



**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 Office of the Chief of Finance, ATTN: Chief of Proponency, 10000 Hampton Parkway, Fort Jackson, South Carolina 29207-7025

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) update (enclosed) to DA Pam 600-25 is approved, effective this date.
3. This office is working to formally publish the update 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, this update (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 CMF.
5. To facilitate the transition to the Army's NCO Professional Development Guide within the selection process, we ask you to post this approved update 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 Branch 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:

Encl  
as

  
GARY H. CHEEK  
Major General, GS  
Director, Military  
Personnel Management

CF:  
CDR, TRADOC (ATTG-TRI-GP)  
CDR, AHRC (KNOX-HRC-EPZ)

Soldiers; FM 7-21.13, The Soldier's Guide; AR 670-1, Wear and Appearance of Army Uniforms and Insignia; TC 3-22.20, Army Physical Readiness Training; 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. CLEP and DANTES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the armed forces classification test (AFCT) and improve promotion potential.

(5) The ACCP and Certification Programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES and COOL Web sites. CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and logisticians should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

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

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL 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.

(2) These NCOs should study and master these additional military publications: STP 21-24; FM 1; FM 1-06; FM 3-0; FM 3-22.9; FM 5-19; FM 6-22; FM 7-0; FM 7-1; FM 7-22.7; FM 7-93; AR 25-50; AR 600-8-19; DA Pam 600-25; 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: Common Sense Training by Collins, Presidio Press, 1980; Small Unit Leadership by Malone, Mike; readings on military leaders (e.g. Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, Schwarzkopf); 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.

(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. Additionally, Sergeants should strive to serve in some of the following demanding assignments: Budget Analyst, Disbursing Manager, Commercial Vendor Services Manager, and Resource Manager NCO.

(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 and Certification Programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES and COOL Web site.

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

c. 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 these additional military publications: FM 1-06; FM 3-16; FM 3.24 93; FM 4-0; FM 4-93.2; FM 6-22.5; -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 military leaders (e.g. Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwarzkopf); 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, those SSGs willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self-development options are based on the SSG's own desire to excel. At this stage, SSGs should seek opportunities to pursue completion of an Associate's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Additionally, Staff Sergeants should strive to serve in some of the following demanding assignments: FINANCIAL MANAGEMENT NCO @ SPO or S8, INSTRUCTOR ARMY SERVICE SCHOOL/NCOES, RESOURCE MANAGEMENT NCO, INSTRUCTOR AIT / NCOES, and WRITER / DEVELOPER.

(4) 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.

(5) The ACCP and Certification Programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES and COOL Web site.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. A list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

d. 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. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: AR 350-1; FM 1-06; FM 3-07; AR 600-9; AR 600-20; AR 600-25; DA Pam 672-6; AR 27-10; AR 600-8-2; AR 600-8-22; AR 750-1; all level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following 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 military leaders (e.g., Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, Schwarzkopf); 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. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an Associate's Degree by 12 years and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army operations, and battle staff functions should be emphasized as essential to an SFC. Additionally, Sergeants First Class should strive to serve in some of the following demanding assignments: DETACHMENT SERGEANT, FINANCIAL MANAGEMENT INSPECTOR, FINANCIAL MANAGEMENT NCO @ SPO or WTU, INSTRUCTOR ARMY SERVICE SCHOOL/NCOES, PROPONENT SENIOR TRAINING NCO, RESOURCE MANAGEMENT NCO, SENIOR INSTRUCTOR AIT / NCOES, and WRITER / DEVELOPER.

(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 and Certification Programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES and COOL Web site.

(7) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. A list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

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. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to MSG. Strive to complete a degree program or accumulate four years of college credit towards a degree. However, continuing civilian education (completion of associates by the 12<sup>th</sup> year or bachelor's degree by the 16<sup>th</sup> year) is recommended.

