



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

DAPE-MPE-PD

11 AUG 2011

MEMORANDUM FOR Office of the Chief of Public Affairs, 1500 Army Pentagon, Room 1E470, Washington DC 20310-1500

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


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Chapter 19

Public Affairs CMF 46 Career Progression Plan

19-1. Duties

Army commanders and senior officials have a legal and ethical responsibility to the civilian leadership and American public to inform them of Army activities. Article I, Section 8 of the Constitution states that Congress shall have the power "to raise and support Armies ..." In addition, Congress must provide for the state militias when they are called to federal service. In order to make decisions affecting the Army, the civilian leadership and those that elect them must be accurately informed.

The American public must know the state of the Army as it conducts the nations business and prepares to perform missions assigned by the National Command Authority. It is the mission of Soldiers serving in Career Management Field 46, Army Public Affairs, to serve as the primary resource for commanders and senior officials to inform the American public about those activities. This mission is especially important during times of conflict when relationships among Soldiers, Families and communities impact the morale, esprit de corps and effectiveness of the Army. Public Affairs Soldiers accomplish this mission using six core Public Affairs processes discussed below using a multitude of resources and methods. For more information about Public Affairs programs and operations, refer to AR 360-1.

The CMF 46 is comprised of three separate MOSs, Public Affairs Specialists (46Q), Public Affairs Broadcast Specialist (46R) and Chief Public Affairs NCO (46Z). Public Affairs Specialists (46Q) and Public Affairs Broadcast Specialist (46R) merge to form 46Z at rank/grade SFC/E-7. Approximately 75 percent of all Army PA force structure serves in Army Reserve and Army National Guard components. The remaining 25 percent serve in the Active Component. Public Affairs Soldiers are assigned primarily to echelons from brigades through ASCC and in small highly-deployable Public Affairs detachments. PA Soldiers serve on commanders' personal staff and are vital staff members in commanders' information engagement planning and operations teams. They work extensively with civilian media as well as acquiring, processing, producing and delivering their own news media products for internal and external audiences.

Army Public Affairs is the CMF that provides internal and external audiences with timely and accurate information about the Army's current operations, policies, procedures and initiatives.

19-2. Transformation

The Army operates in a rapidly evolving information environment creating a complex, demanding and challenging dynamic where Public Affairs Soldiers have to continuously improve their skill and knowledge in order to accomplish their mission. Public Affairs Soldiers possess a unique set of skills including communication, articulation, timely engagement, mediation, relationship building, operational insight and technological astuteness. Public Affairs Soldiers must be capable of journalistic writing, photography, videography, and PA NCOs who often serve as primary staff and must be astute planners and integrators. They must be able to support the commander's communication strategies using these competencies, along with a thorough understanding of communication processes.

To be competent, Public Affairs Soldiers must thoroughly understand and master the six core processes of their craft: advise the commander; conduct PA and communication planning; execute communication strategies; facilitate media; conduct PA training; and facilitate public engagement. Foremost, Public Affairs Soldiers must accurately advise commanders on issues which may impact the information environment. Public Affairs Soldiers must be tactically proficient, mentally and physically disciplined, and embody the Warrior Ethos.

The Army Public Affairs force is a small but vital part in the Army's ability to accomplish its missions. Enlisted Public Affairs Soldiers provide the foundation of the Army's Public Affairs force. As successful communicators, Public Affairs Soldiers must be open to and prepared for vigorous changes in the information environment. Adaptability is the key to success.

(a) *Modularity demands:* Modularity had a large impact in PA force structure. Before modularity, the majority of the PA Force was in TDA and garrison billets. With modularity the PA force was transformed into the MTOE Army creating positions where none had existed before. This created demands for experienced NCOs at every level which led the active duty to primarily incorporate in-service accessions at E5 rank.

(b) *Demanding assignments:* PA Soldiers lead and conduct independent PA operations across the information battle space. Soldiers should seek responsibility and take advantage of opportunities that display leadership skills, initiative, and motivation.

(1) *PVT-SPC/CPL:* At this grade level Soldiers should seek demanding assignments with units that operate independently such as PA detachments and Military Information Support Operations (MISO) for professional

development and greater promotion opportunities. More assignment information is listed on the CMF 46 Professional Development Model.

(2) *SGT*: PA Sergeants should seek demanding assignments in airborne units such as Brigade Combat Teams (BCTs), MISO, and units that operate independently such as PA detachments. Sergeants may be able to serve as a Recruiter. More assignment information is listed on the CMF 46 Professional Development Model.

(3) *SSG*: PA Staff Sergeants should seek demanding assignments in airborne units such as Special Forces Group, MISO, units that operate independently such as PA detachments and BCTs. Staff Sergeants may be able to serve as a Drill Sergeant, Recruiter or AIT Platoon Sergeant. More assignment information is listed on the CMF 46 Professional Development Model.

(4) *SFC*: PA NCOs should seek demanding assignments in Multifunctional or Support Brigade where they are the senior PAO on the Commander's staff; Divisions, Theater Special Operations Commands, NCOIC positions within PA specific units, Drill Sergeant, Recruiter or an AIT Platoon Sergeant. More assignment information is listed on the CMF 46 Professional Development Model.

(5) *MSG/ISG*: Senior PA NCOs should seek demanding assignments at Divisions, Corps, Armies, and MPAD 1SG. More assignment information is listed on the CMF 46 Professional Development Model.

(6) *SGM/CSM*: As PA subject matter experts SGM should seek demanding assignments at Theater Sustainment Command, Corps, Armies, and Combatant Commands. CSM should seek assignments with Press Camp Headquarters. More assignment information is listed on the CMF 46 Professional Development Model.

