



**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 Infantry, ATTN: ATSH-IPP, 6751 Constitution Loop, Suite 603, Fort Benning, Georgia 31905-5000

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

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

FOR THE DEPUTY CHIEF OF STAFF, G-1:

Encl  
as

  
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## Chapter 4 Infantry (CMF 11) Career Progression Plan

### 4-1. Duties

The Infantry is a unique branch designed to close with the enemy by fire and maneuver to destroy or capture them, and to repel their assault by fire, close combat, and counterattack. Infantry leaders are expected to synchronize elements of combat power to defeat the enemy. Infantry noncommissioned officers (NCOs) will ensure Soldiers under their supervision receive individual training in their MOSs and basic Soldier skills. Infantry NCOs will also train Soldiers to fight, win, and survive on the battlefield. Noncommissioned officers are prepared to train, lead, and employ Infantry and other combat arms assets on the battlefield across the full spectrum of military operations. The Infantry arrives on the battlefield by parachute or air assault, mechanized or wheeled vehicle, or on foot. Insertion means are dependent on the mission, enemy, terrain and weather, and time available. **This career field is closed to women.**

### 4-2. Transformation

a. The Infantry is One Infantry – the Army’s Infantry. The Infantry culture is the basis for the Army’s Warrior Ethos. This culture is derived from the harsh realities of the battlefield, which, for the Infantryman, is close, personal, and brutal. The levels of responsibility and commitment in planning, coordinating, and supervising activities that support the unit mission and the welfare of Soldiers make Infantry NCOs unique. Although commissioned officers and NCOs may share some responsibilities, they should not share the tasks necessary to accomplish them. Whether Infantry NCOs are assigned to vehicular or non-vehicular, generational or operational organizations, they are linked through the core CMF 11 competencies to one common mission-to- close with and destroy the enemy through ground combat. Infantry NCOs must understand and master the unique characteristics of each type of Infantry formation with the understanding that what differentiates Infantry formations is the means by which they are delivered to the battlefield. Infantry NCOs must also understand the characteristics of other combat arms, such as Armor, Field Artillery, Air Defense, Aviation, and Special Forces to remain a principal combat leader on the battlefield. The Infantry branch requires NCOs who are, first and foremost, leaders of Soldiers. The NCOs must be tactically and technically proficient in combat operations at battalion, company, platoon, and squad levels while, at the same time, they integrate greater conceptual and interpersonal skills than ever before within the history of the NCO Corps. They should be mentally and physically disciplined and well versed in Infantry and combined arms tactics, techniques, and procedures (TTPs). They must place the welfare of their Soldiers ahead of their own, adhere to Army values, and ensure that Soldiers can perform their individual MOS tasks. Infantry NCOs embody the Warrior Ethos. 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. The Army’s current personnel requirements have created the need for Soldiers to perform in a variety of demanding assignments in order to accomplish specific missions. Equal consideration should be given to any Soldier who successfully completes a demanding assignment regardless of the location/installation where the duty was performed. Each category

of these assignments should be considered without favor being given to one assignment over another. Promotion consideration should be based solely on overall performance (e.g. instructors are considered based on performance and not the type of instructor they were; Drill Sergeants are evaluated on performance and not the installation they served at; etc.). Generally these assignments are filled by NCOs; however, a Specialist or Corporal can volunteer for a demanding assignment, but they must be considered for promotion to Sergeant before being assigned in this capacity. Examples of these assignments by appropriate rank follow:

1. *Sergeant*. May be assigned to Drill Sergeant or Recruiter duty, but should avoid back-to-back special assignments.

2. *Staff Sergeant*. The single most demanding assignment for a SSG is assignment to an Infantry Company as a Squad Leader or a Mortar Section Sergeant. Other demanding leadership positions outside of the Operating Force available to a SSG are as follows: Instructor; Drill Sergeant; Recruiter, AA/RC Advisor; and Observer Controller-Trainer (OC-T) at a Combat Training Center (CTC), such as JRTC, JMTC, or NTC. Commanders and the CSMs ensure SSGs assigned in this capacity are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSGs to serve on battalion, brigade, and division staffs later in their careers. When assigned as a Drill Sergeant, credit for Squad Leader time should be given.

3. *Sergeant First Class*. The single most demanding assignment for a SFC is assignment to an Infantry Company as a Platoon Sergeant. Other demanding leadership positions outside of the Operating Force available to a SFC are as follows: Inspector General NCO; Instructor; Drill Sergeant; OC-T at a CTC, such as JRTC, CMTC, NTC; AA/RC Advisor; ROTC Cadre; Equal Opportunity Advisor; Career Management NCO; battalion, brigade, or division Operations NCO; Troop Command (RC); State HQ (ARNGUS); Regional Support Command; or GO Command (USAR). When assigned as an OC-T or a Senior Drill Sergeant credit for Platoon Sergeant Time should be given.

4. *Master Sergeant/First Sergeant*. The single most demanding assignment at this level is serving as a Company 1SG; however, based on Army requirements, Senior Infantry Sergeants are frequently removed from priority leadership positions in the Operating Force to fill the following positions: Master Trainer within a TRADOC proponent school; OC-T at a CTC; DA Select AC/RC positions; DA Select IG positions; DA Select Equal Opportunity Advisor positions; HRC Professional Development NCO; and ROTC Cadre. MSGs in these assignments have proven their ability to perform in traditional Infantry leadership positions and have met many special selection criteria for these assignments which places them above their peers.

5. *Sergeant Major/Command Sergeant Major*. The single most demanding assignment at this level is serving as a CSM at the battalion level or higher; however, there are numerous positions where the skills and experience of a SGM are critical to mission success. These positions are: Military Science Instructor; OC-T at a CTC; AC / RC Advisors; instructor at the Sergeants Major Academy; IG SGM; Equal Opportunity Advisor; and Nominative positions (00Z only).

#### **4-3. Recommended Career Management Self-development by Rank**

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 should focus their self development to prepare themselves for positions of greater responsibility. Leaders have a responsibility to mentor their Soldiers' self-development to assist them in achieving their

individual goals and meeting the Army's needs. Soldiers should take advantage of as many military courses as possible. 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. College Level Examination Program (CLEP), Defense Activity for Nontraditional Education Support (DANTES), and eArmyU are available for those Soldiers unable to pursue formal civilian courses. Pursuing a college education is not a mandatory requirement but one that will place you above your peers. CLEP and DANTES are other resources for converting previously acquired knowledge or training into college credit. College education is a critical aspect 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 Service members Opportunity Colleges Army Degree SOCAD Web site. Opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through Functional Academic Skills Training (FAST), not only for self-improvement but to improve their options for reenlistment and to meet course prerequisites. 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 Army Continuing Education System (ACES) Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online, and may also earn promotion points for Technical Certification. A list of certifications can be found on the Credentialing Opportunities Online (COOL) Web site. For information on these and other education programs, visit the Army Education Center (AEC) on your installation. There is no requirement for enlisted personnel to earn a college degree; however, Soldiers are challenged with employing and operating extremely complex technical equipment in order to engage and destroy the enemy while operating in a full spectrum environment. Based on this requirement, it is highly encouraged for all Soldiers to pursue college education to better prepare them for the modern battlefield environment, which requires an educated force. While not a requirement for promotion, but keeping in line with continuously seeking self improvement, the Army has established that all NCOs should strive to complete 60 credits of college through the course of their careers. Infantrymen with an Associate degree or higher, in conjunction with a balanced military education, may set themselves above their peers when being considered for advancement. While no established benchmarks exist, the following guidelines are desired when possible:

- (1) Infantrymen selected for promotion to SFC have ideally completed a minimum of 15 semester hours.
- (2) Infantrymen selected for promotion to MSG have ideally completed a minimum of 30 semester hours.
- (3) Infantrymen selected for promotion to SGM have ideally completed a minimum of 60 semester hours.

