



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1
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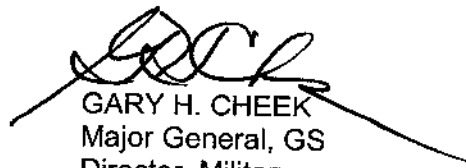
MEMORANDUM FOR Commander, U.S. Army Adjutant General School, ATTN: Chief of Proponency, 10000 Hampton Parkway, Fort Jackson, South Carolina 29207-5015

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
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CF:
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Chapter 17

Human Resource and Army Bandsperson (CMF 42) Career Progression Plan

17-1. Duties

The mission of the Human Resources (HR) Specialist is to coordinate timely and effective manpower and personnel support for commanders at all echelons. HR support enhances the readiness and operational capabilities of the total force and ensure success across the full spectrum of military operations. This includes Joint, Inter-agency, Inter-governmental and Multinational (JIIM) operations. HR support covers all levels of war; strategic, operational, and tactical. For information regarding the type of support at each level of operation, see FM 1-0. CMF 42 Soldiers need to have knowledge of AR 25-55, AR 340-21, and Privacy Act Systems of Records Notices because these regulations set forth policies and procedures for personal information kept by the Department of the Army.

17-2. Transformation

The Adjutant General's (AG) Corps is a valuable and viable branch that supports war fighters. It is important that the AG Corps remains relevant as the Army undergoes continued transformation. Personnel Services Delivery Redesign (PSDR) is the Human Resources (HR) system that decentralizes the majority of the HR responsibilities from legacy structure (AHRC, PSB, and PSD) to the S1 sections within the BCT/BDEs to provide better support to the Combat Commanders engaged in the fight. BCT/BDE S1 Sections will be linked directly to the top of the HR System for the personnel strength reporting and Essential Personnel Service (EPS) ie. awards, NCOERs, ID cards, promotions, etc. PSDR strengthens the BCT/ BDE S1 Sections by adding a WO and a MSG in each BCT/BDE S1. These experienced professionals will significantly increase the capabilities of the S1 section. PSDR also establishes clearly defined delineation of tasks and roles between the S1 section, the G1 section and the IMA-controlled Military Personnel Division (MPD) on every installation.

The SRC12 Organizational Structure is based on operational commitment of forces in support of Desert Shield/Desert Storm (DS/DS), OIF/OEF, and Contingency operations in the Balkans. This restructuring was developed to provide critical support beyond the capability of Bn and Bde S1s for consolidated (Reception, Replacement, RTD, Rest and Recuperation, Redeployment), Casualty and Postal Operations. The SRC12 structure consists of several elements that enhance the Theater-level Personnel Accountability and Strength Reporting (PASR) core competency to reflect efficient Deployed Theater Accountability Systems (DTAS) management. The Human Resources Sustainment Center (HRSC) provides theater-level planning/execution, supervision, and technical guidance in support of ASCC/Army G1 and the Theater Sustainment Command (TSC) Commander. HR Companies are assigned to Sustainment BDEs and are the building block structure. They are modular, scalable Company HQs consisting of 32 personnel – commanded by a Major with specialized platoons (Postal, and HR Platoons) and Plans and Ops Teams are added as required for mission. The Theater Gateway and Military Mail Terminal (MMT) Teams which are LTC-led organizations oversee personnel accountability for incoming and outbound personnel and critical theater MMT and postal operations. Whether AG NCOs are assigned to a BCT/BDE S1, SRC12 organization or garrison unit, they must be tactically and technically proficient in combat operations. They must have the ability to execute HR support and provide technical guidance and expertise at every level of the command across the Department of Defense.

AG NCOs should be mentally and physically disciplined and well versed in every aspect of HR support. They must be able to perform their individual tasks, mentor, develop and train Soldiers while adhering to Army Values and embodying the Warrior Ethos. HR NCOs must be able to adapt to any environment and continue to provide mentorship to subordinates within the HR community.

17-3. Recommend career management self-development by rank

a. PVT-SPC/CPL.

