



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 Military Intelligence, ATTN: ATZS-MI, 110 RHEA Avenue, Fort Huachuca, Arizona 85613-7080

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

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

FOR THE DEPUTY CHIEF OF STAFF, G-1:

Encls
as


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Chapter 14

Military Intelligence (CMF 35) Career Progression Plan

14-1. Duties

The mission of Military Intelligence (MI) is to collect, analyze, exploit, and disseminate information on the plans, intentions, capabilities, and limitations of the enemy. Because of the complexity of MI systems, this CMF has its own Systems Maintenance/Integration MOS, which plays a key role in the effectiveness of the Intelligence Battlefield Operating Systems (BOS). The MI mission extends from the tactical battlefield to the national command level. This CMF supports Army operations by providing a clear picture of the threat to commands at all echelons, as well as actions required to protect the force from exploitation by foreign intelligence. In many instances, the MI Soldier provides near-real-time notification to higher commands on situations and activities that could directly affect U.S. personnel and/or interests or otherwise impact U.S. foreign and security policies. MI Soldiers play a significant role in large and small scale support and stability operations support the promotion of peace, the resolution of conflict, and the deterrence of war. Their duties and responsibilities are geared to reduce uncertainty and risk to U.S. personnel and permit the effective application of force. Due to the nature of MI assignments and missions, not all MI Soldiers will deploy during overseas contingency operations (OCO). MI is supporting the OCO effort through many different means to include sanctuary operations, individual augmentations, and home-station reach back operations, at Theater level, NATO, Multi-national, and Joint assignments, which provide direct and general support to Warfighters. Additionally, some Soldiers may serve in consecutive Strategic or Tactical assignments. In some cases this is due to structure, lifecycle-managed units, or the unique characteristics of some MI MOSs, which are Strategic in nature. Traditional leadership positions are often limited in some MI MOSs due to their low density nature. CMF 35 Soldiers need to have knowledge of; AR 25-55, AR 340-21, 380-5, and Privacy Act Systems of Records Notices.

14-2. Transformation

a. Military Intelligence covers a wide spectrum of missions that makes the Intelligence Soldier a multi-faceted professional in an ever-changing world. As the saying goes, "Intelligence drives operations." MI Soldiers provide this valuable intelligence for Commanders to use in the decision-making process during combat operations. Soldiers are expected to adapt quickly to the ever-changing combat environment. MI Soldiers conduct specific missions and perform numerous tasks to support the Commander. The primary mission of MI Soldiers is to collect, analyze and exploit information to produce and disseminate actionable intelligence. Soldiers and NCOs are afforded the opportunity to further their technical skills through advanced intelligence schools. Technical certification programs are available to Soldiers wishing to become "professionalized" in the Intelligence career field. Soldiers and NCOs are also given the opportunity to attend training such as Airborne, Air Assault and Ranger schools. MI NCOs must be first and foremost leaders of Soldiers. NCOs must place the welfare of their Soldiers ahead of their own and adhere to the Army values. MI NCOs are expected to mentor Soldiers to become technically and tactically proficient in their job. NCOs are the primary trainers for all intelligence Soldiers and oversee their professional development within the unit. Their example will inspire others to achieve the same level of commitment and professionalism, enabling them to continue growing as leaders and to train Soldiers and small units. With rapid growth under modular transformation, there are many NCOs in the MI Corps who have recently reclassified and possess limited technical experience, however these Soldiers are fully qualified to perform in their MOS and lead others. Opportunities such as Recruiter and Drill Sergeant are available as well as Training Developer, Instructor/Writer, NCOA Instructor/Small Group Leader (SGL), Inspector General, and Observer Controller. Leadership opportunities are available through the ranks with positions such as Team Leader, Squad Leader, Platoon Sergeant and First Sergeant.

b. Non-traditional leadership roles are also available such as ACE Chief, Section NCOIC, Watch NCOIC. , Army Attaché NCO, Senior Career Manager/Professional Development NCO (PDNCO), Advisor and Assistance Team NCO (formerly Military Transition Team), and Research Development Test and Evaluation (RDT&E) NCO. Typical demanding assignments include Recruiter, Drill Sergeant, AIT Platoon Sergeant, Special Operations Support, and BCT S2 NCOIC.

(1) BCT S2 NCOIC - Serves as the NCOIC for the Brigade Combat Team S2; responsible for all intelligence operations in support of subordinate commands and worldwide contingency missions; leads, mentors, trains and

develops enlisted Soldiers assigned to the BCT; coaches and advises the commissioned and warrant officers assigned to the S2.

(2) Asymmetric Warfare Group (AWG) - The AWG is designed to identify and then assist units to overcome capabilities gaps as well as collect and analyze enemy Tactics, Techniques, and Procedures (TTPs) and the Best Practices of US and other friendly forces. The AWG quickly obtains first-hand knowledge and experience through embedded teams with deployed units and shares that knowledge with other units and the Department of Defense through pre-deployment training, embedded advisors, and standing relationships with DoD and other national level agencies. All personnel are volunteers who undergo a rigorous assessment and selection process followed by specialized training particular to their specified duties. All military intelligence professionals conduct multi-discipline intelligence analyst and advisor duties in addition to their MOS specific requirements.

(3) Great Skills Program (GSP) - The GSP is an HRC equivalent personnel management system that identifies, selects, trains, assigns and retains personnel conducting sensitive and complex classified operations for the Army, the Department of Defense and National Agencies. Personnel selected to serve in the GSP have undergone a rigorous selection and assessment process. After inclusion in the GSP, personnel attend a number of highly-specialized, non-traditional schools to prepare them for these unique assignments. Assignments are focused, repetitive and long-term and may not include traditional leadership positions. GSP members are assigned worldwide in some of the most hostile environments. Many missions, assignments and deployments are conducted in high risk areas in support of OCO.

(4) Special Mission Units (SMU) - A limited number of MI Soldiers are assigned to Special Mission Units (highly demanding classified operational positions); which, due to their nature, limit the Soldiers' opportunities in other traditional promotion enhancing areas. MI Soldiers assigned to Special Mission Units operate in support of National Command Authority, conducting high risk intelligence and operational missions. These assignments, due to their specialized nature, require a long term commitment by the Soldier to the Special Mission Unit.

(5) Special Operation Support - MI Soldiers operate in support of National Command Authority and conduct high risk intelligence and operational missions. These assignments, due to their specialized nature, require a long term commitment by the Soldier to the Special Operations Units.

(6) Training Developer - A Training Developer is responsible for developing and maintaining training material for programs of instruction such as DA service schools or training for new systems. The skills for MI MOSs are constantly evolving; therefore, Training Developers create and revise academic lesson plans, training aids, and test evaluation criteria to ensure Soldiers continue to receive training that is both highly technical and relevant. Training Developers give MI Soldiers the knowledge and skills they need in order to provide the combatant commander timely and accurate intelligence.

(7) Instructor / Writer - responsible for training Advanced Individual Training (AIT) students, international and reclassification students to perform their jobs in both garrison and tactical environments while writing, instructing, updating and validating course materials that are in a state of constant change. NCOs in this position use the knowledge gained from previous assignments and lessons learned based on the ever-changing world of technology. Instructor/Writers enforce training standards for MI MOSs and ensure that field and garrison commanders receive highly trained, fully competent Soldiers ready to accept challenging missions worldwide.

(8) NCOA Instructor / Small Group Leader (SGL) - In the NCO courses (WLC, ALC, SLC), SGLs are responsible for the supervision, professional development, morale, health and welfare of junior and senior NCOs attending NCOES courses. The SGL facilitates instruction for both common leadership and technical MOS training. The SGL is responsible for maximizing student participation during training and classroom discussions. They conduct both academic and leadership evaluations for students and provide feedback that enhances their professional growth.

SGLs are responsible to unit commanders in ensuring that NCOs return to their units as more competent, technically proficient leaders.

(9) Recruiter - Responsible for maintaining close working relationships with educational institutions and civic groups. This NCO must have a high degree of sales techniques and communication skills. This duty is both demanding and time intensive. These NCOs use both technical training and practical application skills to screen for the most qualified men and women to enlist in the Army.

(10) Drill Sergeant and AIT Platoon Sergeant - Responsible for initiating new recruits entering the Army into the customs and practices of military life and MI advanced individual training.

c. Additional Skill Identifiers (ASI) and Skills Qualification Identifiers (SQI) normally identify specialized skills, qualifications, and requirements that are closely related to and are in addition to those inherent to the MOS. They are used to identify skills requiring formal school training or civilian certification (i.e. Airborne, Air Assault, etc.). The following is a list of MI specific ASIs that Soldiers and NCOs can acquire through additional training:

- 1A - JSTARS E8-A Systems Operator
- 1F - Intelligence Master Analyst
- D6 - Basic Digital Network Analyst (BDNA)
- E6 - Interactive On-Net Operator
- G9 - Technical Surveillance Countermeasures (TSCM)
- J4 - MASINT Collection and Analyst Course
- K2 - Advanced Communications Signals Analysis
- M7 - Intermediate (Inter) Analysis
- N6 - Cryptologic Cyber Analyst
- N7 - Strategic Debriefing
- Q7 - Intelligence, Surveillance, and Reconnaissance (ISR) Synchronization Manager
- S1 - Source Handler
- S5 - Community Imagery Analysis Course (CIAC)
- S7 - Foreign Counterintelligence (FCI)
- T6 - Tactical Exploitation Systems (TES)
- W6 - Weapons Intelligence Specialist
- V4 - Advanced Source Handler

14-3. Recommend Career Management Self-Development by Rank

a. PVT-SPC/CPL.

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

(2) Soldiers should study and master the following military publications: AR 670-1; FM 2-0; FM 3-21.5; FM 3-21.75; FM 3-25.26; FM 3-90.61; FM 4-25.11; FM 7-21.13; STP 21-1-SMCT; TC 3-22.20; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

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

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DANTES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the Armed Forces Classification Test (AFCT) and improve promotion potential.

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

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

(7) Soldiers may also earn promotion points for Technical Certification., a list of certifications can be found on the COOL Web site. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, Certified Forensic Interviewer (CFI), Certified Information Systems Security Professional (CISSP), Espionage Controls And Countermeasures Association, OPSEC Certified Professional (OCP), Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP); however for a full list of certifications refer to the Credentialing Opportunities On-Line (COOL) Website at <https://www.cool.army.mil/>. For information on these and other education programs, visit the AEC on your installation.

(8) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI Specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award, DOD/DA/INSCOM Linguist of the Year, USAICoE AIT PSG of the Year, and DS of the Year, serve not only to gain recognition from within the field but also as an indicator of strong promotion potential.

b. SGT.

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

(2) Sergeants should study and master the following military publications: FM 1; FM 2-22.3; FM 3-0; FM 3-21.18; FM 3-51.1; FM 6-22; FM 7-0; FM 7-22.7; FM 34-3; FM 34-54; STP 21-24-SMCT; the Army Training Network; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

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

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those Sergeants willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site in order to receive maximum credit for previous military training.

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

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

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL website. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, Certified Forensic Interviewer (CFI), Certified Information Systems Security Professional (CISSP), Espionage Controls And Countermeasures Association, OPSEC Certified Professional (OCP), Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP). For information on these and other education programs, visit the AEC on your installation.

(8) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI Specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award, DOD/DA/INSCOM Linguist of the Year, USAICoE AIT PSG of the Year, and DS of the Year, serve not only to gain recognition from within the field but also as an indicator of strong promotion potential. The Army Gold Recruiter Badge is another such award that indicates a level of proficiency and dedication that is a desirable trait for NCOs.

c. SSG.

(1) The quality and success of a Staff Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: AR 623-2; FM 1-02; FM 3-22.9; FM 5-0; FM 34-10; FM 34-45; FM 34-80; STP 21-24-SMCT; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

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

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSGs willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site in order to receive maximum credit for previous military training. These self-development options are based on the SSG's own desire to excel. At this stage, SSGs should seek opportunities to pursue completion of an Associate's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(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 consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL Web site. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, Certified Forensic Interviewer (CFI), Certified Information Systems Security Professional (CISSP), Espionage Controls And Countermeasures Association, OPSEC Certified Professional (OCP), Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP). For information on these and other education programs, visit the AEC on your installation.

(6) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI Specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award, DOD/DA/INSCOM Linguist of the Year, USAICoE AIT PSG of the Year, and DS of the Year, serve not only to gain recognition from within the field but also as an indicator of strong promotion potential. The Army Gold Recruiter Badge is another such award that indicates a level of proficiency and dedication that is a desirable trait for NCOs.

d. SFC.