19-3. Recommend Career Management Self-Development by Rank

The Active Duty component is primarily in-service accessions. There are no skill-level one positions in the active component Army. However, some skill-level one Soldiers will continue to be accessed into AC and placed into skill-level two positions. It is imperative that individuals who find themselves in these positions strive to perform at the grade of the position. These Soldiers should attend as much military and MOS specific training as possible. Both the Army Reserves and Army National Guard continue to have skill-level one authorizations and access skill-level one Soldiers. Reserve Component PA Soldiers may remain SL10 for a number of years and should be encouraged and supported in attending advanced MOS training at DINFOS.

a. PVT-SPC/CPL.

(1) A Soldier's success in this CMF can be directly related to the time, energy, and effort invested in self-development, job mastery, and building a solid foundation in basic Soldiering and journalism skills. Successful CMF 46 Soldiers at this grade are physically fit, self-motivated, and driven.

(2) Soldiers should study and master the following military publications: FM 46-1 (JP3-61); Public Affairs Operations; FM 3-61.1; Public Affairs Tactics, Techniques and Procedures; FM 3-13; Information Operations: Doctrine, Tactics, Techniques, and Procedures; AR 670-1; Wear and Appearance of Army Uniforms and Insignia; AR 360-1; Army Public Affairs Program; STP 21-1; Soldier's Manual of Common Tasks Warrior Skills Level 1; FM 3-25.26; Map Reading and Land Navigation; FM 21-75; Combat Skills of the Soldier; FM 3-90.61; Brigade Troops Battalion Operations; 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: American Government, by Robert A. Heineman et al, How to Win Friends and Influence People by Dale Carnegie, Bulletproof News Releases by Kay Borden, How to Write Fast Under Pressure by Philip Vassallo, The Elements of Style by William Strunk, and The Complete Idiots Guide to Journalism by Christopher K. Passante; read books by or about the following individuals; George Washington, Abraham Lincoln, and Ernie Pyle, The CSA Reading List contains additional reading material for self-development.

(4) Correspondence, distance-learning courses and education centers are available for Soldiers to complete educational objectives. Taking additional civilian education courses also improves promotion potential. CMF 46 participates in the Servicemembers Opportunity Colleges Army Degree (SOCAD) program. Participating colleges grant college credit for military training and MOS specific training, leading to a Bachelors degree. See the SOCAD website and your local education center for more details on the program for CMF 46. Tuition Assistance may be available for SOCAD programs. Degrees should be in Marketing, Advertising, Journalism, Political Science, Public Relations, or Mass/Multi-Media Communications.

(5) The Army offers Soldiers many distance-learning opportunities for self development as well as college credit and promotions points. Programs include The Army Correspondence Course Program (ACCP), Structured Self Development (SSD), and Army eLearning through SkillsSoft which includes Rosetta Stone language training. Soldiers should refer to the Army Career Tracker for suggested courses and classes that are available.

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

(7) Additional career enhancement and promotion points may be gained by obtaining technical certifications. For information on these and other education programs, visit the Credentialing Opportunities On-Line (COOL) website and installation education center. Web design and software certifications are especially useful in CMF 46.

(8) DINFOS courses are available throughout a Soldier's career. For 46Q see *19-4 (1)(d)* for 46R see *19-7 (1)(d)* for specific MOS recommended courses.

(9) Recognition and awards. PA Soldiers can distinguish themselves by competing in competitions for the CMF 46 career field. The Keith L. Ware (KLW) is an annual print and broadcast Army competition. Each Army Command and Direct Reporting Unit judges its own entries and selects the best in each category to compete against other ACOMs and DRUs for best in Army. Army level KLW winners compete in Department of Defense competition, the Thomas Jefferson Awards Program. TJAP winners are recognized for their expertise and for outstanding achievements in furthering the objectives of the DoD Internal Information Program.

b. SGT.

(1) A Sergeant establishes a foundation of NCO skills and begins to understand the technical and tactical aspects of their job.

(2) Sergeants should study and master the military publications and reading materials mentioned in skill-level 1, as well as should study and master the following military publications: STP 21-1- SMCT Skill level 2; FM 3-21.5; Drill and Ceremony; TC 3-22.20; Physical Readiness Training; FM 4-25.11; First Aid; 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: Public Relations For Dummies by Eric Yaverbaum, The PR Practitioner's Desktop Guide by Caroline Black, and The 7 Habits of Highly Effective People by Stephen R. Covey; The Elements of Journalism: What Newspeople Should Know and the Public Should Expect by Bill Kovach, The Elements of Ethics by W. Brad Johnson, The Copyright Handbook: What Every Writer Needs to Know by Stephen Fishman J.D. Read books by or about the following individuals; Ulysses Grant, Franklin D. Roosevelt, & Tom Brokaw. The CSA Reading List contains additional reading material for self-development.

(4) Correspondence, distance-learning courses and education centers are available for Soldiers to complete educational objectives. Taking additional civilian education courses also improves promotion potential. CMF 46 participates in the Servicemembers Opportunity Colleges Army Degree (SOCAD) program. Participating colleges grant college credit for military training and MOS specific training, leading to a Bachelors degree. See the SOCAD website and the local education center for more details on the program for CMF 46. Tuition Assistance may be available for SOCAD programs. Degrees should be in Marketing, Advertising, Journalism, Political Science, Public Relations, or Mass/Multi-Media Communications.

(5) The Army offers Soldiers many distance learning opportunities for self development as well as college credit and promotions points. Programs include ACCP, SSD, and Army eLearning through SkillSoft which includes Rosetta Stone language training. Soldiers should refer to the ACT for suggested courses and classes that are available.

(6) Sergeants mentor Soldiers to compete in Soldier of the Quarter Boards; compete in boards such as NCO of the Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales Clubs to broaden the knowledge base, instill discipline and improve communication skills and leadership potential.

(7) Additional career enhancement and promotion points may be gained by obtaining technical certifications. For information on these and other education programs, visit the COOL website and installation education center. Web design and software certifications are especially useful in CMF 46.

(8) DINFOS COURSES are available throughout a Soldier's career. For 46Q see *19-4 (2) (d)* for 46R see *19-7 (2) (d)* for specific MOS recommended courses.