(1) The quality and success of a Soldier's career is dependent on the level of commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and master the following military publications: STP 21-1, FM 3-21.5, FM 3-25.26, TC 3-22.20, FM 4-25.11, AR 670-1, FM 3-90.61, AR 25-50, 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: the NCO Journal, 1775 The Journal of the Adjutant General's Corps Regimental Association, Soldiers should monitor S1 Net for HR updates and professional development topics.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, Soldiers willing to make the required sacrifices should seize the available opportunities. College Level Examination Program (CLEP) and Defense Activity for Non-Traditional Education Support (DANTES) are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through Functional Academic Skills Training (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 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. College education is a critical piece of the self-development program and AG Soldiers should plan their college program around a degree that relates to their MOS using information provided on the Service members Opportunity College Army Degree (SOCAD) Web site. Soldiers may also enroll in GOARMYED, 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 (Credentialing Opportunities Online (COOL) website. For information on these and other education programs, visit the Army Education Center (AEC) on your installation.

b. SGT.

(1) The quality and success of a Sergeant's career is dependent on the level of 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, FM 3-0, FM 6-22, FM 7-0, FM 7-1, FM 3-21.18, FM 3-21.75, 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: *The Story of the Noncommissioned Officer Corps* (USA Center of Military History, 70-38); 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, sergeants willing to make required sacrifices should seize available opportunities. Pursuing a college education at this level is not mandatory but it can place a SGT above their peers. SGTs should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(5) NCO 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 NCO's ability to communicate verbally.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL website. 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 dependent on their level of commitment to excellence, regardless of the mission. The Staff Sergeant's professional competence is measured by how well they develop, maintain and use the full range of human potential of his soldiers. These NCOs should study and master the additional military publications: STP 21-24, AR 350-1, FM 3-21.5, FM 3-22.9, FM 1-02, FM 3-90.31, FM 3-90.6, -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, *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, SSGs willing to make required sacrifices should seize 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 SSGs to participate in various correspondence courses to accomplish individual educational objectives.

(4) NCO 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 SSG's ability to communicate verbally.

(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) SSGs should also consider entering a technical program to gain nationally recognized credentials in an appropriate technical discipline. NCOs may also earn college credit for Technical Certifications. 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) The SFC is expected to dispatch leadership and other duties with an expert level of professionalism. As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. SFCs should strive to complete a degree program or accumulate two years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) NCOs should study and master the following additional military publications: FM 3-90.6, FM 3-90.31, FM 3-7, FM 21-31, AR 750-1, 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 (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, SFCs willing to make required sacrifices should seize available opportunities. The self-development process should now shift to advanced skills. Ideally, an SFC should complete an Associate's Degree by 12 years of service and continue studies towards an upper level degree. SFCs must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army operations, and battle staff functions should be emphasized as essential to an SFC.

(5) NCO 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.

(7) NCOs should also consider entering a technical program to gain nationally recognized credentials in an appropriate technical discipline. NCOs may also earn college credit for Technical Certifications. 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) The MSG is expected to dispatch leadership and other duties with an expert level of professionalism. As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. MSG/ISG should complete an Associate's Degree and continue to accumulate college credit towards a Bachelor's degree by this stage of service.

(2) MSG/ISG should study and master the following military publications: AR 601-280; AR 600-20; DA Pam 611-21; AR 840-10, and Aircraft plates and AR 220-1.

(3) Master Sergeants should also continue to leverage other distributed learning programs and broaden their focus to include functional training. These NCOs must recognize their new role as a senior NCO and pursue functional courses from various sources that will enhance their understanding of how the army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

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

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

f. SGM/CSM.

(1) The SGM/CSM is expected to dispatch leadership and other duties with an expert level of professionalism. They should 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 command's 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.