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Strive to complete a degree program or accumulate two years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: AR 350-1; AR 750-1; FM 3-11.4; FM 21-31; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

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

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, 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 consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL Web site. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, Certified Forensic Interviewer (CFI), Certified Information Systems Security Professional (CISSP), Espionage Controls And Countermeasures Association, OPSEC Certified Professional (OCP), Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP),

Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP). For information on these and other education programs, visit the AEC on your installation.

(7) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI Specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award, DOD/DA/INSCOM Linguist of the Year, USAICoE AIT PSG of the Year, and DS of the Year, serve not only to gain recognition from within the field but also as an indicator of strong promotion potential. The Army Gold Recruiter Badge is another such award that indicates a level of proficiency and dedication that is a desirable trait for NCOs

e. MSG/ISG.

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. Strive to complete a degree program or accumulate two years of college credit towards a degree. However, continuing civilian education (completion of associates or bachelor's degree) is encouraged.

(2) Masters Sergeants/First Sergeants should study and master the following military publications: AR 220-1; AR 220-45; AR 600-20; AR 601-280; AR 840-10; DA Pam 611-21.

(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) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, Certified Forensic Interviewer (CFI), Certified Information Systems Security Professional (CISSP), Espionage Controls And Countermeasures Association, OPSEC Certified Professional (OCP), Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP).

f. SGM/CSM.

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

(2) The SGM/CSM should read publications on their chains of command professional reading list and CSA Reading List, AKO, General Army Links, Army Leadership. Continued reading about world politics, geo-political issues and 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. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, Certified Forensic Interviewer (CFI), Certified Information Systems Security Professional (CISSP), Espionage Controls And Countermeasures Association, OPSEC Certified Professional (OCP), Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP).

14-4. MOS 35F Intelligence Analyst

a. Major duties. The Intelligence Analyst conducts analysis, develops the threat situation, produces and disseminates all-source intelligence products to support the command; performs, coordinates, and/or supervises the Intelligence Preparation of the Battlefield/Battlespace (IPB) process; Intelligence, Surveillance, and Reconnaissance (ISR) Synchronization; and support to targeting/effects. The purpose of the Intelligence Analyst Career Progression Plan is to inform Soldiers how their career and professional development should unfold. Success in this MOS requires demonstrated potential in both technical skills and leadership abilities. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible with duty in both Tactical and Strategic assignments, Division and Corps assignments, continental United States (CONUS) and outside continental United States (OCONUS), and MTOE and TDA assignments; however, Soldiers may have more time in MTOE assignments. Soldiers in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions (Team Leader, Squad Leader, Platoon Sergeant, Detachment Sergeant), and a portion in staff positions (S2/S3).

b. Prerequisites. See DA Pam 611-21 in the HRC Smartbook for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

c. Goals for development. Soldiers should always strive to exceed the standard regardless of the position, one currently holds. Boards select successful leaders who have served in a variety of assignments, have supported their role as MI NCOs by consistently increasing their civilian and military education levels, and have displayed a trend of outstanding performance in each position held.

(1) *PVT-SPC/CPL.*

(a) Institutional training. IET.

(b) Operational assignments. The focus during the early years of a career should be on building a strong base of tactical expertise in basic MOS skills and common Soldier tasks. Technical expertise, MOS, and Soldier skills proficiency can all be acquired in tactical and/or strategic assignments serving as an intelligence analyst. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation. Additional responsibility and experience is also gained through seeking additional duties. Soldiers and NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to Army values, maintaining high physical fitness standards and consistent compliance with height and weight standards, exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader Award), selection for Sergeant Audie Murphy / Sergeant Morales Clubs, have strong counseling packets and NCOERs with Senior Rater comments reflecting outstanding duty performance and potential in challenging positions and varied assignments, receiving a college degree from an accredited institution, and NCOs should maintain a current DA Photo wearing current rank and a proper fitting uniform. MOS 35F can serve in the following position at this skill level: Intelligence Analyst. The following additional assignments should be considered demanding assignments: Company Intelligence Support Team (CoIST).

(c) Self-development. Soldiers must exploit every educational opportunity. Self-development should also focus on communication skills, briefing techniques, technical writing, and research techniques. Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving. Any

courses that can be taken in management and communication will enhance the ability to lead Soldiers. Education includes but is not limited to: Civilian College Degree, Technical Certification, National Defense Intelligence College (NDIC) Undergraduate/Post-Graduate Intelligence Program (UGIP/PGIP), Bachelor of Science in Intelligence (BSI) and Master of Science in Strategic Intelligence (MSSI). Soldiers should strive to earn their Associates' Degree by their 12th year and a Bachelor's Degree by their 16th year of service. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. see paragraph 14-2c for additional training.

(e) Special assignments. CPL Recruiter Program.

(2) SGT.

(a) Institutional training. WLC.

(b) Operational assignments. The focus during this phase of a 35F's career should be in developing Soldier and leadership skills, honing tactical expertise, and laying a foundation of technical knowledge. Assignment in a S2 or S2/S3 section within a battalion or brigade will help develop the expertise and knowledge required to be successful as a NCO. Soldiers should serve in a Team Leader position if possible. At every opportunity, NCOs should seek positions that allow them to gain leadership and technical experience. MOS 35F can serve in the following position at this skill level: Intelligence Analyst, and Order of Battle Team Leader. The following additional assignments should be considered demanding assignments: ISR Synchronization Manager, Special Missions Units, CoIST, and Great Skills Program.

(c) Self-development. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. Battle Staff Operations Course, ISR Synchronization Managers Course, Weapons Intelligence Course (WIC), and Joint Analyst-Interrogator Collaborator Course (JAICC). See paragraph 14-2c for additional training.

(e) Special assignments. Drill Sergeant.

(3) SSG.

(a) Institutional training. ALC.

(b) Operational assignments. The focus during this phase of a 35F's career must be on continued development and refinement of leadership skills and tactical and technical expertise. Choose duty assignments to add diversity to the assignments already completed. Staff Sergeants should serve at least 18 months as a Squad Leader, Shift Leader, and/or Section NCOIC. Avoid back-to-back assignments of a similar type. This reduces MOS proficiency due to continuous changes in modernization, structure, and doctrine. MOS 35F can serve in the following positions at this skill level: Intelligence Sergeant, RDT&E NCO, and Counterterrorism Intelligence Analyst. The following additional assignments should be considered demanding assignments: Master Analyst, ISR Synchronization Manager, Technical Intelligence (TECHINT) NCO, Great Skills Program, Special Missions Units, and BCT Battalion S2 NCOIC.

(c) Self-development. For additional information on self-development, refer to paragraph 14-3 .

(d) Additional training. Battle Staff Operations Course, Intelligence Master Analyst Course (IMAC), ISR Synchronization Managers Course, WIC, and JAICC. See paragraph 14-2c for additional training.

(e) *Special assignments.* Drill Sergeant, Recruiter, Inspector General (IG), Combat Training, Retention NCO, Advisor and Assistance Team (Formerly Transition Team), Instructor/Writer, Training Developer, and Small Group Leader (SGL).

(4) *SFC.*

(a) *Institutional training.* SLC.

(b) *Operational assignments.* The focus during this phase of their career should be in assignments as a Platoon Sergeant, Battalion/Brigade S2 NCOIC or a Detachment Sergeant for a minimum of 24 months. The Platoon Sergeant's job as the senior trainer in the platoon is essential in the development of junior leaders. The Detachment Sergeant functions as the 1SG in units with less than 75 Soldiers. The Battalion/Brigade S2 NCOIC serves as the principle trainer for all Intelligence personnel within the brigade. These leadership positions are also necessary in order to be competitive for promotion to MSG. MOS 35F can serve in the following positions at this skill level: Senior Intelligence Sergeant, RDT&E NCO, and Special Security Office (SSO) NCOIC. The following additional assignments should be considered demanding assignments: Great Skills Program, Special Missions Units, Senior ISR Synchronization Manager, BCT/Brigade S2 NCOIC, and Senior TECHINT NCO

(c) *Self-development.* For additional information on self-development, refer to paragraph 14-3.

(d) *Additional training.* ISR Synchronization Managers Course, IMAC, JAICC, WIC, and Battle Staff Operations Course.

(e) *Special assignments.* Senior Drill Sergeant, AIT Platoon Sergeant, Equal Opportunity Advisor (EOA), Recruiter, Retention NCO, Career Management NCO, Advisor and Assistance Team (formerly Transition Team), Senior Instructor/Writer, Senior Training Developer, and Senior SGL. *d. Army career degrees.* See SOCAD Army Career Degree Program.

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

(5) MSG/1SG. MOS 35F feeds into MOS 35X at MSG/E8. See paragraph 14-10.

14-5. MOS 35F Career Development Model

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

14-6. MOS 35F Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to Operations Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies professional development and functional area requirements. This is the same for all components.

14-7. MOS 35G Geospatial Intelligence Imagery Analyst

a. Major duties. The Geospatial Intelligence Imagery Analyst conducts geospatial intelligence analysis. Geospatial intelligence analysis involves identifying, analyzing and reporting targets observed on imagery from satellite and airborne systems. Besides analyzing standard optical imagery, the analyst will also learn the theory and application involved in analyzing radar, infrared, and spectral imagery and geospatial data. Intelligence derived by the geospatial intelligence imagery analyst is critical for mission success at the national, theater and tactical levels. Utilize global satellite communication networks to support geospatial intelligence. The purpose of the Geospatial Intelligence Imagery Analyst Career Progression Plan is to inform Soldiers how their career and professional development should unfold. Success in this MOS requires demonstrated potential in both technical and tactical leadership skills. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible with duty in both Tactical and Strategic assignments, Division and Corps assignments, CONUS and OCONUS, and MTOE and TDA assignments; however MI Soldiers may have more time in TOE assignments. Soldiers in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions (Team Leader, Squad Leader, Platoon Sergeant, Detachment Sergeant), and a portion in staff positions (S2/S3).

b. Prerequisites. See DA Pam 611-21 in the HRC Smartbook for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

c. Goals for development. Soldiers should always strive to exceed the standard regardless of the position one currently holds. Boards select successful leaders who have served in a variety of assignments, have supported their role as MI NCOs by consistently increasing their civilian and military education levels, and displayed a trend of outstanding performance in each position held.

(1) *PVT-SPC/CPL.*

(a) Institutional training. IET.

(b) Operational assignments. The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. Technical expertise, MOS and Soldier skills proficiency can all be acquired in tactical and/or strategic assignments while serving as a Geospatial Intelligence Imagery Analyst. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation. Responsibility and experience are also gained through seeking additional duties. Soldiers and NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to Army values, maintaining high physical fitness standards and consistent compliance with height and weight standards, exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader Award), selection for Sergeant Audie Murphy / Sergeant Morales Clubs, have strong counseling packets and NCOERs with Senior Rater comments reflecting outstanding duty performance and potential in challenging positions and varied assignments, receiving a college degree from an accredited institution, and NCOs should maintain a current DA Photo wearing current rank and a proper fitting uniform. MOS 35G can serve in the following positions at this skill level: Common Ground Station (CGS) Analyst, Imagery Analyst, CIAC Analyst, Measurement and Signatures Intelligence (MASINT) Analyst, Transcriber, and Tactical Exploitation System (TES) Data Analyst.

(c) Self-development. Self-development should also focus on communication skills, briefing techniques, technical writing, and research techniques. Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers. Education includes but is not limited to: Civilian College Degree, Technical Certification, NDIC UGIP/PGIP, BSI, and MSSSI. Soldiers should strive to earn their Associates' Degree by their 12th year and a Bachelor's Degree by their 16th year of service. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. MASINT Course, Community Geospatial-Intelligence Analysis Course (CGIAC), JSTARS E8-C Systems Analysis Course, Battle Staff Operations Course, JAICC, and TES. See paragraph 14-2c for additional training.

(e) *Special assignments.* CPL Recruiter Program.

(2) SGT.

(a) *Institutional training.* WLC.

(b) *Operational assignments.* The focus during this phase of a 35G's career should be in developing Soldier and leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. Sergeants should serve in a Team Leader position if possible. This level represents the first opportunity for an Geospatial Intelligence Imagery Analyst to demonstrate leadership skills. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience. MOS 35G can serve in the following positions at this skill level: CGS Analyst, Imagery Analyst, CIAC Analyst, MASINT Analyst, and Transcriber, TES Data Analyst. The following additional assignments should be considered demanding assignments: ISR Synchronization Manager, MASINT NCO, and Special Missions Units.

(c) *Self-development.* For additional information on self-development, refer to paragraph 14-3.

(d) *Additional training.* MASINT, CGIAC, JSTARS E8-C Systems Analysis Course, Battle Staff Operations, JAICC, ISR Synchronization Managers Course and TES. See paragraph 14-2c for additional training.

(e) *Special assignments.* Drill Sergeant.

(3) SSG.

(a) *Institutional training.* ALC.