Structured Self Development (SSD) is a new educational program phased into the Army consisting of a mandatory, web-based learning program designed to work in conjunction with the Noncommissioned Officer Education System (NCOES). It consists of four levels that Soldiers are required to complete by specified points in their career. SSD is an individual responsibility executed at a Soldier's own pace with first line leader supervision. Soldiers who have already completed required resident NCOES courses will be "grandfathered" into the system and

exempted from having to complete lower levels of SSD; however, they will be required to enroll in the program at the requisite level of SSD that corresponds with their current rank. Effective two years from the implementation date for each level of SSD, completion of each level becomes a prerequisite for attendance at the next NCOES course. Self registration for SSD is accomplished through the ATRRS self registration portal. After self-registration, SSD Modules are accessed through AKO under the Self Service Tab – My Training – ALMS. SSD Courses can be combined with college level courses to put a Soldier on an educational path to obtain a Bachelors Degree – contact the Education Office for information and enrollment in college courses in conjunction with SSD. SSD Implementation is as follows:

- (1) *SSD Level 1.* Automatic enrollment in SSD Level 1 was implemented 1 October 2010 for Soldiers graduating Advanced Individual Training (AIT) or One Station Unit Training (OSUT).
- (2) *SSD Level 2.* Attending the Advanced Leaders Course takes the place of SSD Level 2.
- (3) *SSD Level 3.* SSD for NCOs who have graduated ALC was implemented 1 January 2011, with a prerequisite date of 1 January 2013 for attending the Maneuver Senior Leaders Course (M-SLC).
- (4) *SSD Level 4.* SSD for NCOs who have graduated the M-SLC was implemented 1 January 2011, with a prerequisite date of 1 January 2013 for attending the Sergeants Major Course.
- (5) *SSD Level 5.* SSD for NCOs who have graduated the Sergeants Major Course was implemented 1 May 2011, with a prerequisite date of 1 May 2013.

Recognition for individual achievement through the course of a Soldier's career can contribute to being recognized above their peers for advancement. The following aspects of awards and recognition should be considered when assessing personnel for assignments or promotions:

- (1) *Expert Infantryman Badge (EIB).* SFCs and above should have earned the EIB, which should be considered when competing for promotion to the Senior NCO ranks. The skills required to earn this award represent the basic individual tasks required to execute most collective tasks associated with the mission of an Infantry Company. The EIB remains the only award that documents an Infantryman's ability to execute the critical war-fighting tasks associated with the CMF 11 field.
- (2) *Combat Infantryman Badge (CIB).* The presence or lack of a CIB must not be used as a factor in selecting Soldiers for promotion. Combat experience and the manner of performance of duties while assigned in a combat zone should be recognized and taken into account when making determinations.
- (3) *Personal Awards.* Recognition of exemplary performance can set a Soldier ahead of their peers for promotion and should be considered based on the individual events and merit that resulted in recognition, along with time lines between award recognition, but not serve as a sole consideration when competing for promotion.
- (4) *Recognition.* Soldiers selected by their peers for membership in the Sergeant Morales or Sergeant Audie Murphy Clubs, as well as recognition as Brigade or higher NCO of the quarter/year, should be considered above their peers. NCO's who earn Distinguished Honor Graduate; Honor Graduate; or are placed on the Commandants list in the top 20 percent of a graduating class of any NCOES or MOS enhancing course have demonstrated greater ability and potential than those who have not.

a. PVT-SPC/CPL.

(1) Soldiers should study and master the following military publications: STP 21-1(Warrior Skills Level 1), FM 3-25.26 (Map Reading and Land Navigation), FM 3-22.20 (Army Physical Readiness Training), FM 4-25.11(First Aid), FM 3-21.8(The Infantry Rifle Platoon and Squad), FM 21-75(Combat Skills of the Soldier), AR 670-1(Wear and Appearance of Army Uniforms and Insignias), FM 3-22.37(Javelin Medium Anti Armor Weapon System), all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(2) The following books are suggested for self-development: *Art of War* by Sun Tzu, *The Forgotten Soldier* by Sajer, Guy and *The Killer Angels* by Shaara, Michael. The CSA Professional Reading List, Infantry Reading List, Army Knowledge Online (AKO), and Reimer Digital Library contain additional reading material for self-development.

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

(4) All PVT-SPC/CPL should strive to earn the Expert Infantry Badge (EIB).

(5) Structured Self Development (SSD) level 1 must be completed prior to attending the Warrior Leader Course (WLC).

b. SGT.

(1) Sergeants should study and master the publications mentioned in skill level 1 as well as the following military publications: STP 21-24 2, 3(Soldier's Manual of Common Tasks skill level 2 and 3); FM 1(The Army); FM 3-0(Operations); FM 6-22(Army Leadership); FM 7-0(Training the Force); FM 7-1(Battle Focused Training); FM 21.18(Foot Marches); FM 3-55.93(Long Range Surveillance Unit Operations); all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) 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 (for example, 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. The CSA Reading List, AKO, General Army Links, and Army Leadership contain additional reading material for self-development.

(3) 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 communication skills/leadership potential.

(4) All SGT's should strive to earn the EIB.

(5) SSD Level 2 requirements met after attending ALC.

c. SSG.

(1) These NCOs should study and master the military publications mentioned in skill levels 1 and 2 as well as: AR 623-3 (Evaluation Reporting System), STP 21-24(Soldiers Manual of Common Tasks), DA Pam 600-25(US Army Non Commissioned Officer Professional Development Guide), 3-20.21(Heavy Brigade Combat Team Gunnery) FM 3-22.3(Stryker Gunnery), and all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following books are suggested reading for self-development; those publications referenced in skill levels 1 and 2; *Small Unit Administration* (Manual or automatic data processing (ADP) Systems, Stackpole Books); DA PAM 600-25; and the *Noncommissioned*

*Officers' Family Guide* (Gross, Beau Lac Pub, 1985). The CSA Professional Reading List; the Infantry Reading List; AKO; and the Reimer Digital Library contain additional reading material for self-development.

(3) SSGs should seek opportunities to pursue college education in accordance with the self development goals of the Army.

(4) All SSGs should strive to earn the EIB.

(5) SSD level 3 must be completed prior to attending M-SLC.

*d. SFC.*

(1) As NCOs become more senior in rank, self-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. 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. Senior NCOs should seek opportunities to pursue college education in accordance with the self development goals of the Army. College courses are not required for promotion, but can be a deciding factor when it comes to recognizing the best qualified for advancement.

(2) These NCOs should study and master the following additional military publications: AR 350-1(Army Training and Leader Development), FM 3-7(NBC Field Handbook), FM 1-02(Operational Terms and Graphics), AR 750-1(Army Materiel Maintenance Policy), and 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: those publications referenced in skill levels 1, 2 and 3; *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 (for example, Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf). The CSA Professional Reading List, Infantry Reading List, AKO, and the Reimer Digital Library contain additional reading material for self-development.

(4) SFCs should seek opportunities to pursue college education in accordance with the self development goals of the Army.

(5) All SFCs should have earned the EIB.

(6) SSD level 4 must be completed prior to attending the United States Army Sergeant Major Academy (USASMA).

*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. Senior NCOs should seek opportunities to pursue college education in accordance with the self development goals of the Army. College courses are not required for promotion, but can be a deciding factor when it comes to recognizing the best qualified for advancement.

(2) Master Sergeant/First Sergeants should study and master the following military publications: AR 601-280(The Army Retention Program), AR 600-20(The Army Command Policy), DA Pam

611–21(Military Occupational Classification and Structure), AR 840–10(Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates), and AR 220–1(Unit Status Reporting).

(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 offerings 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) SSD level 4 must be completed prior to attending the United States Army Sergeant Major Academy (USASMA).

(5) All MSGs/1SGs should have earned the EIB.

*f. SGM/CSM.*

(1) The goal of the SGM/CSM should be to complete the appropriate level of civilian education in accordance with the self development goals of the Army. College courses are not required, but can be a deciding factor when it comes to recognizing the best qualified when being considered for positions of greater responsibility and during the CSM selection process. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Refined communication skills are required just by the nature of the number of Soldiers their communications reach because of the span of influence serving as a senior enlisted advisor to the commander. Public speaking skills 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 the CSA Professional Reading List, Infantry Reading List, AKO, and Reimer Digital Library. 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) All SGM/CSMs should have earned the EIB.