(2) Masters Sergeants/First Sergeants should study and master the following additional military publications: AR 601-280, AR 840-10, and AR 220-1; FM1-06; FM 623-3; IP 5-0.

(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. Additionally, Master Sergeants should strive to serve in some of the following demanding assignments: FIRST SERGEANT, DEPUTY FINANCIAL MANAGEMENT OFFICER, FINANCIAL MANAGEMENT INSPECTOR, FINANCIAL MANAGEMENT OPERATIONS NCO, G8 / COMPTROLLER, INSTRUCTOR ARMY SERVICE SCHOOL/NCOES, and OPERATIONS NCO (BDE/BN LEVEL).

(4) The ACCP and Certification Programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES and COOL Web site.

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

f. SGM/CSM.

(1) The goal of the SGM/CSM is to possess an upper level degree and be working toward a Master's Degree in their chosen discipline. Activities like professional reading or college courses help the 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.

(2) 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 Manuals relating to Joint Operations and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP and Certification Programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES and COOL Web site.

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

**18-4. MOS 36B Financial Management Technician**

a. Major duties. Performs or supervises duties specific to the following financial management processes: budgeting, disbursing, accounting of government funds, payment for travel and commercial vendor services, pay support of Soldiers and foreign national employees, protecting funds from fraud, waste and abuse, conduct manpower assessments, analyze CDRs tasks and priorities to ensure proper financial resources are available to accomplish the mission and internal control operations. Must maintain the highest degree of integrity, honesty and character--NO CRIMINAL RECORD.

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

c. Goals for development. Financial management specialists must meet certain standards in terms of schooling, operational assignments, and self-development to qualify at each rank. Meeting these standards ensures that the Soldier acquires the skills, knowledge, and behaviors to remain proficient. Early assignments to Financial Management Detachments/Companies/Centers and National Provider activities provide the repetitious environment necessary in establishing a valuable technical background. Each Soldier should aggressively pursue education, leadership, and supervisory positions at each level.

(1) PVT-SPC/CPL.

(a) Institutional training. BT, Financial Management Specialist Course, and WLC.

(b) Operational assignments. The focus during the early years of their career should be on mastering basic MOS skills, basic warrior tasks, and building a strong base of technical knowledge. They can acquire the necessary experience in both TDA and MTOE assignments serving as internal control specialist, disbursing specialist, accounting specialist, accounts payable specialist, civilian pay, vendor services specialist, budget specialist, travel specialist, and military pay specialist.

(c) Self-development. SSD Package 1; The Career Development Model recommends AA/AS by the 10<sup>th</sup> year of service and a BA/BS by the 16<sup>th</sup> year of service. The ability to earn a Bachelor's Degree or higher is a good predictor of success in the field of Financial Management. Finance Corps / Regimental Awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR).

(d) Additional training. Airborne, Air Assault, chemical, biological, radiological, and nuclear (CBRN), Combat Lifesaver, Field Sanitation, Fiscal Law, Accounts Payable Administrator Course Army Correspondence Course Program, Standard Financial System (STANFINS), Defense Military pay Office (DMO), Defense Travel System (DTS), Eagle Cash Card (ECC), Paper Check Conversion (PCC), Electronic Document Access (EDA), and Government Fund Enterprise Business System (GFEBs)..

(e) Special assignments. Recruiter.

(2) SGT.

(a) Institutional Training. WLC and Financial Management ALC.