(b) *Operational assignments.* The focus during this phase of a 35G's career must be on continued development and refinement of leadership skills and tactical and technical expertise. Choose duty assignments to add diversity to the assignments already completed. Staff Sergeants should serve at least 18 months as a Squad Leader, Shift Leader, or Section NCOIC. Soldiers should avoid back-to-back positions of a similar type. This reduces MOS proficiency due to continuous changes in modernization, structure, and doctrine. MOS 35G can serve in the following positions at this skill level: Imagery Sergeant, CIAC Sergeant, RDT&E NCO, CGS Sergeant, and TES Data Sergeant. The following additional assignments should be considered demanding assignments: ISR Synchronization Manager, MASINT NCO, and Special Missions Units.

(c) *Self-development.* For additional information on self-development, refer to paragraph 14-3.

(d) *Additional training.* MASINT, CGIAC, JSTARS E8-C Systems Analysis Course, Battle Staff Operations, and TES. See paragraph 14-2c for additional training.

(e) *Special assignments.* Drill Sergeant, Recruiter, IG, Combat Trainer, Retention NCO, Advisor and Assistance Team (formerly Transition Team), Instructor/Writer, Training Developer, and SGL.

(4) SFC.

(a) *Institutional training.* SLC.

(b) *Operational assignments.* The focus during this phase of their career should be in assignments as a Platoon Sergeant for a minimum of 24 months. The Platoon Sergeant's job as the senior trainer in the platoon is essential in the development of junior leaders. It is also necessary in order to be competitive for promotion to MSG. MOS 35G can serve in the following positions at this skill level: Senior Imagery Analyst, Senior CIAC Sergeant, Senior MASINT Sergeant, TES Data Sergeant, Senior CGS Sergeant, Senior ISR Manager, and RDT&E NCO. The

following additional assignments should be considered demanding assignments: Great Skills Program, Special Missions Units, Senior CGS Sergeant, and Senior ISR Manager.

(c) Self-development. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. MASINT, CGIAC, JSTARS E8-C Systems Analysis Course, Battle Staff Operations, JAICC, ISR Synchronization Managers Course, and TES. See paragraph 14-2c for additional training.

(e) Special assignments. Senior Drill Sergeant, AIT Platoon Sergeant, EOA, Recruiter, Retention NCO, Career Management NCO, Advisor and Assistance Team (formerly Transition Team), Senior Instructor/Writer, Senior Training Developer, and Senior SGL.

(5) *MSG/ISG.* MOS 35G feeds into MOS 35X at MSG/E8. See paragraph 14-10.

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

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

14-8. MOS 35G 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>>.

14-9. MOS 35G Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to Operations Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies professional development and functional area requirements. This is the same for all components.

14-10. MOS 35X Intelligence Senior Sergeant/Chief Intelligence Sergeant

a. Major duties. The Intelligence Senior Sergeant/Chief Intelligence Sergeant serves as the principal enlisted assistant to commanders and heads of staff elements, and as staff NCO for major commands, in multi-echelon, joint and combined intelligence organizations; supervises intelligence surveillance, collection, analysis, processing, and distribution activities at all echelons. Supervises activities pertaining to organization and training of tactical and technical operations; coordinate operating requirements of subordinate units with major supported units; reviews, evaluates, prepares and executes intelligence asset(s), deployment, employment, and redeployment plans and orders; supervises intelligence operations in Corps and Echelon Above Corps (EAC) Analysis and Control Elements (ACE); reviews intelligence doctrinal publications and prepares recommended changes. Compares MTOE and TDA authorization documents with Intelligence missions and functions and recommends revisions. The purpose of the Senior Intelligence Sergeant/Chief Intelligence Sergeant Career Progression Plan is to inform Soldiers how their career and professional development should unfold. Attaining MOS 35X requires demonstrated potential in both technical skills and leadership abilities.

b. Prerequisites. See DA Pam 611-21 in the HRC Smartbook for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

c. Goals for development. Soldiers should always strive to exceed the standard regardless of the position one currently holds. Boards select successful leaders who have served in a variety of assignments, have enhanced their role as MI NCOs by consistently increasing their civilian and military education levels, and displayed a trend of outstanding performance in each position held.

(1) *MSG/ISG.*

(a) Institutional training. FSC.

(b) Operational assignments. The key assignments for a MSG are 1SG and BCT S2 NCOIC. It is beneficial for career development to serve as a 1SG or a BCT S2 NCOIC for at least 24 months (may consist of one or more assignments). Important assignments for MSG are Operations Sergeant, Branch Chief, NCOA Instructor, and Chief Instructor. MOS 35X can serve in the following position at this skill level: Deputy Commandant, and Chief Intelligence Sergeant. The following additional assignments should be considered demanding assignments: Great Skills Program, Special Missions Units, ACE/TGIC/CACC NCOIC, Fusion NCOIC, ISR Synchronization Manager, RDTE NCO, TECHINT NCO, Committee Chief/Senior Training Developer, and BCT S2 NCOIC.

(c) Self-development. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. Battle Staff Operations, CIAC, and TES. See paragraph 14-2c for additional training.

(e) Special assignments. Senior Career Manager, and Advisor and Assistance Team (formerly Transition Team).

(2) *SGM/CSM.*

(a) Institutional training. Sergeants Major Course.

(b) Operational assignments. The critical assignment for SGM is G2 SGM (Div, Corps, and Army). Other important assignments are S3 NCOIC of a MI Bde, ACE NCOIC (Corps) and Deputy Chief of Staff, G-2 (DCS, G-2) SGM. MOS 35X can serve in the following position at this skill level: Chief Intelligence Sergeant, G2 SGM, G3 SGM, and USAICoE CSM. The following additional assignments should be considered demanding assignments: Special Mission Unit Operations/Troop SGM.

(c) Self-development. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. See paragraph 14-2c for additional training.

(e) Special assignments. Chief Career Manager and Nominative Positions.

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

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

14-11. MOS 35X Career Development Model

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

14-12. MOS 35X Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to Operations Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies professional development and functional area requirements. This is the same for all components.

14-13. MOS 35L Counterintelligence Agent

a. Major duties. The Counterintelligence (CI) Agent is able to operate as part of an Army modular component to a Joint Task Force organization and conduct operations in a joint/combined operational environment. Supervises and conducts investigations, collections and operations to detect, identify, counter, exploit and neutralize adversarial, Foreign Intelligence Service and Terrorist (AFIST) threats to Army and Department of Defense (DoD) Equities; utilizes appropriate reporting and communications equipment. The purpose of the CI Agent Career Progression Plan is to inform Soldiers and NCOs how their career and professional development should unfold. NCOs in this MOS requires demonstrated potential in both technical skills and leadership abilities. Soldiers in this MOS are encouraged to seek as much assignment diversity as possible with duty in both tactical and strategic assignments, EAC and ECB assignments, CONUS and OCONUS, and MTOE and TDA assignments. This variety of assignments adds to each NCO's overall professional knowledge and improves their promotion potential. NCOs in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions (Team Leader, Platoon Sergeant, Detachment Sergeant), and a portion in staff or training positions (S2/S3, TRADOC, HQDA).

b. Prerequisites. The CI Agent is an in-service accession MOS that recruits from all Career Management Fields. See DA Pam 611-21 in the HRC Smartbook for additional details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

c. Goals for development. NCOs should always strive to exceed the standard regardless of the position one currently holds. Boards select successful leaders who have served in a variety of assignments, have supported their role as MI NCOs by consistently increasing their civilian and military education levels, and displayed a trend of outstanding performance in each position held.

(1) *SGT.*

(a) Institutional training. WLC.

(b) Operational assignments. The focus during the early years of their career should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. Technical expertise, MOS, and Soldier skills proficiency can all be acquired in tactical or strategic assignments serving as a CI Agent. NCOs should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation. Responsibility and experience are also gained through seeking additional duties. NCOs can also focus during this phase of their career on developing their Soldier leadership skills, honing their technical expertise, and laying a foundation of strategic knowledge by serving in investigative assignments. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience. NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to Army values, maintaining high physical fitness standards and consistent compliance with height and weight standards, exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader Award), selection for Sergeant Audie Murphy / Sergeant Morales Clubs, have strong counseling packets and NCOERs with Senior Rater comments reflecting outstanding duty performance and potential in challenging positions and varied assignments, receiving a college degree from an accredited institution, and NCOs should maintain a current DA Photo wearing current rank and a proper fitting uniform. MOS 35L can serve in the following positions at this skill level: CI Agent, Technical Surveillance Countermeasures (TSCM) Agent, and CI Debriefer.

The following additional assignments should be considered demanding assignments: Great Skills Program, Special Missions Units, and Strategic Debriefer.

(c) Self-development. College level courses should include English grammar usage, automation, technical writing, public speaking, geography, foreign/international studies, and other subjects that enhance the knowledge gained in AIT and Defense Language Institute Foreign Language Center (DLIFLC). MOS-related courses in basic investigative techniques, information technology, computer security, criminal justice, and target language area/cultural/political focus are also very beneficial. Education includes but is not limited to: Civilian College Degree, Technical Certification, NDIC UGIP/PGIP, BSI, MSSI and Monterey Institute Master of Arts for Teaching Foreign Language (MATFL). NCOs should strive to earn their Associates' Degree by their 12th year and a Bachelor's Degree by their 16th year of service. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. TSCM Course, Defense Strategic Debriefer Course, G2X Course, Battle Staff Operations Course, Intermediate/Advanced Language Courses, Military CI Collections (MCC) Course, and Advanced Foreign Counterintelligence Course. See paragraph 14-2c for additional training.

(e) Special assignments. TSCM Agent, Defense HUMINT Services, and Drill Sergeant.

(2) SSG.

(a) Institutional training. ALC.

(b) Operational assignments. The focus during this phase of a 35L's career must be on continued development and refinement of leadership skills as well as tactical, strategic, and technical expertise. Choose duty assignments to add diversity to the assignments already completed. The Staff Sergeants should serve at least 18 months as a Squad Leader or Team Leader. MOS 35L can serve in the following positions at this skill level: CI Sergeant, TSCM Sergeant, CI Debriefing Sergeant, RDT&E NCO, and Collection Management NCO. The following additional assignments should be considered demanding assignments: Defense Threat Reduction Agency (DTRA) Analyst, White House Communications Agency NCO, Defense HUMINT Services, Great Skills Program, Special Missions Units, and Cyber CI

(c) Self-development. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. TSCM Course, Defense Strategic Debriefer Course, G2X Course, Battle Staff Operations Course, Basic/Intermediate/Advanced Language Courses, MCC, and Advanced Foreign Counterintelligence Course. See paragraph 14-2c for additional training.

(e) Special assignments. Drill Sergeant, Recruiter, IG, Combat Trainer, Retention NCO, Advisor and Assistance Team (formerly Transition Team), Instructor/Writer, Training Developer, and SGL.

(3) SFC.

(a) Institutional training. SLC.

(b) Operational assignments. The focus during this phase of their career should be in tactical assignments as a Platoon Sergeant or Detachment Sergeant for a minimum of 24 months. The Platoon Sergeant's job as the senior trainer in the platoon is essential in the development of junior leaders. It is also necessary in order to be competitive for promotion to MSG/1SG. MOS 35L can serve in the following positions at this skill level: Senior TSCM Sergeant, RDT&E NCO, CI Debriefing Sergeant, and CI Detachment NCOIC. The following additional assignments should be considered demanding assignments: Great Skills Program, Special Missions Units, DTRA Analyst, White House Communications Agency NCO, and Senior CI Sergeant.

(c) *Self-development.* For additional information on self-development, refer to paragraph 14-3.

(d) *Additional training.* TSCM Course, Defense Strategic Debriefing Course, G2X Course, Battle Staff Operations Course, Intermediate/Advanced Language Courses, and Advanced Foreign Counterintelligence Course. See paragraph 14-2c for additional training.

(e) *Special assignments.* Senior Drill Sergeant, AIT Platoon Sergeant, Equal Opportunity Advisor, Recruiter, Retention NCO, Career Management NCO, Advisor and Assistance Team (formerly Transition Team), Senior Instructor/Writer, Senior Training Developer, and Senior SGL.

(4) *MSG/ISG.* MOS 35L feeds into MOS 35Y at MSG/E8. See paragraph 14-19.

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

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

14-14. MOS 35L Career Development Model

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

14-15. MOS 35L Reserve Component

The integrated use of the RC is essential to the success of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to Operations Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies professional development and functional area requirements. This is the same for all components.