(4) All Sergeants Major and Command Sergeants Major are expected to enroll themselves in Level 5 SSD, which focuses on strategic operations

#### **4–4. MOS 11B Infantryman**

*a. Major duties.* The Infantryman serves, leads, or supervises as a member of an Infantry organization that employs individual small arms weapons or heavy anti-armor crew-served weapons, either mounted or dismounted, in support of offensive and defensive combat operations. Commanders and CSM ensure Soldiers are serving in appropriate developmental assignments and know how these assignments affect promotion and career development. It should be noted that not all Infantrymen have the same opportunity to attend MOS enhancing courses. Many NCOs, particularly those who have spent the majority of their assignments either OCONUS or in Heavy Brigades, may not have had the opportunity to attend the same schools as those in Infantry and Stryker Brigades, or those assigned in CONUS. This should be considered when assessing the significance of completed military training courses in regards to potential for performance at the next higher grade. Potential should be regarded as the overall level of performance of assigned duties, coupled with a review of a Soldier's training listed in his OMPF and not just training listed on the ERB. Graduation from any school is not a substitute for performance of assigned duties, as there is a distinction between being a graduate of a school and being able to train and lead Soldiers. Infantry NCOs perform duties in positions requiring

specialized training without ever attending a formal school. The Soldier's ability to adapt and develop required skills to perform his duties are indicators of competence, confidence, and agility, while also demonstrating the potential to serve in positions of greater responsibility. As Soldiers advance in their careers and assume leadership roles they are faced with conditions unique to the Infantry in regards to the availability of documented leadership positions which specifically impact SSGs and SFCs as follows:

1. *SSG*. There are a total of 8,262 SSG Infantryman positions in the Army, with 4,841 positions in the Operating Force and 3,421 positions in the Generating Force. More than 90% of the positions in the Operating Force are leadership positions.

2. *SFC*. There are a total of 3,657 SFC Infantryman positions in the Army, with 1,603 positions in the Operating Force, and the remaining 2,054 positions in the Generating Force. Of the 1,603 positions within the Operating force, only 358 are documented Platoon Sergeant positions, which limit leadership opportunities, as the majority of the Operating Force positions are focused on operations, intelligence, liaison, and other staff functions.

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

c. *Goals for development*. To ensure Infantrymen remain the bedrock of the nation's fighting force. To continue to provide dynamic and flexible NCOs and leaders to the force who are prepared to win on any battlefield across the full spectrum of military operations.

(1) *PVT-SPC/CPL (11B10)*. Operates both mounted and dismounted to close with and destroy the enemy. Employs, operates, and maintains assigned weapons and equipment. Assists in the performance of reconnaissance operations. Employs, fires, and recovers anti-personnel and anti-tank mines. Locates and neutralizes mines. Performs self extraction from a mine field. Orients a map. Operates, mounts/dismounts, zeros, and engages targets using night vision sights. Operates and maintains communications equipment, enter, and operates in a radio net. Operates in a NBC contaminated area. Constructs and camouflages individual/crew served weapons/vehicle firing/fighting positions. Assist in the construction of fortification and barriers, including minefields and obstacles. Assist in the breaching of minefields and obstacles. Constructs field expedient firing aids for infantry weapons. Recognizes friendly and threat armored vehicles. Performs as a member of a fire team during a movement to contact, reconnaissance, and security, an attack, defense, situational training exercises and all infantry dismounted battle drills. Processes prisoners of war and captured documents. Operate IFV over diverse terrain in varies visibility. Assists in target detection, identification, and round sensing.

(a) *Institutional training*. *One Station Unit Training (OSUT)*; Warrior Leader Course (WLC).

(b) *Operational Assignments*. The focus during the early years of a Soldier's career should be in an operational assignment as a rifleman, gunner, sniper, grenadier, machine gunner, driver, anti-armor specialist, ammo bearer, or radio telephone operator (RATELO) building a strong base of technical/tactical expertise in equipment, basic MOS skills, and common Soldier tasks.

(c) *Self-development*. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. For additional information on self development, refer to paragraph 4-3.

(d) *Additional training*. Air Assault, Airborne, Hazardous Material, Combat Life Saver, Drivers Training, Long Range Marksman, NBC Defense, Sniper, RAVEN Operator, Stryker Transition, Small Arms Weapons Expert, Squad Designated Marksman, Rappel Master, and Combatives level 1 - 2.

*(e) Special assignments.* Soldiers may volunteer for recruiting duty; however, a Soldier must be considered for promotion before being placed on a temporary/special duty assignment. Assignment to Special Mission Units (SMU), mission support for Overseas Contingency Operations, and other non-traditional assignments typically will not apply at this skill level; however, special conditions may exist which permits assignments of this nature based on individual abilities.

(2) *SGT (11B20).* Performs duties shown in preceding level of skill. Performs duties as IFV gunner or team leader of the infantry rifle squad. The Infantryman will prepare sector sketches of vehicle or infantry rifle team positions and sectors. As gunner, detects, acquires, identifies, and engages targets. Maintains the turret weapons systems of the IFV. Leads an infantry team/heavy anti-armor squad in combat operations, providing tactical and technical guidance to subordinates and professional support to both superiors and subordinates in the accomplishment of their duties. Leads, supervises, and trains subordinate personnel. Calls for and adjusts indirect fire. Evaluates terrain and selects weapon emplacement. Controls organic fires. Installs and recovers anti-handling devices on anti-tank mines and electrical and non-electrical demolition charges. Supervises construction of hasty fortifications and receipt, storage, and issue of ammunition. Records operational information on maps. Indicates location, strength, tactical deployment, and emplacement of enemy and friendly units. Receives and implements combat orders, directs deployment of personnel in offensive, defensive, and retrograde operations. Requests, observes, and adjusts direct supporting fire. Conducts battle damage assessment and repair. Evaluates terrain and supervises the emplacement of sighting and firing all assigned weapons. Uses maps and map overlays, performs intersection and resection, and determines elevation and grid azimuths. Knows threat formations and tactics through battalion size elements. Prepares, operates, and maintains secure communications equipment. Leads a fire team during a movement to contact, reconnaissance and security, an attack, defense, situational training exercises, and all infantry dismounted battle drills.

*(a) Institutional training.* Warrior Leader Course (not conditional for promotion to SGT; see AR 600-8-19 – Enlisted Promotions and Reductions), Advanced Leaders Course (ALC), and any other functional training courses required by duty positions or mission requirements.

*(b) Operational assignments.* Sergeants should focus on developing tactical and technical leadership skills, serving as team or squad leaders in the operational Army, honing technical expertise, and building a foundation of tactical knowledge. A sergeant should spend approximately 75 percent of his assignments in the operational Army at battalion level and below.

*(c) Self-development.* Sergeants committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. For additional information on self-development, refer to paragraph 4–3.

*(d) Additional training.*

1. The following courses are considered MOS enhancing for skill level 2: Air Assault, Airborne, Hazardous Material, Bradley Master Gunner, Stryker Master Gunner, Vehicle Crew Evaluator, Combat Life Saver, Drivers Training, Long Range Marksman, NBC Defense, Sniper, RAVEN Operator/Instructor, Stryker Transition, Small Arms Weapons Expert, Squad Designated Marksman, Equal Opportunity, IG NCO Course, Rappel Master Course, Combatives level 1 – 2, and the Master Gunner Course.

2. The following courses are considered leadership enhancing for skill level 2: Ranger Course, Pathfinder, Anti-Armor Leaders, Drop Zone Support Team Leader, Instructor Training,

Mechanized Leaders, Reconnaissance and Surveillance Course, Combatives Level 3 – 4, Stryker Leaders, Master Resiliency Training.

(e) *Special assignments.* Within the Infantry there are many opportunities for personnel to serve in a wide variety of non-traditional assignments, support Overseas Contingency Operations (OCO), and serve within Special Mission Units (SMU). Because these assignments vary in scope and responsibility, they are typically staffed by NCOs according to the needs of the Army. Due to unique and non-standard mission requirements, personnel must meet certain requirements for assignment in this capacity. Based on CSA manning guidance, NCOs may be assigned in a non-traditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCOs to serve on battalion, brigade, and division staffs.