(b) Operational assignments. The focus during this phase of their career should be in MTOE assignments. They should develop Soldier leadership skills, hone technical expertise, and begin laying a foundation of tactical knowledge. Sergeants should seek positions that allow them to gain leadership experience. Assignments include performing or supervising accounting, accounts payable, vendor services, budget, disbursing, cash management,, , and internal control.,

(c) Self-development. SSD Package 2; Sergeants should begin to build necessary technical knowledge and experience necessary to achieve certification under Certified Financial Manager Program. The Career Development Model recommends AA/AS by the 10<sup>th</sup> year of service and a BA/BS by the 16<sup>th</sup> year of service. The ability to earn a Bachelor's Degree or higher is a good predictor of success in the field of Financial Management. Finance Corps / Regimental Awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR), Sergeant Audie Murphy Club and Sergeant Mcrales Club induction, Recruiting Awards: Gold Badge, Recruiter Ring, and the Glen E. Morrell Award. (d) Additional training. Airborne, Air Assault, chemical, biological, radiological and nuclear (CBRN), Combat Lifesaver, Field Sanitation, Disbursing Operations, Deployed Operations Resource Management Course (DORMC), Principles of Cost Analysis and Management (PCAM), Planning, Programming, Budgeting, and Execution System (PPBES), Enhanced Defense Financial Manager's Training (EDFMT), Fiscal Law, and ACCP..

(e) Special assignments. Drill Sergeant, Recruiter and team leader.

(3) SSG.

(a) Institutional training. ALC, Financial Management SLC, and Battle Staff Course.

(b) Operational assignments. The focus during this phase of their career should be in MTOE assignments. They should continue to develop and refine their leadership skills, as well as tactical and technical expertise. Staff sergeants should seek positions, brigade and battalion operations NCO, which allow them to gain tactical leadership

experience. Avoid back-to-back non-tactical assignments. Long TDA assignments reduce tactical proficiencies due to continuous changes in modernization, structure and doctrine. Staff sergeants should seek positions that allow them to gain leadership experience. Assignments include supervising accounting, accounts payable, cash management, vendor services, budget, disbursing, resource management, policy and procedures, , and internal control,.

(c) Self-development. SSD Package 2 or 3; Although not required, to be competitive, SSG's should continue to build necessary technical knowledge and experience necessary to achieve certification under a Certified Financial Manager Program. The Career Development Model recommends AA/AS by the 10<sup>th</sup> year of service and a BA/BS by the 16<sup>th</sup> year of service. The ability to earn a Bachelor's Degree or higher is a good predictor of success in the field of Financial Management. Finance Corps / Regimental Awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR), Sergeant Audie Murphy Club and Sergeant Morales Club induction, Recruiting Awards: Gold Badge, Recruiter Ring, and the Glen E. Morrell Award. (d) Additional training. Airborne, Air Assault, CBRN, Combat Lifesaver, Field Sanitation, Army Comptroller Course (ACC), Intermediate Cost Analysis and Management (ICAM), Resource Management Budget Course (RMBC), Resource Management Tactical Course (RMTC), Deployable Disbursing System (DDS), RMT, Operation Data Store (ODS), Computerized Accounts Payable System Windows (CAPS-W), Wide Area Work Flow (WAWF), Case Management System (CMS), Resource Management Tool (RMT), International Treasury Services (ITS.GOV), CASHLINK, DORMC, Fiscal Law, GFEBS and ACCP..

(e) Special assignments. Budget manager, developer/writer/ instructor/, NCO Academy SGL, drill sergeant, section leader, recruiter, AC/RC advisor, Operational Support Teams (OST), and IG duty.

(4) SFC. Senior Financial Management Analysts (36Bs) support the financial management processes of budgeting, disbursing, accounting for government funds, travel and commercial vendor payments, pay support of Soldiers and foreign national employees, and internal control operations.

(a) Institutional training. SLC. , Battle Staff Course, Functional Courses: Deployed Operations Resource Management Course (DORMC), Disbursing Operations, Enhanced Defense Financial Management Training (EDFMT), Financial Management Leaders Course (FMLC), Planning, Programming, Budgeting and Execution System (PPBES), Resource Management Budget (RMBC), Resource Management Tactical Course (RMTC), Senior Resource Managers Course, Travel Administration and Entitlements, Professional Courses – Syracuse University: - Army Comptroller Course (ACC), Syracuse University, and Defense Financial Management Course (DFMC) .