14-16. MOS 35M Human Intelligence Collector

a. *Major duties.* The Human Intelligence (HUMINT) Collector is able to operate as part of an Army modular component to a Joint Task Force organization and conducts operations in a joint/combined operations environment. The HUMINT collector seeks to identify adversarial elements, intentions, compositions, strength, dispositions, tactics, equipment, personnel and capabilities through the use of military source operations (MOS), Interrogations, screenings, debriefings, and assists in the translation and exploitation of documents and media. The purpose of the HUMINT Collector Career Progression Plan is to inform Soldiers and NCOs how their career and professional development should unfold. Success in this MOS requires demonstrated potential in both technical skills and leadership abilities. Soldiers in this MOS are encouraged to seek as much assignment diversity as possible with duty in both tactical and strategic assignments, EAC and ECB assignments, CONUS and OCONUS, and MTOE and TDA assignments. This variety of assignments adds to each Soldier's overall professional knowledge and improves their promotion potential. Soldiers in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions (Team Leader, Squad Leader, Platoon Sergeant, Detachment Sergeant), and a portion in staff or training positions (S2/S3, TRADOC, HQDA).

b. *Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

c. Goals for development. Soldiers should always strive to exceed the standard regardless of the position one currently holds. Boards select successful leaders who have served in a variety of assignments, have supported their role as MI NCOs by consistently increasing their civilian and military education levels, and displayed a trend of outstanding performance in each position held.

(1) *PVT-SPC/CPL.*

(a) Institutional training. IET.

(b) Operational assignments. The focus during the early years of their career should be on building a strong base of technical and language expertise, basic MOS skills and common Soldier tasks. Technical expertise, MOS, and Soldier skills proficiency can all be acquired in tactical and/or strategic assignments serving as a HUMINT collector. Language skill maintenance and enhancement can require additional personal discipline to ensure that daily exposure to target/control language is achieved. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation. Additional responsibility and experience is also gained through seeking additional duties. Soldiers and NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to Army values, maintaining high physical fitness standards and consistent compliance with height and weight standards, exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader Award), selection for Sergeant Audie Murphy / Sergeant Morales Clubs, have strong counseling packets and NCOERs with Senior Rater comments reflecting outstanding duty performance and potential in challenging positions and varied assignments, receiving a college degree from an accredited institution, and NCOs should maintain a current DA Photo wearing current rank and a proper fitting uniform. MOS 35M can serve in the following positions at this skill level: HUMINT Collector, and, Strategic Debriefer. The following additional assignments should be considered demanding assignments: Strategic Debriefer.

(c) Self-development. Soldiers must exploit every educational opportunity. Some assignments may limit the opportunity for additional education through traditional means but there are other methods for obtaining college credit. College level courses should include English grammar usage, automation, technical writing, public speaking, geography, foreign/international studies, and other subjects that enhance the knowledge gained in AIT and DLIFLC. MOS-related courses in psychological interrogation techniques, information technology, computer security, and target language area/cultural/political focus are also very beneficial. Education includes but is not limited to: Civilian College Degree, Technical Certification, NDIC UGIP/PGIP, BSI, MSSSI and MATFL. Soldiers should strive to earn their Associates' Degree by their 12th year and a Bachelor's Degree by their 16th year of service. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. Defense Strategic Debriefer Course, Battle Staff Operations Course, G2X Course, and Basic/Intermediate/Advanced Language Courses. See paragraph 14-2c for additional training.

(e) Special assignments. CPL Recruiter Program.

(2) *SGT.*

(a) Institutional training. WLC, Middle Enlisted Career Advancement Program (MECCAP), Military Linguist Program (MLP), and Basic/Intermediate/Advanced Language Instruction.

(b) Operational assignments. The focus during this phase of a 35M's career should be in tactical assignments to develop Soldier leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. Serving as a Team Leader is a prime opportunity to begin building leadership experience. This level is the first opportunity to pursue non-traditional, language-specific 35M positions, such as Defense Threat Reduction Agency (DTRA - Russian language). At every opportunity, NCOs should seek the positions that allow them to gain leadership and technical language experience. The MOS 35M can serve in the following positions at this skill level: HUMINT Collector. The following additional assignments should be considered demanding assignments: Great Skills

Program, Special Missions Units, Defense HUMINT Services, DTRA Analyst, Survival Evasion, Resistance, and Escape (SERE) Instructor, and Strategic Debriefer.

(c) *Self-development.* For additional information on self-development, refer to paragraph 14-3.

(d) *Additional training.* Defense Strategic Debriefer Course, SOC, Advanced Source Handler, Battle Staff Operations Course, G2X Course, and Basic/Intermediate/Advanced Language Courses. See paragraph 14-2c for additional training.

(e) *Special assignments.* Drill Sergeant.

(3) *SSG.*

(a) *Institutional training.* ALC, MECCAP, MLP, and Basic/Intermediate/Advanced Language Instruction.

(b) *Operational assignments.* The focus during this phase of a 35M's career must be on continued development and refinement of leadership skills, tactical and technical expertise, and language skills. Choose duty assignments to add diversity to the assignments already completed. The Staff Sergeant should serve at least 18 months in a Squad Leader/Team Leader, Instructor, or Drill Sergeant positions. Avoid back-to-back assignments of a similar type. This reduces MOS proficiency due to continuous changes in modernization, structure, and doctrine. Strong language skills can significantly influence the probability of obtaining some of the more mission-focused assignments. MOS 35M can serve in the following positions at this skill level: HUMINT Collection Sergeant, Strategic Debriefing Sergeant, Collection Management NCO, RDT&E NCO, and Command Language Program Manager. The following additional assignments should be considered demanding assignments: Great Skills Program, White House Communications Agency NCO, Special Missions Units, Defense HUMINT Services, SERE Instructor, Military Language Instructor (MLI), and DTRA Analyst.

(c) *Self-development.* For additional information on self-development, refer to paragraph 14-3.

(d) *Additional training.* Defense Strategic Debriefer Course, SOC, Advanced Source Operations Course (ASOC), Advanced Source Handler Course, Battle Staff Operations Course, G2X Course, Joint Interrogation Management Course (JIMC), JAICC, Joint Source Validation Course (JSVC), G2X Course, and Intermediate/Advanced Language Courses. See paragraph 14-2c for additional training.

(e) *Special assignments.* Drill Sergeant, Recruiter, IG, Combat Trainer, Retention NCO, Advisor and Assistance Team (formerly Transition Team), Instructor/Writer, Training Developer, and SGL.

(4) *SFC.*

(a) *Institutional training.* SLC, MECCAP, MLP, and Intermediate/Advanced Language Instruction.

(b) *Operational assignments.* The focus during this phase of their career should be in tactical assignments as a Platoon Sergeant, Detachment Sergeant, Military Language Instructor, or (some mission/technical position equivalent to Platoon Sergeant) for a minimum of 24 months. The Platoon Sergeant's job as the senior trainer in the platoon is essential in the development of junior leaders. It is also necessary in order to be competitive for promotion to MSG/1SG. Strong language skills can significantly influence the probability of obtaining some of the more active mission-focused assignments. MOS 35M can serve in the following positions at this skill level: Senior HUMINT Sergeant, MLI, and RDT&E NCO. The following additional assignments should be considered demanding assignments: MLI.

(c) *Self-development.* For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. Defense Strategic Debriefing Course, SOC, ASOC, Joint Senior Interrogation Course (JSIC), and Battle Staff Operations Course. See paragraph 14-2c for additional training.

(e) Special assignments. Senior Drill Sergeant, AIT Platoon Sergeant, EOA, Recruiter, Retention NCO, Career Management NCO, Advisor and Assistance Team (formerly Transition Team), Senior Instructor/Writer, Senior Training Developer, and Senior SGL.

(5) *MSG/ISG.* MOS 35M feeds into MOS 35Y at MSG/E8. See paragraph 14-19.

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

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

14-17. MOS 35M Career Development Model

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

14-18. MOS 35M Reserve Component

The integrated use of the RC is essential to the success of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to Operations Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies professional development and functional area requirements. This is the same for all components.

14-19. MOS 35Y Chief Counterintelligence/Human Intelligence Sergeant

a. Major duties. The Chief Counterintelligence/Human Intelligence Sergeant performs duties of initial feeder (MOS 35L or 35M), manages and supervises subordinate Soldiers of either discipline. The Chief CI HUMINT Sergeant is able to operate as part of an Army modular component to a joint Task Force organization and conduct operations in a joint/combined operational environment. Supervise the collection, processing, development, and dissemination of CI and HUMINT information. ; supervise strategic debriefing, exploitation and theater interrogation centers; plans, participates in and supervises HUMINT source operations; supervise the full spectrum of HUMINT collection and multidiscipline CI activities at group, corps, Army, or comparable and higher headquarters; coordinate HUMINT operational collection and CI requirements/activities of subordinate units with major supported units; plans, coordinates and supervises intelligence operations and training; manage CI collection activities and source operations; manage CI investigative functions, to include operational and case control reviews; manage special investigative and collection techniques; review CI-related reports and plans; perform CI Coordinating Authority (CICA) and S/G/J/C-2X staff management for all subordinate CI elements, to provide technical control and oversight.

b. Prerequisites. See DA Pam 611-21 in the HRC Smartbook for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

c. Goals for development. Soldiers should always strive to exceed the standard regardless of the position one currently holds. Boards select successful leaders who have served in a variety of assignments, have supported their

role as MI NCOs by consistently increasing their civilian and military education levels, and displayed a trend of outstanding performance in each position held.

(1) *MSG/ISG.*

(a) *Institutional training.* FSC.

(b) *Operational assignments.* The key assignment for a MSG is 1SG. It is beneficial for career development to serve as a 1SG for at least 24 months (may consist of one or more assignments). 35Ys can also serve in the following positions: Chief CI/HUMINT Sergeant and Deputy Commandant. The following additional assignments should be considered demanding assignments: Great Skills Program, DTRA Analyst, Special Missions Units, Senior CI Sergeant and Defense HUMINT Services.

(c) *Self-development.* For additional information on self-development, refer to paragraph 14-3 .

(d) *Additional training.* SOC, ASOC, Defense Strategic Debriefing Course, and Advanced Foreign Counterintelligence Course (CI Agents only). See paragraph 14-2c for additional training.

(e) *Special assignments.* Senior Career Manager, White House Communications Agency NCO, and Advisor and Assistance Team (formerly Transition Team).

(2) *SGM/CSM.*

(a) *Institutional training.* Sergeants Major Course.

(b) *Operational assignments.* Brigade/Group S3/G3 SGM and G2 SGM. The following additional assignments should be considered demanding assignments: Special Missions Units, Great Skills Program, and Defense HUMINT Services.

(c) *Self-development.* For additional information on self-development, refer to paragraph 14-3.

(d) *Additional training.* See paragraph 14-2c for additional training.

(e) *Special assignments.* Chief Career Manager and Nominative Positions.

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

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

14-20. MOS 35Y Career Development Model

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

14-21. MOS 35Y Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to Operations Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC

counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies professional development and functional area requirements. This is the same for all components.

14-22. MOS 35N Signals Intelligence Analyst

a. Major Duties. The Signals Intelligence (SIGINT) Analyst supervises and performs analysis and reporting of intercepted foreign communications and non-communications at all echelons; assist in the Intelligence, Surveillance and Reconnaissance (ISR) Synchronization process; produces combat, strategic, and tactical intelligence reports. The purpose of the SIGINT Analyst Career Progression Plan is to inform Soldiers how their career and professional development should unfold. Success in this MOS requires demonstrated potential in both technical skills and leadership abilities. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible with duty in both tactical and strategic assignments, Division and Corps assignments, CONUS and OCONUS assignments, and TOE and TDA assignments. Soldiers in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions (Team Leader, Squad Leader, Platoon Sergeant, Detachment Sergeant), and a portion in staff positions (S2/S3).

b. Prerequisites. See DA Pam 611-21 in the HRC Smartbook for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

c. Goals for development. Soldiers should always strive to exceed the standard regardless of the position one currently holds. Boards select successful leaders who have served in a variety of assignments, have supported their role as MI NCOs by constantly increasing their civilian and military education levels, and displayed a trend of outstanding performance in each position held.

(1) *PVT-SPC/CPL.*

(a) Institutional training. IET and optionally the Basic Language Instruction - DLIFLC.

