



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

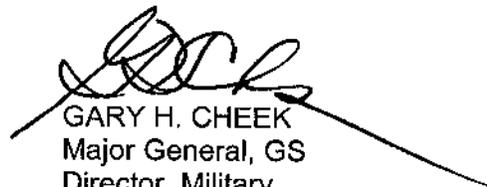
MEMORANDUM FOR Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology, ATTN: Chief of Personnel Proponency, 103 Army Pentagon, Room 2E520, Washington DC 20310-0103

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

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

FOR THE DEPUTY CHIEF OF STAFF, G-1:

Encl
as


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

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

Chapter ?

Acquisition, Logistics & Technology (AL&T) Contracting Non-Commissioned Officer (CMF 51) Career Progression Plan

?-1. Duties

The Acquisition Corps NCO performs and provides specified and critical elements of the acquisition and contracting process in support of deployments, combat operations, joint operations, exercises, contingencies and sustainment operations. Primary mission is to deploy as a warranted Contracting Officer and serve as a member of Early Entry Module (EEM) modular contingency contracting staff or team. Assist with supporting the Area of Responsibility or Theater of Operation of the Army Service Component Commander theater-wide contracting mission with a contracting warrant.

?-2. Transformation

The Army has approved three separate commands to oversee the command and control of its installation and war-fighting contracting workforce: Army Contracting Command, Expeditionary Contracting Command and Mission Installation Contracting Command. The Army recently approved a generating force structure to oversee and manage the eight life cycle management process of the enlisted contracting force structure. Additional Table of Distribution and Allowances (TDA) force structure was also approved to leverage training and experience with other DA/DoD organizations involved in the contracting process. "Grow the Army" has impacted the CMF 51 by the increase and demands of unit's acquisition, finance and contracting training needs in the following areas: Field Ordering Officer, Class A Agents, Contracting Officer Representative (COR) and Performance Work Statements training. Units and staffs are starting to understand the need to have AL&T Contracting NCOs involved in the planning and requirements generation process prior to and during deployments. NCO's have been part of the U.S. Army Acquisition Corps since 2006. To provide continued support to the Army's newly developed Brigade Combat Teams; Acquisition Soldiers must focus themselves for this new environment and apply innovation, teamwork, battle focus, ethics, selfless service and professionalism that have made the Army so successful during the past 231 years. The Acquisition Corps requires NCOs who are, first and foremost leaders of Soldiers. NCO's must be tactically and technically proficient in contingency contracting operations at all echelons of our Army.

Noncommissioned officers must also seek out the tough assignments and request training so they will be prepared to perform at their current and next rank. NCOs must also ensure that the younger Acquisition Soldiers can perform their individual MOS tasks and constantly be a role model. To ensure the Acquisition Corps transforms with the Army successfully, we need all AL&T NCO's working together. Demanding Assignments: The contracting process places a heavy burden on AL&T Contracting NCOs to ensure command and mission success. Additionally, multiple deployments, complex training and certification requirements and high OPTEMPO make their duties physically and mentally challenging. Contracting NCO TM LDR: Leads a four person modular Contingency Contracting Team. AL&T Contracting NCO BDE Plans & Requirements: Responsible for planning and requirements generation supporting Division and higher units. AL&T Contracting NCO BDE Plans & Policy: Responsible for planning and contracting internal and external policies that affect the supported mission. AL&T Contracting NCO BN Ops & Requirements NCOIC: Responsible for planning and requirements generations supporting Corps and below units. AL&T Contracting NCO BN Plans & Policy NCOIC: Responsible for planning and contracting internal and external policies that affect supported units. Contracting – Advanced Leader Course Instructor: Trains newly accessed NCOs (E5-E7). Career Management NCO: HRC 51C Career Assignment and Training Manager. Sr Enlisted Contracting Advisor (HQDA): Serves as the Senior Enlisted Advisor to the Assistant Secretary of the Army (Acquisition, Logistics and Technology) and staff. Sr Enlisted Contracting Advisor (BDE): Leads a 24 person modular Contract Support Brigade aligned geographically to Army Service Component Command AOR. Sr Enlisted Contracting Advisor (BN): Leads an 13 person modular Contingency Contracting Battalion aligned in support of a Division or Corps. Chief NCO Proponent (HQDA): Leads a five person HQDA staff responsible for the eight life cycle management processes of Career Management Field 51- Acquisition.