(9) Recognition and awards. PA Soldiers can distinguish themselves by competing in competitions for the CMF 46 career field. The Keith L. Ware (KLW) is an annual print and broadcast Army competition. Each Army Command and DRU judges its own entries and selects the best in each category to compete against other ACOMs and DRUs for best in Army. Army level KLW winners can compete in Department of Defense competition, the Thomas Jefferson Awards Program. TJAP winners are recognized for their expertise and for outstanding achievements in furthering the objectives of the Department of Defense Internal Information Program. The DoD Visual Information Production Awards are an initiative of the Assistant Secretary of Defense for Public Affairs ASD(PA). The competition was created in 1998 as an outgrowth of Department of the Secretary of Defense Management Reform #9, updating audiovisual materials created within the DoD.

c. SSG.

(1) Staff Sergeants must continue building a solid foundation in NCO skills, remain physically fit, self-motivated, driven, and capable of performing assigned duties and display technical and tactical proficiency. Staff Sergeants begin to mentor and develop Soldiers.

(2) All NCOs should study and master the military publications and reading materials mentioned in both skill-level 1 and 2 as well as: FM 1, The Army; FM 3-0, Operations; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) In addition to skill-levels 1 and 2 books, the following books are suggested reading for continued self-development; Crisis Communication by Peter F. Anthonissen, Manage the Media by William J. Holstein, Becoming a Critical Thinker: A User Friendly Manual by Sherry Diestler, 13 Fatal Errors Managers Make and How You Can Avoid Them by W. Steven Brown, Media Ethics: Cases and Moral Reasoning by Clifford G. Christians; read books by or about the following individuals on Robert E. Lee, Dwight D. Eisenhower, John F. Kennedy, and Walter Cronkite; The CSA Reading List contains additional reading material for self-development.

(4) Correspondence, distance-learning courses and education centers are available for Soldiers to complete educational objectives. Taking additional civilian education courses also improves promotion potential. CMF 46 participates in the SOCAD program. Participating colleges grant college credit for military training and MOS specific training, leading to a Bachelors degree. See the SOCAD website and your local education center for more details on the program for CMF 46. Tuition Assistance may be available for SOCAD programs. Degrees should be in Marketing, Advertising, Journalism, Political Science, Public Relations, or Mass/Multi-Media Communications.

(5) The Army offers Soldiers many distance-learning opportunities for self development as well as college credit and promotions points. Programs include ACCP, SSD, and Army eLearning through SkillSoft which includes Rosetta Stone language training. Soldiers should refer to the ACT for suggested courses and classes that are available.

(6) Additional career enhancement may be gained by obtaining technical certifications. For information on these and other education programs, visit the COOL website and installation education center.

(7) Staff Sergeants mentor and coach Soldiers to compete in Soldier of the Quarter Boards; compete in boards such as NCO of the Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales Clubs to broaden the knowledge base, instill discipline and improve communication skills and leadership potential.

(8) DINFOS courses are available throughout a Soldiers career. For 46Q see *19-4 (3) (d)* for 46R see *19-7 (3) (d)* for specific MOS recommended courses.

(9) Recognition and awards. PA Soldiers can distinguish themselves by competing in competitions for the CMF 46 career field. The Keith L. Ware (KLW) is an annual print and broadcast Army competition. Each Army Command and DRU judges its own entries and selects the best in each category to compete against other ACOMs and DRU for best in Army. Army level KLW winners can compete in Department of Defense competition, the Thomas Jefferson Awards Program. TJAP winners are recognized for their expertise and for outstanding achievements in furthering the objectives of the Department of Defense Internal Information Program. The DoD Visual Information Production Awards are an initiative of the Assistant Secretary of Defense for Public Affairs ASD(PA). The competition was created in 1998 as an outgrowth of Department of the Secretary of Defense Management Reform #9, updating audiovisual materials created within the DoD.

d. SFC.

(1) A Sergeant First Class supervises Soldiers and PA programs within a BCT, PAD, BOD (RC only), MPAD team or a PA section and must display both technical and tactical mastery.

(2) These NCOs should study and master the military publications and reading materials mentioned in skill-levels 1 through 3 as well as: FM 7-0 Training Units and Developing Leaders for Full Spectrum Operations; FM 7-15, The Army Universal Task List; FM 3-21.8, The Infantry Rifle Platoon and Squad; AR 350-1, Army Training and Leader Development; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the senior NCOs develop organizational leadership skills needed to coach, teach and mentor Soldiers. They should strive to complete a degree program or at a minimum 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. Degrees should be in Marketing, Advertising, Journalism, Political Science, Public Relations, or Mass/Multi-Media Communications.

(4) The following books are suggested reading for self-development: Confessions of a Mullah Warrior by Masood Farivar, The Media Relations Department of Hizbollah Wishes You a Happy Birthday by Neil MacFarquhar, Hollywood Goes to War by Clayton R. Koppes and Gregory D. Black, From Beirut to Jerusalem by Thomas L. Friedman, Muckrakers by Ann Bausum, Trust Agents: Using the Web to Build Influence, Improve

Reputation, and Earn Trust by Julien Smith, Principles of Marketing by Philip Kotler and The Power of Positive Thinking by Dr. Norman Vincent Peale, Mass Media Law by Don R. Pember: Reading the following National Defense publications: The Quadrennial Defense Review, Quadrennial Diplomacy and Development Review, Quadrennial Homeland Security Review, The National Security Strategy, U.S. Army Posture Statement, Parameters, and Small Wars Journal (all available online). Read books by or about the following individuals Omar Bradley, Harry Truman, William Westmoreland, George S. Patton and Dan Rather; The CSA Reading List contains additional reading material for self-development.

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

(6) Additional career enhancement may be gained by obtaining technical certifications. For information on these and other education programs, visit the COOL website and installation education center.

