutive assignments (in excess of 48 months) outside the Operational Group or SMU. For additional information on self-development, refer to paragraph 8-3.

4. *Additional training.* The SF MSG should be a graduate of the Static Line Jumpmaster Course and at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

5. *Special assignments.* SMU Chief/Senior Instructor, 1SG, USAJFKSWCS/SMU Cadre Team/Operations Sergeant, USAJFKSWCS Senior Instructor, JRTC/CTC Senior OC, CMF 18 Branch Manager, CMF 18 Proponent, Military Science Instructor (ROTC), and RC advisor.

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

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

f. *For additional information.* Visit the SF Branch Homepage. CMF18 Special.

## **8-8. MOS 18C Professional Development Model**

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address: <<https://ile.atsc.army.mil/pdmPublic/pdm.html>>.

## **8-9. MOS 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 Specialists thru SSG, all MOS's 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) 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. *RC duty/operational Assignments.*

(1) The RC Soldiers may serve in USAJFKSWCS and various SF and Special Operations positions by volunteering for and being selected for assignment. The RC SF Soldiers may serve 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 Special Operations units. However, due to geographic considerations and limited upward mobility in ARNG Special Operations units, some Soldiers may not be able to stay only in Special Operations 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 United States Special Operations Command (USSOCOM), USASOC, United States Army Special Forces Command (USASFC), USAJFKSWCS, or National Guard Bureau (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 AD (for example, short tours) with USSOCOM; USASOC; USASFC; USAJFKSWCS; Theater Army Special Operations Support Command (TASOSC); TSOcs; 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. ~~These voluntary tours do not include the Title 10 AGR force.~~

(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, chapter 3, ADSW in accordance with AR 135–200, chapter 6 and Key Personnel Upgrade Program (KPUP) managed by the NGB only, normally limited to ninety days in duration.

(4) RC SF Soldiers may also serve in the traditional M-Day or IMA status.

## **8–10. MOS 18D–Special Forces Medical Sergeant**

*a. Major duties.* 18D–SF Medical Sergeant (SSG/SFC). Ensures detachment medical readiness; establishes and supervises temporary, fixed and unconventional warfare medical/dental facilities to support conventional or unconventional operations 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; manages and supervise all aspects of deployed preventive medicine; develops and provides medical intelligence as required; in unconventional warfare 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 battalion 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 area requiring animal transportation or use; provides guidance and training of medical personnel and preventive medicine specialists.

*b. Prerequisites.* For initial award of the CMF 18 MOS, see DA Pam 611–21 in the HRC Smartbook 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 Sergeant E–5, and 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 AA Specialists thru SSG, all MOS's, 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 and DA Pam 351–4 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 SF training (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

SF Operations Recruiting Company for additional information on recruiting and SFAS.

(2) *18X IAP*. Initial Entry Enlistees (prior or nonprior service), between the ages of 20 and 29, meeting USAREC recruiting criteria for SF, will enlist in the U.S. Army as a PFC under SRC 18X, attend 11B OSUT 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 in MOS 11B. See Go Army for additional information.

(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 Cdr, USAJFKSWCS (AOJK-SP), Fort Bragg, NC 28310.

*c. Goals for development.*

(1) *Assignments*. The vast majority of enlisted authorizations in CMF18 are in operational assignments (for example, SFODA or SMU, with most on an SFODA/SMU Team). SF NCOs will spend the majority of their career in these warfighter assignments. SF NCOs, in a typical career, can expect to do a minimum of one staff rotation within an SF Operational Group (CO/BN/GP) and one TDA assignment (outside the SF GP). Senior NCOs, serving in an Operational Group/SMU (in a staff or similar position), should avoid extended or consecutive assignments (in excess of 48 months) away from the ODA/SMU Team and consecutive (back-to-back) TDA assignments away from the SFODA/SMU. It is not uncommon for a SF NCO in an SMU to serve most or all of his operational time in an SMU.

(2) *Advanced (Special Skills) training*. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

(3) *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. The goal for all SF NCOs is sustainment at a minimum level 1 proficiency. Based on unique mission requirements, CMF 18 Soldiers assigned to a SMU may not be required to maintain foreign language skills.

(4) *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.

(5) *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) SSG.*

1. *Institutional training*. The WLC and ALC are part of the SFQC and required for award of any CMF 18 MOS.

2. *Operational assignments*. The SFODA/SMU is the primary war-fighter assignment for a SSG. Serve as the Junior Medical Sergeant on a SFODA or SMU. A SF SSG should serve not less than 36 consecutive months on an SFODA immediately upon completion of the SFQC before a follow on assignment. Successful SSGs may be selected to serve at the SF Company, Battalion, Group level, or SWCS after completing at least 36 months on an SFODA. To be considered eligible for selection for promotion to SFC, SSGs should successfully serve 24 months on an SFODA/SMU.

3. *Self-development*. For additional information on self-development, refer to paragraph 8-3.

4. *Additional training*. All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC

formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

5. *Special assignments.* USAJFKSWCS Instructor, Recruiter, Drill Instructor (11B OSUT), SMU OTC/CTQC Instructor..

(b) *SFC.*

1. *Institutional training.* SLC.

2. *Operational assignments.* Serve as the Senior Medical Sergeant on a SFODA or SMU. The SFODA/SMU is the primary war-fighter assignment for a SFC. Other operational assignments include: Staff Operations (ODB to MACOM Level), USAJFKSWCS Instructor; OC (JRTC/CTC), and CA. (An assignment to CA is currently viewed as an operational tour on par with service in an Operational Group or SMU).

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, Detachment Team/Operations Sergeant. To be considered eligible for selection for promotion to MSG/18Z, SFC must successfully serve not less than 36 months on an SFODA or SMU. CMF 18 Detachment Assistant Operations Sergeant is the NCO appointed by the Team/Operations Sergeant to be the 2IC, regardless of MOS. Additionally, all SFC should strive to complete the Static Line Jumpmaster Course for more favorable consideration for promotion to MSG. For additional information on self-development, refer to paragraph 8-3.

4. *Additional training.* Those Soldiers that have completed the SFISC will serve as the Detachment Intel SGT / 18F. The CMF 18 SFC should strive to attend the Static Line Jumpmaster Course and become qualified in at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

5. *Special assignments.* Military science instructor (ROTC), USAJFKSWCS instructor, drill sergeant, recruiter, and SMU OTC/CTQC Instructor.

(c) *MSG.*

1. *Institutional training.* SGM Academy or sister service equivalent.

2. *Operational assignments.* To be considered eligible for selection for promotion to SGM, MSGs must successfully serve no less than 24 months as an SFODA/SMU Team/Operations Sergeant. MSGs should avoid extended or consecutive assignments (in excess of 48 months) outside the Operational Group or SMU. Serves as SFODA/SMU Detachment (Team) Senior Sergeant. The 18Z Team/Operations Sergeant is the senior NCO of the SFODA/SMU Team responsible for 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 ARSOF, capable of planning and executing conventional and unconventional combat operations across the spectrum of conflict in support of theatre level objectives in a unilateral, joint, interagency, multinational, combined, or coalition environment. The SFODA/SMU is the primary war-fighter assignment for a MSG. Other operational assignments include: 1SG, Operations NCOIC from the SF Company/Battalion through unified or joint command headquarters, and CA BN Operations Sergeant.

3. *Self-development.* For additional information on self-development, refer to paragraph 8-3.

4. *Additional training.* The SF MSG should be a graduate of the Static Line Jumpmaster Course and at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course

(CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

5. *Special assignments*. SMU Chief/Senior Instructor, 1SG, USAJFKSWCS/SMU Cadre Team/Operations Sergeant, USAJFKSWCS Senior Instructor, JRTC/CTC Senior OC, CMF 18 Branch Manager, CMF 18 Proponent, Military Science Instructor (ROTC), and RC advisor.

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

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

f. *For additional information*. Visit the SF Branch Homepage. CMF18 Special Forces.

### **8-11. MOS 18D Professional Development Model**

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address: <<https://file.atsc.army.mil/pdmPublic/pdm.html>>.

### **8-12. MOS 18D Reserve Component**

a. The mission and duties for RC CMF 18 Soldiers are identical to AA 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 Specialists thru SSG, all MOS's 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) 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. RC duty/operational assignments are as follows:

(1) The RC Soldiers may serve in USAJFKSWCS and various SF and Special Operations positions by volunteering for and being selected for assignment. The RC SF Soldiers may serve 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 Special Operations units. However, due to geographic considerations and limited upward mobility in ARNG Special Operations units, some Soldiers may not be able to stay only in Special Operations 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 United States Special Operations Command (USSOCOM), USASOC, United States Army Special Forces Command (USASFC), USAJFKSWCS, or National Guard Bureau (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 AD (for example, short tours) with USSOCOM; USASOC; USASFC; USAJFKSWCS; Theater Army Special Operations Support Command (TASOSC); TSOcs; 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, chapter 3, ADSW in accordance with AR 135–200, chapter 6 and KPUP managed by the NGB only, normally limited to ninety days in duration.

(4) RC SF Soldiers may also serve in the traditional M-Day or IMA status.

### **8–13. MOS 18E Special Forces Communications Sergeant**

*a. Major duties.* Communications Sergeant 18E–SF (SSG/SFC) provides conventional and unconventional tactical communications support during unilateral, combined, coalition, joint, interagency and multinational operations; employs ODA 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 Operating Base (SFOB) level; prepares communications plan and annexes; prepares Signal Operations Instructions/Communication Electronics Operations Instructions (SOI/CEOI); serves as Communications-Electronics (C–E) NCOIC for FOB communications.

*b. Prerequisites.* For initial award of the CMF 18 MOS, see DA Pam 611–21 in the HRC Smartbook 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 Sergeant E–5, and 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 AA Specialists thru SSG, all MOS's, 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 and DA Pam 351–4 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 Special Forces Operations Recruiting Company for additional information on recruiting and SFAS.

(2) *18X IAP.* Initial Entry Enlistees (prior or nonprior service), between the ages of 20 and 29, meeting USAREC recruiting criteria for SF, will enlist as a PFC under SRC 18X, attend 11B OSUT 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 in MOS 11B. See Go Army for additional information.

(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 CDR, USAJFKSWCS (AOJK–SP), Fort Bragg, NC 28310.

#### *c. Goals for development.*

(1) *Assignments.* The vast majority of enlisted authorizations in CMF18 are in operational assignments, that is, the SFODA or SMU, with most on an SFODA/SMU Team. SF NCOs will spend the majority of their career in these warfighter assignments. SF NCOs, in a typical career, can expect to do a minimum of one staff rotation within an SF Operational Group (CO/BN/GP) and one TDA assignment (outside the SF GP). Senior NCOs, serving in an SFODA/ SMU (in a staff or similar position), should avoid extended or consecutive assignments (in excess of 48 months) away from the SFODA/SMU Team and consecutive (back-to-back) TDA assignments away from the SFODA/SMU. It is not uncommon for a SF NCO in an SMU to serve most or all of his operational time in an SMU.

(2) *Advanced (Special Skills) training.* All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger

School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

(3) *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. The goal for all SF NCOs is sustainment at a minimum level 1 proficiency. Based on unique mission requirements, CMF 18 Soldiers assigned to a SMU may not be required to maintain foreign language skills.

(4) *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.

(5) *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) *SSG.*

1. *Institutional training.* The 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 Sergeant 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 36 consecutive months on an SFODA immediately upon completion of the SFQC before a follow on assignment. An exception to this is 18E Communications Sergeants may be required to serve 12 or more months in the Base Station Section of the SF Battalion Support Company upon completion of the SFQC prior to assignment to an SFODA.

3. *Self-development.* Successful SSGs may be selected to serve at the SF Company, Battalion, Group level, or SWCS after completing at least 36 months on an SFODA. To be considered eligible for selection for promotion to SFC, SSGs should successfully serve 24 months on an SFODA/SMU. For additional information on self-development, refer to paragraph 8-3.

4. *Additional training.* All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

5. *Special assignments.* USAJFKSWCS Instructor, Recruiter, Drill Instructor (11B OSUT), SMU OTC/CTQC Instructor..

(b) *SFC.*

1. *Institutional training.* SLC.

2. *Operational assignments.* Serve as the Senior Weapons, Engineer, Communications, Medical, or Intelligence Sergeant on a SFODA or SMU. The SFODA/SMU is the primary war-fighter assignment for a SFC. Other operational assignments include: Staff Operations (ODB to MACOM Level), USAJFKSWCS Instructor; OC (JRTC/CTC), and CA. (An assignment to CA is currently viewed as an operational tour on par with service in an Operational Group or SMU). CMF 18 MOSs (B, C, D, E, and F) feed 18Z, Detachment Team/Operations Sergeant. To be considered eligible for selection for promotion to MSG/18Z, SFCs must successfully serve not less than 36 months on an SFODA or SMU. CMF 18 Detachment Assistant Operations Sergeant is the NCO appointed by the Team/Operations Sergeant to be the 2IC, regardless of MOS.