(b) Operational assignments. The focus during this phase of their career should balance TDA/MTOE assignments. They should continue to develop leadership skills, hone technical expertise, and improve tactical knowledge. The SFC should seek positions like detachment sergeant and brigade operations NCO, which allow them to gain tactical leadership experience. Avoid back-to-back, non-tactical assignments. Long TDA assignments reduce tactical proficiencies due to continuous changes in modernization, structure and doctrine. The SFC should seek positions that gain leadership experience in accordance with DA Pam 611-21. Assignments include cash management, policy and procedures, senior financial manager, disbursing manager, internal control manager, and budget manager. The following indicators should be considered positively when evaluating promotion potential for CMF 36 Financial Management Staff Sergeants to the rank of Sergeant First Class:

- (1) Soldier is well-rounded. Records reflect a variety of assignments both TDA and MTOE. A well balanced mix of technical and tactical expertise, effective communication skills, and leadership abilities
- (2) Strong NCOERs reflecting outstanding duty performance

- (3) Exceeded NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leadership Award)
- (4) Maintains high physical fitness standards and consistent compliance with height and weight standards
- (5) Consistently seeks continuous learning opportunities through military courses and civilian educational opportunities
- (6) Demonstrates high standards of conduct and adherence to Army values

(c) Self-development. SSD Package 3 or 4; The Career Development Model recommends AA/AS by the 10<sup>th</sup> year of service and a BA/BS by the 16<sup>th</sup> year of service. The ability to earn a Bachelor's Degree or higher is a good predictor of success in the field of Financial Management. Finance Corps / Regimental Awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR), Sergeant Audie Murphy Club and Sergeant Morales Club induction, Recruiting Awards: Gold Badge, Recruiter Ring, and the Glen E. Morrell Award.

(d) Additional training. Airborne, Air Assault, NBC, Combat Lifesaver, Field Sanitation, Executive Comptroller Course (ECC), Contracting Officer's Representative Course (COR), Fiscal Law, and Senior Staff NCO Course..

(e) Special assignments. Detachment Sergeant, Career Management Advisor/Professional Development NCO, Writer/Developer/Instructor at the Financial Management School, NCO Academy SGL, AC/RC Advisor, Operational Support Teams (OST, AIT Platoon Sergeant, Military Transition Team, Special Missions Unit, Equal Opportunity Representative and IG duty. Just as our nation's fight against terrorism is a global one, so is the Financial Management mission. No matter where in the world Financial Management Soldiers are deployed, they are actively supporting some facet of overseas contingency operations assignments. While not all Financial Management NCOs will deploy, it is important to remember the challenges they face at their home station -- especially those in Rear Detachment leadership positions Financial Management NCOs assigned to leadership positions in Rear Detachments perform some of the most important functions associated with deployments. The morale of the deployed Soldier is closely tied to the morale and state of his or her family back home. Soldiers must be assured that while they are making sacrifices to safeguard their country their families remain safe and secure at home. It is the challenge and responsibility of the Rear Detachment leadership to keep order back at the home station, keep unit running, account for property, help resolve family problems and provide casualty assistance as required. Rear Detachment leadership must also ensure deployment readiness of stay-behind personnel for possible reach back requirements.

The Army relies heavily upon noncommissioned officers who serve in Rear Detachments during deployment of forces and combat. These noncommissioned officers have the tremendous responsibility to care for families of deployed Soldiers, military communities, remaining units, and installations.

Special Mission Units (SMU), (75<sup>th</sup> Ranger Regiment, 160<sup>th</sup> AVN, etc), are very high risk assignments. These organizations are on alert 24 hours a day, 365 days a year to rapidly deploy to any worldwide location, including OEF/OIF, to neutralize terrorism.

SMU deployments are normally short in duration (60 to 90 days) in comparison to conventional forces, because of the worldwide readiness requirement. Therefore, Soldiers assigned should not be penalized for tour lengths. All missions are highly classified with very high imminent danger potential.