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

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

17-4. MOS 42A Human Resources Specialist

a. Major duties. The HR Specialist supervises or performs HR functions in support of every echelon of command across DOD. These duties are performed in Battalion and Brigade level S1s, Corps and Division G1 sections, Human Resources Sustainment Centers (HRSC), Military Mail Terminal Team (MMT), Human Resources Operations Branch (HROB), Theater Gateway Reception, Replacement, Redeployment, Rest and Recuperation, and Return to Duty Team, HR Company HQs, Postal Platoons, HR Platoon/Liaison Teams, and the DA Staff. There are some Reserve Component (RC) unique duties in state HQ, Regional Readiness Commands, and the Human Capital Enterprise. HR Specialist advise commanders, staffs, and Soldiers on Human Resources functions and capabilities at strategic, operational, and tactical levels. They focus on HR management; supervise personnel management activities such as wartime personnel accounting and strength reporting, casualty operations, postal operations, and activities of HR. There are several HR systems that HR Specialists manage, ie. Enlisted Distribution and Assignment System (EDAS), Total Officer Personnel Management Information System (TOPMIS), Personnel Network (PERNET), Electronic Military Personnel Office (eMILPO), eHRS, Deployed Theater Accountability System (DTAS), test program set (TPS), Defense Casualty Information Processing System (DCIPS) and Reserve Component unique programs such as Regional Level Application Software (RLAS), Active Guard Reserve Management Information System (AGRMIS), Soldier Management System (SMS), and Force Structure Reporting (FSR) are all major HR systems dedicated to the management of Soldiers, their families, DOD Civilians, Retirees, and Contractors. They train and supervise military and civilian personnel in organizational HR support. Central to this mission is formulation of policy for critical wartime functions described in FM 1-0 and peacetime personnel functions and programs described in AR 600-8. Refer to the HRC Smartbook, DA Pam 611-21, tables 10-42A-1, 10-42A-2, and 10-42A-3, for physical requirements and complete list of duty positions.

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

c. Goals for development.

(1) *PVT-SPC/CPL.*

(a) *Institutional training.* AIT and WLC.

(b) *Operational assignments.* The focus during the early years of a 42A Soldier's career must be on building a strong base of technical expertise in basic MOS skills and common Soldier tasks. Assignments as an HR Specialist may include but not limited to, Postal Platoon, Casualty Platoon/Liaison Team, and various G1/S1 sections.

(c) *Self-development.* Structured Self-Development Level I (SSD I) upon completion of BCT/OSUT/AIT. For additional information on self-development, refer to paragraph 17-3.

(d) *Additional training.* Postal Operations Course, Executive Administrative Assistant Course, Attaché Staff Operations Course, Airborne, and Air Assault.

(e) *Special assignments.* Corporal Recruiter, Executive Administrative Assistant, and Attaché Specialist (SPC only).

(2) *SGT.*

(a) *Institutional training.* ALC.

(b) *Operational assignments.* Seek challenging and progressive assignments with supervisory responsibilities. These assignments may include but not limited to, BN S1 HR Sergeant, G1 Staff NCO HROB, Postal Platoon, or HR Platoon/Liaison Team.

(c) *Self-development.* Structured Self-Development Level 3 (SSD III) upon completion of ALC. Develop instructor skills (team and squad). For additional information on self-development, refer to paragraph 17-3.

(d) *Additional training.* Postal Operations Course and Executive Administrative Assistant Course, Attaché Staff Operations Course, Airborne, and Air Assault.

(e) *Special assignments.* Recruiter, Drill Sergeant, Executive Administrative Assistant, and Attaché NCO.

(3) *SSG.*

(a) *Institutional training.* ALC, SLC and Battle Staff Course. ALC is required for promotion to SFC.

(b) *Operational assignments.* Maintain a good balance of TDA and TOE assignments; serve in a variety of assignments that enhance career progression. Assignments as an HR Sergeant may include but not limited to, BN S1 HR Sergeant, Postal Supervisor, G1 Staff NCO, HROB, Operations NCO, and HR Company Postal Platoon SGT or HR Platoon/Liaison Team NCO.

(c) *Self-development.* Structured Self-Development (appropriate level) upon completion of ALC/SLC. Develop public speaking and speech writing skills. For additional information on self-development, refer to paragraph 17-3.

(d) *Additional training.* Postal Supervisor Course, Executive Administrative Assistant Course, Attaché Staff Operations Course, Airborne, and Air Assault.

(e) *Special assignments.* Recruiter, Drill Sergeant, Executive Administrative Assistant, AIT Instructor, Attaché NCO, Training Developer/Writer, and NCO Academy SGL.

(4) *SFC.*

(a) *Institutional training.* SLC and Battle Staff Course. SLC is required for promotion to Master Sergeant.

(b) *Operational assignments.* Maintain a good balance of TDA and TOE assignments; serve in a variety of assignments that enhance career progression. Assignments as a Senior HR Sergeant may include but not limited to, BN/BDE S1 Senior HR Sergeant, Corps/Division G1 Staff NCO, HRC Branch Manager, HROB, Detachment Sergeant, Postal, or Casualty Operations Platoon Sergeant, Operations NCO, HRSC Section Chief, and AIT Course Director. SFC with at least 24 months of service in a Battalion S1 position at present or prior NCO rank (SSG and above, as indicated by evaluations) are considered the best qualified.