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. For additional information on self-development, refer to paragraph 8-3.

4. *Additional training.* Those Soldiers that have completed the SFISC will serve as the Detachment Intel SGT/18F. The CMF 18 SFC should strive to attend the Static Line Jumpmaster Course and become qualified in at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

5. *Special assignments.* Military science instructor (ROTC), USAJFKSWCS instructor, drill sergeant, recruiter, and SMU OTC/CTQC Instructor.

(c) *MSG.*

1. *Institutional training.* SGM Academy or sister service equivalent.

2. *Operational assignments.* To be considered eligible for selection for promotion to SGM, MSGs must successfully serve no less than 24 months as an SFODA/SMU Team/Operations Sergeant. MSGs should avoid extended or consecutive assignments (in excess of 48 months) outside the Operational Group or SMU. Serves as SFODA/SMU Detachment (Team) Senior Sergeant. The 18Z Team/Operations Sergeant is the senior NCO of the SODA Alpha/SMU Team responsible for all administrative, operational, and training requirements of the detachment in peacetime and war; supervises all aspects of mission preparation (isolation) and execution. CMF18 MSG are the "SME" in ARSOF, capable of planning and executing conventional and unconventional combat operations across the spectrum of conflict in support of theatre level objectives in a unilateral, joint, interagency, multinational, combined, or coalition environment. The SFODA/SMU is the primary war-fighter assignment for a MSG. Other operational assignments include: 1SG, Operations NCOIC from the SF Company/Battalion through unified or joint command headquarters, and CA BN Operations Sergeant.

3. *Self-development.* For additional information on self-development, refer to paragraph 8-3.

4. *Additional training.* The SF MSG should be a graduate of the Static Line Jumpmaster Course and at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

5. *Special assignments.* SMU Chief/Senior Instructor, 1SG, USAJFKSWCS/SMU Cadre Team/Operations Sergeant, USAJFKSWCS Senior Instructor, JRTC/CTC Senior Observer/Controller, CMF 18 Branch Manager, CMF 18 Proponent, Military Science Instructor (ROTC), and RC advisor.

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

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

f. *For additional information.* Visit the SF Branch Homepage. CMF18 Special Forces.

#### **8-14. MOS 18E Professional Development Model**

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address: <<https://ile.atsc.army.mil/pdmPublic/pdm.html>>.

#### **8-15. MOS 18E 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 Specialists thru SSG, all MOS's 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) 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. *RC duty/operational assignments.*

(1) The RC Soldiers may serve in USAJFKSWCS and various SF and Special Operations positions by volunteering for and being selected for assignment. The RC SF Soldiers may serve 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 Special Operations units. However, due to geographic considerations and limited upward mobility in ARNG Special Operations units, some Soldiers may not be able to stay only in Special Operations 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 United States Special Operations Command (USSOCOM), USASOC, United States Army Special Forces Command (USASFC), USAJFKSWCS, or National Guard Bureau (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 AD (for example, short tours) with USSOCOM; USASOC; USASFC; USAJFKSWCS; Theater Army Special Operations Support Command (TASOSC); TSOcs; 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, chapter 3, ADSW in accordance with AR 135-200, chapter 6 and KPUP managed by the NGB only, normally limited to ninety days in duration.

(4) RC SF Soldiers may also serve in the traditional M-Day or IMA status.

## **8-16. MOS 18F Special Forces Intelligence Sergeant**

a. *Major duties.* Intelligence Sergeant 18F-SF (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, joint, interagency, and multinational operations; 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 specialist 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, or E). After successful completion of the Special Forces Intelligence Sergeant's Course all SFCs 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.

c. *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-SP), Fort Bragg, NC 28310.

d. *Goals for development.*

(1) *Assignments.* The vast majority of enlisted authorizations in CMF18 are in operational assignments (e.g., SF Operational Group or SMU), with most on an SFODA/SMU Team. SF NCOs will spend the majority of their career in these war-fighter assignments. SF NCOs, in a typical career, can expect to do a minimum of one staff rotation within an SF Operational Group (CO/BN/GP) and one TDA assignment (outside the SF GP). Senior NCOs, serving in an Operational Group/SMU (in a staff or similar position), should avoid extended or consecutive assignments (in excess of 48 months) away from the ODA/SMU Team and consecutive (back-to-back) TDA assignments away from the Operational Group/SMU. It is not uncommon for a SF NCO in an SMU to serve most or all of his operational time in an SMU.

(2) *Advanced (special skills) training.* All CMF 18 Soldiers should strive to become qualified in at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

(3) *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. The goal for all SF NCOs is sustainment at a minimum level 1 proficiency. Based on unique mission requirements, CMF 18 Soldiers assigned to a SMU may not be required to maintain foreign language skills.

(4) *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.

(5) *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) *SFC.*

1. *Institutional training.* SLC, SFISC.

2. *Operational assignments.* CMF 18 MOSs (B, C, D, E, and F) feed 18Z, Detachment Team/Operations Sergeant. To be considered eligible for selection for promotion to MSG/18Z, SFCs must successfully serve not less than 36 months on an SFODA or SMU. CMF 18 Detachment Assistant Operations Sergeant is the NCO appointed by the Team/Operations Sergeant to be the 2IC, regardless of MOS. Serve as the Senior Intelligence Sergeant on a SFODA or SMU. The SFODA/SMU is the primary war-fighter assignment for a SFC. Other operational assignments include: Staff Operations (ODB to MACOM Level), USAJFKSWCS Instructor; OC (JRTC/CTC), and CA. (An assignment to CA is currently viewed as an operational tour on par with service in an Operational Group or SMU).

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. For additional information on self-development, refer to paragraph 8-3.

4. *Additional training.* Those Soldiers that have completed the SF Intelligence Sergeant's Course (SFISC) will serve as the Detachment Intel SGT/18F. The CMF 18 SFC should strive to attend the Static Line Jumpmaster Course and become qualified in at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU)

Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

5. *Special assignments.* Military science instructor (ROTC), USAJFKSWCS instructor, drill sergeant, recruiter, and SMU OTC/CTQC Instructor.

(b) *MSG.*

1. *Institutional training.* SGM Academy, or sister service equivalent.

2. *Operational assignments.* To be considered eligible for selection for promotion to SGM, MSGs must successfully serve no less than 24 months as an SFODA/SMU Team/Operations Sergeant. MSGs should avoid extended or consecutive assignments (in excess of 48 months) outside the Operational Group or SMU. Serves as SFODA/SMU Detachment (Team) Senior Sergeant. The 18Z Team/Operations Sergeant is the senior NCO of the SFODA/SMU Team responsible for 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 ARSOF, capable of planning and executing conventional and unconventional combat operations across the spectrum of conflict in support of theatre level objectives in a unilateral, joint, interagency, multinational, combined, or coalition environment. The SFODA/SMU is the primary war-fighter assignment for a MSG. Other operational assignments include: ISG, Operations NCOIC from the SF Company/Battalion through unified or joint command headquarters, and CA BN Operations Sergeant.

3. *Self-development.* For additional information on self-development, refer to paragraph 8-3.

4. *Additional training.* The SF MSG should be a graduate of the Static Line Jumpmaster Course and at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

5. *Special assignments.* SMU Chief/Senior Instructor, ISG, USAJFKSWCS/SMU Cadre Team/Operations Sergeant, USAJFKSWCS Senior Instructor, JRTC/CTC Senior OC, CMF 18 Branch Manager, CMF 18 Proponent, Military Science Instructor (ROTC), and RC advisor.

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

f. *GI to Jobs.* See GI to Jobs COOL Web site.

g. *For additional information.* Visit the SF Branch Homepage. CMF18 Special Forces.

## **8-17. MOS 18F Professional Development Model**

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address: <<https://ile.atsc.army.mil/pdmPublic/pdm.html>>.

## **8-18. MOS 18F Reserve Component**

a. Per AC guidance with the following exceptions/considerations:

(1) Soldiers holding primary MOS 18D may attend the SFISC upon receiving approval from their ARNG Company CDR.

~~(2) The IADT Soldiers can be recruited off the street for the ARNG. This program commonly called REP-63 is an Initial Entry Enlistees (prior or non-prior service), between the ages of 18 and 29, meeting USAREC recruiting criteria for SF, will enlist in the ARNG. The respective State will determine the combat MOS to feed the SFQC. These Soldiers will complete the respective OSUT 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 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 Special Operations positions by volunteering for and being selected for assignment. The RC SF Soldiers may serve 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 Special Operations units. However, due to geographic considerations and limited upward mobility in ARNG Special Operations units, some Soldiers may not be able to stay only in Special Operations 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 United States Special Operations Command (USSOCOM), USASOC, United States Army Special Forces Command (USASFC), USAJFKSWCS, or National Guard Bureau (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 AD (for example, short tours) with USSOCOM; USASOC; USASFC; USAJFKSWCS; Theater Army Special Operations Support Command (TASOSC); TSOcs; 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, chapter 3, ADSW in accordance with AR 135–200, chapter 6 and KPUP managed by the NGB only, normally limited to ninety days in duration.

(4) RC SF Soldiers may also serve in the traditional M-Day or IMA status

## **8–19. MOS 18Z Special Forces Senior Sergeant**

*a. Major duties.* The Team/Operations Sergeant 18Z is the senior NCO of the Special Forces Operational Detachment Alpha/SMU Team responsible for all administrative, operational, and training requirements of the detachment in peacetime and war; supervises all aspects of mission preparation (isolation) and execution. CMF18 Master Sergeants are the “subject matter experts” in ARSOF, capable of planning and executing conventional and unconventional combat operations across the spectrum of conflict in support of theatre level objectives in a unilateral, joint, interagency, multinational, combined, or coalition environment.

*b. Prerequisites.* For initial award of the CMF 18 MOS, see DA Pam 611–21 in the HRC Smartbook for details.

*c. Goals for development.* The vast majority of enlisted authorizations in CMF18 are in operational assignments, that is, the SF Operational Group or SMU, with most on an SFODA/SMU Team. SF NCOs will spend the majority of their career in these war-fighter assignments. SF NCOs, in a typical career, can expect to do a minimum of one staff rotation within an SF Operational Group (CO/BN/GP) and one TDA assignment (outside the SF GP). Senior NCOs, serving in an Operational Group/SMU (in a staff or similar position), should avoid extended or consecutive assignments (in excess of 48 months) away from the ODA/SMU Team and consecutive (back-to-back) TDA assignments away from the Operational Group/SMU. It is not uncommon for a SF NCO in an SMU to serve most or all of his operational time in an SMU.

*d. Operational assignments.* To be considered eligible for selection for promotion to SGM, MSGs must successfully serve no less than 24 months as an SFODA/SMU Team/Operations Sergeant. MSGs should avoid extended or consecutive assignments (in excess of 48 months) outside the Operational Group or SMU. The SFODA/SMU is the primary warfighter assignment for a MSG. Other operational assignments include: 1SG, Operations NCOIC from the SF Company/ Battalion through unified or joint command headquarters, and CA BN Operations Sergeant.

*e. Self-development.* For additional information on self-development, refer to paragraph 8–3.

*f. Institutional training.* SGM Academy or sister service equivalent, and CSM Course.

*g. Additional training.* None. The SF SGM should be a graduate of the Static Line Jumpmaster Course and at least one advanced skill such as; Advanced Special Operations Techniques (ASOT), Military Free Fall Parachutist (MFF), Military Free Fall Jumpmaster Course (MFFJM), Combat Diver Qualification Course (CDQC), Combat Diver Supervisor Course (CDSC), Special Operations Target Interdiction Course (SOTIC), Special Forces Advanced Reconnaissance and Target Analysis and Exploitation Techniques Course (SFARTAETC), USASOC Mountain Course, Multipurpose Canine Handlers Course Special Forces

Sniper Course (SFSC formerly SOTIC) Special Operations Terminal Attack Controller Course (SOTACC), SMU Operator's Training Course (OTC), SMU Core Training Qualification Course (CTQC) or Ranger School, Recruiter School, Drill Sergeant School, Intermediate Language Training, Advance Language Training, Joint Special Operations University (JSOU) Courses, Jumpmaster School, Battle Staff NCO course, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Cross-training into another CMF 18 MOS is desirable as well.

*h. Special assignments.* USAJFKSWCS NCOA Assistant Commandant, USAJFKSWCS Company SGM, Key West (UWO) & Yuma (MFF), DTRA, USASMA, JRTC, EOA, and ROTC.