(b) Operational assignments. The focus during the early years of a career should be on building a strong base of technical expertise on analytical abilities, equipment, software systems, basic MOS skills, common Soldier tasks, and language skills, if applicable. Technical expertise and Soldier skills proficiency can all be acquired in tactical and/or strategic assignments. However, the focus at each echelon can be markedly different. Language skills acquisition maintenance and enhancement can require additional personal discipline beyond scheduled unit language training time to ensure that daily exposure to target/control language is achieved (for MOS 35N Soldiers who possess a language and "L" identifier). Additionally, Soldiers should seek responsibility and take advantage of opportunities to display their skills, initiative, and motivation. Responsibility and experience are also gained through performing additional duties. Soldiers and NCOs should set personal standards and goals to achieve in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to Army values, maintaining high physical fitness standards and consistent compliance with height and weight standards, exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader Award), selection for Sergeant Audie Murphy / Sergeant Morales Clubs, have strong counseling packets and NCOERs with Senior Rater comments reflecting outstanding duty performance and potential in challenging positions and varied assignments, receiving a college degree from an accredited institution, and NCOs should maintain a current DA Photo wearing current rank and a proper fitting uniform. MOS 35N can serve in the following positions at this skill level: SIGINT Analyst, Basic Digital Network Analyst (BDNA), Tactical Exploitation System, and Prophet Control Crewmember.

(c) Self-development. College level courses should include English grammar usage, automation, technical writing, public speaking, geography, foreign/international studies, and other subjects that enhance the knowledge gained in AIT and DLIFLC. MOS-related courses in information technology, computer security, and target language area/cultural/political focus are also very beneficial. Education includes but is not limited to: Civilian College Degree, Technical Certification, NDIC UGIP/PGIP, BSI, MSSI, and MATFL. Soldiers should strive to earn their

Associates' Degree by their 12th year and a Bachelor's Degree by their 16th year of service. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. BDNA Course, National OPELINT Analyst Course, Prophet Analyst Course, IMAC, Cryptologic Cyber Analyst Course, Interactive On-Net Operator Course, JAICC, and TES Course. See paragraph 14-2c for additional training.

(e) Special assignments. CPL Recruiter Program.

(2) SGT.

(a) Institutional training. WLC, MECCAP, MLP, and Intermediate/Advanced Language Instruction.

(b) Operational assignments. The focus during this phase of a 35N's career should be in developing Soldier and leadership skills, technical proficiency, and if applicable, honing language expertise. Soldiers should serve in a Team or Section Leader position whenever possible. This level is the first opportunity to pursue non-traditional 35N positions, such as Special Operations Team - B (SOT-B) Member (SF - male Soldiers only). At every opportunity, NCOs should seek the positions that allow them to gain leadership and technical language experience. MOS 35N can serve in the following positions at this skill level: SIGINT Analyst, SOT-B Team Member, BDNA, National OPELINT Analyst, ISR Synchronization Manager, and TES Data Analyst. The following additional assignments should be considered demanding assignments: Special Missions Units.

(c) Self-development. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. BDNA Course, National OPELINT Analyst Course, Prophet Analyst Course, IMAC, Cryptologic Cyber Analyst Course, Interactive On-Net Operator Course, JAICC, and TES Course. See paragraph 14-2c for additional training.

(e) Special assignments. Drill Sergeant.

(3) SSG.

(a) Institutional training. ALC, MECCAP, MLP, and Intermediate/Advanced Language Instruction.

(b) Operational assignments. During this phase of a 35N's career, the focus must continue to be on development and refinement of technical expertise, as well as leadership skills. Select duty assignments that add diversity to assignments already completed. The SSG should serve in leadership positions for extended periods: 12-18 months in Squad Leader or Section Supervisor positions and 18-36 months for Instructor or Drill Sergeant positions. Strong language skills can significantly influence the possibility of obtaining some of the more mission-focused assignments. MOS 35N can serve in the following positions at this skill level: SIGINT Analyst Sergeant, BDNA Sergeant, SOT-B Team Member, National OPELINT Sergeant, TES Data Analyst Sergeant, and RDT&E NCO. The following additional assignments should be considered demanding assignments: Great Skills Program, Special Missions Units, and ISR Synchronization Manager.

(c) Self-development. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. BDNA Course, National OPELINT Analyst Course, Prophet Analyst Course, IMAC, Cryptologic Cyber Analyst Course, Interactive On-Net Operator Course, JAICC, ISR Synchronization Managers Course, and TES Course. See paragraph 14-2c for additional training.

(e) Special assignments. Drill Sergeant, Recruiter, IG, Combat Trainer, Retention NCO, Advisor and Assistance Team (formerly Transition Team), Instructor/Writer, Training Developer, and SGL.

(4) *SFC*.

(a) *Institutional training*. SLC, MECCAP, MLP, and Intermediate/Advanced Language Instruction.

(b) *Operational assignments*. The focus during this career phase should be in assignments such as Platoon Sergeant, Detachment Sergeant, or Mission Manager for a minimum of 24 months. The Platoon Sergeant's job as the senior Soldier trainer in the platoon is essential in the development of junior leaders. Senior leadership positions are necessary in order to be competitive for promotion to MSG/1SG. Traditional leadership skills are best refined in a tactical environment. However, it is understood that there are few SFC authorizations below the Corps level. These Soldiers should pursue technically related leadership positions whenever possible. Soldiers who choose to focus on language or MOS-related assignments may have reduced opportunities to pursue this professional path. However, strong language skills can significantly influence the probability of obtaining some of the more mission-focused or specialized assignments. MOS 35N can serve in the following positions at this skill level: Senior SIGINT Sergeant, Senior BDNA Sergeant, SOT-B Team Leader, Senior TECHINT Analyst, and RDT&E NCO. The following additional assignments should be considered demanding assignments: Great Skills Program, Special Missions Units, Senior ISR Synchronization Manager and Senior Signals Collector/Analyst Sergeant.

(c) *Self-development*. For additional information on self-development, refer to paragraph 14-3.

(d) *Additional training*. BDNA Course, National OPELINT Analyst Course, Prophet Analyst Course, IMAC, Cryptologic Cyber Analyst Course, Interactive On-Net Operator Course, JAICC, and TES Course. See paragraph 14-2c for additional training.

(e) *Special assignments*. Senior Drill Sergeant, AIT Platoon Sergeant, Equal Opportunity Advisor, Recruiter, Retention NCO, Career Management NCO, Advisor and Assistance Team (formerly Transition Team), Senior Instructor/Writer, Senior Training Developer, and Senior SGL.

(5) *MSG/1SG*. MOS 35N feeds into MOS 35Z at MSG/E8. See paragraph 14-31

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

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

14-23. MOS 35N Career Development Model

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

14-24. MOS 35N Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to Operations Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the MOS 35N RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies professional development and functional area requirements. This is the same for all components.

14-25. MOS 35P Cryptologic Linguist

a. Major Duties. The Cryptologic Linguist performs and supervises detection, acquisition, geolocation, identification, and exploitation and analysis of foreign communications at all echelons using signals intelligence/electronic warfare (SIGINT/EW) systems. The Cryptologic Linguist copies, translates, transcribes, gists and/or produces summaries of foreign communication transmissions; performs analysis and ISR synchronization to support mission requirements. The purpose of the Cryptologic Linguist Career Progression Plan is to inform Soldiers how their career and professional development should unfold. Success in this MOS requires demonstrated potential in both technical skills and leadership abilities. Success also requires Soldiers in this MOS to seek as much assignment diversity as possible with duty in both tactical and strategic assignments, CONUS and OCONUS assignments, and TOE and TDA assignments. Soldiers in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions (Team Leader, Squad Leader, Platoon Sergeant, Detachment Sergeant), and a portion in staff or training positions (S2/S3, TRADOC).

b. Prerequisites. See DA Pam 611-21 in the HRC Smartbook for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

c. Goals for development. Soldiers should always strive to exceed the standard regardless of the position one currently holds. Boards select successful leaders who have served in a variety of assignments, have supported their role as MI NCOs by consistently increasing their civilian and military education levels, and displayed a trend of outstanding performance in each position held.

(1) *PVT-SPC/CPL.*

(a) Institutional training. IET and Basic Language Instruction - DLIFLC. NOTE: Soldiers with existing language skills that meet or exceed the minimum MOS requirement and either enlist as 35P under the Army Civilian Acquired Skills Program (ACASP) or reclassify into the MOS under the BEAR Program, will bypass basic language instruction at the DLIFLC.

(b) Operational assignments. The focus during the early years of a career should be on building a strong base of language and technical expertise, equipment and software system utilization, basic MOS skills, and common Soldier tasks. Technical expertise and Soldier skills proficiency can all be acquired in tactical and/or strategic assignments. However, the focus at each echelon can be markedly different. Language skills maintenance and enhancement can require additional personal discipline beyond scheduled unit language training time to ensure that daily exposure to target/control language is achieved. Additionally, Soldiers should seek responsibility and take advantage of opportunities to display their skills, initiative, and motivation. Responsibility and experience are also gained through performing additional duties. Soldiers and NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to Army values, maintaining high physical fitness standards and consistent compliance with height and weight standards, exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader Award), selection for Sergeant Audie Murphy / Sergeant Morales Clubs, have strong counseling packets and NCOERs with Senior Rater comments reflecting outstanding duty performance and potential in challenging positions and varied assignments, receiving a college degree from an accredited institution, and NCOs should maintain a current DA Photo wearing current rank and a proper fitting uniform. MOS 35P can serve in the following positions at this skill level: Cryptologic Linguist, BDNA, Transcriber, and Prophet Ground System Operator.

(c) Self-development. College level courses should include English grammar usage, automation, technical writing, public speaking, geography, foreign/international studies, and other subjects that enhance the knowledge gained in AIT and DLIFLC. MOS-related courses in basic analysis techniques, signal technology, computer security, the principles of radio wave propagation, and target language area/cultural/political focus are also very beneficial. Education includes but is not limited to: Civilian College Degree, Technical Certification, NDIC UGIP/PGIP, BSI, MSSI and MATFL. Soldiers should strive to earn their Associates' Degree by their 12th year and a Bachelor's Degree by their 16th year of service. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. BDNA Course, Prophet Analyst Course, and Prophet Operator Course. See paragraph 14-2c for additional training.

(e) Special assignments. CPL Recruiter Program.

(2) *SGT.*

(a) Institutional training. WLC.

(b) Operational assignments. The focus during this phase of a 35P's career should be in developing Soldier and leadership skills, and honing language and technical expertise. Soldiers should serve in a Team or Section Leader position whenever possible. This level is the first opportunity to pursue non-traditional 35P positions, such as SOT-A Team Member (SF - male Soldiers only), and language-specific missions, such as Defense Threat Reduction Agency (DTRA) - Russian language. At every opportunity, NCOs should seek the positions that allow them to gain leadership and technical language experience. MOS 35P can serve in the following positions at this skill level: Cryptologic Linguist, BDNA, Transcriber, Prophet Ground System Operator, Command Language Program Manager, and SOT-A Team Member. The following additional assignments should be considered demanding assignments: Special Missions Units and DTRA Linguist.

(c) Self-development. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. BDNA Course, Prophet Analyst Course, and Prophet Operator Course. See paragraph 14-2c for additional training.

(e) Special assignments. Drill Sergeant.

(3) *SSG.*

(a) Institutional training. ALC.

(b) Operational assignments. During this phase of a 35P's career, the focus must continue to be on development and refinement of language and technical expertise, as well as leadership skills. Select duty assignments that add diversity to assignments already completed. The Staff Sergeant should serve in leadership positions for extended periods: 12-18 months in Squad Leader or Section Supervisor positions and 18-36 months for Instructor or Drill Sergeant positions. Traditional leadership skills are best refined in a tactical environment. However, it is understood that some Soldiers hold languages that do not have authorizations below the strategic/national level. These Soldiers should pursue technically related leadership positions whenever possible. Avoid back-to-back assignments of a similar type whenever possible. Similar back-to-back assignments reduce opportunity for exposure to the continuous changes in modernization, structure, and doctrine. Strong language skills can significantly influence the probability of obtaining some of the more mission-focused assignments. MOS 35P can serve in the following positions at this skill level: Senior Cryptologic Linguist, BDNA, SOT-A Team Member, Command Language Program Manager, RDT&E NCO, Senior Transcriber, and Translator. The following additional assignments should be considered demanding assignments: Great Skills Program, Special Missions Units, DTRA Linguist, and MLI.

(c) Self-development. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. BDNA Course, Battle Staff Operations Course, Prophet Analyst Course, and Prophet Operator Course. See paragraph 14-2c for additional training.

(e) Special assignments. Drill Sergeant, Recruiter, IG, Combat Trainer, Retention NCO, Advisor and Assistance Team (formerly Transition Team), Instructor/Writer, Training Developer, and SGL.

(4) *SFC.*

(a) *Institutional training.* SLC.