(c) *Self-development.* Structured Self-Development Level 4 (SSD IV) upon completion of ALC/SLC. For additional information on self-development, refer to para 17-3.

(d) *Additional training.* Force Development Course, Postal Supervisor Course, Defense Equal Opportunity Management Institute (DEOMI) EOA Course, Department of the Army Inspector General (DAIG) Course, Attaché Staff Operations Course, Airborne, and Air Assault.

(e) *Special assignments.* Recruiter, Senior Drill Sergeant, EOA, IG NCO, Attaché NCO, Training Developer/Writer, AA/RC Advisor, AIT Instructor, AIT Platoon Sergeant, Proponent NCO, Career Management NCO/Advisor, and NCO Academy Senior SGL, Force Development NCO, and Special Missions Unit.

(5) *MSG/1SG.*

(a) *Institutional training.* Sergeants Major Academy and Battle Staff Course.

(b) *Operational assignments.* Continue to maintain a good balance of TDA and TOE assignments. Assignments as Chief, HR Sergeant may include but not limited to, Bde S1 Senior HR Sergeant, Corps/Division G1 NCO, HRSC Section Chief, HRC Branch NCOIC, Strength Management NCO, Operations Sergeant, HR Company 1SG, Military Entrance Processing Station (MEPS) 1SG, Assistant Commandant NCOA, AIT Series Training Chief, Combat Developments NCO, Manpower/Force Development NCO, and Senior Postal Supervisor/Inspector. Master Sergeants with at least 18 consecutive months of service in a Brigade S1 position at present or prior NCO rank (SFC and above, as indicated by evaluations) are considered the best qualified.

(c) *Self-development.* For additional information on self-development, refer to paragraph 17-3.

(d) *Additional training.* Force Development Course, Postal Supervisor Course, DEOMI EOA Course, DAIG Course, Attaché Staff Operations Course, Airborne, and Air Assault.

(e) *Special assignments.* EOA, IG NCO, AA/RC Advisor, and Attaché NCO, Force Development NCO, Special Missions Unit, and Military Transition Team.

(6) *SGM.*

(a) *Institutional training.* SGM Academy and Battle Staff Course.

(b) *Operational assignments.* Assignments as Chief, HR Sergeant may include but not limited to, HRSC Division SGM, Army G1 SGM, TAGD SGM, EPMD SGM, G1/AG SGM, HRC Branch/Division SGM, Combat Developments/Proponency SGM, Training Development Directorate SGM, Advanced Individual Training SGM, Theater Gateway SGM, Operations SGM, Army Reserve G1 SGM, and HCE SGM (both RC unique).

(c) Self-development. Structured Self-Development Level 5 (SSD V) upon completion of the Sergeants Major Course. For more information on self-development, refer to paragraph 17-3.

(d) Additional training. Force Development Course, Postal Supervisor Course, DEOMI EOA Course, DAIG Course, Airborne, and Air Assault.

(e) Special assignments. EO SGM, IG SGM, Special Missions Unit, and SGM Academy Faculty Advisor.

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

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

17-5. MOS 42A Professional Development Model

Access to the Career Map 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>.

17-6. MOS 42A Reserve Component

The RC Soldiers play an important role in the mission of the Army. To qualify for MOS 42A, Soldiers must complete training conducted by the U.S. Army Adjutant General (AG) School or a RC Training Institution designated by the U.S. Army AG School. Duty assignments for career progression are the same for RC as for the AA. During peacetime, training to provide support to both AA and RC Soldiers is critical.

17-7. MOS 42R Army Bandsperson

MOS 42R Soldiers and NCOs must be technically and tactically proficient. Army bands have new structures for the first time in over fifty years. With this new structure, Army musicians are configured into small, individually deployable Music Performance Teams (MPT). MPTs demand the highest level of (MOS) proficiency to effectively accomplish the Army's mission. The shift from large performing groups to small teams of 4-8 musicians requires higher standards of individual musicianship and creates significant leadership roles for Army band NCOs.