#### **8-20. MOS 18Z Professional Development Model**

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address: <<https://ile.atsc.army.mil/pdmPublic/pdm.html>>.

#### **8-21. MOS 18Z Reserve Component Special Forces Master Sergeant and First Sergeant**

*a.* Per AC guidance with the following exceptions/considerations.

*(1) RC duty/operational assignments.*

(a) The RC Soldiers may serve in USAJFKSWCS and various SF and Special Operations positions by volunteering for and being selected for assignment. The RC SF Soldiers may serve 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 Special Operations units. However, due to geographic considerations and limited upward mobility in ARNG Special Operations units, some Soldiers may not be able to stay only in Special Operations 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 United States Special Operations Command (USSOCOM), USASOC, United States Army Special Forces Command (USASFC), USAJFKSWCS, or National Guard Bureau (NGB). Title 10 assignments are made and sponsored by NGB with the consent of the DARNG in support of the NGB charter.

(b) ARNG/USAR Soldiers may volunteer for and serve specified periods of active duty AD (for example, short tours) with USSOCOM; USASOC; USASFC; USAJFKSWCS; Theater Army Special Operations Support Command (TASOSC); TSOcs; 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.

(c) 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, chapter 3, ADSW in accordance with AR 135-200, chapter 6 and KPUP managed by the NGB only, normally limited to ninety days in duration.

(d) RC SF Soldiers may also serve in the traditional M-Day or IMA status.

#### **8-22. MOS 18Z Special Forces Sergeant Major and Command Sergeant Major (O-5 / O6 levels of command)**

*a. Major duties.*

(1) The Sergeant Major is the senior Non-Commissioned Officer of a Special Forces Company (O-4 level of command) or serves as an Operations Sergeant at the various levels of command from the battalion level through various senior level headquarters. Additionally Special Forces Sergeants Major can serve in a variety of key positions that require senior NCO experience. In the role of a Special Forces Company Sergeant Major, 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 operations. 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 NCOs within his company. In other roles as an Operations Sergeant Major, he fills a key staff role within the commands managing the daily activities and operations for the headquarters 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 operations to the staff.

(2) The Command Sergeant Major is the senior Non-Commissioned Officer of a Special Forces Battalion (O-5 level of command) or Group (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 special forces missions and combat operations. 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 NCOs 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 Sergeants Major and Command Sergeants Major are in operational assignments (for example, Special Forces Operational Group or SMU). Historically all Special Forces NCOs will spend the majority of their career in war-fighter assignments within the Special Forces Operational Groups. The key and developmental position that a Special Forces Sergeant Major must be successful in to qualify to be a Command Sergeant Major is as Company Sergeant Major of an Operational Detachment Bravo (SF Company or SMU Troop). Successful performance as a Company Sergeant Major in combination with success in other developmental assignments as a Special Forces Operations Sergeant at the Battalion, Group, and other senior levels of headquarters commands (examples of higher commands: USASOC, USASFC(A), USAJFKSWCS, USSOCOM, and the 6 x Theater Special Operations Commands) prepare Special Forces Sergeants Major to be qualified to perform the duties as a Special Forces Command Sergeant Major. While the Company Sergeant Major position is the cornerstone of the career path the Operations Sergeant Major positions at the SF Group or higher have increased responsibility and including managing joint operations OCONUS in Combined and Joint Special Operations Task Force Headquarters, (examples are JSOTF-P, CFSOCC-A, CJSOTF-A, CJSOTF-AP or other designated Task Forces). The best qualified Special Forces Sergeant Majors for Command Sergeant Major will have performed exceptionally well at the Company level and as an Operations Sergeant Major at one of the levels of command. Additionally, some Sergeants Major, following a performance as a Company Sergeant Major will have assignments in and out of SOF that are not the traditional Operations Sergeant Major 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, National Assessment Group, 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 Operations Forces Senior Enlisted Academy or United States Army Sergeants Major Academy are a few of these assignments. Sergeants Major 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 (Special Forces Group or SMU Squadron) prior to completing an assignment as a Company / Troop Sergeant Major.

(2) Special Forces Battalion Command Sergeants Major (O-5 level of command), the majority of positions reside in the operational force, (Special Forces Group and SMU Squadron / Unit) with some positions residing in the generating force in TDA assignments at USAJFKSWCS. Most Command Sergeants Major will spend the majority of their assignments in the operational force. The goal is to bring operational experience to the generating force so Command Sergeants Major selected for a second CSM tour will normally be slated to serve in a generating force assignment in the USAJFKSWCS. Not all Command Sergeants Major 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 Special Forces Operational Battalion and enhanced by a tour as a Command Sergeant Major in the generating force.

(3) Special Forces Group Command Sergeants Major (O-6 level of command), the majority of positions reside in the operational force, (Special Forces Group and SMU Unit) with some positions residing in the generating force in TDA assignments at USAJFKSWCS (SWG and Commandant NCOA). Most Command Sergeant Majors selected to the Group level will spend the majority of their assignments in the operational force. Command Sergeants Major 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 CSMs positions in a TSOC or deployed headquarters. Not all Command Sergeants Major will have a tour in the operational force and generating force before being selected for a nominative Command Sergeant Major level position. Some Command Sergeants Major 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 Special Forces Operational Group (O6 level) command prior to a nominative Command Sergeant Major position and enhanced by a tour as a Command Sergeant Major in the generating force or served a second tour in an O6 level position in a TSOC or deployed headquarters .

*d. Operational assignments.*

(1) The Special Forces Battalion and Group is the primary operational and war-fighter assignment for a Sergeant Major and Command Sergeant Major. These positions range from the Operational Company / Group level assignments to the operational assignments in a Theater Special Operations Commands or in a deployed task force / command. Some select Sergeants Major will also see assignments to senior commands and nominative Sergeant Major positions at the Joint Staff and USSOCOM. Some Sergeants Major will also see assignment to the generating force USAJFKSWCS, Special Warfare Training Group (SWTG) and NCOA.

(2) Command Sergeants Major can expect primarily operational assignments with a select few having an assignment to the generating force USAJFKSWCS, Special Warfare Training Group (SWTG) and NCOA or to deployed Task Forces / commands. Command Sergeants Major who are qualified at the Battalion or Group level from CSM tours but were not selected by the ARSOF CSM CSL for another command position be slated for Operations assignments at the senior headquarters, USASOC, USASFC(A), USAJFKSWCS, the 6 x Theater Special Operations Commands and nominative Sergeant Major positions at the Joint Staff and USSOCOM.

(3) Command Sergeants Major who have completed a minimum of one tour at the O-6 level are competitive for assignment to the nominative Command Sergeant Major 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 level. Command Sergeants Major who have completed one nominative assignment are competitive for assignment to the following nominative assignments USSOCOM, USASOC, JSOC, NATO Special Operations Command and other senior Army nominative assignments at the 3 and 4 star level. All 18Z Command Sergeants Major selected for a nominative assignment will change to MOS 00Z Command Sergeant Major

*e. Self-development.* The SF CSM is the senior mentor for SF NCOs, SSG to SGM. For additional information on self-development, refer to paragraph 8-3.

*f. Institutional training.* Prior to assuming a Sergeant Major Position a Sergeant Major must complete the USASMC. Prior to assuming a Command Sergeant Major position in ARSOF selected Sergeants Major will attend three Pre-Command Courses: Army Pre-Command Course, Ft Leavenworth, KS; ARSOF Pre-Command Course, Ft Bragg, NC; JSOF Pre-Command Course, Tampa FL.

*g. Additional training.* Special Forces Group (O-6 level of command) Command Sergeants Major will be expected to attend Keystone prior to competing for a nominative assignment.

*h. Special assignments.* Nominative Sergeant Major and Command Sergeant Major assignments to DDSO on the Joint Staff; USSOCOM; all Theater Special Operations Commands; National Assessment Group; Defense Threat Reduction Agency; NATO SOF, AWG, USASFC(A), and USAJFKSWCS are all coordinated through the Office of the Command Sergeant Major United States Army Special Operations Command.

### **8-23. MOS 00Z Professional Development Model**

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address: <<https://ile.atsc.army.mil/pdmPublic/pdm.html>>.

### **8-24. MOS 18Z Special Forces Sergeant Major and Command Sergeant Major (O-5 / O6 levels of command)**

*a.* Per AC guidance with the following exceptions considerations.

(1) *RC duty/operational assignments.*

(a) The RC Soldiers may serve in USAJFKSWCS and various SF and Special Operations positions by volunteering for and being selected for assignment. The RC SF Soldiers may serve 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 Special Operations units. However, due to geographic considerations and limited upward mobility in ARNG Special Operations units, some Soldiers may not be able to stay only in Special Operations 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 United States Special Operations Command (USSOCOM), USASOC, United States Army Special Forces Command (USASFC), USAJFKSWCS, or National Guard Bureau (NGB). Title 10 assignments are made and sponsored by NGB with the consent of the DARNG in support of the NGB charter.

(b) ARNG/USAR Soldiers may volunteer for and serve specified periods of active duty AD (for example, short tours) with USSOCOM; USASOC; USASFC; USAJFKSWCS; Theater Army Special Operations Support Command (TASOSC); TSOCs; 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.

(c) 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, chapter 3, ADSW in accordance with AR 135–200, chapter 6 and KPUP managed by the NGB only, normally limited to ninety days in duration.

(d) RC SF Soldiers may also serve in the traditional M-Day or IMA status.

## Chapter 15

### Psychological Operations (CMF 37) Career Progression Plan

(Proponency note: Based on an Army directed change of function from Psychological Operations (PSYOP) to Military Information Support Operations (MISO), the two terms should be considered the same and interchangeable.

#### 15-1. 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.

#### 15-2. 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 DA PAM 600-25 • 28 July 2008 purpose of 37F is to induce or reinforce foreign attitudes and behavior favorable to U.S. national objectives. 37F are characteristically delivered as information for effect, used during peacetime and conflict, to inform and influence. When properly employed, PSYOP can save lives of friendly and adversary forces by reducing the adversaries' will to fight. By lowering adversary morale and reducing their efficiency, 37F can also discourage aggressive actions and create dissidence and disaffection within their ranks, ultimately inducing surrender. PSYOP provide a commander the means to employ a non-lethal capability across the range of military operations from peace through conflict to war and during post conflict operations.

#### 15-3. Recommend career management self-development by rank

a. *PVT-SPC/CPL*. (CMF37 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. (Active Army only) Soldiers should concentrate on their foreign language training.

(2) Soldiers should study and master the following military publications: FM 3.05.301 Psychological Operations Process, Tactics, Techniques and Procedures, ; FM 3-05.302 Tactical Psychological Operations Tactics, Techniques and Procedures, STP 33-37F14-SM-TG Soldier's Manual and Trainer's Guide, Psychological Operations Specialist, Skill Levels 1 Through 4; STP 21-1 SMCT Warrior Skill Level 1; FM 3-21.5 Drill and Ceremonies;;; FM 3-25.26 Map Reading and Land Navigation; TC 3-22.20 Army Physical Readiness Training; FM 4-25.11 First Aid for Soldiers; FM 21-75 Combat Skills of the Soldier; AR 670-1 Wear and Appearance of Army Uniforms and Insignia; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following books are suggested for self-development: *Art of War* by Sun Tzu, *The Forgotten Soldier* by Sajer, Guy and *The Killer Angels* by Shaara, Michael. CSA Reading List, AKO, General Army Links, Army Leadership contains 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. A majority of Soldiers will earn their Associates Degree at the completion of the Qualification Course. 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 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 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.

(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 website. For information on these and other education programs, visit the AEC on your installation.

*b. SGT.*

(1) The quality and success of a Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Sergeants committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. (Active Army Only) Special emphasis should be placed on successfully completing Jumpmaster School and continuation of their foreign language training.

(2) Sergeants should study and master the following military publications: FM 3.05.301 Psychological Operations Process, Tactics, Techniques and Procedures, ; FM 3-05.302 Tactical Psychological Operations Tactics, Techniques and Procedures, STP 33-37F14-SM-TG Soldier's Manual and Trainer's Guide, Psychological Operations Specialist, Skill Levels 2 and 3; STP 21-1 SMCT Warrior Skill Level 2; FM 3-21.5 Drill and Ceremonies;;; FM 3-25.26 Map Reading and Land Navigation; TC 3-22.20 Army Physical Readiness Training; FM 4-25.11 First Aid for Soldiers; FM 21-75 Combat Skills of the Soldier; AR 670-1 Wear and Appearance of Army Uniforms and Insignia; FM 6-22 Army Leadership; FM 7-0 Training the Force; FM 7-1 Battle Focused Training; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following books are suggested reading for self-development: *Cease Resistance: It's Good for You: A History of U.S. Army Combat Psychological Operations* by Sandler, Stanley; *Common Sense Training* by Collins, Presidio Press, 1980; *Small Unit Leadership* by Malone, Mike; readings on famous military leaders (that is, Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); *The Story of the Noncommissioned Officer Corps* (USA Center of Military History, 70-38); *Infantry Attacks* by Rommel; and *When Bad Things Happen to Good People* by Kushner, Harold S. CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those sergeants willing to make the required sacrifices should seize the available opportunities. A majority of Soldiers will earn their Associates Degree at the completion of the Qualification Course . 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. Degrees should focus on Marketing, Journalism, Political Science, Sociology, Economics, Criminal Justice, International Relations, Psychology, Anthropology, or Communications, including Mass/Multi Media.