1. Generally, non-traditional assignments that an Infantryman may fill can include the following: Reserve Officer Training Command; Joint Manning Document Positions; Force Protection NCO; Rear Detachment NCO; and Warrior Transition Units. Additionally, Infantrymen may serve in support of OCO missions in the following capacities: Transition Teams; Provincial Reconstruction Teams; Force Protection NCOs; Multi-National Headquarters Operations NCO; Embedded Advisors and Trainers; Transitional Training Teams; and Embedded Advisors.

2. SMU assignments are voluntary and require Infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when compared to traditional Infantry assignments. In many cases NCOs will remain in these units for a majority of their career. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine their level of performance and potential to serve at the next higher grade. Duties and responsibilities of Infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques and procedures as well as mission specific tactics developed for unconventional operations, which may include, but are not limited to the following:

- a. Lead and supervise special operations elements in advanced marksmanship; close quarters battle; unique breaching techniques; and other troop level training.
- b. Conduct direct action, special reconnaissance, and other compartmented sensitive missions.
- c. Coordinate with other services, other government agencies, and foreign government officials.
- d. Gather intelligence and conduct intelligence assessments.
- e. Personal protection for government dignitaries and other designated officials.

(3) *SSG (11B30).* Performs duties shown in preceding level of skill. Leads an infantry squad, heavy anti-armor weapons section, and/or a reconnaissance (scout) team or IFV section during combat operations. Supervises tactical deployment of assigned element/weapon system in offensive, defensive, and retrograde operations. Provides tactical and technical guidance to subordinates and professional support to both subordinates and superiors in the accomplishment of their duties. Receives and issues orders. Coordinates action of the element with adjacent and support elements and organic and supporting firepower. Ensures collection and proper reporting of intelligence data to unit. Adjusts aerial fire support. Analyzes terrain. Conducts tactical

operations for a squad, heavy anti-armor section, operations of a patrol base, and NBC operations. Maintains operational security. Prepares, operates, and maintains secure communications equipment. Prepares an anti-armor section sketch. Leads a squad, heavy anti-armor section, during movement to contact, reconnaissance and security, an attack, defense situational training exercises, and all infantry mounted and dismounted battle drills.

*(a) Institutional training.* ALC (not conditional for promotion to SSG; see AR 600-8-19), Maneuver Senior Leaders Course (M-SLC), Battle Staff Course, and any other functional training courses required by duty positions or mission requirements.

*(b) Operational assignments.* Commanders and CSMs should ensure Staff Sergeants are serving in appropriate developmental assignments and positions and know how these assignments affect promotion and career development. SSGs should serve a minimum of 24 months as a rifle squad leader within rifle companies of Heavy, Infantry, or Stryker BCTs. Additional operational leadership assignments in reconnaissance squads/sections, sniper squads, heavy/mounted weapons sections/squads, and Bradley sections, add to the developmental process, but do not replace the requirement to serve as a rifle squad leader. Staff Sergeants should focus on serving a minimum of 36 months in operational assignments to develop and refine their leadership skills at the squad and platoon level before serving in temporary or special duty assignments. When being considered for promotion to the next higher grade, time in grade (TIG) and time in service (TIS) requirements apply as stated in AR 600-8-19 (Enlisted Promotions and Reductions). The following promotion potential indicators need to be considered:

(1) Proven ability to perform in critical duty assignments: Staff Sergeants being considered for promotion should have attained the minimum rated leadership time relevant for their grade in authorized CMF 11 positions. The following should be taken into consideration:

- a. All leadership positions should be considered equal whether they are in the Operating or Generating Forces, and must be actual authorized positions, and not command created positions.
- b. Assignment to a leadership position one grade higher than the current rank of the Soldier should be counted towards the total leadership time requirement for that higher grade.
- c. The quantity of Soldiers under any NCO's supervision and their level of performance in that position should be factors in promotion consideration when determining potential for further service at the next higher grade within the primary Infantry force structure of an HBCT, IBCT, or SBCT

(2) Proven ability to perform at the next higher grade: Soldiers who have successfully performed at the next higher level prior to being promoted should be considered above their peers for promotion. In order to be considered above their peers, successful service in leadership positions at the next higher grade must be documented on their NCOERs. Soldiers who have attained this distinction should be promoted immediately as they have demonstrated their ability to perform at the next level. Additional areas of consideration follow:

- a. Seek Self Improvement: The NCO demonstrates they are actively seeking self-improvement through the completion of Military and Civilian Education Courses; selection as the NCO of the Quarter or NCO of the Year; or membership in the SGT Audie Murphy or SGT Morales clubs.
- b. Leadership Traits and Abilities: NCOERs indicate the NCO places mission accomplishment before their own needs.
- c. Performance in Critical Developmental Assignments: NCOs who have successfully served in both Operating Force positions and priority Generating Force positions should be considered above their peers.

d. Demonstrated Competence in all Endeavors: Promotion consideration should be given to Soldiers who set themselves above their peers through selection as the Distinguished Honor Graduate, Honor Graduate, or placement on the Commandant's List when graduating an NCOES or MOS Enhancing Course. In addition, consistent and substantiated Rater and Senior Rater comments which quantify performance and potential that clearly distinguishes an NCO to be among the best and possessing superior potential. Written comments, rather than numerical ratings, should be the focus particularly when determining the level of performance and potential for further service when an NCO is rated by non-Army personnel in Joint Organizations or Commands where the Army evaluation system may not be fully understood.

(3) Soldiers will be considered to be best qualified or fully qualified for promotion under the following circumstances:

a. An exceptional SSG that is determined to be best qualified for promotion will have at least 24 months rated time in an authorized leadership position; will have earned the EIB; will have scored at least 270 on the APFT; will have completed some college classes; will have graduated from at least 5 MOS enhancing courses; will have graduated from either Bradley Master Gunner course, Battle Staff NCO course, or the Ranger course; and will have served in both priority Operational Force and priority Generating Force assignments.

b. A successful SSG that is determined to be fully qualified for promotion will have at least 12 months rated time in an authorized leadership position; will have scored at least 180 on the APFT; will have a GED or High School Diploma without additional civilian education; will have graduated a minimum of three MOS enhancing courses; will be a WLC graduate; and will not have served in a priority Generating Force assignment.

c. SSGs that have successfully completed a minimum of 12 months of Squad Leader time and 12 months in a non-traditional assignment should be considered fully qualified for promotion to the next higher grade. Overall performance in these assignments will be considered when competing for promotion.

*(c) Self-development.* 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. For additional information on self-development, refer to paragraph 4-3.

*(d) Additional training.*

1. The following courses are considered MOS enhancing for skill level 3: Air Assault, Airborne, Hazardous Material, Bradley Master Gunner, Stryker Master Gunner, Vehicle Crew Evaluator, Combat Life Saver, Drivers Training, Long Range Marksman, NBC Defense, Sniper, RAVEN Operator/Instructor, Stryker Transition, Small Arms Weapons Expert, Tactical Air Operations, Squad Designated Marksman, Equal Opportunity, IG NCO Course, Rappel Master Course, U-COFT/BATS Senior Instructor/Operator, and Combatives level 1 – 2.

2. The following courses are considered leadership enhancing for skill level 3: Ranger Course, Pathfinder, Anti-Armor Leaders, Battle Staff NCO, Jumpmaster, Drop Zone Support Team Leader, Infantry Mortar Leaders Course, Instructor Training, Mechanized Leaders, Reconnaissance and Surveillance Leader Course, Combatives Level 3 – 4, Stryker Master Trainer, Stryker Leaders, Master Resiliency Training, and Drill Sergeant.

*(e) Special assignments.* Within the Infantry there are many opportunities for personnel to serve in a wide variety of non-traditional assignments, support Overseas Contingency Operations (OCO), and serve within Special Mission Units (SMU). Because these assignments vary in scope and responsibility, they are typically staffed by NCOs according to the needs of the Army. Due to unique and non-standard mission requirements, personnel must meet certain requirements

for assignment in this capacity. Based on CSA manning guidance, NCOs may be assigned in a non-traditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCOs to serve on battalion, brigade, and division staffs.