Soldiers who perform successfully in these organizations have demonstrated superior performance and potential and should be given special consideration for promotion. All members underwent a rigorous special selection process that included road marches, swim test,



psychological test, leader reactionary course, rappelling, airborne operations, written examinations, enhanced Physical Fitness Test (addition of pull ups, higher minimums in each event, etc.), 5 mile standard run, and board selection consisting of a panel of senior officers and Command Sergeants Major.

Other Special Operations assignments with Special Forces, JSOC and SOCOM are also career enhancing assignments with very high demanding classified missions. Some SMU Soldiers are not available under normal docket due to the secret nature of the unit's mission.

Due to some classified assignments the Soldier's evaluations may or may not reveal their actual duties (dark side). Nevertheless, they should be given special consideration equal or greater than conventional peers.

(5) MSG/1SG. FM Sergeant First Class at skill level 4 provides technical guidance and supervisory oversight as section senior NCOs, project managers and NCOICs in all facets of full spectrum Financial Management support. Many of these positions require that the SFC be appointed as a Deputy Financial Management Officer. SFCs appointed as deputies are authorized to act in place of the officers they serve under and assume the exact same financial liabilities and responsibilities. FM SFCs also are the key trainers and mentors to all FM Soldiers in the preceding levels of skill.

(a) Institutional training. Battle Staff Course, SSD Package 5, Functional Courses: Defense Decision Support Course (DDSC), Senior Resource Manager's Course, Senior Staff NCO Course, Accounts Payable, Travel Administration and Entitlements, Disbursing Operations, Joint Service Pay Operations, Deployed Operations Resource Management Course (DORMC), Financial Management Leaders Course (FMLC), Enhanced Defense Financial Management Training (EDFMT), Planning, Programming, Budgeting and Execution System (PPBES), Resource Management Budget (RMBC), Resource Management Tactical Course (RMTTC), Defense Financial Management Course (DFMC), Professional Courses – Syracuse University: Army Comptroller Course (ACC), Executive Comptroller Course (ECC), (formerly PRMC – Professional RM Course), Professional Certification, and Certified Defense Financial Manager (CDFM).

(b) Operational assignments. The focus during this phase of their career can be in both MTOE and TDA assignments. They should focus on mastering leadership skills, technical expertise and tactical knowledge. The MSG should seek assignments as 1SG, budget advisor, financial management operations advisor, financial management advisor, financial management inspector or Support Operations NCO. The following indicators should be considered when evaluating promotion potential for CMF 36 NCOs to the rank of Master Sergeant:

- (1) Select 36B SFCs with a good mix of demonstrated technical expertise, effective communication skills, and leadership abilities
- (2) Successful Detachment Sergeant duty for a minimum of 12 months
- (3) Strong NCOERs reflecting outstanding duty performance potential
- (4) Exceeded NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader Award)
- (5) Consistently pass the APFT and comply with established height and weight standards
- (6) Demonstrates high standards of conduct and adherence to Army values
- (7) Completed Associates Degree or higher education

(c) Self-development. SSD Package 4 if not already completed; The Career Development Model recommends AA/AS by the 10<sup>th</sup>

year of service and a BA/BS by the 16<sup>th</sup> year of service. The ability to earn a Bachelor's Degree or higher is a good predictor of success in the field of Financial Management. Professional Certification: Certified Defense Financial Manager (CDFM). Finance Corps / Regimental Awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR).

(d) Additional training. Airborne, Air Assault, CBRN; Jumpmaster, Defense Decision Support Course, Defense Financial Management Course, Senior Resource Manager's Course, and Cost Management Certificate Course.