(5) Soldier boards such as NCO of the Quarter/Year and the Sergeant Audie Murphy/Sergeant 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. 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 the 37F NCO should plan their college program around a degree that relates to their MOS using information provided on the SOCAD website. 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 on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

(8) As part of the Military Occupational Specialty (MOS) qualification process, all eligible 37F Active Duty Soldiers will attend Cultural Support training and are awarded the PDSI D5K.

*c. SSG.*

(1) The quality and success of a Staff Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants 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 3.05.301 Psychological Operations Process, Tactics, Techniques and Procedures, ; FM 3-05.302 Tactical Psychological Operations Tactics, Techniques and Procedures, STP 33-37F14-SM-TG Soldier's Manual and Trainer's Guide, Psychological Operations Specialist, Skill Levels 2 and 3; STP 21-1 SMCT Warrior Skill Level 3; FM 3-21.5 Drill and Ceremonies;;; FM 3-25.26 Map Reading and Land Navigation; TC 3-22.20 Army Physical Readiness Training; FM 4-25.11 First Aid for Soldiers; FM 21-75 Combat Skills of the Soldier; AR 670-1 Wear and Appearance of Army Uniforms and Insignia; FM 6-22 Army Leadership; FM 7-0 Training the Force; FM 7-1 Battle Focused Training, JP 3-05 Joint Special Operations; DA Pam 600-25 U.S. Army Noncommissioned Offer Professional Development Guide; FM 5-0 Army Planning and Orders Production

, -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. (Active Army Only) Special emphasis should be placed on successfully completing Jumpmaster School and continuation of their foreign language training.

(2) The following additional books are suggested reading for self-development; continue readings on famous military leaders (i.e., Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf);; *Small Unit Administration, Manual or ADP Systems*, Stackpole Books; and *The Noncommissioned Officers' Family Guide*, Gross, Beau Lac Pub, 1985. CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, a majority of Soldiers will earn their Associates Degree at the completion of the Qualification Course. 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 selfdevelopment 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 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 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.

(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.

(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) SSGs are required to successfully complete the Warrior Leader Course (WLC), the Advanced Leader Course (ALC) and should continue their military education and development by attending the Senior Leaders Course (SLC) when available. Soldiers and Leaders must focus upon the professional development education of the individual Soldier. A whole approach to the development of the Soldier should include high physical readiness and conditioning.

(7) As part of the Military Occupational Specialty (MOS) qualification process, all eligible 37F Active Duty Soldiers will attend Cultural Support training and are awarded the PDSI D5K.

#### *d. SFC.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. (Active Army 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 3.05.301 Psychological Operations Process, Tactics, Techniques and Procedures, ; FM 3-05.302 Tactical Psychological Operations Tactics, Techniques and Procedures, STP 33-37F14-SM-TG Soldier's Manual and Trainer's Guide, Psychological Operations Specialist, Skill Levels 2 and 3; STP 21-1 SMCT Warrior Skill Level 3; FM 3-21.5 Drill and Ceremonies;; FM 3-25.26 Map Reading and Land Navigation; TC 3-22.20 Army Physical Readiness Training; FM 4-25.11 First Aid for Soldiers; FM 21-75 Combat Skills of the Soldier; AR 670-1 Wear and Appearance of Army Uniforms and Insignia; FM 6-22 Army Leadership; FM 7-0 Training the Force; FM 7-1 Battle Focused Training, JP 3-05 Joint Special Operations; DA Pam 600-25 U.S. Army Noncommissioned Officer Professional Development Guide; FM 5-0 Army Planning and Orders Production; FM 27-10 The Law of Land Warfare; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following books are suggested reading for self-development: *Combat Leader's Field Guide* 10th Ed.,

Stackpole Books; *Roots of Strategy, Book 2* by Picq, Clausewitz, Jomini, Stackpole Books; *continuer* readings on famous military leaders (that is, Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self development.

(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. 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/Multi Media.

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 operations, 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.

*e. MSG/ISG.*

(1) Major duties. The Master Sergeant/First Sergeant is the senior Non-Commissioned Officer of a MISO Detachment/Company (O-4 level of command) or serves as a MISO Planner at the various levels of command from the Division level through various senior level headquarters. Additionally MISO Master Sergeants can serve in a variety of key positions that require senior NCO experience. In the role of a MISO Company First Sergeant, 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 operations. 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 NCOs within his company. In other roles as a MISO Planner, he fills a key staff role within the commands managing the daily MISO activities and operations for the headquarters he is assigned. He provides seasoned experience in all aspects of MISO's missions and operations to the staff.

(2) Prerequisites. For initial award of the CMF 37 MOS, see DA Pam 611-21 in the HRC Smart book for details.

(3) Goals for development. The vast majority of enlisted authorizations in CMF 37 for Master Sergeants and First Sergeants are in operational assignments. Historically all MISO NCOs will spend the majority of their career in assignments within the MISO Group. The key and developmental positions that a MISO Sergeant must be successful in to qualify to be a Master Sergeant/First Sergeant 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 MISO Sergeant at the Battalion, Group, and other levels of headquarters commands (examples of higher commands: USASOC, USAJFKSWCS, USSOCOM, and the 6 x Theater Special Operations Commands) prepare senior MISO NCOs to be qualified to perform the duties as a Master Sergeant/First Sergeant. While the MIS-T NCOIC and TMIS-D NCOIC positions are the cornerstone of the career path the Master Sergeant/First Sergeant, positions at the MISO Battalion or higher have increased responsibility and include planning operations OCONUS in Combined and Joint Headquarters, (examples are JSOTF-P, CFSOCC-A, CJSOTF-A, CJSOTF-AP or other designated Task Forces). The best qualified senior MISO Sergeants for Master Sergeant/First Sergeant will have performed exceptionally well at the Team level and as a Staff NCO at one of the levels of command. Additionally, some MISO NCOs, following a performance as a Team NCOIC will have assignments in and out of Group that are not the traditional MISO SFC position. Successful performance in these positions is enhancing and provides a strategic overview of the entire Army force. These assignments include Special Operations Recruiting Branch (SORB) Recruiter, Senior Instructor United States Army JFK Special Warfare Center and Schools (SWCS), Joint Military Information Support Command (JMISC) NCO, Observer/Controller JRTC, Doctrine Writer SWCS, EOA, Reserve Advisor, and USASOC Staff NCO. Sergeants 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 (MISO Group) prior to completing an assignment as both a MIS-T NCOIC and a TMIS-T NCOIC.

(4) Operational assignments. The MISO Detachment and Company is the primary operational and war-fighter assignment for a Master Sergeant/First Sergeant. These positions range from the Operational Detachment and Company First Sergeant / Group level assignments to the operational assignments in Theater Special Operations Commands or in a deployed task force / command. Some select Master Sergeants will also see assignments to senior commands and nominative positions at HRC and the generating force USAJFKSWCS, Special Warfare Training Group (SWTG) and NCOA.

(5) Self-development.

(5.a) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO 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 will allow those selected MSGs the opportunity to complete advanced degrees. Degrees should focus on Marketing, Journalism, Political Science, Psychology, Anthropology, or Communications including Mass/Multi Media. A successful MSG should have already completed Jumpmaster School and needs to continue improving on their foreign language training.

(5.b) Masters Sergeants/First Sergeants 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.

(5.c) Master Sergeants 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 senior NCO 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.d) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(5.e) 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 Master Sergeant Position a Senior MISO NCO must complete SLC. Prior to assuming a Company First Sergeant position in MISO Master Sergeant will have graduated from an Advanced Airborne course (Jumpmaster School), attend the First Sergeant's course, and attend the USASOC Pre-Command Courses.

(7) Special assignments. Nominative Master Sergeant assignments are all coordinated through the Office of the Command Sergeant Major 4th Military Information Support Group.

*f. SGM.*

(1) Major duties. The Sergeant Major is the Operations Sergeant Major of a MISO Battalion (O-5 level of command) or the MISO Group (O-6 level of command). He fills a key staff role within the commands managing the daily activities and operations for the headquarters 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 MISO's missions and operations to the staff. Additionally MISO Sergeants Major can serve in a variety of key positions that require senior NCO experience.

(2) Prerequisites. For initial award of the CMF 37 MOS, see DA Pam 611-21 in the HRC Smart book for details.

(3) Goals for development. The vast majority of enlisted authorizations in CMF 37 for Sergeants Major are in operational assignments (for example, MISO Operational Group, Division Headquarters Staff, and Corps Headquarters Staff). Historically all MISO NCOs will spend the majority of their career in operational assignments within the MISO Operational Group. The key and developmental position that a MISO Master Sergeant/First Sergeant must be successful in to qualify to be a Sergeant Major is as Company First Sergeant of a MISO Company or Headquarters Company. Successful performance as a Company First Sergeant in combination with success in other developmental assignments as a MISO Operations Sergeant at the Detachment, Battalion, Group, and other levels of command (examples of higher commands: USASOC, USAJFKSWCS, USSOCOM, and the 6 x Theater Special Operations Commands) prepare MISO Master Sergeants and First Sergeants to be qualified to perform the duties as a MISO Sergeant Major. While the Company First Sergeant position is the cornerstone of the career path the Operations Sergeant Major, positions at the MISO Group or higher have increased responsibility and include planning operations OCONUS in Combined and Joint Special Operations Task Force Headquarters, (examples are JSOTF-P, CFSOCC-A, CJSOTF-A, CJSOTF-AP or other designated Task Forces). The best qualified MISO NCOs for Sergeant Major will have performed exceptionally well at the Company level and as an Operations Sergeant at one of the levels of command. Additionally, some Master Sergeants, following a performance as a Company First

Sergeant, will have assignments in and out of SOF that are not the traditional MISO position. Successful performance in these positions is enhancing and provides a strategic overview of the force. These assignments include Senior Career Manager, Division/Corps Planner, SBCT PSYOP Staff NCO, Joint Military Information Support Command (JMISC) NCO, Special Assignment (OGA), Senior Observer Controller JRTC, Senior PSYOP Instructor, Senior Doctrine Writer, and USASOC Staff NCO. Master Sergeants 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 (MISO Group) prior to completing an assignment as a Company First Sergeant.

(4) Operational assignments.

(4.a) The MISO Battalion and Group is the primary operational and war-fighter assignment for a Sergeant Major. These positions range from the Operational Battalion / Group level assignments to the operational assignments in a Theater Special Operations Commands, Corps Headquarters, or in a deployed task force / command. Some select Sergeants Major will also see assignments to senior commands and nominative Sergeant Major positions at the Joint Staff and USSOCOM. Some Sergeants Major will also see assignment to the generating force USAJFKSWCS, Special Warfare Training Group (SWTG) and NCOA.

(5) Self-development.

(5.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 Senior NCO 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.

(5.b) The SGM/CSM should read publications on their chains of command professional reading list and CSA Reading List, AKO, General Army Links, Army Leadership. Continued reading about world politics, geopolitical issues and field manuals relating to Army operations and current battle doctrine enhance the knowledge base of the leader.

(5.c) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(5.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 Sergeant Major Position a Sergeant Major must complete either the USASMC (resident or non-resident), JSOFSEA, or a sister-service Senior Enlisted Academy.

(7) Special assignments. Nominative Sergeant Major and assignments are all coordinated through the Office of the Command Sergeant Major 4th Military Information Support Group and the Office of the Command Sergeant Major United States Army Special Operations Command.

*g. CSM.*

(1) Major duties. The Command Sergeant Major is the senior Non-Commissioned Officer of a MISO Battalion (O-5 level of command) or Group (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 MISO missions and combat/combat support operations. 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 NCOs and all enlisted personnel within the organization.

(2) Prerequisites. For initial award of the CMF 37 MOS, see DA Pam 611-21 in the HRC Smart book for details.

(3) Goals for development.