Since Army bands are not authorized support personnel, Detachment Leaders and Team Leaders are expected to perform all company administration to include HR, Logistics, Operations, Training, and Safety/Security in addition to their musical and leadership responsibilities. Throughout this document, these administrative jobs are referred to as Band Critical Function areas. Good interpersonal communication, management, and administrative skills are very important for senior NCOs.

a. Major duties. As Army musicians navigate through their careers, a variety of assignments becomes increasingly important. Army bands offer experience in operational and institutional assignments, including traditional and special skill positions. A variety of assignments throughout a Soldier's career is important in gaining Army-wide perspective and a variety of experiences as NCOs aspire to assume the top leadership positions. Deployment/combat experience is extremely valuable for senior NCO grades. Documented successful performance in a variety of assignments and positions is key for NCOs aspiring to progress to senior leadership levels in the field.

(1.) MPT Leader. The Army musician performs music as a member of a Music Performance Team (MPT) in Army bands (small, medium, and large). NCOs function first as an Assistant Team Leader (SSG), then as a Team Leader (SFC) of an MPT. In this context, the MPT leader is responsible for organizing, instructing, training, counseling and evaluating Instrumentalists (SPC) and Senior Instrumentalists (SGT) on that team. Additionally the MPT leader is responsible for all areas of administration and mission execution for the MPT.

(2.) Collateral duties. In addition to performance as MPT leaders, NCOs may be asked to perform collateral duties as a Drum Major or in Band Critical Function areas: HR, Logistics, Operations, Training, Safety/Security, Staff Arranger.

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

c. Goals for development. Since all Soldiers in an Army band, including the command team, are expected to perform as musicians, technical proficiency is paramount in the leader development and career progression for all levels and pay grades. Army musicians should aspire to achieve and maintain the C1 ASI, earned by achieving an instrumental proficiency score of 30 on the Army Musician Performance Assessment (AMPA). The C1 ASI identifies musicians who have performed well above standard on their instruments and broadens the scope of assignment possibilities for band Soldiers.

(1) *PVT–SPC/CPL.* Soldiers in the early years of their careers must focus on building a strong base of technical expertise in basic MOS skills and common Soldier tasks.

(a) *Institutional training.* AIT and WLC.

(b) *Operational assignments.* Instrumentalist in an Army band (small or medium). Instrumentalists are also assigned duties as clerks or assistants in support of Band Critical Function areas.

(c) *Self-development.* SL1 Soldiers must maintain instrumental proficiency (score of 18 on the AMPA) for retention in service, and should continually strive to improve their MOS skills. Team Leaders will periodically verify that skills are maintained. Soldiers should begin or continue their civilian education concentrating on musical studies. See the 42R SOCAD or GoArmyEd.com for more information. For additional information on self-development, refer to paragraph 17–3.

(d) *Additional training.* Soldiers should complete ACCP courses that broaden their knowledge of general military subjects. Courses that relate to their additional duties in band Critical Function areas as mentioned above will also be helpful. Completion of the Airborne Course and/or Air Assault Course is encouraged for Soldiers assigned to bands where these courses are available.

(e) *Special assignments.* None.

(2) *SGT.* In addition to building a strong base of technical expertise in MOS skills and common Soldier tasks, Junior NCOs must seek challenging and progressive positions with supervisory responsibilities.

(a) *Institutional training.* WLC and ALC.

(b) *Operational assignments.* Senior Instrumentalist in an Army band (small, medium, or large). Senior Instrumentalists may also serve as Section NCOs in support of band Critical Function areas.

(c) *Self-development.* SL2 Army musicians must work to meet or exceed the instrumental proficiency score of 24 required to meet the Advanced Leadership Course (ALC) performance standards. Senior NCOs will periodically verify that skills are maintained. An associate's degree or the equivalent of two years of college is recommended by the completion of four years of service. The Soldier's civilian education should concentrate on intermediate level musical studies. See the 42R SOCAD or GoArmyEd.com for more information. For additional information on self-development, refer to paragraph 17–3.

(d) *Additional training.* Junior NCOs should continue to pursue completion of ACCP courses which will broaden their knowledge on general military subjects and those that will increase their knowledge of band Critical Function areas. Completion of the Airborne Course and/or Air Assault Course is encouraged for Soldiers assigned to bands where these courses are available.

(e) *Special assignments.* None.

(3) *SSG.* Mid-level NCOs should continue development of their MOS skills and should begin to show a variety of assignments and positions. Optimally, a mid-level NCO should have at least two different types of assignments

and some experience as an NCO in band Critical Function areas and/or as an Assistant MPT Leader. As an Assistant MPT Leader, the NCO organizes, instructs, trains, counsels and evaluates junior grade Soldiers. He/she may also perform collateral duties as a Drum Major.