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

a. SSG.

(1) The quality and success of a Staff Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: Contingency Contracting, 51C Proficiency Guide.

(2) The following additional books are suggested reading for self-development; continue readings on famous Military leaders (for example , Napoleon , Grant , Lee , Pershing , Patton , Bradley , Ridgeway, Westmoreland, and Schwarzkopf); CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSGs willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS, preferably business related, 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 24 semester hours of business and an Associate's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

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

(5) Soldiers should also strive to complete DAWIA Accreditation and Certification Level I.

b. SFC.

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Strive for completion of an Associate's degree with 24 hours of business is encouraged. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: Contingency Contracting, 51C Proficiency Guide, Army Training and Leader Development; FM 3-7; FM 21-31.

(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 DA PAM 600-25 • 28 July 2008 305 famous military leaders (for example, Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwarzkopf); CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFCs willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an Associate's Degree by 12 years and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army operations, and battle staff functions should be emphasized as essential to an SFC.

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

(6) Soldiers should also strive to complete DAWIA Certification/Accreditation Level II.

c. MSG.

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. Strive for completion of a Bachelor's degree with 24 semester hours of business is encouraged.

(2) Masters Sergeants should study and master the following military publications: Contingency Contracting, 51C Proficiency Guide, AR 601-280; AR 600-20; DA Pam 611-21; AR 840-10, and AR 220-1.

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

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

(5) Soldiers should also strive to complete Defense Acquisition Workforce Improvement Act (DAWIA) Certification Level III.

d. SGM/CSM.

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

(2) The SGM/CSM should read publications on their chains of command professional reading list and CSA Reading

List, AKO, General Army Links, Army Leadership. Continued reading about world politics, geo-political issues and 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 technical certification for civilian certifications on the COOL Web site.

? MOS 51C-Acquisition, Logistics & Technology (AL&T) Contracting NCO.

a. Major duties. The AL&T Contracting NCO serves in a Plans and Operations Section and/or Policy and Requirements Section for a Contracting Support Brigade or Contracting Battalion staff and/or in a Contingency Contracting Team. The AL&T NCO assists with contract execution, plans, operations and requirements generation supporting Army, joint task forces, joint forces, multi-national forces, military exercises and Humanitarian Assistance missions. Leads, deploys, trains and executes operations and requirements in support of standing operations and orders. Advises unit's or mission commanders on the availability, location and condition of commercial sources and services. Provide operational and contingency contracting support to deployed forces and DoD agencies. Special MOS Considerations: Soldiers who have completed two or more years of college, or have an Associate, Bachelors or Masters Degree, Soldiers who have successfully completed Army Acquisition Basic Course, (ALU) or Mission Ready Airmen Contract Apprentice (USAF 37th Training) or Defense Acquisition University (DAU) Level I contracting courses (DL) and/or received contracting accreditation or certification and completed mission support contracting training: CON 234, 243, 244. Soldiers who were successful in leadership positions i.e., AL&T Contracting NCO Team Leader; Procurement NCO; Contingency Contracting Officer; CCBN Plans & Operations Section; CCBN Policy & Requirement Section, Joint Contracting Commands and Offices; Platoon Sergeant, Drill Sergeant; Instructor; Recruiter; Squad Leader or Section Supervisor. Soldiers that accept challenging deployments; Soldiers with diverse assignment history, assigned to both TOE and TDA units. Soldiers who have excelled while attending NCOES or other advance schooling. Soldiers from other Enlisted Career Fields will be promoted on the "Whole Soldier Concept".

b. Prerequisites. See DA Pam 611-21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Personnel Proponent Office.

c. Goals for development.

(1) SSG.

(a) Institutional training. Army Basic Contracting Course (AABC), Mission Ready Airman's Course (MRAC), Army Leaders Course, (ALC).