(3.a) The vast majority of enlisted authorizations in CMF 37 for Sergeants Major and Command Sergeants Major are in operational assignments (for example, MISO Operational Battalion or Group). Historically all MISO NCOs will spend the majority of their career in war-fighter assignments within the MISO Operational Group. The key and developmental positions that a MISO Sergeant Major must be successful in to qualify to be a Command Sergeant Major are as a Battalion Operations Sergeant Major, Group Operations Sergeant Major, and other senior levels of headquarters commands (examples of higher commands: USASOC, Staff SGM positions at a Corps Headquarters or echelons above Corps, USAJFKSWCS, USSOCOM, and the 6 x Theater Special Operations Commands) prepare a MISO Sergeants Major to be qualified to perform the duties as a MISO Command Sergeant Major. Operations Sergeant Major positions are the cornerstone of the career path. The Operations Sergeant Major positions at the Battalion or higher have increased responsibility and include managing joint operations OCONUS in

Combined and Joint Task Force Headquarters, (examples are JISTF (SO), IOTF, or other designated Task Forces). The best qualified MISO Sergeant Majors for Command Sergeant Major will have performed exceptionally well at as an Operations Sergeant Major at one of the levels of command, and in a Staff SGM position outside the Group. Additionally, some Sergeants Major, following a performance as an Operations Sergeant Major will have assignments in and out of SOF that are not the traditional Operations Sergeant Major 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 Operations Forces Senior Enlisted Academy or United States Army Sergeants Major Academy. Sergeants Major 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 (MISO Group) prior to completing an assignment as a Battalion Operations Sergeant Major.

(3.b) MISO Battalion Command Sergeants Major (O-5 level of command), the majority of positions reside in the operational force, (MISO Group) with some positions residing in the generating force in TDA assignments at USAJFKSWCS. Most Command Sergeants Major will spend the majority of their assignments in the operational force. The goal is to bring operational experience to the force so Command Sergeants Major selected for a second CSM tour will normally be slated to serve in a different Battalion or in a generating force assignment in the USAJFKSWCS. Not all Command Sergeants Major 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 Battalion and is enhanced by a second proven excellence in another MISO Operational Battalion, a tour as a Command Sergeant Major in the generating force, and/or a tour as a Garrison CSM in the conventional Army.

(3.c) MISO Group Command Sergeants Major (O-6 level of command), reside in only two positions in the operational force, (MISO Group and the Joint Military Information Support Command (JMISC)). Most Command Sergeant Majors selected to the Group level will spend the majority of their assignments in the operational force. Command Sergeants Major 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 Command Sergeants Major will have multiple tours in the operational force before being selected for a nominative Command Sergeant Major level position. Some Command Sergeants Major will be selected to the 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 Group (O6 level) command prior to a nominative Command Sergeant Major position and is enhanced by a tour as a Command Sergeant Major at the Joint Military Information Support Command (JMISC) or a tour as a Command Sergeant Major at an O-6 Garrison Command.

(4) Operational assignments.

(4.a) The MISO Battalion and Group is the primary operational and war-fighter assignment for a Command Sergeant Major.

(4.b) Command Sergeants Major who are qualified at the Battalion or Group level from CSM tours but were not selected by the ARSOF CSM CSL for another command position will be slated for Operations assignments at the senior headquarters, USASOC, USASFC(A), USAJFKSWCS, the 6 x Theater Special Operations Commands and nominative Sergeant Major positions at the Joint Staff and USSOCOM.

(4.c) Command Sergeants Major who have completed a minimum of one tour at the O-6 level are competitive for assignment to the nominative Command Sergeant Major 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 level. Command Sergeants Major who have completed one nominative assignment are competitive for assignment to the following nominative assignments USSOCOM, USASOC, JSOC, NATO Special Operations Command and other senior Army nominative assignments at the 3 and 4 star level. All 37F Command Sergeants Major selected for a nominative assignment will change to MOS 00Z Command Sergeant Major.

(5) Self-development.

(5.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 Senior NCO 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.

(5.b) The SGM/CSM should read publications on their chains of command professional reading list and CSA Reading List, AKO, General Army Links, Army Leadership. Continued reading about world politics, geo-

political issues and field manuals relating to Army operations and current battle doctrine enhance the knowledge base of the leader.

(5.c) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(5.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 Sergeant Major Position a Sergeant Major must complete either the USASMC, or JSOFSEA. Prior to assuming a Command Sergeant Major position in ARSOF selected Sergeants Major will attend three Pre-Command Courses: Army Pre-Command Course, Ft Leavenworth, KS; ARSOF Pre-Command Course, Ft Bragg, NC; JSOF Pre-Command Course, Tampa FL.

(7) Additional training. MISO Group (O-6 level of command) Command Sergeants Major will be expected to attend Keystone prior to competing for a nominative assignment.

(8) Special assignments. Nominative Sergeant Major and Command Sergeant Major assignments to DDSO on the Joint Staff; USSOCOM; all Theater Special Operations Commands; National Assessment Group; Defense Threat Reduction Agency; NATO SOF, AWG, USASFC(A), and USAJFKSWCS are all coordinated through the Office of the Command Sergeant Major United States Army Special Operations Command.

#### **15-4. MOS 37F Psychological Operations Specialist**

*a. Major duties.* The 37F Soldier plans, analyzes, develops, designs, distributes, disseminates, and evaluates Military Information Support Operations across the broad range of military operations.

*b. Prerequisites.* For initial award of the CMF 37 MOS, see DA Pam 611-21 in the HRC Smartbook for details. The waiver authority for MOS 37F prerequisites is the Directorate of Special Operations Proponency, U.S. Army JFKSWCS, Fort Bragg, NC 28310.

*c. Goals for development.* Developmental goals are further outlined in chapter 2 of this pamphlet.

(1) *PVT-SPC/CPL.*

*(a) Institutional training.* Basic combat training, advanced individual training, airborne school, and special operations language training.

*(b) Operational assignments.* PSYOP Specialist in tactical or operational PSYOP units.

*(c) Self-development.* Upon completion of language training, Soldiers should continually enhance their language capabilities. For additional information on self-development, refer to paragraph 15-3.

*(d) Additional training.* Combat lifesaver course.

*(e) Special assignments.* None.

(2) *SGT.*

*(a) Institutional training.* Warrior Leaders Course (WLC). (Active duty only) SGTs must be able to maintain airborne status unless not required by MTOE or TDA. As part of the Military Occupational Specialty (MOS) qualification process, all eligible 37F Active Duty Soldiers will attend Cultural Support training and are awarded the PDSI D5K.

*(b) Operational assignments.* PSYOP SGT in tactical or operational PSYOP units, Team Leader Assistant Team Chief.

*(c) Self-development.* SGTs should continually enhance their language capabilities. For additional information on self-development, refer to paragraph 15-3.

*(d) Additional training.* Jumpmaster Course, Air Movement, and Air Load Planners course, Tactical Casualty Care Course, Ranger School, Survival, Evasion, Resistance, and Escape (SERE) level C.

*(e) Special assignments.* None.

(3) *SSG.*

*(a) Institutional training.* WLC and Advanced Leaders Course (ALC). (For promotion to SSG, see AR 600-8-19 Enlisted Promotions and Reductions). SSGs are required to successfully complete the WLC and ALC. They should continue their military education and development by attending the Senior Leaders Course (SLC) when available. (Active duty only) SSGs must be able to maintain airborne status unless not required by MTOE or TDA. As part of the Military Occupational Specialty (MOS) qualification process, all eligible 37F Active Duty Soldiers will attend Cultural Support training and are awarded the PDSI D5K.

*(b) Operational assignments.* Team Chief on a tactical PSYOP team, PSYOP SGT in a tactical or operational unit.

*(c) Self-development.* Soldiers and Leaders must focus upon the professional development and education of the individual Soldier. A whole 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 a 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, Battalion, Group, or MACOM NCO of the Year, and become Distinguished Honor Graduate, Honor Graduate, or top 20% 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, refer to paragraph 15-3.

*(d) Additional training.* Drill Sergeant, Recruiter, Jumpmaster course, SERE level C, NBC Course, Antia-Terrorism/Force Protection I/II, Language Refresher training, Intermediate and Advanced Language Training, Ranger School, Joint MISO Staff Planner, Instructor Training Course (ITC), Air Movement and Air Load Planners course, Combat Lifesavers Course and Battle Staff NCO course.

*(e) Special assignments.* Instructor/writer, drill sergeant, and recruiter, BN/Group Staff NCO, Regional MISO Planner, Equal Opportunity (EO) Representative/Advisor. These positions should impart knowledge and skills for equipping SSGs to serve in future positions of greater responsibility.

*(4) SFC.*

*(a) Institutional training.* SLC (For promotion to SFC, see AR 600-8-19 Enlisted Promotions and Reductions and the Centralized Promotion System). First Sergeants Course (FSC) no longer exists within ATRRS, however contact for the SLC will include materials required for success at both the platoon and company levels. The scope of tasks/competencies addressed in SLC will provide both the platoon and company level perspectives and build upon experience gained in previous training and operational assignments. Review AR 350-1 Army Training and Leader Development. (Active duty) SFCs must be able to maintain airborne status unless not required by MTOE or TDA. As part of the Military Occupational Specialty (MOS) qualification process, all eligible 37F Active Duty Soldiers will attend Cultural Support training and are awarded the PDSI D5K.

*(b) Operational assignments.* Detachment SGT in a tactical or operational PSYOP unit, PDC NCOIC, PSYOP Staff NCO at Unit

of Action or higher echelon headquarters.

*(c) 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. SFC 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. SFC must remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army operations, 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, Battalion, Group, or MACOM NCO of the Year, and become Distinguished Honor Graduate, Honor Graduate, or top 20% 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, refer to paragraph 15-3. For additional information on self-development, refer to paragraph 15-3.

*(d) Additional training.* Language refresher training, SERE, Battle Staff NCO course, Air Movement and Air Load Planners course, Special Operations Forces Senior Enlisted course, and AT/FP Level II. Special emphasis should be placed on successfully completing the Jumpmaster course.

*(e) Special assignments.* Senior drill sergeant, AIT Platoon Sergeant, Observer Controller, instructor/writer, and doctrine writer, Special Operations Recruiting Battalion (SORB) recruiter, BN/Group Staff NCO, EOA, Reserve Advisor.

*(5) MSG/1SG.*

*(a) Institutional training.* SLC (For promotion to MSG, see AR 600-8-9 Enlisted Promotions and Reductions and Centralized Promotion System). FSC no longer exists within ATRRS, though SLC provides scope of tasks/competencies which will provide both the platoon and company level perspective and materials for success at

both levels. Eligible 37F Active Duty Soldiers will attend Cultural Support training and are awarded the PDSI D5K. Unless not required by MTOE or TDA, all active duty 37F must be able to maintain airborne status. Review AR 350-1 Army Training and Leader Development.

*(b) Operational assignments.* 1SG in a tactical or operational PSYOP unit, Battalion Operations Sergeant, Senior PSYOP staff NCO at Unit of Execution or higher echelon headquarters. The critical developmental assignment for CMF37 is 1SG. This position develops MSGs to perform duties as the senior NCO of the tactical or operational unit. Without an assignment as a 1SG, the opportunity for promotion to SGM is limited. Developmentally, MSGs should serve as a 1SG for at least 18 months. Those considered best qualified for promotion should successfully serve 24 months as a 1SG, which may consist of one or more assignments.

*(c) Self-development.* The best qualified and most successful MSGs have served in a direct leadership position for a minimum of 18 months, one or more years of exceptional/strong service outside the Operational Group, currently serve in a MSG position, maintained a quality DA Photo with an accurate Enlisted Record Brief (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 MSGs/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 Group 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 (MISO Group) prior to completing an assignment as both a MIS-T NCOIC and a TMIS-T NCOIC. For additional information on self-development, refer to paragraph 15-3.

*(d) Addition training.* Battle Staff NCO course and Special Operations Forces Senior Enlisted course.

*(e) Special assignments.* Senior instructor/writer, senior doctrine writer, senior OC and Senior Career Advisor: Proponency or HRC Assignment Manager. Nominative Master Sergeant assignments are all coordinated through the Office of the Command Sergeant Major 4<sup>th</sup> Military Information Support Group.

*(6) SGM/CSM.*

*(a) Institutional training.* United States Army Sergeants Major Academy (USASMA) and CSM Designee course.

*(b) Operational assignments.* SGM 6S or 7S positions, CSM 6C or 7C positions, For additional information on refer to paragraph 15-3.

*(c) Self-development.* For additional information on self-development, refer to paragraph 15-3.

*(d) Additional training.* None.

*(e) Special assignments.* SML at SGM Academy and Senior Staff NCO at EAC.