(e) Special assignments. Deputy Commandant, Financial Operations Manager, AC/RC Advisor, Operational Support Teams (OST), Military Transition Team, Instructor/Writer, Equal Opportunity Advisor, Inspector General, Special Mission Units and Financial Management Advisor. Just as our nation's fight against terrorism is a global one, so is the Financial Management mission. No matter where in the world Financial Management Soldiers are deployed, they are actively supporting some facet of overseas contingency operations assignments. While not all Financial Management NCOs will deploy, it is important to remember the challenges they face at their home station -- especially those in Rear Detachment leadership positions. Financial Management NCOs assigned to leadership positions in Rear Detachments perform some of the most important functions associated with deployments. The morale of the deployed Soldier is closely tied to the morale and state of his or her family back home. Soldiers must be assured that while they are making sacrifices to safeguard their country their families remain safe and secure at home. It is the challenge and responsibility of the Rear Detachment leadership to keep order back at the home station, keep unit running, account for property, help resolve family problems and provide casualty assistance as required. Rear Detachment leadership must also ensure deployment readiness of stay-behind personnel for possible reach back requirements.

The Army relies heavily upon noncommissioned officers who serve in Rear Detachments during deployment of forces and combat. These noncommissioned officers have the tremendous responsibility to care for families of deployed Soldiers, military communities, remaining units, and installations.

Special Mission Units (SMU), (75<sup>th</sup> Ranger Regiment, 160<sup>th</sup> AVN, etc), are very high risk assignments. These organizations are on alert 24 hours a day, 365 days a year to rapidly deploy to any worldwide location, including OEF/OIF, to neutralize terrorism.

SMU deployments are normally short in duration (60 to 90 days) in comparison to conventional forces, because of the worldwide readiness requirement. Therefore, Soldiers assigned should not be penalized for tour lengths. All missions are highly classified with very high imminent danger potential.

Soldiers who perform successfully in these organizations have demonstrated superior performance and potential and should be given special consideration for promotion. All members underwent a rigorous special selection process that included road marches, swim test, psychological test, leader reactionary course, rappelling, airborne operations, written examinations, enhanced Physical Fitness Test (addition of pull ups, higher minimums in each event, etc.), 5 mile standard run, and board selection consisting of a panel of senior officers and Command Sergeants Major.

Other Special Operations assignments with Special Forces, JSOC and SOCOM are also career enhancing assignments with very high demanding classified missions. Some SMU Soldiers are not available under normal docket due to the secret nature of the unit's mission. Due to some classified assignments the Soldier's evaluations may or may not reveal their actual duties (dark side). Nevertheless, they should be given special consideration equal or greater than conventional peers.

(6) SGM. **FM** First Sergeant / Master Sergeant provide technical and operational support and advice to Sustainment Brigade Commanders, FM Center Directors and G8/Comptrollers on all matters relating to Financial Management. They may also be called upon to serve as senior enlisted Financial Management inspectors to inspect and evaluate

the full spectrum of functions, activities, and services provided by Financial Management Detachments, Companies, and Centers.

(a) Institutional training. SGM Academy, Functional Courses: Defense Decision Support Course (DDSC), Deployed Operations Resource Management Course (DORMC), Financial Management Leaders Course (FMLC), Planning, Programming, Budgeting and Execution System (PPBES), - Resource Management Budget Course (RMBC), Resource Management Tactical Course (RMTC), Senior Resource Manager's Course, Senior Staff NCO Course, Professional Courses – Syracuse University: Army Comptroller Course (ACC), Executive Comptroller Course (ECC), (formerly PRMC – Professional RM Course), Professional Certification: Certified Defense Financial Manager (CDFM), Certified Government Financial Manager (CGFM), and Certified Payroll Assistant (CPP) .