(7) NCOs mentor and coach Soldiers to compete in Soldier of the Quarter Boards; NCO of the Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales Clubs; should strive to gain membership into SAMC/SMC to broaden their knowledge base, and improve communication skills and leadership potential.

(8) Active Duty NCOs at this grade are eligible for the Training with Industry (TWI) program (AR 621-1) and the SGM Dawn Kilpatrick Memorial Scholarship. Contact the Army Public Affairs Center (APAC) Training Division or the PA Career Advisor for more information. For additional information on self-development, refer to *para. 19-3*.

(9) DINFOS courses. PA NCOs are encouraged to attend additional courses such as the Joint Senior Enlisted Career Course, Joint Expeditionary Public Affairs Course, and Joint Intermediate Public Affairs Course.

(10) Recognition and awards. SFC distinguish themselves by mentoring and encouraging their Soldiers to compete in competitions for the CMF 46 career field such as the service unique KLW and the Department of Defense level, Thomas Jefferson Awards Program. More information for both competitions and the DoD VI Awards program is found on the DINFOS webpage.

e. MSG/ISG.

(1) MSGs/ISGs are responsible for the mentorship, professional development and training oversight for Soldiers and PA programs in their units and area of responsibility such as a Division and its subordinate brigades, MPAD, PA detachments or a PA section. They must display both technical and tactical mastery.

(2) Master Sergeants display mastery of the six core Public Affairs processes. These NCOs should study and master the military publications and reading materials mentioned in skill-levels 1 through 4 as well as: DA Pam 611-21; Military Occupational Classification and Structure; DA PAM 600-25; U.S. Army Noncommissioned Officer Professional Development Guide; AR 601-280; Army Retention Program; AR 840-10 Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates; and AR 220-1, Army Unit Status Reporting and Force Registration.

(3) As NCOs become more senior in rank, self-motivated development becomes essential. Activities like professional reading and college courses develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate that civilian education be considered a major discriminator for selection to SGM. Continuing civilian education (completion of bachelor's or Master's degree) is highly encouraged. Degrees should be in Marketing, Advertising, Journalism, Political Science, Public Relations, or Mass/Multi-Media Communications.

(4) The following books are suggested reading for self-development: Freakonomics: A Rogue Economist Explores the Hidden Side of Everything by Steven D. Levitt and Stephen J. Dubner, The World is Flat: A Brief History of the Twenty-first Century by Thomas L. Friedman, Weapons of Mass Persuasion by Steven R. Corman (Editor), War 2.0: Irregular Warfare in the Information Age by Thomas Rid and Marc Hecker, The Utility of Force: The Art of War in the Modern World by Rupert Smith, The World War II Combat Film: Anatomy of a Genre by Jeanine Basinger, The Human Side of Enterprise by Douglas McGregor, The Elements of Speechwriting and Public Speaking by Jeff Scott Cook: Reading of the following National Defense publications: The Quadrennial Defense Review, Quadrennial Diplomacy and Development Review, Quadrennial Homeland Security Review, The National Security Strategy, U.S. Army Posture Statement, Parameters, Small Wars Journal (all available online). Read books by or about the following individuals: William Westmoreland, Creighton Abrams, Oliver North, Jimmy Carter, Ronald Reagan, William Clinton, George W.W. Bush, Tommy Franks, Colin Powell, Norman Schwarzkopf, Edward P. Marrow and Ted Turner. The CSA Reading List contains additional reading material for self-development.

(5) 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.

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

(7) Additional career enhancement may be gained by obtaining technical certifications. For information on these and other education programs, visit the COOL website and installation education center.

(8) NCOs mentor and coach Soldiers to compete in Soldier of the Quarter Boards; NCO of the Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales Clubs; should strive to gain membership into SAMC/SMC to broaden their knowledge base, and improve communication skills and leadership potential.

(9) DINFOS courses. PA NCOs are encouraged to attend additional courses such as the Joint Senior Enlisted Career Course, Joint Expeditionary Public Affairs Course, and Joint Intermediate Public Affairs Course.

(10) Recognition and awards. MSGs distinguish themselves by mentoring and encouraging their Soldiers to compete in competitions for the CMF 46 career field such as the service unique KLW and the Department of Defense level, Thomas Jefferson Awards Program. More information for both competitions and the DoD VI Awards program is found on the DINFOS webpage.

f. SGM/CSM.

(1) SGM/CSM are responsible for the mentorship, professional development and training oversight for Soldiers and PA programs in their units and area of responsibility such as a Corps, Division and its subordinate brigades, PCH, PA detachments or a PA section. They must display both technical and tactical mastery.

(2) SGM/CSM: Successful public affairs SGM/CSM's are leaders and mentors to the Army. They continue to be physically fit, lead from the front, and are experts of the six core Public Affairs processes. These NCOs have a thorough understanding of the military publications and reading materials mentioned in skill-level 1 through 5.

(3) The goal of the SGM/CSM is to possess a college degree and be working toward a Master's Degree in their chosen discipline. Activities like professional reading and college courses develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions.

(4) The SGM/CSM should read publications on their chains of command professional reading list and the CSA Reading List. 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. Other books include Vietnam: A History by Stanley Karnow, Guts and Glory: The Making of the American Military Image in Film by Lawrence H. Suid, Convergence Culture: Where Old and New Media Collide by Henry Jenkins, The Art of Immersion: How the Digital Generation Is Remaking Hollywood, Madison Avenue, and the Way We Tell Stories, by Frank Rose, The Effective Executive: The Definitive Guide to Getting the Right Things Done by Peter F. Drucker, Neuro-linguistic Programming For Dummies by Kate Burton, Influence: Science and Practice by Robert B. Cialdini, Media Law for Producers by Philip Miller Communications Law: Liberties, Restraints, and the Modern Media by John D. Zelezny; Continued reading of National Defense publications: The Quadrennial Defense Review, Quadrennial Diplomacy and Development Review, Quadrennial Homeland Security Review, The National Security Strategy, U.S. Army Posture Statement, Parameters, Small Wars Journal (all available online).