1. Generally, non-traditional assignments that an Infantryman may fill can include the following: Reserve Officer Training Command; Joint Manning Document Positions; Force Protection NCO; Asymmetrical Warfare Group (AWG); Rear Detachment NCO; Warrior Transition Units; and an OC-T at a Combat Training Center (JRTC, JMTC, NTC). Additionally, Infantrymen may serve in support of OCO missions in the following capacities: Transition Teams; Provincial Reconstruction Teams; Force Protection NCOs; Multi-National Headquarters Operations NCO; Embedded Advisors and Trainers; Transitional Training Teams; and Embedded Advisors.

2. SMU assignments are voluntary and require Infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when compared to traditional Infantry assignments. In many cases NCOs will remain in these units for a majority of their career. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine their level of performance and potential to serve at the next higher grade. Duties and responsibilities of Infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques and procedures as well as mission specific tactics developed for unconventional operations, which may include, but are not limited to the following:

- a. Lead and supervise special operations elements in advanced marksmanship; close quarters battle; unique breaching techniques; and other troop level training.
- b. Conduct direct action, special reconnaissance, and other compartmented sensitive missions.
- c. Coordinate with other services, other government agencies, and foreign government officials.
- d. Gather intelligence and conduct intelligence assessments.
- e. Personal protection for government dignitaries and other designated officials.

(4) *SFC (11B40)*. Performs duties shown in preceding level of skill. Performs duties as an infantry, reconnaissance (scout), heavy anti-armor weapon platoon Sergeant, or Operations Sergeant in combat operations. Receives, issues and implements orders. Assists platoon leader in controlling platoon in mounted and dismounted operations. Assists in dissemination of intelligence information to unit and staff sections. Assists in planning, organizing, directing, supervising, training, coordinating, and reporting activities of subordinate elements. Provides tactical and technical guidance to subordinates and professional support to both subordinates and superiors in the accomplishment of their duties. Supervises the occupation of an assembly area. Employs NBC defensive teams. Plans for, supervises preparation of, and conducts NBC operations. Performs battle damage assessment. Supervises platoon maintenance activities. Supervises receipt, storage, and distribution of ammunition, supplies, equipment, and rations to subordinate elements. Develops a platoon training plan. Assists in production and administration of staff journals, files, records, and reports. Assists in coordination and implementation of combat operations, training programs, and administrative and communications procedures.

Assists in organization and operation of the tactical operations center. Knows threat organization and tactics through regiment level. Plans for, coordinates resources for, and sets up a multipurpose range complex for qualifications exercises.

*(a) Institutional training.* M-SLC (not conditional for promotion to SFC; see AR 600–8–19), Battle Staff Course, and any other functional training courses required by duty positions or mission requirements.

*(b) Operational assignments.* The critical assignment for a SFC is Platoon Sergeant, especially in an operational unit, with the goal of attaining a minimum of 24 months rated time in this position. As such, SFCs must seek this assignment aggressively. Successful assignments as Platoon Sergeants enhance the combat leading ability of SFCs and increase their potential for selection to MSG. When being considered for promotion to the next higher grade, time in grade (TIG) and time in service (TIS) requirements apply as stated in AR 600-8-19 (Enlisted Promotions and Reductions). The following promotion potential indicators need to be considered:

*(1) Proven ability to perform in critical duty assignments:* Sergeants First Class being considered for promotion should have attained the minimum rated leadership time relevant for their grade in authorized CMF 11 positions. The following should be taken into consideration:

*a.* All leadership positions should be considered equal whether they are in the Operating or Generating Forces, and must be actual authorized positions and not command created positions.

*b.* Assignment to a leadership position one grade higher than the current rank of the Soldier should be counted towards the total leadership time requirement for that higher grade.

*c.* The quantity of Soldiers under any NCO's supervision and their level of performance in that position should be factors in promotion consideration when determining potential for further service at the next higher grade within the primary Infantry force structure of an HBCT, IBCT, or SBCT

*(2) Proven ability to perform at the next higher grade:* Soldiers who have successfully performed at the next higher level prior to being promoted should be considered above their peers for promotion. In order to be considered above their peers, successful service in leadership positions at the next higher grade must be documented on their NCOERs. Soldiers who have attained this distinction should be promoted immediately as they have demonstrated their ability to perform at the next level. Additional areas of consideration follow:

*a.* Individual Professional Competence: SFCs should have earned the Expert Infantryman Badge.

*b.* Seek Self Improvement: NCO demonstrates they are actively seeking self-improvement through the completion of Military and Civilian Education Courses; selection as the NCO of the Quarter or NCO of the Year; or membership in the SGT Audie Murphy or SGT Morales clubs.

*c.* Leadership Traits and Abilities: NCOERs indicate the NCO places mission accomplishment before their own needs.

*d.* Performance in Critical Developmental Assignments: NCOs who have successfully served in both Operating Force positions and priority Generating Force positions should be considered above their peers.

*e.* Demonstrated Competence in all Endeavors: Promotion consideration should be given to Soldiers who set themselves above their peers through selection as the Distinguished Honor Graduate, Honor Graduate, or placement on the Commandant's List when graduating an NCOES or MOS Enhancing Course. In addition, consistent and substantiated Rater and Senior Rater comments which quantify performance and potential that clearly distinguishes an NCO to be

among the best and possessing superior potential. Written comments, rather than numerical ratings, should be the focus particularly when determining the level of performance and potential for further service when an NCO is rated by non-Army personnel in Joint Organizations or Commands where the Army evaluation system may not be fully understood.

(3) Soldiers will be considered to be best qualified or fully qualified for promotion under the following circumstances:

*a.* An exceptional SFC that is determined to be best qualified for promotion will have at least 24 months of rated time as a Platoon Sergeant; will have earned the EIB; will have combat experience; will have scored at least 270 on the APFT; will have completed some college classes; graduated from at least 5 MOS enhancing course; will have graduated from either Bradley Master Gunner course, Battle Staff NCO course, or the Ranger course; will have served a minimum of 12 months in a Generating Force assignment, Transition Team assignment, OCO Adviser; or assigned as a member of the Army Evaluation Task Force. A SFC who has successfully served in an authorized MSG or 1SG position in lieu of rated Platoon Sergeant time has demonstrated the ability to perform at the next level and should be considered above their peers.

*b.* A successful SFC that is determined to be fully qualified for promotion will have at least 12 months rated time as a Platoon Sergeant; will have earned the EIB; will have combat experience; will have scored at least 180 on the APFT; will have a GED or High School diploma without additional civilian education; and has not served in a priority Generating Force assignment.

*c.* When being considered for promotion to the next grade, a SFC should be assessed on his ability to serve as a MSG rather than a 1SG, as it is a promotion board and not a selection board.

*d.* SFCs who have been assigned to a WTU as a Platoon Sergeant before completing the minimum time as a Platoon Sergeant within the Operating Force should be evaluated on their merit with consideration given to the unique environment and special needs of the Soldiers in the WTU. SFCs that have successfully completed a minimum of 12 months of Platoon Sergeant time and 12 months in a non-traditional assignment should be considered fully qualified for promotion to the next higher grade. Overall performance in these assignments will be considered when competing for promotion.

*(c) Self-development.* The SFC who is committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. For additional information on self-development, refer to paragraph 4–3.

*(d) Additional Training.*

1. The following courses are considered MOS enhancing for skill level 4: Air Assault, Airborne, Hazardous Material, Bradley Master Gunner, Stryker Master Gunner, Vehicle Crew Evaluator, Combat Life Saver, Drivers Training, Long Range Marksman, NBC Defense, Sniper, RAVEN Operator/Instructor, Stryker Transition, Small Arms Weapons Expert, Tactical Air Operations, Infantry Mortar Leaders Course, Squad Designated Marksman, Equal Opportunity, IG NCO Course, Rappel Master Course, U-COFT/BATS Senior Instructor/Operator, Combatives level 1 – 2, and Master Gunner Course.

2. The following courses are considered leadership enhancing for skill level 4: Ranger Course, Pathfinder, Anti-Armor Leaders, Battle Staff NCO, Jumpmaster, Drop Zone Support Team Leader, Instructor Training, Mechanized Leaders, Reconnaissance and Surveillance Leader Course, Combatives Level 3 – 4, Stryker Master Trainer, Stryker Leaders, Master Resiliency Training, and Drill Sergeant.