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

(b) *Operational assignments.* Assistant MPT Team Leader in an Army band. Assistant Team Leaders also serve as section NCOs in band Critical Function areas. NCOs who exhibit some or all of the following qualifications are seen as highly competitive for selection to the rank of Sergeant First Class:

- 1.) MOS proficiency at the C1 ASI level and demonstrated excellence in training and leading MPTs
- 2.) Successful performance in a variety of assignments and duty positions
- 3.) Demonstrated excellence during NCOA attendance as represented by exceeding course standards and/or receiving special recognition such as Honor Graduate, Commandant's List, Distinguished Leader Award, etc.
- 4.) Commitment to self-improvement through military courses and civilian educational opportunities

(c) *Self-development.* SL3 Army musicians must work to meet or exceed the instrumental proficiency score of 30 required to meet the Senior Leader Course (SLC) performance standards. Completion of a bachelor's degree is recommended by the end of ten years of service. The NCO's civilian education should concentrate on advanced musical studies and human resources topics such as principles of management, organizational behavior, information management systems, and technical writing. See the 42R SOCAD or GoArmyEd.com for more information. Awards unique to Army bands include: Army Band NCO of the Year, Adjutant General's Corps NCO of the Year. Band Soldiers are also eligible for other Adjutant General's Corps Regimental Association (AGCRA) awards: MG Horatio Gates awards (Bronze/Gold), AGCRA Achievement Medal, MG Winfield Scott Medal, President Benjamin Harrison Medal and President Theodore Roosevelt Medal. For additional information on self-development, refer to paragraph 17-3.

(d) *Additional training.* NCOs should complete any ACCP courses related to Human Resources topics and the successful execution of band Critical Function areas. Completion of courses related to their additional duties will broaden NCOs' knowledge of general military subjects. Any additional courses related to senior level management skills will further enhance Soldiers' abilities to function in senior NCO positions. Completion of the Airborne Course and/or Air Assault Course is encouraged for Soldiers assigned to bands where these courses are available. The Army Basic Instructor Course (ABIC), Basic Force Management Course, Intermediate Facilitator Skills Course (IFSC), and the Systems Approach to Training Basic Course (SATBC).

(e) *Special assignments.* AIT Platoon Sergeant, U.S. Army School of Music (USASOM); Instructor/Writer, USASOM (serves as ALC Small Group Leader or AIT Instructor); Recruiter, USAREC; Training Support NCO, USASOM.

(4) *SFC.* In addition to further developing their MOS technical expertise, senior NCOs should have at least 2-3 different types of assignments with some experience as an NCOIC in a band Critical Function area or performance as an MPT Leader. The MPT Leader organizes, instructs, trains, counsels and evaluates junior grade Soldiers in his/her MPT. Additionally he/she is responsible for the administration, logistics and mission execution of the MPT. He/she may perform collateral duties as Drum Major.

(a) *Institutional training.* SLC and the Battle Staff Course.

(b) *Operational assignments.* MPT Team Leader in an Army band. MPT Leaders may also serve as band Critical Function area NCOICs (Army band small) or band Critical Function area NCOs, (Army band medium and

large) in support of: administration, logistics, operations, or training. NCOs who exhibit some or all of the following qualifications are seen as highly competitive for selection to the rank of Master Sergeant:

- 1.) MOS proficiency at or above the C1 ASI level, and demonstrated excellence in training and leading MPTs
- 2.) Successful performance in a variety of assignments and demanding duty positions
- 3.) Demonstrated excellence during NCOA attendance as represented by exceeding course standards and/or receiving special recognition such as Honor Graduate, Commandant's List, Distinguished Leader Award, etc.
- 4.) Commitment to self-improvement through military courses and civilian educational opportunities

(c) Self-development. SL4 Army musicians are expected to maintain or exceed the instrumental proficiency score of 30 required to successfully achieve Senior Leader Course performance standards. Bandmasters will periodically verify that skills are maintained. Completion of a bachelor's degree is recommended by the end of ten years of service: continuation of studies through the graduate level is strongly encouraged. Senior NCOs' civilian education should concentrate on advanced musical studies and/or human resources studies. See the 42R SOCAD or GoArmyEd.com for more information. Awards unique to Army bands include: Army Band NCO of the Year, Adjutant General's Corps NCO of the Year. Band Soldiers are also eligible for other Adjutant General's Corps Regimental Association (AGCRA) awards: MG Horatio Gates awards (Bronze/Gold), AGCRA Achievement Medal, MG Winfield Scott Medal, President Benjamin Harrison Medal and President Theodore Roosevelt Medal. For additional information on self-development, refer to paragraph 17-3.