(b) *Operational assignments.* The focus during this career phase should be in assignments such as Platoon Sergeant, Military Language Instructor, or Mission Manager for a minimum of 24 months. The Platoon Sergeant's job as the senior Soldier trainer in the platoon is essential in the development of junior leaders. Senior leadership positions are necessary in order to be competitive for promotion to MSG/1SG. Soldiers who choose to focus on language or MOS-related assignments may have reduced opportunities to pursue this professional path. However, strong language skills can significantly influence the probability of obtaining some of the more mission-focused or specialized assignments. MOS 35P can serve in the following positions at this skill level: Cryptologic Linguist Supervisor, BDNA Sergeant, SOT-A Team Member, RDT&E NCO, Transcription Supervisor, Translation Supervisor, Command Language Program Manager, and Senior Technical Intelligence Analyst. The following additional assignments should be considered demanding assignments: Great Skills Program, Special Missions Units, DTRA Linguist, White House Communications Agency NCO (Russian linguists only), Defense POW/MIA Agency Intelligence Research NCO, and MLI.

(c) *Self-development.* For additional information on self-development, refer to paragraph 14-3.

(d) *Additional training.* BDNA Course, Battle Staff Operations Course, Prophet Analyst Course, and Prophet Operator Course. See paragraph 14-2c for additional training.

(e) *Special assignments.* Senior Drill Sergeant, AIT Platoon Sergeant, EOA, Recruiter, Retention NCO, Career Management NCO, Advisor and Assistance Team (formerly Transition Team), Senior Instructor/Writer, Senior Training Developer, and Senior SGL.

(5) *MSG/1SG.* MOS 35P feeds into MOS 35Z at MSG/E8. See paragraph 14-31

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

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

14-26. MOS 35P Career Development Model

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

14-27. MOS 35P Reserve Component

The integrated use of the RC is essential to the success of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to Operations Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies professional development and functional area requirements. This is the same for all components.

14-28. MOS 35S Signals Collector/Analyst

a. *Major duties.* The Signals Collector/Analyst performs and supervises SIGINT exploitation and resource management during the search, collection, analysis, locating and reporting of foreign communications collected throughout the Electromagnetic Spectrum, special sources and digital networks; conducts efforts against non-

communication transmissions to include Electronic Intelligence (ELINT) and Foreign Instrumentation Signals (FISINT); operates communications equipment and SIGINT related hardware and software at both strategic and tactical assignments to conduct search and survey of Radio Frequency (RF) and Digital Networks in order to collect, identify, record, locate and report on target transmissions; determines signal parameters used in the identification and processing of Intelligence through the application of signals analysis techniques; conducts digital network analysis in an effort to extract intelligence, measure, classify and evaluate network composition and content. The purpose of the Signals Collector/Analyst Career Progression Plan is to inform Soldiers how their career and professional development should unfold. Success in this MOS requires demonstrated potential in both technical skills and leadership abilities. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible with duty in both tactical and strategic assignments, Division and Corps assignments, CONUS and OCONUS assignments, and TOE and TDA assignments. Soldiers in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions (Team Leader, Squad Leader, Platoon Sergeant, Detachment Sergeant), and a portion in staff positions (S2/S3).

b. Prerequisites. See DA Pam 611-21 in the HRC Smartbook for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

c. Goals for development. Soldiers should always strive to exceed the standard regardless of the position one currently holds. Boards select successful leaders who have served in a variety of assignments, have supported their role as MI NCOs by consistently increasing their civilian and military education levels, and displayed a trend of outstanding performance in each position held.

(1) *PVT-SPC/CPL.*

(a) Institutional training. IET.

(b) Operational assignments. The focus during the early years of a career in this MOS should be on building a strong base of technical skills and common Soldier tasks. Technical expertise, MOS, and Soldier skills proficiency can all be acquired in a variety of assignments. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation. Additional responsibility and experience is also gained through seeking additional duties. Soldiers and NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to Army values, maintaining high physical fitness standards and consistent compliance with height and weight standards, exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader Award), selection for Sergeant Audie Murphy / Sergeant Morales Clubs, have strong counseling packets and NCOERs with Senior Rater comments reflecting outstanding duty performance and potential in challenging positions and varied assignments, receiving a college degree from an accredited institution, and NCOs should maintain a current DA Photo wearing current rank and a proper fitting uniform. MOS 35S can serve in the following positions at this skill level: Signals Collector/ID Analyst, BDNA, Telemetry Collector, and MASINT Analyst.

(c) Self-development. College level courses should include English grammar usage, automation, technical writing, public speaking, geography, foreign/international studies, and other subjects that enhance the knowledge gained in AIT. MOS-related courses in basic analysis techniques, signal technology, computer security, the principles of radio wave propagation, and target area/cultural/political focus are also very beneficial. Education includes but is not limited to: Civilian College Degree, Technical Certification, NDIC UGIP/PGIP, BSI, MSSI and MATFL. Recommend the following reading material: Electronic Warfare in the Information Age, D. Curtis Schleher; EW101: A First Course in Electronic Warfare, David Adamy; Fundamentals of Electronic Warfare, Sergei A. Vakin et al. Soldiers should strive to earn their Associates' Degree by their 12th year and a Bachelor's Degree by their 16th year of service. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. BDNA Course, Information System Security Monitor (ISSM) Course, Telemetry Collection Operations Course, Intermediate Analysis Course, Advanced Analysis Course, Technical ELINT Collection and Analysis Course, Cryptologic Cyber Analysis Course, Interactive On-Net Operator Course, and Manual Morse. See paragraph 14-2c for additional training.

(e) *Special assignments.* CPL Recruiter Program.

(2) *SGT.*

(a) *Institutional training.* WLC.

(b) *Operational assignments.* The focus during this phase of a 35S's career should be in developing Soldier and leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. There are positions for the 35S at all echelons. Some are strictly intelligence in nature and title, while others are leadership positions. At this level the 35S should serve in a Team Leader position. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience, whether traditional or analytical. MOS 35S can serve in the following positions at this skill level: Signals Collector Analyst, BDNA, National OPELINT Analyst, Telemetry Analyst, Technical ELINT Analyst, ISR Synchronization Manager, and MASINT Analyst. The following additional assignments should be considered demanding assignments: Special Missions Units and ISR Synchronization Manager.

(c) *Self-development.* Recommend the following reading material: Digital Modulation and Coding, Stephen G. Wilson; Error Control Coding: Fundamentals and Applications, Lin Shu and Daniel Costello; UNIX Shell Programming, Revised Edition, Stephen Kochan. For additional information on self-development, refer to para 14-3.

(d) *Additional training.* BDNA Course, Information System Security Monitor (ISSM) Course, Telemetry Collection Operations Course, Intermediate Analysis Course, Advanced Analysis Course, Technical ELINT Collection and Analysis Course, Cryptologic Cyber Analysis Course, Interactive On-Net Operator Course, and Manual Morse. See paragraph 14-2c for additional training.

(e) *Special assignments.* Drill Sergeant.

(3) *SSG.*

(a) *Institutional training.* ALC.

(b) *Operational assignments.* The focus during this phase of a 35S's career must be on continued development and refinement of leadership skills and tactical and technical expertise. Choose duty assignments to add diversity to the assignments already completed. Staff Sergeants should serve at least 18 months as a Squad Leader. Avoid back-to-back assignments of a similar type that may potentially reduce MOS proficiency due to continuous changes in modernization, structure, and doctrine. MOS 35S can serve in the following positions at this skill level: Signals Collector/Analyst Sergeant, BDNA Sergeant, National OPELINT Sergeant, Telemetry Analyst, Technical ELINT Analyst, RDT&E NCO, and MASINT Analyst. The following additional assignments should be considered demanding assignments: Great Skills Program, Special Missions Units, and ISR Synchronization Manager.

(c) *Self-development.* Recommend following the following reading material: Electronic Warfare Target Location Methods, Richard A. Poisel; Modern Digital and Analog Communications Systems, B. P. Lathi; The C Programming Language, 2nd Edition, Brian Kernighan et al; C++ Primer Plus, 5th Edition, Stephen Prata. For additional information on self-development, refer to para 14-3.

(d) *Additional training.* BDNA Course, Information System Security Monitor (ISSM) Course, Telemetry Collection Operations Course, Intermediate Analysis Course, Advanced Analysis Course, Technical ELINT Collection and Analysis Course, Cryptologic Cyber Analysis Course, Interactive On-Net Operator Course, and Manual Morse. See paragraph 14-2c for additional training.

(e) *Special assignments.* Drill Sergeant, Recruiter, IG, Combat Trainer, Retention NCO, Advisor and Assistance Team (formerly Transition Team), Instructor/Writer, Training Developer, and SGL.

(4) *SFC.*

(a) *Institutional training.* SLC.

(b) *Operational assignments.* The focus during this career phase should be in assignments such as Platoon Sergeant, Detachment Sergeant, or Mission Manager for a minimum of 24 months. The Platoon Sergeant's job as the senior Soldier trainer in the platoon is essential in the development of junior leaders. Senior leadership positions are necessary in order to be competitive for promotion to MSG/1SG. Traditional leadership skills are best refined in a tactical environment. However, it is understood that there are few MOS 35S SFC authorizations below the Corps level. These Soldiers should pursue technically related leadership positions whenever possible. MOS 35S can serve in the following positions at this skill level: Senior BDNA Sergeant, Senior National OPELINT Analyst, Senior Telemetry Analyst, Senior Technical ELINT Analyst, Senior Collection Manager, and Senior MASINT Analyst. The following additional assignments should be considered demanding assignments: Great Skills Program, Special Missions Units, Senior ISR Synchronization Manager, Senior Signals Collector/Analyst Sergeant.

(c) *Self-development.* Recommend the following reading material: *Measuring Performance: Using the New Metrics to Deploy Strategy and Improve Performance*, Bob Frost; *Keeping Score: Using the Right Metrics to Drive World-Class Performance*, Mark Brown. For additional information on self-development, refer to paragraph 14-3.

(d) *Additional training.* BDNA Course, Information System Security Monitor (ISSM) Course, Telemetry Collection Operations Course, Intermediate Analysis Course, Advanced Analysis Course, Technical ELINT Collection and Analysis Course, Cryptologic Cyber Analysis Course, Interactive On-Net Operator Course, and Manual Morse. See paragraph 14-2c for additional training.

(e) *Special assignments.* Senior Drill Sergeant, AIT Platoon Sergeant, EOA, Recruiter, Retention NCO, Career Management NCO, Advisor and Assistance Team (formerly Transition Team), Senior Instructor/Writer, Senior Training Developer, and Senior SGL.

(5) *MSG/1SG.* MOS 35S feeds into MOS 35Z at MSG/E8. See paragraph 14-31

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

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

14-29. MOS 35S Career Development Model

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

14-30. MOS 35S Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to Operations Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies professional development and functional area requirements. This is the same for all components.

14-31. 35Z Signals Intelligence Senior Sergeant / Signals Intelligence Chief

a. Major duties. The SIGINT Senior Sergeant and SIGINT Chief serves as the principal enlisted assistant to commanders and heads of staff elements, and as staff NCO for major commands, fixed and tactical units engaged in SIGINT/EW operations and combat development, or training; supervises SIGINT/EW activities and provides technical, operational, and administrative guidance and direction to enlisted Soldiers at all echelons; reviews, evaluates, prepares and executes SIGINT/EW deployment, employment, and redeployment plans and orders; interpret intelligence requirements for translation into SIGINT/EW tasking; reviews SIGINT/EW doctrinal publications and prepares recommended changes; compares MTOE and TDA authorization documents with SIGINT/EW missions and functions and recommends revisions. The purpose of the SIGINT Intelligence Career Progression Plan is to inform Soldiers how their career pattern and professional development should unfold. Attaining MOS 35Z requires demonstrated potential in both technical skills and leadership abilities. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible with duty in both Tactical and Strategic assignments, Division and Corps assignments, CONUS and OCONUS, and MTOE and TDA assignments. Soldier in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions, and a portion in staff positions (S2/S3).

b. Prerequisites. See DA Pam 611-21 in the HRC Smartbook for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

c. Goals for development. Soldiers should always strive to exceed the standard regardless of the position one currently holds. Boards select successful leaders who have served in a variety of assignments, have supported their role as MI NCOs by consistently increasing their civilian and military education levels, and displayed a trend of outstanding performance in each position held.

(1) *MSG/ISG.*

(a) Institutional training. FSC.

(b) Operational assignments. The critical assignment for a MSG is ISG. It is beneficial for career development to serve as a ISG for at least 24 months (may consist of one or more assignments). Other important assignments for MSG are Senior SIGINT Sergeant, Branch Chief, NCOA Instructor, and Chief Instructor. MOS 35Z can serve in the following positions at this skill level: Watch NCO, SIGINT Senior Sergeant, Chief Cryptologic Linguist, Chief Communications Interceptor/Locator, Chief ELINT Sergeant, RDTE NCO, and Chief Signals Collection/Identification Sergeant. The following additional assignments should be considered demanding assignments: Great Skills Program, Special Missions Units, ACE NCOIC, SIGINT Chief/Master Analyst, Senior ISR/Collection Manager, Committee Chief/Senior Training Developer, Senior Career Manager, Senior BDNA NCO, Cryptologic Support Team/Group, and Cryptologic Cyber Analyst

(c) Self-development. For additional information on self-development, refer to paragraph 14-3 .