*d. Army career degrees.* See SOCAD Army Career Degree Program. Note: Southern New Hampshire University offers a two and four year degree plan for PSYOP Soldiers.

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

#### **15-5. MOS 37F Career Development Model**

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address: <<https://ile.atsc.army.mil/pdmPublic/pdm.html>>.

#### **15-6. MOS 37F Psychological Operations Specialist**

The RC is managed the same as the AC (see para 15-4) with the exception of airborne and language qualifications.

Course. College Level Examination Program (CLEP), Defense Activity for Nontraditional Education Support (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. 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 Army Correspondence Course Program (ACCP) also provides excellent educational advancements in continued education, leadership, and technical proficiency. Education opportunities can be found at the Army Continuing Education System (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 Credentialing Opportunities Online (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 operational tempo assigned to Civil Affairs, the desired fields of study for Civil Affairs should include, but are not limited to the following; Public Administration, Political Science, Computer Science, International Studies, Emergency Management, Human Resources, Economics, Public Safety and Security Management. While civilian education is important, the greatest single determiner of promotion is Operational experience and performance.

a. *PVT-SPC/CPL. (Reserves Only)*

b. (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.)

(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: FM 3-05.40 (FM 41-10) Civil Affairs Operations; FM3-05.401 Civil Affairs Tactics, Techniques, and Procedures; STP 21-1, STP 21-1-SMCT Warrior Skill Level 1; FM 3-21.5, Drill and Ceremonies; FM 3-25.26, Map Reading and Land Navigation; TC 3-22.20, U.S. Army Physical Readiness Training PRT Manual; FM 4-25.11, First Aid for Soldiers; FM 21-75, Combat Skills of the Soldier; AR 670-1, Wear and Appearance of Army Uniforms and Insignia; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following books are suggested for self-development: *Art of War* by Sun Tzu, *The Forgotten Soldier* by Sajer, Guy and *The Killer Angels* by Shaara, Michael. [CSA Reading List](#), [AKO](#), [General Army Links](#), [Army Leadership](#) contains additional reading material for self-development.

(4) 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.

(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](#) website. For information on these and other education programs, visit the AEC on your installation.

b. *SGT.*

(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.) (1) Sergeants should study and master the following military publications: FM 3-05.40 (FM 41-10) Civil Affairs Operations; FM3-05.401 Civil Affairs Tactics, Techniques, and Procedures; STP 21-24, Soldier's Manual of Common Tasks Skill Levels 2, 3; FM 1, The Army; FM 3-0, Operations; FM 6-22, Army Leadership; FM 7-0, Training the Force; FM 7-1, Battle Focused Training; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(2) The following books are suggested reading for self-development: *Common Sense Training* by Arthur S. Collins, Presidio Press, 1980; *Small Unit Leadership* by Malone, Mike; readings on famous military leaders (i.e., Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and

Schwartzkopf); *The Story of the Noncommissioned Officer Corps* (USA Center of Military History, 70-38); *Infantry Attacks* by Rommel; and *When Bad Things Happen to Good People* by Kushner, Harold S. CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(3) Soldier boards such as NCO of the Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(4) Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL website. For information on these and other education programs, visit the AEC on your installation.

(5) As part of the Military Occupational Specialty (MOS) qualification process, all eligible female 38B Active Duty Soldiers will attend Cultural Support training and will be awarded the PDSI D5K.

c. SSG.

(1) These NCOs should study and master the following military publications: FM 3-05.40 (FM 41-10) Civil Affairs Operations; FM 3-05.401 Civil Affairs Tactics, Techniques, and Procedures; STP 21-24-SMCT Warrior Skill Level 2, 3 and 4; FM 3-21.5 Drill and Ceremonies; FM 3-25.26 Map Reading and Land Navigation; TC 3-22.20 U.S. Army Physical Readiness Training PRT Manual; FM 4-25.11 First Aid for Soldiers; FM 21-75 Combat Skills of the Soldier; AR 670-1 Wear and Appearance of Army Uniforms and Insignia; FM 1 The Army; FM 3-0 Operations; FM 6-22 Army Leadership; FM 7-0 Training the Force; FM 7-1 Battle Focused Training; AR 570-9 Host Nations Support; JP 3-05 Joint Special Operations; DA PAM 600-25 U.S. Army Noncommissioned Officer Professional Development Guide; FM 5-0 Army Planning and Orders Production; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following additional books are suggested reading for self-development; continue readings on famous military leaders (i.e., Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); *Small Unit Administration* (Manual or automatic data processing (ADP) Systems, Stackpole Books); and *The Noncommissioned Officers' Family Guide* (Gross, Beau Lac Pub, 1985), Common Sense Training by Arthur S. Collins, Presidio Press, 1980; Small Unit Leadership by Malone, Mike; *The Story of the Noncommissioned Officer Corps* (USA Center of Military History, 70-38); and *When Bad Things Happen to Good People* by Kushner, Harold S; CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(3) SSGs are required to successfully complete the Warrior Leader Course (WLC), the Advanced Leader Course (ALC) and should continue their military education and development by attending the Senior Leaders Course (SLC) when available. Soldiers and Leaders must focus upon the professional development 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.

(4) (Active Army Only) SSGs must be able to maintain airborne status unless not required by MTOE or TDA. Special emphasis should be placed on successfully completing Jumpmaster School and the Survival, Evasion, Resistance, and Escape (SERE) course.

(5) The best qualified and most successful SSGs have; served as a Civil Affairs NCO on a Civil Affairs Team (CAT) for no less than 18 months, maintained a quality DA Photo with an accurate Enlisted Record Brief, 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 SSGs also consistently scores 270 or above on the APFT, maintained 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 1 year or 30 semester hours completed toward approved degree plan. Many SSGs will have earned their Associates Degree at the completion of the Qualification Course and will have the opportunity to work on and complete a Bachelor's Degree at the successful completion of the SLC. SSGs that have committed to achieving high goals and become a Distinguished Honor Graduate, Honor Graduate, or top 20% Commandants List of graduating NCOES or MOS enhancing courses are also some of the best qualified NCOs within the CMF.

(6) The critical developmental assignment for CMF 38 SSGs is a Civil Affairs NCO on a Civil Affairs Team. This position qualifies SSGs to perform duties as a Civil Affairs NCO of a tactical unit and enhances their leadership skills for combat. Without an assignment as a Civil Affairs NCO on a Civil

Affairs Team (CAT), the opportunity for promotion to SFC is limited. Developmentally, SSGs should serve as a Civil Affairs NCO on a Civil Affairs Team (CAT) for at least 18 months, which may consist of one or more assignments. Broadening assignments such as a Civil Affairs Team Health Care NCO, or Assistant Operations NCO at Battalion, Brigade, Special Forces Group, Division or higher is critical to the development of Civil Affairs NCOs. Likewise, there is no substitute for serving as a Civil Affairs NCO on a Civil Affairs Team in order to gain valuable experience prior to being promoted to SFC. A highly qualified SSG may be selected above his/her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months as a Civil Affairs NCO on a Civil Affairs Team.

(7) As part of the Military Occupational Specialty (MOS) qualification process, all eligible 38B Active Duty Soldiers will attend Cultural Support training and are awarded the PDSI D5K.

d. SFC.

(1) As NCOs become more senior in rank, self-motivated development becomes more essential. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Limited authorizations, absence of civilian education, and the lack of critical leadership positions may be considered a major discriminator for selection to MSG. Ideally, a SFC should complete an Associate's Degree by 12 years of service and 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. While civilian education is important, the greatest single determiner of promotion is Operational experience and performance. The SFC should 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 operations, and battle staff functions should be emphasized as essential to an SFC.

(2) These NCOs should study and master the following military publications: AR 350-1, Army Training and Leader Development; FM 3-05.40 (FM 41-10) Civil Affairs Operations; FM 3-05.401 Civil Affairs Tactics, Techniques, and Procedures; STP 21-24-SMCT Warrior Skill Level 2, 3 and 4; FM 3-21.5 Drill and Ceremonies; FM 3-25.26 Map Reading and Land Navigation; TC 3-22.20 U.S. Army Physical Readiness Training PRT Manual; FM 4-25.11 First Aid for Soldiers; FM 21-75 Combat Skills of the Soldier; AR 670-1 Wear and Appearance of Army Uniforms and Insignia; FM 1 The Army; FM 3-0 Operations; FM 6-22 Army Leadership; FM 7-0 Training the Force; FM 7-1 Battle Focused Training; AR 570-9 Host Nations Support; JP 3-05 Joint Special Operations; DA PAM 600-25 U.S. Army Noncommissioned Officer Professional Development Guide; FM 5-0 Army Planning and Orders Production; AR 350-1 Army Training and Leader Development; JP 3-57 Civil Military Operations; JP 3-28 Civil Support; FM 6-22 Army Leadership; FM 27-10 The Law of Land Warfare; FM 3-7 NBC Field Handbook; FM 21-31 Topographic Symbols; AR 750-1 Army Materiel Maintenance Policy; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following books are suggested reading for self-development: *Combat Leader's Field Guide* 10th Ed., Stackpole Books; *Roots of Strategy, Book 2* by Picq, Clausewitz, Jomini, Stackpole Books; *continue* readings on famous military leaders (i.e., Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The quality and success of a Sergeant First Class's career is in direct proportion to a consistent commitment to excellence, regardless of the mission, and his or her Soldiers development. SFCs 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 or her Soldiers. SFCs are required to successfully complete the Senior Leaders Course (SLC). Soldiers and Leaders must focus upon the professional development 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.

(5) (Active Duty only) SFCs must be able to maintain airborne status unless not required by MTOE or TDA. Special emphasis should be placed on successfully completing Jumpmaster School and Survival, Evasion, Resistance, and Escape (SERE) School prior to promotion to MSG.

(6) The best qualified and most successful SFCs have served as a Team Sergeant on a Civil Affairs Team (CAT) for no less than 18 months, maintained a quality DA Photo with an accurate Enlisted Record Brief, 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 SFCs also consistently scores 270 or above on the APFT, 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. Many SFCs will have the opportunity to complete a Bachelor's Degree while attending and completing the SLC. SFCs that have committed to achieving high goals and become a Distinguished Honor Graduate, Honor Graduate, or top 20% Commandants List of graduating NCOES or MOS enhancing courses are also some of the best qualified NCOs within the CMF.

(7) The critical developmental assignment for CMF 38 SFCs is Team Sergeant on a Civil Affairs Team (CAT). This position qualifies SFCs to perform duties as the senior NCO of a tactical unit and enhances their leadership skills for combat. Without an assignment as a Team Sergeant on a Civil Affairs Team (CAT), the opportunity for promotion to MSG is limited. Developmentally, SFCs should serve as Team Sergeant on a Civil Affairs Team (CAT) for at least 18 months, which may consist of one or more assignments. Broadening assignments such as Operations Sergeant, Senior Health Care NCO, Civil Affairs Plans NCO at Battalion, Brigade, Special Forces Group, Division or higher are critical to the development of Civil Affairs Senior NCOs. Likewise, there is no substitute for serving in a Team Sergeant on a Civil Affairs Team (CAT) critical leadership position throughout a Civil Affairs Soldier's career. Team Sergeant rated time as a SSG should be counted towards the total recommended 18 months as a Team Sergeant on a Civil Affairs Team (CAT). A highly qualified SFC may be selected above his/her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months as a Team Sergeant on a Civil Affairs Team (CAT). Many SFCs may have completed this requirement early on, and then were assigned to other critical assignments, particularly in Generating Force. There is no substitute for serving in a Team Sergeant Civil Affairs Team (CAT) critical leadership position in order to gain valuable experience prior to being promoted to MSG. Absence of civilian education, and the lack of critical leadership positions may be considered a major discriminator for selection to MSG.