(b) Operational assignments. The focus during the early years of their career should be on building a strong base of technical expertise in contracting, basic MOS skills and common Soldier tasks. The ability to take advantage of opportunities and display leadership skills, initiative, and motivation are a must. The Staff Sergeant serves as an Acquisition, Logistics, and Technology (AL&T) Contracting Noncommissioned Officer supporting the Army Service Component Commander's Area of Responsibility or Theater of Operation. The primary mission is to deploy as a warranted Contracting Officer or specialist and serve as a member of an early entry modular Contingency Contracting Team (CCT). The AL&T NCO provides contingency contracting support at stateside or deployed locations in support of joint and coalition forces, developing, managing, and executing contingency contracting plans. The AL&T NCO locates and procures required supplies and services to augment organic unit or mission CSS capabilities while providing the commander enhanced operational flexibility. The NCO should possess Department of the Army Level I/II accreditation or DAWIA Level I/II certification in contracting. 51C NCO's manages, performs, and administers contracting functions for commodities, services, and construction using simplified acquisition procedures, negotiation, and other approved methods, and uses automated contracting systems to prepare, process, and analyze transactions and products. The AL&T NCO is a business advisor, buyer, negotiator, administrator, and contracting officer, advising government and contractor personnel on contracting-related issues. 51C NCO's are required to collect data and analyze market trends, supply sources, trade information, and other data pertinent to contracting. 51C NCO's must prepare memorandums, determinations and findings, and justifications and approvals, as well as prepare documents, process transactions, and maintain files applicable to automated contracting systems, other electronic methods, and manual operations. The AL&T SSG supports studies pursuant to competitive sourcing, performs market research, and reviews requirements, including item descriptions, government furnished property usage, independent government cost estimates, availability of funds, sole source justifications, brand name requests, delivery requirements, and compliance with contracting regulations, directives, laws, and policies. The NCO is often called upon to interpret, implement, and explain government procedures and acquisition regulation. Once review is complete, the NCO determines the appropriate contracting method and contract type, and applicability of contract clauses and special provisions, while maximizing the use of commercial

items and practices. 51C NCO's prepares and posts solicitations for commodities, services, and construction requirements, ensuring they are publicly advertised as appropriate to maximize competition. The NCO receives and evaluates vendor responses, bids, and offers, prepares bid abstracts, analyzes and reviews award actions, obtains and evaluates past performance information, determines contractor responsibility, and recommends contract award. As required, 51C NCO's will analyze cost and pricing data/information and prepare for and conduct negotiations. The NCO ensures contractors comply with bonding, insurance, and tax requirements, conducts site visits to monitor compliance and customer satisfaction, and interviews contractor employees to determine compliance with labor laws, as applicable. The AL&T NCO also amends and cancels solicitations, rejects bids, and mediates protests during the solicitation and pre-award process. 51C NCO's trains and monitors contracting officer's representative and field ordering officer personnel, resolves claims, disputes and appeals, and terminates contracts and administers termination settlements. Finally, the NCO evaluates acquisition methods and procedures, verifies contractor adherence to delivery schedules and price, prepares and presents written and oral contractor evaluations, and participates in the unit self-inspection program. Duty assignments include but aren't limited to AL&T Contracting NCO. Generally, Soldiers reclassified into this MOS should complete at least 12 months of actual experience in the MOS to be considered fully qualified in the MOS at their current grade because of the high degree of technical knowledge associated with this skill.

(c) Self-development. Associate's Degree and 24 Semester hours of Business. Soldiers should consider the following correspondence course: CON 237, Simplified Acquisition Procedures, CLE 008, Six Sigma; Concepts and Processes, CLM 003 Ethics Training for AL&T Workforce, CLC 033 Contract Format and Structure for the DOD e-business Environment. Recognition or Awards: Special recognition will go to AL&T Contracting NCOs who were awarded the Assistant Secretary of the Army (Acquisition, Logistics and Technology) NCO for Contracting Excellence Award. NCOs who have achieved membership into the Sergeant Morales or Audie Murphy Clubs as well as recognition as Brigade or higher NCO of the Quarter/Year should be considered above their peers. NCO's who earn Distinguished Honor Graduate, Honor Graduate, and top 20 % (Commandant's List) of graduating NCOES/MOS Enhancing Courses have demonstrated greater ability and potential than those who have not. Also those NCOs who have achieved the Department of Defense highest standard for contracting training at the Staff Sergeant, Level I contracting certification. AL&T Contracting NCOs who complete the Defense Acquisition Level I contracting certification courses learn how to negotiate fair and reasonable prices and to consider the legal implications for various contracting situations to best support and serve the Soldier and the mission. AL&T Contracting NCOs who are awarded Level I certification in contracting have obtained a bachelors degree and meet the DAWIA policy for training, experience and education. SSGs who have received DAU Level I certification/accreditation and/or completed Level II training or received other special recognition from DA, Degree Completion Program, Advance Civil Schooling and/or NCOA deserve special consideration for promotion.