(d) Additional training. Battle Staff Operations Course. See paragraph 14-2c for additional training.

(e) Special assignments. Senior Career Manager and Advisor and Assistance Team (formerly Transition Team).

(2) *SGM/CSM.*

(a) Institutional training. Sergeants Major Course.

(b) Operational assignments. SIGINT Chief and Staff Level SGM. The following additional assignments should be considered demanding assignments: Special Missions Unit Operations/Troop SGM.

(c) Self-development. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. See paragraph 14-2c for additional training.

(e) Special assignments. Chief Career Manager, Detachment SGM, MLI Program Manager, Operations SGM, and Nominative Positions.

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

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

14-32. MOS 35Z Career Development Model

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

14-33. MOS 35Z Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to Operations Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve, the RC NCOES satisfies professional development and functional area requirements. This is the same for all components.

14-34. MOS 35T Military Intelligence Systems Maintainer/Integrator

a. Major Duties. The MI Systems Maintainer/Integrator maintains and repairs Intelligence, Surveillance and Reconnaissance (ISR) equipment and systems; conducts intelligence systems and intelligence networks integration; provides technical support to protect information in an intelligence network; performs computer hardware and software installation and reconfiguration; accesses and extracts data from fixed, portable, and wireless communication and storage devices; performs and supervises planning, employment, configuration, integration, monitoring and maintenance of ISR systems, complex computer-controlled MI and national cryptologic systems and networks for all intelligence disciplines. The purpose of the MI Systems Maintainer/Integrator Career Progression Plan is to inform Soldiers how their career and professional development should unfold. Success in this MOS requires demonstrated potential in both technical skills and leadership abilities. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible with duty in both Tactical and Strategic assignments, at Division and Corps-level, in CONUS and OCONUS; however MI Soldiers may have more time in MTOE assignments. Soldiers in this MOS should spend a portion of their career developing the technical expertise needed by Army Intelligence, a portion of their career in leadership positions (Team Leader, Squad Leader, Platoon Sergeant, First Sergeant), and a portion in staff positions.

b. Prerequisites. See DA Pam 611-21 in the HRC Smartbook for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

c. Goals for development. Soldiers should always strive to exceed the standard regardless of the position one currently holds. Boards select successful leaders who have served in a variety of assignments, have supported their role as MI NCOs by consistently increasing their civilian and military education levels, and displayed a trend of outstanding performance in each position held.

(1) *PVT-SPC/CPL.*

(a) Institutional training. IET.

(b) Operational assignments. The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. This can be acquired in tactical and/or strategic assignments serving as an MI System Maintainer/Integrator. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation. Additional responsibility and experience is also gained through seeking additional duties. Soldiers and NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to Army values, maintaining high physical fitness standards and consistent compliance with height and weight standards, exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader Award), selection for Sergeant Audie Murphy / Sergeant Morales Clubs, have strong counseling packets and NCOERs with Senior Rater comments reflecting outstanding duty performance and potential in challenging positions and varied assignments, receiving a college degree from an accredited institution, and NCOs should maintain a current DA Photo wearing current rank and a proper fitting uniform. MOS 35T can serve in the following positions at this skill level: MI Systems Maintainer/Integrator

(c) Self-development. College level courses should include English grammar usage, automation, technical writing, public speaking, geography, and other math, science and electronics subjects that enhance the knowledge gained in IET. MOS-related courses in basic analysis techniques, signal technology, computer security, and the principles of radio wave propagation, are also beneficial. Education includes but is not limited to: Civilian College Degree, Technical Certification, NDIC UGIP/PGIP, BSI, and MSSSI. For additional information on self-development, refer to paragraph 14-3 .

(d) Additional training. BDNA Course, Interactive On-Net Operator Course, Cryptologic Cyber Analyst Course, Intelligence Workstation Certification Course (IWCC), Army Maintenance Management Course, and WIC. See paragraph 14-2c for additional training.

(e) Special assignments. CPL Recruiter Program.

(2) SGT.

(a) Institutional training. WLC.

(b) Operational assignments. The focus during this phase of their career should be in developing their Soldier and leadership skills, honing their technical expertise, and laying a foundation of tactical knowledge. NCOs at this rank should serve in a Team Leader position. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience. MOS 35T can serve in the following positions at this skill level: MI Systems Maintainer/Integrator, System Design NCO, and Basic Digital Network Analyst.

(c) Self-development. For additional information on self-development, refer to paragraph 14-3.

(d) Additional training. BDNA Course, Interactive On-Net Operator Course, Cryptologic Cyber Analyst Course, IWCC, Army Maintenance Management Course, Spectrum RISC/Unix Maintenance Course, TES Integrator/Maintainer Course, and WIC. See paragraph 14-2c for additional training.

(e) Special assignments. Drill Sergeant.

(3) SSG.

(a) Institutional training. ALC.

(b) Operational assignments. The focus during this phase of their career must be on continued development and refinement of their leadership skills and tactical and technical expertise. Choose duty assignments to add diversity to the assignments already completed. Staff Sergeants should serve at least 18 months as a Squad Leader. Technical skills will be taken to the next level by serving as an Instructor/Writer. Avoid back to back assignments of a similar

type as this reduces MOS proficiency due to continuous changes in modernization, structure, and doctrine. MOS 35T can serve in the following positions at this skill level: MI Systems Maintainer/Integrator Sergeant, RDTE NCO, Operations Sergeant, Electronic Warfare Strategic Systems Repairer, and TECHINT Analyst. The following additional assignments should be considered demanding assignments: Great Skills Program, Special Missions Units, Maintenance Shop NCOIC/Shop Foreman.

(c) *Self-development.* For additional information on self-development, refer to paragraph 14-3 .

(d) *Additional training.* Battle Staff Operations Course, BDNA Course, Interactive On-Net Operator Course, Cryptologic Cyber Analyst Course, IWCC, Army Maintenance Management Course, Spectrum RISC/Unix Maintenance Course, TES Integrator/Maintainer Course, and WIC. See paragraph 14-2c for additional training.

(e) *Special assignments.* Drill Sergeant, Recruiter, SGL, IG, Combat Trainer, Retention NCO, Advisor and Assistance Team (formerly Transition Team), Training Developer, and Instructor/Writer.

(4) *SFC.*

(a) *Institutional training.* SLC.

(b) *Operational assignments.* The focus during this phase of their career should be in assignments as a Platoon Sergeant for a minimum of 24 months. The Platoon Sergeant's job as the senior trainer in the platoon is essential in the development of junior leaders. It is also necessary in order to be competitive for promotion to MSG/1SG. MOS 35T can serve in the following positions at this skill level: Senior MI Systems Maintainer/Integrator and RDT&E NCO. The following additional assignments should be considered demanding assignments: Great Skills Program and Special Missions Units.

(c) *Self-development.* For additional information on self-development, refer to paragraph 14-3.

(d) *Additional training.* Battle Staff Operations Course, BDNA Course, Interactive On-Net Operator Course, Cryptologic Cyber Analyst Course, IWCC, Army Maintenance Management Course, Spectrum RISC/Unix Maintenance Course, TES Integrator/Maintainer Course, and WIC. See paragraph 14-2c for additional training.

(e) *Special assignments.* Senior Drill Sergeant, AIT Platoon Sergeant, Recruiter, IG, Combat Trainer, Retention NCO, Advisor and Assistance Team (formerly Transition Team), Instructor/Writer, Training Developer, and Senior SGL.

(1) *MSG/1SG.*

(a) *Institutional training.* FSC.

(b) *Operational assignments.* The critical assignment for a MSG is 1SG. It is beneficial for career development to serve as a 1SG for at least 24 months (may consist of one or more assignments). Even though 1SG positions for 35T are very limited, NCOs must seek them out in order to remain competitive. Other important assignments for MSG are Operations Sergeant, Branch Chief, NCOA Instructor, and Chief Instructor. The following additional assignments should be considered demanding assignments: Senior Career Manager, Great Skills Program and Special Missions Units

(c) *Self-development.* For additional information on self-development, refer to paragraph 14-3 .

(d) *Additional training.* Battle Staff Operations Course and Army Maintenance Management Course. See paragraph 14-2c for additional training.

(e) *Special assignments.* Senior Career Manager, and Advisor and Assistance Team (formerly Transition Team).

(2) *SGM/CSM.*

(a) *Institutional training.* Sergeants Major Course.

(b) *Operational assignments.* The Military Intelligence System Maintainer/Integrator SGM/CSM can be assigned as a BN or higher CSM, while there are also operational assignments in major training and maintenance activities. These will be command level assignments whether as a SGM or a CSM. Assignments include: Chief MI Systems Maintainer/Integrator, G3 SGM, and MACOM G4 SGM.

(c) *Self-development.* For additional information on self-development, refer to paragraph 14-3.

(d) *Additional training.* See paragraph 14-2c for additional training.

(e) *Special assignments.* Committee Chief, Chief Career Manager, and Nominative positions.

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

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

14-35. MOS 35T Career Development Model

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

14-36. MOS 35T Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to Operations Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the Military Intelligence Maintainer/Integrator RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve, the RC professional development NCOES satisfies professional development and functional area requirements. This is the same for all components.

Chapter 29

Interpreter/Translator (MOS 09L) Career Progression Plan

29-1. Duties

The mission of Interpreter/Translators is to interpret the spoken word from their native language to English and from English to their native language. The Interpreter/Translator also translates simple written documents. The Interpreter/Translator mission extends across the tactical battlefield. This CMF supports Army operations by providing foreign language capability and foreign area expertise to commands at all echelons, thereby enhancing cultural awareness of Army personnel. Most Soldiers will serve in consecutive Tactical assignments. In some cases this is due to structure, lifecycle-managed units, or the unique characteristics of this MOS, which is tactical in nature. Traditional leadership positions are often limited due to the low density nature of this MOS.

29-2. Transformation

a. In the midst of the Global War on Terrorism (GWOT), the Army identified the need for fluent, native speakers to provide valuable linguistic skills for Commanders to use in their daily interactions with foreign personnel during combat operations. To answer this need the Interpreter/Translator CMF was established as a pilot program to "increase the pool of Arabic, Dari and Pashto linguists in support of current contingency operations." The intent was to focus on native speakers from heritage communities within the U.S. Today's Interpreter/Translator duties cover a wide spectrum of missions that makes the Interpreter/Translator Soldier a competent professional in an ever-changing world. As the Army continues to transform, the Interpreter/Translator Soldier will transform as well. In the future the Army will continuously assess the global situation, and determine if there is a need for additional languages in this CMF to increase the Army's Interpreter/Translator capabilities. Soldiers and NCOs are given the opportunity to attend training such as Airborne and Air Assault schools. Interpreter/Translator NCOs must be first and foremost leaders of Soldiers. NCOs must place the welfare of their Soldiers ahead of their own and adhere to the Army values. Interpreter/Translator NCOs are expected to mentor Soldiers to become technically and tactically proficient in their job. NCOs are the primary trainers for all Soldiers and oversee their professional development within the unit. Their example will inspire others to achieve the same level of commitment and professionalism, enabling them to continue growing as leaders and to train Soldiers and small units.

b. Non-traditional leadership roles are also available such as Training Developer, Instructor/Writer, NCOA Instructor/Small Group Leader (SGL), and Career Manager/Professional Development NCO (PDNCO). Typical demanding assignments include Recruiter, Drill Sergeant, AIT Platoon Sergeant, and Special Operations Support.

(1) Special Operation Support - MI Soldiers operate in support of National Command Authority and conduct high risk intelligence and operational missions. These assignments, due to their specialized nature, require a long term commitment by the Soldier to the Special Operations Units.

(2) Training Developer - A Training Developer is responsible for developing and maintaining training material for programs of instruction such as DA service schools or training for new systems. The skills for MI MOSs are constantly evolving; therefore, Training Developers create and revise academic lesson plans, training aids, and test evaluation criteria to ensure Soldiers continue to receive training that is both highly technical and relevant. Training Developers give MI Soldiers the knowledge and skills they need in order to provide the combatant commander timely and accurate intelligence.

(3) Instructor / Writer - responsible for training Advanced Individual Training (AIT) students, international and reclassification students to perform their jobs in both garrison and tactical environments while writing, instructing, updating and validating course materials that are in a state of constant change. NCOs in this position use the knowledge gained from previous assignments and lessons learned based on the ever-changing world of technology. Instructor/Writers enforce training standards for MI MOSs and ensure that field and garrison commanders receive highly trained, fully competent Soldiers ready to accept challenging missions worldwide.