(8) As part of the Military Occupational Specialty (MOS) qualification process, all eligible 38B Active Duty Soldiers will attend Cultural Support training and are awarded the PDSI D5K.  
e. *MSG/1SG.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Absence of civilian education, and the lack of critical leadership positions may be considered a major discriminator for selection to SGM. At this stage of the Senior NCO's career, MSGs/1SGs should already have successfully completed an Associate's Degree and working towards a bachelor's degree. While a college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) Masters Sergeants/First Sergeants should study and master the following military publications: FM 3-05.40 (FM 41-10) Civil Affairs Operations; FM 3-05.401 Civil Affairs Tactics, Techniques, and Procedures; STP 21-24-SMCT Warrior Skill Level 2, 3 and 4; FM 3-21.5 Drill and Ceremonies; FM 3-25.26 Map Reading and Land Navigation; TC 3-22.20 U.S. Army Physical Readiness Training PRT Manual; FM 4-25.11 First Aid for Soldiers; FM 21-75 Combat Skills of the Soldier; AR 670-1 Wear and Appearance of Army Uniforms and Insignia; FM 1 The Army; FM 3-0 Operations; FM 6-22 Army Leadership; FM 7-0 Training the Force; FM 7-1 Battle Focused Training; AR 570-9 Host Nations Support; JP 3-05 Joint Special Operations; DA PAM 600-25 U.S. Army Noncommissioned Officer Professional Development Guide; FM 5-0 Army Planning and Orders Production; AR 350-1 Army Training and Leader Development; JP 3-57 Civil Military Operations; JP 3-28 Civil Support; FM 6-22 Army Leadership; FM 27-10 The Law of Land Warfare; FM 3-7 NBC Field Handbook; FM 21-31 Topographic Symbols; AR 750-1 Army Materiel Maintenance Policy; JP 3-07.3 Peace Operations; JP 3-29 Humanitarian Assistance; AR 601-280 Army Retention Program; AR 600-20 Army Command Policy; DA PAM 611-21 Military Occupational Classification and Structure; AR 840-10 Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates; AR 220-1 Unit Status Reporting; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) (Active Duty only) MSGs must be able to maintain airborne status unless not required by MTOE or TDA. Special emphasis should be placed on successfully completing Jumpmaster School and Survival, Evasion, Resistance, and Escape (SERE) School prior to promotion to MSG.

(4) The best qualified and most successful MSGs have served as a Civil Affairs First Sergeant for no less than 18 months, maintained a quality DA Photo with an accurate Enlisted Record Brief, 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 MSGs/1SGs also consistently scores 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. MSGs/1SGs that have committed to achieving high goals and become a Distinguished Honor Graduate, Honor Graduate, or top 20% Commandants List of graduating NCOES or MOS enhancing courses are also some of the best qualified NCOs within the CMF.

(5) The critical developmental assignment for CMF 38 MSGs is 1SG. This position qualifies MSGs to perform duties as the senior NCO 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. Developmentally, MSGs 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 Operating or Generating forces. The Civil Affairs Enlisted Professional Development Guide stresses the importance of serving as a First Sergeant and recommends this experience before advancing to the next higher grade. Broadening assignments such as Operations Sergeant, Senior Health Care NCO, Civil Affairs Plans NCO at Battalion, Brigade, Special Forces Group, Division or higher are critical to the development of Civil Affairs Senior NCOs. First Sergeant rated time as a SFC should be counted towards the total recommended 18 months as a First Sergeant. A highly qualified MSG may be selected above his/her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months as a First Sergeant. Many MSGs may have completed this requirement early on, and then were assigned to other critical assignments, particularly in Generating Force. There is no substitute for serving in a First Sergeant critical leadership position throughout a Civil Affairs Soldier's career.

e. *SGM/CSM.*

(1) Major duties. The Command Sergeant Major is the senior Non-Commissioned Officer of a Civil Affairs Battalion (O-5 level of command) or Brigade (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 Civil Affairs missions and combat/combat support operations. 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 NCOs and all enlisted personnel within the organization.

(2) Prerequisites. For initial award of the CMF 38 MOS, see DA Pam 611-21 in the HRC Smart book for details.

(3) Goals for development.

(3.a) The vast majority of enlisted authorizations in CMF 38 for Sergeants Major and Command Sergeants Major are in operational assignments (for example, Civil Affairs Operational Battalions or Brigades). Historically all Civil Affairs NCOs will spend the majority of their career in war-fighter assignments within the Civil Affairs Operational Brigades. The key and developmental positions that a Civil Affairs Sergeant Major must be successful in to qualify to be a Command Sergeant Major are as a Company First Sergeant and a Battalion Senior Operations Sergeant Major, Brigade Senior Operations Sergeant Major, and other senior levels of headquarters commands (examples of higher commands: USASOC, Staff SGM positions at a Corps Headquarters or echelons above Corps, USAJFKSWCS, and the 6 x Theater Special Operations Commands) prepare a Civil Affairs Sergeants Major to be qualified to perform the duties as a Civil Affairs Command Sergeant Major. Operations Sergeant Major positions are the cornerstone of the career path. The Operations Sergeant Major positions at the Battalion or higher have increased responsibility and include managing joint operations OCONUS in Combined and Joint Task Force Headquarters. The best qualified Civil Affairs Sergeant Majors for Command Sergeant Major will have performed exceptionally well at as an Operations Sergeant Major at one of the levels of command, and in a Staff SGM position outside the Brigade. Additionally, some Sergeants Major, following a performance as an Operations Sergeant Major will have assignments in and out of SOF that are not the traditional Operations Sergeant Major position, successful performance in these positions are enhancing and provide many times a strategic overview of the force. Assignments that are also enhancing following a tour in the operational force include; Assistant Commandant USAJFKSWCS NCOA and Instructor at the Joint Special Operations Forces Senior Enlisted Academy or United States Army Sergeants Major

Academy. Sergeants Major 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 (Civil Affairs Operational Battalions or Brigades) prior to completing an assignment as a Battalion Operations Sergeant Major.

(3.b) Civil Affairs Battalion Command Sergeants Major (O-5 level of command), the majority of positions reside in the operational force, (85<sup>th</sup> Civil Affairs Brigade and the 95<sup>th</sup> Civil Affairs Brigade) with some positions residing in the generating force in TDA assignments at USAJFKSWCS and the 6 x Theater Special Operations Commands. Most Command Sergeants Major will spend the majority of their assignments in the operational force. The goal is to bring operational experience to the force so Command Sergeants Major selected for a second CSM tour will normally be slated to serve in different Battalions or in a generating force assignment in the USAJFKSWCS. Not all Command Sergeants Major 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 Civil Affairs Operational Battalion and is enhanced by a second proven excellence in another Civil Affairs Operational Battalion, a tour as a Command Sergeant Major in the generating force, and/or a tour as a Garrison CSM in the conventional Army.

(3.c) Civil Affairs Brigade Command Sergeants Major (O-6 level of command), reside in only two positions in the operational force, (85<sup>th</sup> Civil Affairs Brigade and the 95<sup>th</sup> Civil Affairs Brigade). Most Command Sergeant Majors selected to the Brigade level will spend the majority of their assignments in the operational force. Command Sergeants Major 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 Command Sergeants Major will have multiple tours in the operational force before being selected for a nominative Command Sergeant Major level position. Some Command Sergeants Major will be selected to the 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 Civil Affairs Operational Brigade (O6 level) command prior to a nominative Command Sergeant Major position and is enhanced by a tour as a Command Sergeant Major at the 85<sup>th</sup> Civil Affairs Brigade and the 95<sup>th</sup> Civil Affairs Brigade or a tour as a Command Sergeant Major at an O-6 Garrison Command.

(4) Operational assignments.

(4.a) The 85<sup>th</sup> Civil Affairs Brigade and the 95<sup>th</sup> Civil Affairs Brigade are the primary operational and war-fighter assignments for a Command Sergeant Major.

(4.b) Command Sergeants Major who are qualified at the Battalion or Brigade level from CSM tours but were not selected by the ARSOF CSM CSL for another command position will be slated for Operations assignments at the senior headquarters, USAJFKSWCS, the 6 x Theater Special Operations Commands and nominative Sergeant Major positions at the Joint Staff and USSOCOM.

(4.c) Command Sergeants Major who has completed a minimum of one tour at the O-6 level is competitive for assignment to the nominative Command Sergeant Major level. These positions include USAJFKSWCS, SOCCENT, SOCEUR, SOCAFRICA, SOCPAC, SOCSOUTH, SOCKOR, JSOC and other Army nominative assignments at the 1 and 2 star levels. Command Sergeants Major who have completed one nominative assignment are competitive for assignment to the following nominative assignments other senior Army nominative assignments at the 3 and 4 star level. All 38B Command Sergeants Major selected for a nominative assignment will change to MOS 00Z Command Sergeant Major.

(5) Self-development.

(5.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 Senior NCO 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.

(5.b) The SGM/CSM should read publications on their chains of command professional reading list and CSA Reading List, AKO, General Army Links, Army Leadership. Continued reading about world politics, geo-political issues and field manuals relating to Army operations and current battle doctrine enhance the knowledge base of the leader.

(5.c) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(5.d) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

#### 16-4 MOS 38B Civil Affairs Specialist

*a. Major duties.* The CA specialist plans, analyzes, develops, and evaluates CA across the broad range of military operations and post military operations. Soldiers and units so identified operate independently or in support of assigned forces. CA operations 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 Army Special Operations Forces, the interagency and conventional force modular formations in support of full spectrum operations.

*b. Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. See DA Pam 611-21 in the HRC Smartbook and AR614-200 Enlisted Management and Utilizations for details. The waiver authority for MOS 38B prerequisites is the Directorate of Special Operations Proponency, U.S. Army JFKSWCS, Fort Bragg, NC 28310c. *Goals for development.* The Civil Affairs branch requires NCOs who are, first and foremost, leaders of Soldiers. Whether CA Specialist are assigned to a Civil Affairs Battalion, a Brigade Combat Team 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 to engaging the civil component of their operational environment, in order to enhance civil-military operations or other stated U.S. objectives.

(1) *PVT—SPC/CPL.* (Reserves Only) (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.)

(a) *Institutional training.* (For promotion, see AR 600-8-19 Enlisted Promotions and Reductions). Basic Training, Advance Individual Training and Warrior Leaders Course (WLC).

(b) *Operational assignments.* Civil Affairs Specialist assigned to a CA team (Reserves only).

(c) *Self-development.* Soldiers should begin self-development supporting one of the 16 CA functional specialties. Soldiers should continually enhance their language capabilities. For additional information on self-development, refer to para 16-3.

(d) *Additional training.* Language Training, Combat Lifesaver course, Airborne School (If required).

(e) *Special assignments.* None.

(2) *SGT.*

(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.)

(a) *Institutional training.* Warriors Leaders Course (WLC) and Advance Leaders Course (ALC). (For conditional promotion to SGT, see AR 600-8-19 Enlisted Promotions and Reductions and the Semi-Centralized Promotion System).

(b) *Operational assignments.* Civil Affairs NCO, Civil Affairs Team Health Care NCO, Assistant Operations NCO.

(c) *Self-development.* For additional information on self-development, refer to para 16-3.

(d) *Additional training.* Battle Staff NCO course, Basic, Intermediate and Advanced Language Training, Joint Civil Affairs Planner Course, SERE level C, Jumpmaster school, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Joint Special Operations University (JSOU) courses, Civil Affairs Medical Sergeants (CAMS) course, Special Operations Combat Medical (SOCM) course, Pathfinder school, Ranger school, Sapper school; FEMA courses; CBRNE courses.

(e) *Special assignments.* Drill sergeant (Reserves Only), Service School Instructor (Reserves Only), and Recruiter (Reserves Only), Commanders and CSM ensure SGTs 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 SGTs to serve in future positions of greater responsibility. SGTs should avoid back-to-back special assignments

(3) *SSG.*

(a) *Institutional training.* Warriors Leaders Course (WLC) and Advance Leaders Course (ALC). (For promotion to SSG, see AR 600-8-19 Enlisted Promotions and Reductions and the Semi-Centralized Promotion System). SSGs are required to successfully complete the Warrior Leader Course (WLC), the Advanced Leader Course (ALC) and should continue their military education and development by attending the Senior Leaders Course (SLC) when available. (Active Army Only) SSGs must be able to maintain airborne status unless not required by MTOE or TDA. As part of the Military Occupational Specialty (MOS) qualification process, all eligible 38B Active Duty Soldiers will attend Cultural Support training and are awarded the PDSI D5K.