(d) Additional training. DAWIA Accreditation and Certification Requirements, SSG (E6)-Level 1 Contracting Accreditation, CON 234, Contingency Contracting, 51C Proficiency Guide.

(e) Special assignments. Overseas Contingency Operations Assignments: Soldiers who have been mobilized to support major combat operations: Support of a declared contingency Special Mission Units support AL&T Contracting NCOs, Contingency Contracting Officer in support of operations i.e., Iraqi and Enduring Freedom, Joint Forge and Guardian, Humanitarian Assistance missions; NTC, JRTC rotations; major military and joint exercises. AL&T Contracting NCOs, Contingency Contracting Officers supporting Joint Contracting Commands e.g., Baghdad, Kirkuk, Balad, Victory, Mosul, Kabul, Bagram and Kandahar etc. 51C NCOs assigned to Special Mission Units will be unable to receive Contracting Accreditation - Levels I and II and/or the Defense Acquisition Workforce Improvement Act - Contracting Certification - Levels I, II or III. These NCOs are still authorized to perform their critical contracting mission under Section 808 and 824 under DoDI 5000.66. Soldiers without these qualifications should not be looked upon as unfavorable for promotion due to mission requirements.

(2) SFC.

(a) Institutional training. Senior Leaders Course (SLC). Army Intermediate Contracting Course (AICC).

(b) Operational assignments. Soldiers should focus on laying a solid foundation of technical knowledge, honing their tactical expertise and developing their Soldier leadership skills. The Sergeant First Class serves as an Acquisition, Logistics, and Technology (AL&T) Contracting Noncommissioned Officer in a Plans and Operations Section and/or Policy and Requirements Section for a Contracting Support Brigade or Battalion, or as the AL&T Contracting NCO Team Leader of a deployable Contingency Contracting Team (CCT). SFC's assist with contract execution, plans, operations, and requirements generation in support of the Army Service Component, Joint Task Force, Coalition or Multi-National Force Commander, or in support of military exercises and Humanitarian Assistance missions. The AL&T NCO leads, deploys, trains, and executes operations and requirements in support of standing operations and orders. In addition to those duties outlined in MOS 51C30, AL&T SFCs will also serve

as a contracting NCOIC supporting the Army Service Component Commander Area of Responsibility or Theater of Operation. As the Contracting NCO Team Leader, the primary mission is to deploy as a contracting officer and serve as a member of early entry modular CCT. When not deployed, 51C NCO's serves as contracting NCO team leader in support of PARC/Brigade Contracting Command, Battalion Contracting Command, and/or Installation Contracting Office for training and mission support. Contracting NCO Team Leaders assist in deliberate and crisis action planning cycles, as well as development and preparation of Contracting Support Integration Plans (CSIPs), OPLANS, and CONPLANS. The senior AL&T NCO reviews, monitors, and validates contract pricing techniques, market trends, supply sources, US or foreign commercial practices, and any market factors contributing to supply, service, and construction prices. The AL&T SFC must have a working knowledge of basic computer applications, audit procedures, policies, laws, and directives governing purchasing and contingency contracting policies and procedure. Duty assignments include AL&T Contracting Team NCOIC, AL&T Plan & Operations Contracting NCO USACE (assignment should be filled by experienced NCO's), and U.S. Army PEO STRI Contract Specialist. Generally, Soldiers reclassified into this MOS should complete at least 12 months of actual experience in the MOS to be considered fully qualified in the MOS at their current grade because of the high degree of technical knowledge associated with this skill.