(4) NCOA Instructor / Small Group Leader (SGL) - In the NCO courses (WLC, ALC, SLC), SGLs are responsible for the supervision, professional development, morale, health and welfare of junior and senior NCOs attending NCOES courses. The SGL facilitates instruction for both common leadership and technical MOS training. The SGL is responsible for maximizing student participation during training and classroom discussions. They conduct both academic and leadership evaluations for students and provide feedback that enhances their professional growth. SGLs are responsible to unit commanders in ensuring that NCOs return to their units as more competent, technically proficient leaders.

(5) Recruiter - Responsible for maintaining close working relationships with educational institutions and civic groups. This NCO must have a high degree of sales techniques and communication skills. This duty is both demanding and time intensive. These NCOs use both technical training and practical application skills to screen for the most qualified men and women to enlist in the Army.

(6) Drill Sergeant and AIT Platoon Sergeant - Responsible for initiating new recruits entering the Army into the customs and practices of military life and MI advanced individual training.

c. Additional Skill Identifiers (ASI) and Skills Qualification Identifiers (SQI) normally identify specialized skills, qualifications, and requirements that are closely related to and are in addition to those inherent to the MOS. They are primarily used to identify skills requiring formal school training or civilian certification (i.e. Airborne, Air Assault, etc.).

29-3. Recommended career management self-development by rank

a. PVT-SPC/CPL.

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

(2) Soldiers should study and master the following military publications: AR 670-1; FM 2-0; FM 3-21.5; FM 3-21.75; FM 3-25.26; FM 3-90.61; FM 4-25.11; FM 7-21.13; STP 21-1-SMCT; TC 3-22.20; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

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

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DANTES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

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

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

(7) Soldiers may also earn promotion points for Technical Certification. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, Certified Forensic Interviewer (CFI), Certified Information Systems Security Professional (CISSP), Espionage Controls And Countermeasures Association, OPSEC Certified Professional (OCP), Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP); however for a full list of certifications refer to the Credentialing Opportunities On-Line (COOL) Website at <https://www.cool.army.mil/>. For information on these and other education programs, visit the AEC on your installation.

(8) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI Specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award, DOD/DA/INSCOM Linguist of the Year, and USAICoE AIT PSG/DS of the Year, serve not only to gain recognition from within the field but also as an indicator of strong promotion potential.

b. SGT.

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

(2) Sergeants should study and master the following military publications: STP 21-24-SMCT; FM 1; FM 3-0; FM 22-100; FM 7-0; FM 7-22.7; FM 3-21.18; AR 385-10; the Army Training Network; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following books are suggested reading for self-development: *Common Sense Training* by Collins, Presidio Press, 1980; *Small Unit Leadership* by Malone, Mike; readings on famous military leaders (i.e., Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); *The Story of the Noncommissioned Officer Corps* (USA Center of Military History, 70-38); *Infantry Attacks* by Rommel; *When Bad Things Happen to Good People* by Kushner, Harold S. and *American Hero: The Audie Murphy Story* by Caravantes, Peggy, Avisson Press, 2005. CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those Sergeants willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information

provided on the SOCAD Web site in order to receive maximum credit for previous military training.

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

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

(7) Soldiers may also earn promotion points for Technical Certification. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, Certified Forensic Interviewer (CFI), Certified Information Systems Security Professional (CISSP), Espionage Controls And Countermeasures Association, OPSEC Certified Professional (OCP), Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP); however for a full list of certifications refer to the Credentialing Opportunities On-Line (COOL) Website at <https://www.cool.army.mil/>. For information on these and other education programs, visit the AEC on your installation.

(8) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI Specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award, DOD/DA/INSCOM Linguist of the Year, and USA/CoE AIT PSG/DS of the Year, serve not only to gain recognition from within the field but also as an indicator of strong promotion potential.

c. SSG.

(1) The quality and success of a Staff Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: STP 21-24-SMCT; FM 1-02; FM 5-0; FM 3-22.9; AR 623-3; DA Pam 623-3; DA Pam 600-25; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

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

List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSGs willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site in order to receive maximum credit for previous military training. These self-development options are based on the SSG's own desire to excel. At this stage, SSGs should seek opportunities to pursue completion of an Associate's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(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 consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, Certified Forensic Interviewer (CFI), Certified Information Systems Security Professional (CISSP), Espionage Controls And Countermeasures Association, OPSEC Certified Professional (OCP), Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP); however for a full list of certifications refer to the Credentialing Opportunities On-Line (COOL) Website at <https://www.cool.army.mil/>. For information on these and other education programs, visit the AEC on your installation.

(6) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI Specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award, DOD/DA/INSCOM Linguist of the Year, and USAICoE AIT PSG/DS of the Year, serve not only to gain recognition from within the field but also as an indicator of strong promotion potential.

d. SFC.

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Strive to complete a degree program or accumulate two years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: AR 350-1; AR 750-1; FM 3-11.4; FM 21-31; FM 34-37; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

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

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, 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 consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification. Typical certifications that MI Soldiers can earn include: Associate Certified Manager, Associate Computing Professional (ACP), ATA Accreditation (Translator), Certified Confidentiality Officer, Certified Forensic Interviewer (CFI), Certified Information Systems Security Professional (CISSP), Espionage Controls And Countermeasures Association, OPSEC Certified Professional (OCP), Professional Certified Investigator (PCI), Professional In Human Resources (PHR), Project Management Professional (PMP), Satellite Earth Terminal Operator, and Systems Security Certified Professional (SSCP). For information on these and other education programs, visit the AEC on your installation.

(7) Awards and decorations serve to recognize Soldiers for their accomplishments and tend to both motivate fellow Soldiers and build the team. MI Specific awards, such as the CSM Doug Russell Award, LTC Thomas Knowlton Award, DOD/DA/INSCOM Linguist of the Year, and USAICoE AIT PSG/DS of the Year, serve not only to gain recognition from within the field but also as an indicator of strong promotion potential. The Army Gold Recruiter Badge is another such award that indicates a level of proficiency and dedication that is a desirable trait for NCOs.

29-4. MOS 09L Interpreter/Translator

a. Major duties. The Interpreter/Translator conducts interpretation (oral) and prepares translations (written) between English and a foreign language. Briefs supported elements on interpreter/translator utilization; prepares written translations from a foreign language (ILR level 1+) to English; provides and conducts language familiarization and cultural awareness training; verifies documents and performs translations; supports exercises by performing role player functions in realistic scenarios, utilizing deployment experience; performs duties as high level interpreter and translator; supervises the maintenance and development of English and foreign language skills, as well as MOS skills; provides advisory support in utilization of linguist assets.

b. Prerequisites. See DA Pam 611-21 in the HRC Smartbook for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

c. Goals for development. Soldiers should always strive to exceed the standard regardless of the position they currently hold. Boards select successful leaders who have served in a variety of assignments, have supported their role as NCOs by consistently increasing their civilian and military education levels, and have displayed a trend of outstanding performance in each position held.

(1) *PVT-SPC/CPL.*

(a) Institutional training. IET.

(b) *Operational assignments.* Immediately upon enlistment, MOS 09L Soldiers attend English training, as needed, based on their English Comprehension Level Test (ECLT) score, before attendance at BCT. MOS 09L Soldiers' entry pay grade is E-3 (PFC) through the Army Civilian Acquired Skills Program (ACASP). They are eligible for promotion to E-4 (SPC) upon completion of AIT. Immediately after training, the 09L Soldier is mobilized (deployed) to a unit or company in a region where his or her language skills are required. After their prescribed deployment period (usually one year), 09L Soldiers are assigned to a CONUS unit where they can contribute to cultural awareness, language enhancement training, role playing, and FTX support. The focus during the early years of a career should be on building a strong base of tactical expertise in basic MOS skills and Warrior tasks. Technical expertise, MOS, and Soldier skills proficiency can all be acquired in tactical assignments serving as an interpreter/translator. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation. Additional responsibility and experience is also gained through seeking additional duties. Soldiers and NCOs should set personal standards and goals in order to remain competitive for promotion. These goals should include demonstrating high standards of conduct and adherence to Army values, maintaining high physical fitness standards and consistent compliance with height and weight standards, exceeding NCOES course standards (Honor Graduate, Commandant's List, Distinguished Leader Award), selection for

Sergeant Audie Murphy / Sergeant Morales Clubs, have strong counseling packets and NCOERs with Senior Rater comments reflecting outstanding duty performance and potential in challenging positions and varied assignments, receiving a college degree from an accredited institution, and NCOs should maintain a current DA Photo wearing current rank and a proper fitting uniform. MOS 09L can serve in the following position at this skill level: Interpreter/Translator. The following additional assignments should be considered demanding assignments: Special Operations Support Interpreter/Translator.

(c) Self-development. Soldiers must exploit every educational opportunity. Self-development should also focus on communication skills, briefing techniques, technical writing, and research techniques. Include stress management, public speaking, and training on management, organizational behavior, psychology, and problem-solving. Any courses that can be taken in management and communication will enhance the ability to lead Soldiers. Soldiers should strive to earn their Associates' Degree by their 12th year and a Bachelor's Degree by their 16th year of service. For additional information on self-development, refer to paragraph 29-3.

(d) Additional training. See Paragraph 14-2c for additional training.

(e) Special assignments. CPL Recruiter Program (2) SGT.

(a) Institutional training. WLC.

(b) Operational assignments. The focus during this phase of a 09L's career should be in developing Soldier and leadership skills, honing technical expertise, and building a foundation of tactical knowledge. Assignment as an interpreter/translator for commanders and operational teams will help develop the expertise and knowledge required to be successful as an NCO. Soldiers should serve in a Team Leader position if possible. At every opportunity, NCOs should seek positions that allow them to gain leadership experience. MOS 09L can serve in the following position at this skill level: Interpreter/Translator. The following additional assignments should be considered demanding assignments: Special Operations Support Interpreter/Translator.

(c) Self-development. For additional information on self-development, refer to paragraph 29-3.

(d) Additional training. See Paragraph 14-2c for additional training.

(e) Special assignments. Drill Sergeant. (3) SSG.

(a) Institutional training. ALC.

(b) Operational assignments. The focus during this phase of a 09L's career must be on continued development and refinement of leadership skills and tactical and technical expertise. Seek duty assignments to add diversity to the assignments already completed. Staff Sergeants should serve at least 18 months as a Squad Leader, Team

Leader, and/or Section NCOIC. MOS 09L can serve in the following position at this skill level: Interpreter/Translator Sergeant. The following additional assignments should be considered demanding assignments: Special Operations Support Interpreter/Translator.

(c) Self-development. For additional information on self-development, refer to paragraph 29-3.

(d) Additional training. See Paragraph 14-2c for additional training.

(e) Special assignments. Drill Sergeant and Recruiter.

(4) SFC.

(a) Institutional training. SLC.

(b) Operational assignments. The focus during this phase of their career should be in assignments as a Platoon Sergeant. The Platoon Sergeant's job as the senior trainer in the platoon is essential in the development of junior leaders. These leadership positions are also necessary in order to be competitive for promotion to MSG. MOS 09L can serve in the following positions at this skill level: Senior Interpreter/Translator Sergeant. The following additional assignments should be considered demanding assignments: Special Operations Support Interpreter/Translator.

(c) Self-development. For additional information on self-development, refer to paragraph 29-3.

(d) Additional training. See Paragraph 29-2c for additional training.

(e) Special assignments. Senior Drill Sergeant, AIT Platoon Sergeant, Equal Opportunity Advisor, Recruiter, Retention NCO, Career Management NCO, Senior Instructor/Writer, Senior Training Developer, and Senior Small Group Leader.

(5) MSG/1SG.

(a) Institutional training. FSC.

(b) Operational assignments. The critical assignment for a MSG is 1SG. It is beneficial for career development to serve as a 1SG for at least 24 months (may consist of one or more assignments). Even though 1SG positions for 09L do not currently exist, NCOs should seek them out in order to remain competitive. Other important assignments for MSG are NCOA Instructor, and Chief Instructor. MOS 09L can serve in the following positions at this skill level: Senior Interpreter/Translator. The following additional assignments should be considered demanding assignments: Special Operations Support Interpreter/Translator.

(c) *Self-development.* For additional information on self-development, refer to paragraph 29-3.

(d) *Additional training.* Battle Staff Operations (see Paragraph 29-2c for additional training).

(e) *Special assignments.* Senior Career Manager.

29-5. MOS 09L Professional Development Model

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

29-6. MOS 09L Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to Operations Support and Effects, Force Sustainment, and general supporting forces. The RC Soldier and NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 09 RC Soldier receives should be the same as their AC counterpart. Duty assignments for career progression parallel that of the AC. Geographical limitations will determine the types of units in which RC Soldiers may serve. The RC NCOES satisfies professional development and functional area requirements. This is the same for all components.