(5) Additional career enhancement may be gained by obtaining technical certifications. For information on these and other education programs, visit the COOL website and installation education center.

(6) DINFOS courses. PA NCOs are encouraged to attend additional courses such as the Joint Senior Enlisted Career Course, Joint Expeditionary Public Affairs Course, and Joint Intermediate Public Affairs Course.

(7) Recognition and awards. SGM/CSMs distinguish themselves by mentoring and encouraging their Soldiers to compete in competitions for the CMF 46 career field such as the service unique KLW and the Department of Defense level, Thomas Jefferson Awards Program. More information for both competitions and the DoD VI Awards program is found on the DINFOS webpage.

19-4. MOS 46Q Public Affairs Specialist

a. Major duties. The PA Specialist participates in and assists with the supervision and administration of Army PA programs. The PA Specialist conducts PA training, such as Media Awareness training to support media and community relations efforts, and participates in PA planning. He or she develops information products such as print and Web-based materials and photographs for the use of internal and external audiences.

Initial entry requirements for CMF 46 are one among the most stringent in the Army. A high number of PA Soldiers hold a college degree. PA Soldiers are highly specialized and the technical aspects of the CMF requires; extraordinary written, verbal and visual communication skills, a special understanding of the complex nature of the media and of multiple audiences (military, civilian, foreign), the ability to conceive, capture, produce and distribute PA products to multiple audiences via multiple methods (print, television, radio & web). All PA units have deployed at least once since 2001 and many have deployed multiple times.

Special MOS considerations should be given for unique training and education opportunities in PA such as Training With Industry (TWI). TWI attendees undergo a competitive selection for positions annually, to participate in a work-experience program that exposes Soldiers to corporate America PA managerial techniques and industrial procedures. PA Soldiers are specifically selected among peers for future leadership positions. The SGM Dawn Kilpatrick Memorial Scholarship is a competitive selection for one position towards completion of a two-year Bachelor's degree. The SGM Dawn Kilpatrick Memorial Scholarship is open to Active Duty CMF 46 Soldiers only.

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

c. Goals for development.

(1) *PVT-SPC/CPL.* The focus during these early years should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. The PA Specialist researches, prepares and disseminates news releases, articles, Web-based materials and photographs on Army personnel and activities and performs operator-level maintenance on assigned equipment and PMCS on assigned vehicles and generators. The PA specialist also provides limited media facilitation, training, planning and community relations.

(a) Institutional training. Basic Combat Training, Advance Individual Training, Warriors Leaders Course, and Self Structures Development I (see AR 600-8-19).

(b) Operational assignments. Soldiers should seek responsibility and take advantage of opportunities that display leadership skills, initiative and motivation. A PA Specialist should seek assignments in units that operate independently such as Public Affairs Detachments (PAD), Mobile Public Affairs Detachments (MPAD), Press Camp Headquarters (PCHs), Brigade Combat Teams (BCTs). More assignment information is listed on the CMF 46 Professional Development Model.

(c) Self-development. For additional information on self-development, refer to *para. 19-3*.

(d) Additional training. Airborne, Air Assault, NBC, Combat Lifesaver, Armorer, Combatatives Level 1 and DINFOS courses such as Editors Course (EC) and Intermediate Photojournalism Course (IPC) and Electronic Journalism Course (EJC).

(e) Special assignments. Corporal Recruiter and the Old Guard PA office.

(2) *SGT.* Emphasis is on leadership potential. Throughout this period, the PA Sergeant continues to develop leadership, tactical, technical and managerial skills. The Sergeant performs duties described in the preceding skill-level, provide technical guidance to subordinates, serves as first-line supervisor and reviews PA informational products for security, accuracy, policy and propriety. The PA Sergeant also provides media facilitation; conducts PA and common skills training, PA planning; and participates in community relations programs.

(a) Institutional training. WLC and Advance Leaders Course and SSD II (see AR 600-8-19).

(b) Operational assignments. A PA Sergeant's first assignments are usually in the Operational Army in PA detachments, BCTs and higher headquarters.

(c) Self-development. PA Sergeants should study FM 46-1;(JP 3-61), FM 3-61.1; and FM 3-13 available via the Army Doctrine and Training Digital Library (ADTDL).

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

2 *For additional information* on self-development, refer to *para. 19-3*.

(d) Additional training. Airborne, Air Assault, Jumpmaster, NBC, Combat Lifesaver, Combatatives Level I or II, and DINFOS courses such as EC, IPC, EJC, Intermediate Public Affairs Specialist Course (IPASC), and Advanced Electronic Journalism Course (AEJC).

(e) Special assignments. Recruiter.

(3) *SSG.* Effective leadership skills require a continuous process of motivation and self-improvement. The PA NCO should continue building on leadership techniques; tactical, technical and managerial skills; military history; public affairs in the global information environment; joint PA and Information Operations doctrine; and human behavior. They perform duties described in the preceding skill-level and provide tactical, technical and professional guidance to subordinates and superiors in accomplishment of their duties. The PA NCO supervises the administration of Army PA Programs, supervises and reviews information products for release and prepares work schedules and assigns tasks based on requirements. The PA Staff Sergeant also supervises or supports PA planning, media facilitation and community relations programs and conducts PA and common skills training and participates in staff processes and procedures including Military decision Making Process (MDMP).

(a) *Institutional training.* ALC and Senior Leaders Course (see AR 600–8–19).

(b) *Operational assignments.* The focus during this career phase must be on continued development and refinement of leadership skills and tactical and technical expertise. A PA Staff Sergeant should seek assignments in PADs, MPADs, BCTs, Corps and Armies. More assignment information is listed on the CMF 46 Career Professional Development Model.

(c) *Self-development.* The SSG is eligible for the Training With Industry (TWI) program. For additional information on self-development, refer to *para. 19–3*.