(c) *Self-development.* Associate's Degree or Bachelor's Degree with 24 Semester Hours of Business. Recognition or Awards: Special recognition will go to AL&T Contracting NCOs who were awarded the Assistant Secretary of the Army (Acquisition, Logistics and Technology) NCO for Contracting Excellence Award. NCOs who have achieved membership into the Sergeant Morales or Audie Murphy Clubs as well as recognition as Brigade or higher NCO of the Quarter/Year should be considered above their peers. NCO's who earn Distinguished Honor Graduate, Honor Graduate, and top 20 % (Commandant's List) of graduating NCOES/MOS Enhancing Courses have demonstrated greater ability and potential than those who have not. Also those NCOs who have achieved the Department of Defense highest standard for contracting training at the Sergeant First Class, Level II contracting certification. AL&T Contracting NCOs who complete the Defense Acquisition Level II contracting certification courses learn how to negotiate fair and reasonable prices and to consider the legal implications for various contracting situations to best support and serve the Soldier and the mission. AL&T Contracting NCOs who are awarded Level II certification in contracting have obtained a bachelors degree and meet the Defense Acquisition Workforce Improvement Act (DAWIA) policy for training, experience and education.

(d) *Additional training.* DAWIA (DAWIA) Accreditation and Certification Requirements, SFC (E7)-Level 2 Contracting Accreditation, CON 244, Construction Contracting, 51C Proficiency Guide.

(e) *Special assignments.* Senior Leaders Course Instructor, trains newly reclassified NCOs (E5-E7), Mission Ready Airman Course Instructor, trains newly reclassified NCOs (E5-E7). HRC 51C Career Assignment and Training Officer, AL&T Contracting NCO Special Missions Units, AL&T Contracting NCO Combined Arms Center (NTC, JRTC, JMRC). Overseas Contingency Operations Assignments: Soldiers who have been mobilized to support major combat operations: Support of a declared contingency Special Mission Units support AL&T Contracting NCOs, Contingency Contracting Officer in support of operations i.e., Iraqi and Enduring Freedom, Joint Forge and Guardian, Humanitarian Assistance missions; NTC, JRTC rotations; major military and joint exercises. AL&T Contracting NCOs, Contingency Contracting Officers supporting Joint Contracting Commands e.g., Baghdad, Kirkuk, Balad, Victory, Mosul, Kabul, Bagram and Kandahar etc. 51C NCOs assigned to Special Mission Units will be unable to receive Contracting Accreditation - Levels I and II and/or the DAWIA - Contracting Certification - Levels I, II or III. These NCOs are still authorized to perform their critical contracting mission under Section 808 and 824 under DoDI 5000.66. Soldiers without these qualifications should not be looked upon as unfavorable for promotion due to mission requirements.

(3) *MSG.*

(a) *Institutional training.* Battle Staff NCO Course (BSNCO), Support Operations Course.

(b) *Operational assignments.* The Soldier's career is centered on continued development and refinement of their leadership skills and technical expertise. Successful duty assignment as an operation sergeant should be considered a prerequisite for consideration of advancement to the next level. Duty assignments in technical units that will increase the experience and develop the leadership level of the NCO. Duty assignments include AL&T Contracting Plans and Operations NCO, AL&T Plan & Operations Contracting NCO USACE.

(c) *Self-development.* Bachelor's Degree with 24 Semester hours of Business, AAC Membership. Recognition or Awards: Special recognition will go to AL&T Contracting NCOs who were awarded the Assistant Secretary of the Army (Acquisition, Logistics and Technology) NCO for Contracting Excellence Award. NCOs who have achieved membership into the Sergeant Morales or Audie Murphy Clubs as well as recognition as Brigade or higher NCO of the Quarter/Year should be considered above their peers. NCO's who earn Distinguished Honor Graduate, Honor Graduate, and top 20 % (Commandant's List) of graduating NCOES/MOS Enhancing Courses have demonstrated

greater ability and potential than those who have not. AL&T Contracting NCOs who complete the Defense Acquisition Level III contracting certification courses learn how to negotiate fair and reasonable prices and to consider the legal implications for various contracting situations to best support and serve the Soldier and the mission. AL&T Contracting NCOs who are awarded Level III certification in contracting have obtained a bachelors degree and meet the DAWIA policy for training, experience and education.

(d) Additional training. DAWIA Accreditation and Certification Requirements, MSG (E8)-Level III Contracting Certification, CON 334, Advanced Contingency Contracting, CON 353 Advanced Mission Business Solutions for Mission Support.