(d) Additional training. Completion of advanced military subjects through ACCP is also encouraged. The Army Basic Instructor Course (ABIC), , Basic Force Management Course, Intermediate Facilitator Skills Course (IFSC), and Systems Approach to Training Basic Course (SATBC).

(e) Special assignments. Career Advisor, USAHRC; Career Management NCO, AGS (USASSI); Recruiting Brigade Band Liaison, USAREC; AIT Platoon Sergeant, USASOM; Senior Instructor/Writer, USASOM (serves as NCOA Deputy Commandant, SLC Small Group Leader, AIT Instructor, or Senior Training Developer); Senior Training Support NCO, USASOM; Equal Opportunity Advisor.

(5) *MSG/1SG.* The most competitive MSG/1SGs must demonstrate musical excellence as represented by the C1 ASI, and should have at least 3-4 different types of assignments throughout their career with documented experience serving as the NCOIC of at least one Critical Function area and MPT leadership experience. NCOs in the grade of MSG/1SG must maintain supervisory oversight on all administrative and logistical functions of the unit in addition to qualitative management of all aspects of the unit's musical mission. This requires strong leadership, administrative and communication skills. Band NCOs in the grade of MSG/1SG function as a 1SG in an Army band Small or as Detachment Leader in an Army band Medium or Large. Detachment Leaders supervise training, administration, logistics and mission execution for one or more MPTs. First Sergeants serve as the senior enlisted advisor to the commander, serves as the band commander in his/her absence, and is the principal enlisted conductor.

(a) Institutional training. SGM Academy and Battle Staff Course.

(b) Operational assignments. Army Band First Sergeant; Detachment Leader (Army band medium and large). Detachment Leaders may also serve as band Critical Function area NCOICs in Army bands medium and large. NCOs who exhibit some or all of the following qualifications are seen as highly competitive for selection to the rank of Sergeant Major:

- 1.) Demonstrated outstanding MOS proficiency at or above the C1 ASI level

2.) Demonstrated outstanding performance as band First Sergeant. First Sergeant positions can be broken down into three categories, most demanding first:

a. Deployable Division Bands/SHAPE International Band

1. First Sergeant of a Deployable Division band (Army band Small). These 1SG positions carry the highest level of responsibility due to the additional requirements necessary when leading Soldiers into a combat zone.

2. First Sergeant, SHAPE International Band. This one-of-a-kind position leads a multi-service, multi-national group of individuals and functions as the Commander of the organization. This added responsibility of a high-visibility assignment, including all functions of host-nation protocol and ambassadorial functions, sets apart individuals who have successfully performed in this position

b. First Sergeant of a Garrison non-deployable band (Army Band Small). These 1SGs have full responsibility for our bands located primarily on training installations. Like their Division Band 1SG peers, they also supervise all aspects of a company-size TOE band unit. However, they do not shoulder the added responsibilities associated with a deployment scenario.

c. First Sergeant, Army Band Medium/Army Band Large. These individuals serve under a band SGM, enabling the SGM to focus on long-range, broad-scope issues within their area of the CMF (i.e. TRADOC, FORSCOM, USARPAC, USAREUR, EUSA, etc.). Although they do shoulder a great deal of responsibility for all unit and troop-related matters in the organization, they are not serving as the Senior Enlisted Advisor.

(c) *Self-development.* SL5 Army musicians are expected to maintain or exceed the instrumental proficiency score of 30 required to successfully achieve SLC course standards and serve at the top leadership positions in the CMF. Continuation of studies through the graduate level is strongly encouraged. For additional information on self-development, refer to paragraph 17-3.

(d) *Additional training.* The Army Basic Instructor Course (ABIC), Basic Force Management Course, Intermediate Facilitator Skills Course (IFSC), and Systems Approach to Training Basic Course (SATBC).