(b) Operational assignments. To enhance career development, vary assignments between both MTOE and TDA assignments. They should focus on broadening experiences . The SGM should seek assignments as Senior Financial Management Operations Advisor or G-8 Senior Financial Management Advisor. The following indicators should be considered when evaluating promotion potential for CMF 36 NCOs to the rank of Sergeant Major:

- (1) Select 36B 1SGs or MSGs with a good mix of demonstrated technical expertise, effective communication skills, and leadership abilities
- (2) Currently serving in an E-9 capacity, graduates of USASMA, and those attending the resident phase
- (3) Successful First Sergeant duty for a minimum of 12 months
- (4) Strong NCOERs reflecting outstanding duty performance/potential
- (5) Exceeded NCOES course standards (Honor Graduate, Commandant's List, and Distinguished Leader Award)
- (6) Consistently exceeds the APFT and comply with established height and weight standards
- (7) Demonstrates high standards of conduct and adherence to Army values
- (8) Completed Baccalaureate Degree or higher education by the 16<sup>th</sup> year

(c) Self-development. The Career Development Model recommends AA/AS by the 10<sup>th</sup> year of service and a BA/BS by the 16<sup>th</sup> year of service. The ability to earn a Bachelor's Degree or higher is a good predictor of success in the field of Financial Management. Professional Certification: Certified Defense Financial Manager (CDFM). Finance Corps / Regimental Awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR).

(d) Additional training. Airborne, Air Assault, CBRN; Jumpmaster Defense Decision Support Course, Defense Financial Management Course, Senior Resource Manager's Course, and Cost Management Certificate Course. Accounting and Analysis Course,

Budgeting, and Execution System

(e) Special assignments. Senior Financial Management Operations Advisor, Chief, Career Management NCO, Commandant NCO Academy, Inspector General, AC/RC Advisor/Coordinator, Instructor/Writer and G-8 Financial Management Advisor. Just as our nation's fight against terrorism is a global one, so is the Financial Management mission. No matter where in the world Financial

Management Soldiers are deployed, they are actively supporting some facet of overseas contingency operations assignments. While not all Financial Management NCOs will deploy, it is important to remember the challenges they face at their home station -- especially those in Rear Detachment leadership positions. Financial Management NCOs assigned to leadership positions in Rear Detachments perform some of the most important functions associated with deployments. The morale of the deployed Soldier is closely tied to the morale and state of his or her family back home. Soldiers must be assured that while they are making sacrifices to safeguard their country their families remain safe and secure at home. It is the challenge and responsibility of the Rear Detachment leadership to keep order back at the home station, keep unit running, account for property, help resolve family problems and provide casualty assistance as required. Rear Detachment leadership must also ensure deployment readiness of stay-behind personnel for possible reach back requirements. The Army relies heavily upon noncommissioned officers who serve in Rear Detachment during deployment of forces and combat. These noncommissioned officers have the tremendous responsibility to care for families of deployed Soldiers, military communities, remaining units, and installations.

(f) . Army career degrees. See SOCAD Army Career Degree Program.

(g) . GI to Jobs. See GI to Jobs COOL Web site.

#### **18-5. MOS 36B 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>>

#### **18-6. MOS 36B Reserve Component**

a. Major duties. RC Financial Management Soldiers play an important role in the Financial Management mission. To qualify for the MOS 36B RC Soldiers must complete the Financial Management Specialist Course conducted by the U.S. Army Financial Management School or a RC training institution designated by the U.S. Army Financial Management School. All other entry standards apply. Duty assignments for career progression are the same for RC as for the AC. Technical training is essential to the wartime effectiveness of the financial management mission and depends heavily on the quality of RC financial management Soldiers. RC financial management Soldiers deploy in the same capacity as AC financial management Soldiers.

b. Reclassification. In order to reclassify as a Financial Management Technician, an NCO must first complete the Financial Management Specialist Course conducted by the U.S. Army Financial Management School or a RC training institution designated by the U.S. Army Financial Management School. Additionally, in order to be considered MOS qualified, Staff Sergeants who reclassify must also attend the Financial Management ALC and Sergeants First Class and above who reclassify must attend the Financial Management SLC.