(d) *Additional training.* Airborne; Air Assault; Battle Staff; NBC; Information Operations, Combatives Level I or II, DINFOS taught courses such as EC, IPC, EJC, IPASC, AEJC, Joint Expeditionary Public Affairs Course (JEPAC) and Broadcast Managers Course (BMC).

(e) *Special assignments.* AIT Instructor, Drill Sergeant, Recruiter, NCO Academy SGL, AIT PLT SGT, TWI, WTU PLT SGT, and The Old Guard.

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

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

19–5. MOS 46Q Professional Development Model

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the http://www.federaltimes.com/article/20110804/BENEFITS01/108040305/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>.

19–6. MOS 46Q Reserve Component

The RC is managed the same as the AA. See *para. 19–4*.

19–7. MOS 46R Public Affairs Broadcast Specialist

a. *Major duties.* The PA Broadcast Specialist conducts electronic news gathering and also participates in or supervises the operation of a broadcast section, team, and detachment. The PA Broadcast Specialist prepares commercial broadcast-quality products for release through radio, Web-based media, and television. The PA Broadcast Specialist also provides limited support to media training and other PA programs. Initial entry requirements for CMF 46 are among the highest in the Army and a high number of PA Soldiers hold a college degree. PA Soldiers are highly specialized and technical MOS requires; extraordinary written, oral, verbal, and visual communication skills, a special understanding of the complex nature of the media and of multiple audiences (military, civilian, foreign), the ability to conceive, capture, produce and distribute PA products to multiple audiences via multiple methods (print, television, radio & web). All PA units have deployed at least once since 2001 and many have deployed multiple times.

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

c. *Goals for development.*

(1) *PVT–SPC/CPL.* The focus during these early years should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. A The PA Broadcast Specialist researches, prepares and disseminates information products through news releases, radio and television products. They also perform as writers, reporters, editors, videographers, producers and program hosts in radio and television productions and perform operator level maintenance on assigned equipment and PMCS on assigned vehicles and generators. As needed, the PA Broadcast Specialist can provide support to media facilitation, training, planning and community relations.

(a) *Institutional training.* BCT, AIT, WLC and SSD I (see AR 600–8–19).

(b) *Operational assignments.* Soldiers should seek responsibility and take advantage of opportunities that display leadership skills, initiative and motivation. A PA Broadcast Specialists should seek assignments in PADs, MPADs, BODs (RC only), PCHs, BCTs and MISO units. Other assignments include positions with the Defense Media Activity (Armed Forces Radio Television Service). More assignment information is listed on the CMF 46 Professional Development Model and Army Career tracker.

(c) *Self-development.* For additional information on self-development, refer to *para. 19–3*.

(d) *Additional training.* Airborne, Air Assault, NBC, Combat Lifesaver, Armorer and the DINFOS instructed EJC (RC AIT only) and AEJC.

(e) *Special assignments.* Corporal Recruiter and The Old Guard PA office.

(2) *SGT*. Emphasis is on leadership potential. The PA Broadcast Sergeant continues to develop leadership, tactical, technical and managerial skills. The PA Broadcast Sergeant performs duties described in the preceding skill-level, provides technical guidance to subordinates and serves as first-line supervisor in broadcast operations and preparation of information products through radio, Web-based media and television. As needed, the PA Broadcast Sergeant can provide limited support to media facilitation, training, planning and community relations.

(a) *Institutional training*. WLC and ALC (see AR 600-8-19).

(b) *Operational assignments*. A PA Broadcast Sergeant should seek assignments in BCTs, PADs, MPADs, BODs (RC only), PCHs, and MISO units. Other assignments include positions with DMA. More assignment information is listed on the CMF 46 Professional Development Model.

(c) *Self-development*. CMF 46 NCOs should study FM 46-1; FM 3-61.1; and FM 3-13 available via the Army Doctrine and Training Library (ADTDL).

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

2. *For additional information* on self-development, refer to paragraph 19-3.

(d) *Additional training*. Airborne, Air Assault, Jumpmaster, NBC, Combat Lifesaver, Armorer, Combatatives Level I or II, and DINFOS taught courses such as EJC, IPASC, and AEJC.

(e) *Special assignments*. Recruiter and The Old Guard PA office.

(3) *SSG*. Effective leadership skills require a continuous process of motivation and self-improvement. The PA Broadcast NCO should continue building on leadership techniques; tactical, technical and managerial skills; military history; PA in the global information environment; joint PA and Information Operations doctrine; and human behavior. The Broadcast NCO performs duties described in the preceding skill-level and provides tactical, technical and professional guidance to subordinates and superiors in accomplishment of their duties. The PA Broadcast NCO supervises the administration of Army PA programs, supervises broadcast operations and prepares information products for release through radio, Web-based media and television, supervises television broadcast section or element and prepares work schedules and assign tasks based on requirements. The PA Broadcast NCO can provide support and supervision to media facilitation, training, planning and community relations.

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

(b) *Operational assignments*. The focus during this career phase must be on continued development and refinement of leadership skills and tactical and technical expertise. A PA Broadcast NCO should seek assignments in MPADs, BODs (RC only), PCHs, Armies and MISO units. More assignment information is listed on the CMF 46 Professional Development Model and ACT.

(c) *Self-development*. Active Duty Staff Sergeants are eligible for the Training With Industry (TWI) program.

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

2. *For additional information* on self-development, refer to paragraph 19-3.

(d) *Additional training*. Airborne; Air Assault; Battle Staff; NBC; Information Operations, Combatatives Level I or II, DINFOS taught courses such as EJC, IPASC, AEJC, JEPAC and BMC.

(e) *Special assignments*. AIT Instructor, Drill Sergeant, Recruiter, NCO Academy SGL, AIT PLT SGT, TWI, WTU PLT SGT, and The Old Guard.

19-8. MOS 46R 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.atasc.army.mil/pdmPublic/pdm.html>.