(e) *Special assignments.* Senior Instructor/Writer, USASOM (serves as NCOIC, Directorate of Training or as Director of Operations); Director of Support, USASOM (serves as DOTD NCOIC); Senior Band Liaison, HQ USAREC.

(6) *SGM/CSM.* Band Sergeants Major serve as the senior enlisted band Soldier in their commands. The Band SGM assists and advises the Proponent Command Sergeant Major and their respective commands on issues affecting MOS 42R Soldiers. Additionally they will assist as necessary with issues relating to the subordinate bands in their ACOMs, as well as mentoring and monitoring the professional development of those band first sergeants. The USASOM CSM also serves as the Senior Enlisted Advisor to the Chief, Army Bands and as the Commandant of the US Army School of Music NCO Academy. Additionally, he/she develops recommendations on assignment of Active Army 42R MSGs, 1SGs and SGMs, mentors and supervises professional development of senior NCOs in MOS 42R, and convenes Army band SGMs annually for review of issues pertaining to Soldiers in MOS 42R and 42S. Those most competitive for selection to CSM have successfully served in operational and institutional Army band assignments, and have a variety of experiences in deploying, traditional and special skill assignments throughout their career.

(a) *Institutional training.* SGM Academy (for conditional promotion to SGM, see AR 600–8–19) and Battle Staff Course.

(b) *Operational assignments.* Band Sergeant Major, Army band (medium and large). NCOs who exhibit some or all of the following qualifications are seen as highly competitive for selection to the rank of ASOM Command Sergeant Major:

- 1.) Demonstrated outstanding performance as a Band Sergeant Major
- 2.) Demonstrated technical and tactical excellence as best demonstrated by assignment to and successful performance in small, medium and large Army bands throughout career
- 3.) Leadership experience in both the operational and institutional Army; deployment experience, traditional and special skill positions help provide army-wide perspective and the broad level of experience required to serve as the Senior Enlisted Advisor and Commandant, USASOM NCOA
- 4.) Demonstrated ability to staff issues at the CMF level (c) Self-development. Completion of studies at the graduate level is strongly encouraged. For additional information on self-development, refer to paragraph 17–3.

(d) *Additional training.* CSM Force Management Course.

(e) *Special assignments.* CSM, USASOM.

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

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

17–8. MOS 42R 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>

17–9. MOS 42R Army Bandsperson Reserve Component

RC Army Bandspersons perform music as members of Music Performance Teams (MPTs) in U.S. Army Reserve bands, and in U.S. Army National Guard bands. Duty positions for career progression are the same for RC as for the AA. RC Soldiers make up the majority of all 42R Soldiers, and are critical to the success of Army bands. The wartime success of the Army Band Career Program (ABCP) depends on the quality of Soldiers in the RC.

17–10. MOS 42S Special Band Member

- a. *Major duties.* Perform music or other assigned duties as a member of a Special Band.
 - b. *Prerequisites.* The Special Band's commander awards personnel the MOS 42S based on specific needs of the organization. For additional information in reference to MOS 42S, see AR 614–200 (see para 6–6.i).
 - c. *Goals for development.* As published by the appropriate organization.
 - (1) SSG.
 - (a) *Institutional training.* Not applicable.
 - (b) *Operational assignments.* Not applicable.
 - (c) *Self-development.* For additional information on self-development, refer to paragraph 17–3.
 - (d) *Additional training.* As determined by the appropriate organization.
 - (e) *Special assignments.* None.
- (2) SFC.

- (a) *Institutional training*. Not applicable.
- (b) *Operational assignments*. Not applicable.
- (c) *Self-development*. For additional information on self-development, refer to paragraph 17-3.
- (d) *Additional training*. As determined by the appropriate organization.
- (e) *Special assignments*. None.

(3) *MSG/ISG*.

- (a) *Institutional training*. Not applicable.
- (b) *Operational assignments*. Not applicable.
- (c) *Self-development*. For additional information on self-development, refer to paragraph 17-3.
- (d) *Additional training*. As determined by the appropriate organization.
- (e) *Special assignments*. None.

(4) *SGM*.

- (a) *Institutional training*. Not applicable.
- (b) *Operational assignments*. Not applicable.
- (c) *Self-development*. For additional information on self-development, refer to paragraph 17-3.
- (d) *Additional training*. As determined by the appropriate organization.
- (e) *Special assignments*. None.