(e) Special assignments. Overseas Contingency Operations Assignments: Soldiers who have been mobilized to support major combat operations: Support of a declared contingency Special Mission Units support AL&T Contracting NCOs, Contingency Contracting Officer in support of operations i.e., Iraqi and Enduring Freedom, Joint Forge and Guardian, Humanitarian Assistance missions; NTC, JRTC rotations; major military and joint exercises. AL&T Contracting NCOs, Contingency Contracting Officers supporting Joint Contracting Commands e.g., Baghdad, Kirkuk, Balad, Victory, Mosul, Kabul, Bagram and Kandahar etc. 51C NCOs assigned to Special Mission Units will be unable to receive Contracting Accreditation - Levels I and II and/or the Defense Acquisition Workforce Improvement Act - Contracting Certification - Levels I, II or III. These NCOs are still authorized to perform their critical contracting mission under Section 808 and 824 under DoDI 5000.66. Soldiers without these qualifications should not be looked upon as unfavorable for promotion due to mission requirements.

(4) SGM/CSM.

(a) Institutional training. SGM Academy. Support Operations Course.

(b) Operational assignments. The focus during this phase of the Soldier's career centers on refinement of their leadership skills and applying the knowledge gained throughout their career to influence organizations at the most senior level. Duty assignments as an operations sergeant major will increase their experience and continue to develop the leadership of the NCO. Sergeants Majors will serve as Contracting Battalion Senior Enlisted Advisor's. Command Sergeants Majors will serve as Contracting Support Brigades Senior Enlisted Advisor's. Soldiers who have served successfully on a Contingency Contracting Team and have served on a Contracting Brigade or Battalion staffs make the best SGM's. SGM's should have appropriate contracting knowledge and experience to analyze and provide advice and recommendations to the Commander on contingency contracting support. Soldiers who have served successfully as a Contingency Contracting Battalion Sergeant Major make the best CSM's. CSM's should have appropriate contracting knowledge and experience to analyze and provide advice and recommendations to the Commander on contingency contracting support.

(c) Self-development. Bachelor's Degree with 24 Semester Hours of Business. The goal of the SGM/CSM is to possess an upper level degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the 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. AAC Membership. Recognition or Awards: Special recognition will go to AL&T Contracting NCOs who were awarded the Assistant Secretary of the Army (Acquisition, Logistics and Technology) NCO for Contracting Excellence Award. AL&T Contracting NCOs who complete the Defense Acquisition Level III contracting certification courses learn how to negotiate fair and reasonable prices and to consider the legal implications for various contracting situations to best support and serve the Soldier and the mission. AL&T Contracting NCOs who are awarded Level III certification in contracting have obtained a bachelors degree and meet the DAWIA Act policy for training, experience and education.

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

(e) Additional training. DAWIA Accreditation and Certification Requirements, SGM/CSM (E9)-Level 3 Contracting Certification.

(f) Special assignments. Senior Enlisted Contracting Advisor (HQDA) serves as the Senior Enlisted Advisor to Assistant Secretary of the Army (Acquisition, Logistics and Technology) and Principal Military Deputy ASA (ALT); Regimental Sergeant Major, Army Acquisition Corps and as a Senior Staff Action Officer to the Deputy Assistant Secretary of the Army (Procurement). Chief NCO Proponent (HQDA): Serves as the Chief NCO Proponent for Career Management Field (CMF) 51-Acquisition and MOS 51C – Acquisition, Logistics and Technology Contracting NCO and manages the 8 life cycle management processes of the CMF. Operations Sergeant Major (ACC/ECC): Serves as the Operations SGM for U.S. Army Contracting Command (ACC) and U.S.

Army Expeditionary Contracting Command (ECC) supporting CSBs in support of expeditionary contracting operations worldwide. Overseas Contingency Operations Assignments: Soldiers who have been mobilized to support major combat operations, support of a declared contingency, Senior Enlisted Contracting Advisor - Joint Contracting Commands, Iraq and Afghanistan, and Joint Contracting Centers-Balkans.

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

(h). *GI to jobs*. See GI to Jobs COOL Web site.

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?-11. MOS 51C 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>>.

?-12. Reserve Component

MOS 51C RC: Standards of RC Soldiers mirror that of the AC in MOS 51C. Soldiers in the RC should strive for the same type of assignments and development; however, unit structure and geographic distribution often limit RC Soldiers in the range of possible assignments. RC Soldiers must be SGT(P) to request a reclassification to 51C. RC Soldiers will take the equivalent Defense Acquisition University (DAU) online and resident courses to obtain DAWIA Level I, II and III Certification in the absence of available quotas for the above Contract Specialist Institutional training.