19-9. MOS 46R Reserve Component

The RC is managed the same as the AC. See *para 19-7*.

19-10. MOS 46Z Chief Public Affairs Noncommissioned Officer

a. *Major duties*. The Chief PA NCO supervises personnel assigned to PA units, sections, cells or offices. The Chief PA NCO advises the PA officer, commander and senior enlisted leader on all matters pertaining to PA core functions. The Chief also supervises Army PA programs, radio and television broadcasting, advises leaders as to the accuracy, propriety, timing and relative importance of information for release to the public and recommends methods of communicating information. The Chief PA NCO also develops, coordinates, supervises and participates in plans and policies pertaining to organizations, training and operations and serves as the principal noncommissioned officer in PA and broadcast organizations. The Chief PA NCO also can represent PA interests at boards, cells, centers and bureaus.

Unique to 46Z, SFC to MSG is the necessity to have an extensive knowledge and understanding of the entire Army including units, missions, equipment, vehicles, capabilities, regulations, legal issues, religious and ethnic observances, and government operations in order to effectively communicate the Army's story to world-wide audiences.

SFCs serve as the PAO for the Commander in support brigades, currently there are no PA officers authorized for those units.

46Z operates extensively in tactical unit TOCs, participating or leading MDMP, planning, coordinating and integrating PA operations into the Commanders' concept of operations. There are no key CMF 46 specific ASI or SQIs.

46Z SGM needs to have an extensive knowledge and understanding of the entire Army including units, missions, equipment, vehicles, capabilities, regulations, new and emerging policies, legal issues, religious observances, and government operations in order to effectively communicate the Army's story to worldwide audiences. The 46Z SGM operates extensively in higher headquarters, participating in MDMP, planning, coordinating and integrating PA operations into three and four-star commanders' concept of operations. There are no key CMF 46 specific ASI or SQIs.

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

c. Goals for development.

(1) *SFC.* The PA Operations NCO develops senior-level staff skills while building on and refining previously learned skills. The PA Operations NCO plans and organizes work schedules and assigns specific tasks to support unit mission and PA programs and strategies. They supervise the preparation of information products for release on Army matters and provide media facilitation, PA training, PA planning and community relations. They also supervise the preparation of, or prepare after action reports, evaluations, reports, correspondence, records and plans pertaining to Army PA programs, AFRTS affiliate operations or comparable broadcast activities, to include a separate broadcast section, team or detachment. The PA Ops NCO is designated as the PA Officer in the Multi-Function Support Brigades. The PA Ops NCO may serve as the only PA asset in other staff elements such as Information Operations and Information Engagement Cells to coordinate, supervise and participate in plans and policies to support operations. They serve as the principal noncommissioned officer in PA and broadcast organizations. The PA Ops NCO represents PA interest at boards, cells, centers and bureaus. ASIs include Tactical Information Operations (P4), Battle Staff (S2), Jump Master (5W), and Air Assault (2B) and Recruiter (4A). SQIs include Instructor (H) and Parachutist (P) and Drill Sgt. (X).

(a) Institutional training. SLC (see AR 600-8-19).

(b) Operational assignments. Support Brigades, Divisions, Corps, Armies, MPADs, PCHs and BODs (RC only). SFC 46Z are also assigned to special MP Brigades (Detainee Holding) and Civil Affairs Bdes. More assignment information is listed on the CMF 46 Professional Development Model.

(1) *Promotion potential indicators* for CMF 46 NCOs to the grade of E7 include: NCO Evaluation Report that reflect above average duty performance trends, potential for increased responsibility, demonstrated initiative and self-development. PA Soldiers assignments and leadership should be demonstrated through a variety of assignments including leadership, special duty, staff, mix of TOE/TDA assignments, Operational deployments, leadership positions during deployments, serving at a duty position no more than 36 months with one unit, 60 months in either TOE/TDA units or duty assignments, and successfully served at all levels of position assigned. PA NCOs should exceed the Army standards by readily accepting leadership roles and positions, i.e., Squad Leader, PLT SGT, 1SG, NCOIC, NCOES Distinguished Honor Graduate and/or Commandant's List, expert marksmanship, consistently receives excellence rating on NCOER in physical fitness & military bearing. The education level should be equal to or hold a Bachelorette degree and any Graduate level education.

(2) *Overseas Contingency Operations Assignments:* All PA units have deployed at least once in support of Overseas Contingency Operations Assignments. They have conducted a full range of Corps Public Affairs functions from combat to non-combat Stability, Security, Transition and Reconstruction (SSTR) efforts. These PA NCOs lead and conduct independent operations with little to no supervision. Senior PA NCOs deployed in support of missions such as Multinational Forces Iraq, Multinational Corps Iraq, and other assignments within Joint Forces, Task Force Organizations in Afghanistan, Mobile Training Teams and Temporary Duty in Theater. PA NCOs also deploy in support of natural disasters, consequence management and home land defense missions such as Haiti, Japan, Hurricane Katrina and National Wildfire response.

(c) Self-development. The TWI program (*Active Duty only*) and Advanced Civil Schooling (ACS) are available for an SFC. For additional information on self-development, refer to *para. 19-3*.

(d) *Additional training.* Battle Staff Course and the DINFOS taught Joint Senior Enlisted Public Affairs Course, Joint Expeditionary Public Affairs Course, Senior Enlisted Public Affairs Workshop (SEPAW) and BMC if on assignment orders to manage a broadcast facility.

(e) *Special assignments.* Recruiter, Drill Sergeant, Instructor, Proponent NCO, NCO Academy SGL, TWI, ACS and Equal Opportunity Advisor. Non-traditional assignments include Warrior Transition Unit (WTU), PLT SGT, Special Operations and Military Information support positions.