3. By this point in their career, a SFC should have completed a minimum of five MOS or Leadership enhancing courses provided through institutional training.

*(e) Special assignments.* Within the Infantry there are many opportunities for personnel to serve in a wide variety of non-traditional assignments, support Overseas Contingency Operations (OCO), and serve within Special Mission Units (SMU). Because these assignments vary in scope and responsibility, they are typically staffed by NCOs according to the needs of the Army. Due to unique and non-standard mission requirements, personnel must meet certain requirements for assignment in this capacity. Based on CSA manning guidance, NCOs may be assigned in a non-traditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCOs to serve on battalion, brigade, and division staffs.

1. Generally, non-traditional assignments that an Infantryman may fill can include the following: Reserve Officer Training Command; Joint Manning Document Positions; Force Protection NCO; Asymmetrical Warfare Group (AWG); Rear Detachment NCO; Warrior Transition Units; Inspector General NCO; EOA; OC-T at a Combat Training Center (JRTC, JMTC, NTC); and AC/RC Advisor. Additionally, Infantrymen may serve in support of OCO missions in the following capacities: Transition Teams; Provincial Reconstruction Teams; Force Protection NCOs; Multi-National Headquarters Operations NCO; Embedded Advisors and Trainers; Transitional Training Teams; and Embedded Advisors.

2. SMU assignments are voluntary and require Infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when compared to traditional Infantry assignments. In many cases NCOs will remain in these units for a majority of their career. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine their level of performance and potential to serve at the next higher grade. Duties and responsibilities of Infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques and procedures as well as mission specific tactics developed for unconventional operations, which may include, but are not limited to the following:

- a. Lead and supervise special operations elements in advanced marksmanship; close quarters battle; unique breaching techniques; and other troop level training.
- b. Conduct direct action, special reconnaissance, and other compartmented sensitive missions.
- c. Coordinate with other services, other government agencies, and foreign government officials.
- d. Gather intelligence and conduct intelligence assessments.
- e. Personal protection for government dignitaries and other designated officials.

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

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

#### **4-5. MOS 11B Professional Development Model**

The Career Maps on the Professional Development Model (PDM) System for all CMF 11 occupational specialties can be accessed from the Soldier's AKO Page by selecting "My Training" from the "Self Service" dropdown menu. The PDM is then accessed through the "Professional Development" gadget on the MT2 Page. Soldiers may also access the PDM through the following web address: <https://ile.atsc.army.mil/pdmPublic/pdm.html>

#### **4-6. MOS 11B Reserve Components**

*a.* Reserve Component (RC) contributions to Active Army (AA) operations are provided by forces comprised of combat, combat support (CS), combat service support (CSS), and general supporting forces. The Infantry Reserve of the AA is comprised of the 100<sup>th</sup> Battalion, 442<sup>nd</sup> Infantry of the US Army Reserve (USAR), with the remaining strength of 20 IBCTs, 7 HBCTs, 1 SBCT, and 17 separate Infantry Battalions comprised of Army National Guard (ARNG) units. The integrated use of the RC with the AA is essential to the successful accomplishment of military operations and combat missions, especially with the transition of these forces from a strategic to operational reserve. With greater integration of RC personnel into combat operations in conjunction with AA Infantry units, it is vital that the quality and quantity of training of the RC Infantryman be the same as the AA Infantryman across the spectrum. Whenever possible, duty assignments for career progression should parallel those of the AA, although geographical limitations and a lack of access to Generating Force assignments will determine in what capacity an RC Infantryman serves throughout his career. RC Soldiers serving in Infantry units have an RC professional development Noncommissioned Officer Education System (NCOES) that satisfies the professional development and functional area requirements for all components. Educational requirements, to include NCOES, are the same for both AA and RC NCOs as outlined in section 4-2, 4-3, 4-4, 4-7, and 4-10.

*b.* Under Title 10 of the U.S. Code, the USAR is tasked to provide trained, equipped, and ready Soldiers and cohesive units to meet the global requirements across the full spectrum of operations. The USAR is a key element in The Army multi-component unit force, training with AA and ARNG units to ensure all three components work as a fully integrated team. The mission and duties for USAR Infantry units is identical to the AA. The USAR CMF 11 field is managed identically to that of the AA as outlined in sections 4-2, 4-3, 4-4, 4-7, and 4-10 with the following exceptions:

1. Demanding assignments: USAR Soldiers may serve as RC Drill Sergeants; however, geographical location in relation to these units will determine assignment feasibility. Recruiting assignments are closed to traditional USAR Soldiers; however, opportunities exist within the Active Guard Reserve (AGR) program that allows service in this capacity, as well as other supporting assignments in an active duty status. USAR Soldiers can also volunteer for specified periods of Active Duty to complete specific missions, being released upon completion of the mission to a traditional reserve status.
2. Promotion requirements apply as outlined in sections 4-4, 4-7, and 4-10 in addition to USAR specific requirements and standards regulated by AR 600-8-19, Chapter 5.
3. USAR Infantrymen adhere to the AA Professional Development Models for the CMF 11 field with the exception of Generating Force assignments. USAR units may find the need to modify

the AA model with regard to special assignments and require their Soldiers to serve or train in other capacities more fitting to the unique requirements they meet as a RC force. Commanders and CSMs should make every effort to ensure their Soldiers are afforded the same additional training opportunities as the AA, as this practice allows their Soldiers to readily integrate into AA formations having similar skill sets and experiences as their AA counterparts.

c. The ARNG has a unique dual mission, with both Federal (Title 10) and State (Title 32) responsibilities. During peacetime, the Governor, through the State Adjutant General, commands ARNG forces. The Governor can call the ARNG into action during local or statewide emergencies, including, but not limited to severe storms, drought, forest fires, floods, and civil disturbances. In addition, the President of the United States can activate the ARNG to participate in Federal missions. When federalized, ARNG units are commanded by the Commander in Chief of the theatre in which they are operating. The ARNG is a key element in The Army multi-component unit force, training with AA and USAR units to ensure all three components work as a fully integrated team. Outside of their Title 32 state specific mission, the mission and duties for ARNG Infantry units is identical to the AA. The ARNG CMF 11 field is managed identically to that of the AA as outlined in sections 4-2, 4-3, 4-4, 4-7, and 4-10 with the following exceptions:

1. Demanding assignments: Due to force structure, ARNG Soldiers have no opportunity to serve in Generating Force assignments. Recruiting assignments are closed to traditional ARNG Soldiers; however, opportunities exist within the Title 10/Title 32 AGR program that allows service in this capacity, as well as other supporting assignments in an active duty status. ARNG Soldiers can also volunteer for specified periods of Active Duty to complete specific missions, being released upon completion of the mission to a traditional drilling status. In addition, state policies should encourage service in the following capacity when geographically feasible:

(a) Recruit Sustainment Program (RSP) NCO.

(b) Regional Training Institute (RTI) / Multi-functional Training Battalion (MFTB) Instructor.

(c) State Counter Drug Task Force.

(d) Other assignments specific to the state which are designated as demanding assignments.

2. Additional training: Based on the dual mission of the ARNG, Soldiers and NCOs should be required to complete training through other state and federal entities which better prepare them to execute their State Active Duty (SAD) mission (e.g. FEMA Emergency Response Courses, Forest-fire Fighting training, First Responder training, etc.). In addition, States should make every effort to ensure their Soldiers are afforded the same additional training opportunities as the AA, as this practice allows their Soldiers to readily integrate into AA formations, having similar skill sets and experiences as their AA counterparts. Successful completion of ASI producing schools, including, but not limited to Air Assault and Pathfinder, can provide additional skill sets that can be utilized during SAD missions when military assets are being employed in relief efforts.

3. Promotion requirements apply as outlined in sections 4-4, 4-7, and 4-10. Additional promotion requirements and standards specific to the ARNG are regulated by AR 600-8-19, Chapter 7 and polices outlined in NGR 600-200.