*(b) Operational assignments.* The critical developmental assignment for CMF 38 SSGs is a Civil Affairs NCO on a Civil Affairs Team. This position qualifies SSGs to perform duties as a Civil Affairs NCO of a tactical unit and enhances their leadership skills for combat. Without an assignment as a Civil Affairs NCO on a Civil Affairs Team (CAT), the opportunity for promotion to SFC is limited. Developmentally, SSGs should serve as a Civil Affairs NCO on a Civil Affairs Team (CAT) for at least 18 months, which may consist of one or more assignments. Broadening assignments such as Civil Affairs Team Health Care NCO, and or a Assistant Operations NCO at Battalion, Brigade, Special Forces Group, Division or higher is critical to the development of Civil Affairs NCOs. Likewise, there is no substitute for serving as a Civil Affairs NCO on a Civil Affairs Team in order to gain valuable experience prior to being promoted to SFC. A highly qualified SSG may be selected above his/her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months as a Civil Affairs NCO on a Civil Affairs Team

*(c) Self-development.* For additional information on self-development, refer to para 16-3. Soldiers and Leaders must focus upon the professional development 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 SSGs have; served as a Civil Affairs NCO on a Civil Affairs Team (CAT) for no less than 18 months, maintained a quality DA Photo with an accurate Enlisted Record Brief, 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 SSGs also consistently scores 270 or above on the APFT, maintained 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 1 year or 30 semester hours completed toward approved degree plan. Many SSGs will have earned their Associates Degree at the completion of the Qualification Course and will have the opportunity to work on and complete a Bachelor's Degree at the successful completion of the SLC. While any civilian education shows exceptional degree of motivation due to the austere environment and operational tempo assigned to Civil Affairs, the desired fields of study for Civil Affairs should include, but are not limited to the following; Public Administration, Political Science, Computer Science, International Studies, Emergency Management, Human Resources, Economics, Public Safety and Security Management. Advanced civilian education shows an exceptional degree of motivation to improve and will enhance performance in the CMF 38 career field is looked upon very favorably. While civilian education is important, the greatest single determiner of promotion is Operational experience and performance. Consideration and recognition should be given to SSGs who have been awarded valorous awards, Battalion, Brigade and MACOM NCO of the Year, and become Distinguished Honor Graduate, Honor Graduate, or top 20% Commandants List of graduating NCOES or MOS enhancing courses are also some of the best qualified NCOs within the CMF. Board members should review Service School Academic Evaluation Report (DA 1059) and evaluate how the Soldier has performed throughout his military professional development/education.

*(d) 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, SERE level C, Jumpmaster school, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Joint Special Operations University (JSOU) courses, Civil Affairs Medical Sergeants (CAMS) course, Special Operations Combat Medical (SOCM) course, Pathfinder school, Ranger school, Sapper school; FEMA courses; CBRNE courses. Special emphasis should be placed on successfully completing Jumpmaster School and the Survival, Evasion, Resistance, and Escape (SERE) course.

*(e) Special assignments.* Drill Sergeant (Reserves only), Civil Affairs Recruiter, Equal Opportunity (EO) Rep/Advisor. 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 SSGs to serve in future positions of greater responsibility. SSGs should avoid back-to-back special assignments.

*(4) SFC.*

*(a) Institutional training.* SLC (For promotion to SFC, see [AR 600-8-19](#) Enlisted Promotions and Reductions and the Centralized Promotion System). FSC no longer exist within ATRRs, however content for the SLC will include materials required for success at both the platoon and company level. Relevant

parts of the First Sergeants Course will be migrated into the SLC. The scope of tasks/competencies addressed in SLC will provide both the platoon and company level perspective, where appropriate, and build upon experience gained in previous training and operational assignments. SFCs are required to successfully complete the Senior Leaders Course (SLC). Please review [AR 350-1](#) Army Training and Leader Development. As part of the Military Occupational Specialty (MOS) qualification process, all eligible 38B Active Duty Soldiers will attend Cultural Support training and are awarded the PDSI D5K. (Active Duty only) SFCs must be able to maintain airborne status unless not required by MTOE or TDA.

*(b) Operational assignments.* The critical developmental assignment for CMF 38 SFCs is Team Sergeant on a Civil Affairs Team (CAT). This position develops SFCs to perform duties as the senior NCO of a tactical unit and enhances their leadership skills for combat. Without an assignment as a Team Sergeant on a Civil Affairs Team (CAT), the opportunity for promotion to MSG is limited. Developmentally, SFCs should serve as Team Sergeant on a Civil Affairs Team (CAT) for at least 18 months, which may consist of one or more assignments. Broadening assignments such as CAT Team Sergeant, Operations Sergeant, Civil Affairs Senior Health Care NCO, Civil Affairs Plans NCO at Battalion, Brigade, Special Forces Group, Division or higher, are critical to the development of Civil Affairs Senior NCOs. Likewise, there is no substitute for serving in a Team Sergeant on a Civil Affairs Team (CAT) critical leadership position throughout a Civil Affairs Soldier's career. Team Sergeant rated time as a SSG should be counted towards the total recommended 18 months as a Team Sergeant on a Civil Affairs Team (CAT). A highly qualified SFC may be selected above his/her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months as a Team Sergeant on a Civil Affairs Team (CAT). Many SFCs may have completed this requirement early on, and then were assigned to other critical assignments, particularly in Generating Force. There is no substitute for serving in a Team Sergeant Civil Affairs Team (CAT) critical leadership position in order to gain valuable experience prior to being promoted to MSG.

*(c) Self-development.* For additional information on self-development, refer to para 16-3. The best qualified and most successful SFCs have served as a Team Sergeant on a Civil Affairs Team (CAT) for no less than 18 months, maintained a quality DA Photo with an accurate Enlisted Record Brief, 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 SFCs also consistently scores 270 or above on the APFT, 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. Many SFCs will have the opportunity to complete a Bachelor's Degree while attending and completing the SLC. While any civilian education shows exceptional degree of motivation due to the austere environment and operational tempo assigned to Civil Affairs, the desired fields of study for Civil Affairs should include, but are not limited to the following; Public Administration, Political Science, Computer Science, International Studies, Emergency Management, Human Resources, Economics, Public Safety and Security Management. Advanced civilian education shows an exceptional degree of motivation to improve and will enhance performance in the CMF 38 career field is looked upon very favorably. While civilian education is important, the greatest single determiner of promotion is Operational experience and performance. Consideration and recognition should be given to SFCs who have been awarded valorous awards, Battalion, Brigade and MACOM NCO of the Year, and become Distinguished Honor Graduate, Honor Graduate, or top 20% Commandants List of graduating NCOES or MOS enhancing courses are also some of the best qualified NCOs within the CMF. Soldiers and Leaders must focus upon the professional development 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. Absence of civilian education and the lack of critical leadership positions may be considered a major discriminator for selection to MSG. Ideally, a SFC should complete an Associate's Degree by 12 years of service and 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. While civilian education is important, the greatest single determiner of promotion is Operational experience and performance. Board members should review Service School Academic Evaluation Report (DA 1059) and evaluate how the Soldier has performed throughout his military professional development/education.

*(d) Additional training.* Special emphasis should be placed on successfully completing Jumpmaster School and Survival, Evasion, Resistance, and Escape (SERE) School prior to promotion to MSG. 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, SERE level C, Jumpmaster school, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Joint Special Operations University (JSOU) courses, Civil Affairs Medical Sergeants (CAMS) course, Special Operations Combat Medical (SOCM) course, Ranger school, Sapper school, FEMA courses, CBRNE courses. (e) *Special assignments.* Senior Drill Sergeant (Reserves only), Civil Affairs Doctrine Developer/Writer, Civil Affairs Recruiter, Civil Affairs Qualification Course Instructor / Writer, Civil Affairs Qualification Course Detachment NCOIC/Platoon Sergeant, Civil Affairs Senior Leaders Course (SLC), Civil Affairs Assessment & Selection Instructor/Assessor, U.S. Army Joint Readiness Training Center (JRTC) and U.S. Army National Training Center (NTC) Civil Affairs Observer Controller, Equal Opportunity (EO) Rep/Advisor. Commanders and CSM ensure SFCs 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 SFCs to serve in future positions of greater responsibility. SFCs should avoid back-to-back special assignments.

(5) *MSG/1SG.*

(a) *Institutional training.* SLC (For promotion to MSG, see AR 600-8-19 Enlisted Promotions and Reductions and the Centralized Promotion System) FSC no longer exist within ATRRs, however content for the SLC will include materials required for success at both the platoon and company level. Relevant parts of the First Sergeants Course will be migrated into the SLC. The scope of tasks/competencies addressed in SLC will provide both the platoon and company level perspective, where appropriate, and build upon experience gained in previous training and operational assignments. MSGs are required to successfully complete the Senior Leaders Course (SLC). Please review AR 350-1 Army Training and Leader Development. As part of the Military Occupational Specialty (MOS) qualification process, all eligible 38B Active Duty Soldiers will attend Cultural Support training and are awarded the PDSI D5K. (Active Duty only) MSGs must be able to maintain airborne status unless not required by MTOE or TDA.

(b) *Operational assignments.* The critical developmental assignment for CMF 38 MSGs is 1SG. This position develops MSGs to perform duties as the senior NCO 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. Developmentally, MSGs 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 Operating or Generating forces. The Civil Affairs Enlisted Professional Development Guide stresses the importance of serving as a First Sergeant and recommends this experience before advancing to the next higher grade. Broadening assignments such as Civil Affairs First Sergeant, Operations Sergeant, Civil Affairs Senior Health Care NCO, Civil Affairs Plans NCO at Battalion, Brigade, Special Forces Group, Division or higher are critical to the development of Civil Affairs Senior NCOs. First Sergeant rated time as a SFC should be counted towards the total recommended 18 months as a First Sergeant. A highly qualified MSG may be selected above his/her peers to fill a key position and/or next higher grade prior to successfully completing the recommended 18 months as a First Sergeant. Many MSGs may have completed this requirement early on, and then were assigned to other critical assignments, particularly in Generating Force. There is no substitute for serving in a First Sergeant critical leadership position in order to gain valuable experience prior to being selected and promoted to SGM.

(c) *Self-development.* For additional information on self-development, refer to para 16-3. The best qualified and most successful MSGs have served as a Civil Affairs First Sergeant for no less than 18 months, maintained a quality DA Photo with an accurate Enlisted Record Brief, 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 MSGs/1SGs also consistently scores 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. While any civilian education shows exceptional degree of motivation due to the austere environment and operational tempo assigned to Civil Affairs, the desired fields of study for Civil Affairs should include, but are not limited to the following; Public Administration, Political Science, Computer Science, International Studies, Emergency Management, Human Resources, Economics, Public Safety and Security Management. Advanced civilian education shows an exceptional degree of motivation to improve and will enhance performance in the CMF 38 career field is looked upon very favorably. While civilian education is important, the greatest single determiner of promotion is Operational experience and

performance. Consideration and recognition should be given to MSGs who have been awarded valorous awards, Battalion, Brigade and MACOM NCO of the Year, and become Distinguished Honor Graduate, Honor Graduate, or top 20% Commandants List of graduating NCOES or MOS enhancing courses are also some of the best qualified NCOs within the CMF. Board members should review Service School Academic Evaluation Report (DA 1059) and evaluate how the Soldier has performed throughout his military professional development/education. (d) *Additional training.* (Active Duty only) MSGs must be able to maintain airborne status unless not required by MTOE or TDA. Special emphasis should be placed on successfully completing Jumpmaster School and Survival, Evasion, Resistance, and Escape (SERE) School prior to promotion to MSG. Absence of civilian education and the lack of critical leadership positions may be considered a major discriminator for selection to SGM. At this stage of the Senior NCO's career, MSGs/1SGs should already have successfully completed an Associate's Degree and working towards a bachelor's degree. While a college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. 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, SERE level C, Jumpmaster school, Combat Lifesaver course, Anti-Terrorism/Force Protection I/II, Joint Special Operations University (JSOU) courses, Civil Affairs Medical Sergeants (CAMS) course, Special Operations Combat Medical (SOCM) course, Ranger school, Sapper school, FEMA courses, CBRNE courses.

(e) *Special assignments.* Senior Drill Sergeant (Reserves only), CMF 38B Senior Career Manager, CMF 38B Assignment Manager; Civil Affairs Assessment & Selection NCOIC, Civil Affairs Senior Doctrine Developer/Writer, Equal Opportunity (EO) Rep/Advisor. Commanders and CSM ensure MSGs 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 MSGs to serve in future positions of greater responsibility. MSGs should avoid back-to-back special assignments.

(6) *SGM/CSM.*

(a) *Institutional training.* United States Army Sergeants Major Academy (USASMA), CSM Designee course.

(b) *Operational assignments.* SGM 6S or 7S positions, CSM 6C or 7C positions. For additional information on self-development, refer to para 16-3.

(c) *Self-development.* For additional information on self-development, refer to para 16-3.

(d) *Addition training.* Civil Affairs Brigade (O-6 level of command) Command Sergeants Major will be expected to attend Keystone prior to competing for a nominative assignment.

(e) *Generational assignments.* Nominative Sergeant Major and Command Sergeant Major assignments to DDSO on the Joint Staff; USSOCOM; all Theater Special Operations Commands; and USAJFKSWCS are all coordinated through the Office of the Command Sergeant Major United States Army Special Operations Command.

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

e. *GI to Jobs.* See GI to Jobs COOL Website.

#### **16-5 MOS 38B Professional Development Model**

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address: <<https://ile.atsc.army.mil/pdmPublic/pdm.html>>.

#### **16-6 MOS 38B Civil Affairs NCO (AA)**

The AA is managed the same as the RC (see para 16-2) with the additional requirement of Airborne School.