(2) *MSG/ISG.* The Senior PA NCO serves as the principal NCO of staff elements. As an ISG, the Senior PA NCO is responsible for the professional development, training and welfare of the unit's Soldiers and officers. A Senior PA NCO advises the PA officer, commander and senior enlisted leader on all matters pertaining to PA core functions. The Senior PA NCO supervises radio and television broadcasting, PA programs and advises on accuracy, propriety, timing and relative importance of information for release to the public and recommends methods of communicating information. A Senior PA NCO develops, coordinates, supervises and participates in plans and policies pertaining to organizations, training and operations and can serve as the principal NCO in PA and broadcast organizations. A Senior PA NCO also provides media facilitation, training, planning and community relations programs and also represents PA interests at boards, cells, centers and bureaus. ASIs include Tactical Information Operations (P4), Battle Staff (S2), Jump Master (5W), Air Assault (2B), Reclassification Training (4A), and Master Fitness Training (P5). SQIs; Instructor (H), Parachutist (P) 1SG (M) Drill Sgt.(X).

(a) *Institutional training.* None.

(b) *Operational assignments.* Positions at Divisions, Corps, Armies, and MPADs, as well as, AFN 1SG and PA Ops NCO within the operational Army. More assignment information is listed on the CMF 46 Professional Development Model.

(1) *Promotion potential indicators* for CMF 46 NCOs to the grade of 46Z MSG: Strong NCOERs that reflect above average duty performance trends and potential for increased responsibility; demonstrated initiative/self-development Variety of assignments including leadership, special duty, and a balanced mix of TOE/TDA assignments Successfully served at all promotion levels, welcomes leadership, recommended for greater responsibility Exceeds Army standards Readily accepts leadership roles and demanding positions, NCOES (Distinguished Honor Graduate, Commandant's List, Distinguished Leader Award). Consistently receives excellence rating on NCOER in leadership and competence, consistently receives APFT Badge and continuous effort applied toward military and civilian educational opportunities.

(2) (1) *Overseas Contingency Operations Assignment.* Media Embed Coordinator, Media Content Analysis and Monitoring, Transition Team Chief, Force Protection NCO of Forward Operating Base/Rear Detachment, Convoy NCO, Detainee NCO and Individual Deployments Augmentee. Augmentees are primarily deployed from TDA assignments filling joint manning document positions at higher command echelons often with other service raters.

(c) *Self-development.* For additional information on self-development, refer to *para. 19-3*.

(d) *Additional training.* Battle Staff Course. See *para. 19-3*.

(e) *Special assignments.* Proponent NCO. *Non-traditional assignments:* MISO 46R Broadcast NCO in MISO Battalion is comparable to a MPAD Team NCOIC, Drill Sergeant, AIT PLT SGT, Basic Infantry Tactic, no MOS technical knowledge needed and no career progression comparability. WTU Platoon SGT to Lead and Assist wounded warrior transitioning Soldiers, no MOS technical knowledge needed, no career progression comparability. Instructing basic weapons and tactics to Officer Candidate School cadets and Reserve Officers' Training Course graduates no career progression comparability, HRC CMF 46 Professional Development NCO (Branch Manager) who is responsible for assignments and career development of 800 plus active duty enlisted Soldiers E1-E8, no career progression comparability, Senior Leader Public Affairs NCOIC, who provide direct support to Senior Army Leaders; coordinates and executes media events, speaking engagements, national events, frequently conducts independent operations in support of Senior Leader communication strategy.

(3) *SGM/CSM.* The Chief PA NCO advises the PA officer, commander and senior enlisted leader on all matters pertaining to core PA functions. The Chief PA NCO supervises personnel assigned to PA units, sections, cells or offices. The Chief PA NCO supervises Army PA programs, radio and television broadcasting; advises on accuracy, propriety, timing and relative importance of information released to the public; and recommends methods of communicating information. The Chief PA NCO develops, coordinates, supervises and participates in plans and policies pertaining to organizations, training and operations. He or she serves as the principal noncommissioned officer in PA and broadcast organizations. The Chief PA NCO also represents PA interests at boards, cells, centers and bureaus. The Chief PA NCO and CSM serve as the senior enlisted PA advisor in PA and broadcast organizations. ASIs include Tactical Information Operations (P4), Battle Staff (S2), Jump Master (5W), Air Assault

(2B), Reclassification Training (4A), and Master Fitness Training (P5). SQIs; Instructor (H), Parachutist (P) ISG (M) Drill Sgt.(X).

(a) *Institutional training.* SGM Academy and CSM Course (see AR 600–8–19).

(b) *Operational assignments.* Public Affairs Operations Center, Corps, Armies, Army Component Command and Combatant Commands. Other assignments include positions with the Office of the Chief of PA, DINFOS and AFRTS networks. More assignment information is listed on the CMF 46 Professional Development Model.

(1) *Promotion potential indicators* CMF 46Z CSM and slated in CMF 46Z units: Strong NCOERs that reflect above average duty performance trends and potential for increased responsibility; demonstrated initiative/self-development variety of assignments including leadership, special duty, and a balanced mix of TOE/TDA assignments Successfully served at all promotion levels, welcomes leadership, recommended for greater responsibility Exceeds Army standards Readily accepts leadership roles/positions (demanding positions) NCOES (Distinguished Honor Graduate, Commandant's List, Distinguished Leader Award) Consistently receives excellence rating on NCOER in leadership and competence Consistently receives APFT Badge Effort applied toward military and civilian educational opportunities.

(2) *Overseas Contingency Operations Assignments:* Combined Press center SGM, NATO or Combined Joint Task Force PA SGM, and Individual Deployments Augmentee. Augmentees are primarily deployed from TDA assignments filling joint manning document positions at higher command echelons often with other service raters.

(c) *Self-development.* SGM Academy. For additional information on self-development, refer to *para. 19–3*.

(d) *Additional training.* See *para. 19-3 (4-5, 8)*.

(e) *Special assignments.* CMF SGM, and DINFOS CSM.

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

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

19–11. MOS 46Z 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>.

19–12. MOS 46Z Reserve Component

The RC are managed the same as the AC. See para 19–10.