4. ARNG Infantrymen adhere to the AA Professional Development Models for the CMF 11 Field with the exception of Generating Force assignments. Units may find the need to modify the AA model with regard to special assignments and require their Soldiers to serve or train in other capacities more fitting to the unique requirements they meet as an RC force or in direct alignment with their state specific missions.

#### **4-7. MOS 11C Indirect Fire Infantryman**

*a. Major duties.* The indirect fire infantryman serves as a supervisor or as a member of a mortar squad, section, or platoon. Employs crew and individual weapons in offensive, defensive, and retrograde ground combat tactical operations. Commanders and CSMs ensure Soldiers are serving in appropriate developmental assignments and know how these assignments affect promotion and career development. It should be noted that not all Infantrymen have the same opportunity to attend MOS enhancing courses. Many NCOs, particularly those who have spent the majority of their assignments either OCONUS, or in Heavy Brigades, may not have had the opportunity to attend the same schools as those in Infantry and Stryker Brigades, or those assigned in CONUS. This should be considered when assessing the significance of completed military training courses in regards to potential for performance at the next higher grade. Potential should be regarded as the overall level of performance of assigned duties, coupled with a review of a Soldier's training listed in his OMPF and not just training listed on the ERB. Graduation from any school is not a substitute for performance of assigned duties, as there is a distinction between being a graduate of a school and being able to train and lead Soldiers. Infantry NCOs perform duties in positions requiring specialized training without ever attending a formal school. The Soldier's ability to adapt and develop required skills to perform his duties are indicators of competence, confidence, and agility, while also demonstrating the potential to serve in positions of greater responsibility. As Soldiers advance in their careers and assume leadership roles they are faced with conditions unique to the Infantry in regards to the availability of documented leadership positions which specifically impact SSGs and SFCs as follows:

1. SSG. There are a total of 866 Indirect Fire Infantryman SSG positions in the Army, with 623 positions in the Operating Force and 243 positions in the Generating Force. More than 92% of the positions in the Operating Force are leadership positions.

2. SFC. There are a total of 411 Indirect Fire Infantryman SFC positions in the Army with 226 positions in the Operating Force, all of which are Platoon Sergeant positions, and the remaining 185 positions in the Generating Force.

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

*c. Goals for development.* To ensure Infantrymen remain the bedrock of the nation's fighting force and to continue to provide dynamic and flexible NCOs and leaders to the force who are prepared to win on any battlefield within the full spectrum of military operations.

(1) *PVT-SPC/CPL (11C10).* Employs, fires, and recovers anti-personnel and anti-tank mines. Perform self extraction from a mine field. Locates and neutralizes mines. Navigate from one point on the ground to another. Orients a map. Operates and maintains communications equipment and operates in a radio net. Operate in a NBC contaminated area. Emplace and recover early warning devices. Constructs and camouflages individual/crew served weapons firing position. Constructs and camouflages a mortar firing position. Maintain mortars and fire control equipment. Perform safety checks on mortars. Perform as a member of a mortar squad providing indirect fire support.

(a) *Institutional Training.* One Station Unit Training (OSUT); WLC.

(b) *Operational Assignments.* Commanders and CSMs ensure that Soldiers are serving in appropriate developmental assignments and positions, and know how these assignments affect the Soldier's promotions and career. The focus during the early years of a Soldier's career should be in an operational assignment as an ammo bearer, assistant gunner, gunner, and vehicle driver, building a strong base of technical expertise in equipment, basic MOS skills, and common

Soldier tasks.

*(c) Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual education objectives. For additional information on self-development, refer to paragraph 4–3.

*(d) Additional Training.* Air Assault, Airborne, Hazardous Material, Combat Life Saver, Drivers Training, Long Range Marksman, NBC Defense, Sniper, RAVEN Operator, Stryker Transition, Small Arms Weapons Expert, Squad Designated Marksman, Rappel Master, and Combatives level 1 – 2

*(e) Special Assignments.* Soldiers may volunteer for recruiting duty. Soldiers must be considered for promotion before being placed on temporary/special duty assignment. Generally assignments to Special Mission Units (SMU), Overseas Contingency Operations, and other non-traditional assignments will not apply at this skill level; however, special conditions may exist that permit assignments of this nature based on individual abilities.

(2) *SGT (11C2O).* Perform duties shown in preceding level skill. Leads and controls mortar squads. Supervises and trains subordinate personnel. Provide tactical and technical guidance to subordinates and professional support to subordinates and superiors in the accomplishment of their duties. Supervise the construction of mortar positions. Record operational information on maps. Receives and implements combat orders; directs deployment of personnel in offensive, defensive, and retrograde operations. Requests, observes, and adjusts indirect supporting fire. Supervise subordinate personnel in all phases of individual and mortar equipment maintenance. Uses map and map overlays, performs intersection and resection, and determines elevations and grid azimuth. Prepares fire plans, target lists and overlays. Prepares and computes firing data using below pivot point and grid method. Reciprocally lay mortars. Prepare mortar ballistic computer for operation.

*(a) Institutional Training.* Warrior Leader Course (not conditional for promotion to SGT; see AR 600-8-19 – Enlisted Promotions and Reductions), Advanced Leaders Course (ALC), and any other functional training courses required by duty positions or mission requirements.

*(b) Operational assignments.* Sergeants should focus on developing tactical and technical leadership skills serving as gunners, FDC NCO with computers and plotting boards, or squad leaders in the operational Army, honing technical expertise and building a foundation of tactical knowledge. A Sergeant should spend approximately 75 percent of their assignments in the operational Army at battalion level and below.

*(c) Self-development.* Sergeants committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. For additional information on self-development, refer to paragraph 4–3. Additional 11C specific military publications include: FM 3–22.90, FM 3–22.91, and FM 7–90.

*(d) Additional training.*

1. The following courses are considered MOS enhancing for skill level 2: Air Assault, Airborne, Hazardous Material, Infantry Mortar Leader Course, Bradley Master Gunner, Stryker Master Gunner, Vehicle Crew Evaluator, Combat Life Saver, Drivers Training, Long Range Marksman, NBC Defense, Sniper, RAVEN Operator/Instructor, Stryker Transition, Small Arms Weapons Expert, Squad Designated Marksman, Equal Opportunity, IG NCO Course, Rappel Master Course, Combatives level 1 – 2, and the Master Gunner Course.

2. The following courses are considered leadership enhancing for skill level 2: Ranger Course, Pathfinder, Anti-Armor Leaders, Drop Zone Support Team Leader, Instructor Training, Mechanized Leaders, Reconnaissance and Surveillance Course, Combatives Level 3 – 4, Stryker Leaders, Master Resiliency Training.

*(e) Special assignments.* Within the Infantry there are many opportunities for personnel to serve in a wide variety of non-traditional assignments, support Overseas Contingency Operations (OCO), and serve within Special Mission Units (SMU). Because these assignments vary in scope and responsibility, they are typically staffed by NCOs according to the needs of the Army. Due to unique and non-standard mission requirements, personnel must meet certain requirements for assignment in this capacity. Based on CSA manning guidance, NCOs may be assigned in a non-traditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCOs to serve on battalion, brigade, and division staffs.

1. Generally, non-traditional assignments that an Infantryman may fill can include the following: Reserve Officer Training Command; Joint Manning Document Positions; Force Protection NCO; Rear Detachment NCO; and Warrior Transition Units. Additionally, Infantrymen may serve in support of OCO missions in the following capacities: Transition Teams; Provincial Reconstruction Teams; Force Protection NCOs; Multi-National Headquarters Operations NCO; Embedded Advisors and Trainers; Transitional Training Teams; and Embedded Advisors.

2. SMU assignments are voluntary and require Infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when compared to traditional Infantry assignments. In many cases NCOs will remain in these units for a majority of their career. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine their level of performance and potential to serve at the next higher grade. Duties and responsibilities of Infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques and procedures as well as mission specific tactics developed for unconventional operations, which may include, but are not limited to the following:

- a. Lead and supervise special operations elements in advanced marksmanship; close quarters battle; unique breaching techniques; and other troop level training.
- b. Conduct direct action, special reconnaissance, and other compartmented sensitive missions.
- c. Coordinate with other services, other government agencies, and foreign government officials.
- d. Gather intelligence and conduct intelligence assessments.
- e. Personal protection for government dignitaries and other designated officials.

(3) *SSG (11C30)*. Perform duties shown in preceding level of skill. Lead a mortar section. Provide tactical and technical guidance to subordinates and professional support to both subordinates and superiors in the accomplishment of their duties. Receives and issues orders. Coordinate indirect fire support for the mortar. Ensure collection and proper reporting of intelligence data to unit. Supervise a firing section and various work details. Analyze terrain. Conduct tactical operations for a squad and NBC operations. Maintain operational security.

Prepares, operates, and maintains secure communications equipment. Reciprocally lay mortars. Consolidates and re-organizes a mortar squad. Supervise fire direction center personnel.

*(a) Institutional training.* ALC (not conditional for promotion to SSG; see AR 600-8-19), Maneuver Senior Leaders Course (M-SLC), Battle Staff Course, and any other functional training courses required by duty positions or mission requirements.

*(b) Operational assignment.* Commanders and CSMs should ensure Staff Sergeants are serving in appropriate developmental assignments and positions and know how these assignments affect promotion and career development. SSGs should serve a minimum of 24 months as a mortar squad or section leader within Heavy, Infantry, or Stryker BCTs. Additional operational leadership assignments within these formations add to the developmental process, but do not replace the requirement to serve as a mortar squad or section leader. Staff Sergeants should focus on serving a minimum of 36 months in operational assignments to develop and refine their leadership skills at the squad and section level before serving in temporary or special duty assignments. When being considered for promotion to the next higher grade, time in grade (TIG) and time in service (TIS) requirements apply as stated in AR 600-8-19 (Enlisted Promotions and Reductions). The following promotion potential indicators need to be considered:

(1) Proven ability to perform in critical duty assignments: Staff Sergeants being considered for promotion should have attained the minimum rated leadership time relevant for their grade in authorized CMF 11 positions. The following should be taken into consideration:

- a.* All leadership positions should be considered equal whether they are in the Operating or Generating Forces, and must be actual authorized positions, and not command created positions.
- b.* Assignment to a leadership position one grade higher than the current rank of the Soldier should be counted towards the total leadership time requirement for that higher grade.
- c.* The quantity of Soldiers under any NCO's supervision and their level of performance in that position should be factors in promotion consideration when determining potential for further service at the next higher grade within the primary Infantry force structure of an HBCT, IBCT, or SBCT

(2) Proven ability to perform at the next higher grade: Soldiers who have successfully performed at the next higher level prior to being promoted should be considered above their peers for promotion. In order to be considered above their peers, successful service in leadership positions at the next higher grade must be documented on their NCOERs. Soldiers who have attained this distinction should be promoted immediately as they have demonstrated their ability to perform at the next level. Additional areas of consideration follow:

- a.* Seek Self Improvement: The NCO demonstrates they are actively seeking self-improvement through the completion of Military and Civilian Education Courses; selection as the NCO of the Quarter or NCO of the Year; or membership in the SGT Audie Murphy or SGT Morales clubs.
- b.* Leadership Traits and Abilities: NCOERs indicate the NCO places mission accomplishment before their own needs.
- c.* Performance in Critical Developmental Assignments: NCOs who have successfully served in both Operating Force positions and priority Generating Force positions should be considered above their peers.
- d.* Demonstrated Competence in all Endeavors: Promotion consideration should be given to Soldiers who set themselves above their peers through selection as the Distinguished Honor Graduate, Honor Graduate, or placement on the Commandant's List when graduating an NCOES or MOS Enhancing Course. In addition, consistent and substantiated Rater and Senior Rater

comments which quantify performance and potential that clearly distinguishes an NCO to be among the best and possessing superior potential. Written comments, rather than numerical ratings, should be the focus particularly when determining the level of performance and potential for further service when an NCO is rated by non-Army personnel in Joint Organizations or Commands where the Army evaluation system may not be fully understood.

(3) Soldiers will be considered to be best qualified or fully qualified for promotion under the following circumstances:

*a.* An exceptional SSG that is determined to be best qualified for promotion will have at least 24 months rated time in an authorized leadership position; will have earned the EIB; will have scored at least 270 on the APFT; will have completed some college classes; will have graduated from at least 5 MOS enhancing courses; will have graduated from the Infantry Mortar Leaders Course; will have graduated from either Bradley Master Gunner course, Battle Staff NCO course, or the Ranger course; and will have served in both priority Operational Force and priority Generating Force assignments.

*b.* A successful SSG that is determined to be fully qualified for promotion will have at least 12 months rated time in an authorized leadership position; will have scored at least 180 on the APFT; will have a GED or High School Diploma without additional civilian education; will have graduated a minimum of three MOS enhancing courses; will be a WLC graduate; and will not have served in a priority Generating Force assignment.

*c.* SSGs that have successfully completed a minimum of 12 months of Squad Leader time and 12 months in a non-traditional assignment should be considered fully qualified for promotion to the next higher grade. Overall performance in these assignments will be considered when competing for promotion.

*(c) Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. For additional information on self-development, refer to paragraph 4-3. Additional 11C specific military publications include FM 3-22.90, FM 3-22.91, and FM 7-90.

*(d) Additional training.*

1. The following courses are considered MOS enhancing for skill level 3: Air Assault, Airborne, Hazardous Material, Infantry Mortar Leader Course, Bradley Master Gunner, Stryker Master Gunner, Vehicle Crew Evaluator, Combat Life Saver, Drivers Training, Long Range Marksman, NBC Defense, Sniper, RAVEN Operator/Instructor, Stryker Transition, Small Arms Weapons Expert, Tactical Air Operations, Squad Designated Marksman, Equal Opportunity, IG NCO Course, Rappel Master Course, U-COFT/BATS Senior Instructor/Operator, and Combatives level 1 – 2.

2. The following courses are considered leadership enhancing for skill level 3: Ranger Course, Pathfinder, Anti-Armor Leaders, Battle Staff NCO, Jumpmaster, Drop Zone Support Team Leader, Infantry Mortar Leaders Course, Instructor Training, Mechanized Leaders, Reconnaissance and Surveillance Leader Course, Combatives Level 3 – 4, Stryker Master Trainer, Stryker Leaders, Master Resiliency Training, and Drill Sergeant.

*(e) Special assignments.*

Within the Infantry there are many opportunities for personnel to serve in a wide variety of non-traditional assignments, support Overseas Contingency Operations (OCO), and serve within Special Mission Units (SMU). Because these assignments vary in scope and responsibility, they are typically staffed by NCOs according to the needs of the Army. Due to unique and non-

standard mission requirements, personnel must meet certain requirements for assignment in this capacity. Based on CSA manning guidance, NCOs may be assigned in a non-traditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCOs to serve on battalion, brigade, and division staffs.

1. Generally, non-traditional assignments that an Infantryman may fill can include the following: Reserve Officer Training Command; Joint Manning Document Positions; Force Protection NCO; Asymmetrical Warfare Group (AWG); Rear Detachment NCO; Warrior Transition Units; and an OC-T at a Combat Training Center (JRTC, JMTC, NTC). Additionally, Infantrymen may serve in support of OCO missions in the following capacities: Transition Teams; Provincial Reconstruction Teams; Force Protection NCOs; Multi-National Headquarters Operations NCO; Embedded Advisors and Trainers; Transitional Training Teams; and Embedded Advisors.

2. SMU assignments are voluntary and require Infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when compared to traditional Infantry assignments. In many cases NCOs will remain in these units for a majority of their career. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine their level of performance and potential to serve at the next higher grade. Duties and responsibilities of Infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques and procedures as well as mission specific tactics developed for unconventional operations, which may include, but are not limited to the following:

- a. Lead and supervise special operations elements in advanced marksmanship; close quarters battle; unique breaching techniques; and other troop level training.
- b. Conduct direct action, special reconnaissance, and other compartmented sensitive missions.
- c. Coordinate with other services, other government agencies, and foreign government officials.
- d. Gather intelligence and conduct intelligence assessments.
- e. Personal protection for government dignitaries and other designated officials.

(4) *SFC (11C40)*. Perform duties shown in preceding level of skill. Leads mortar or infantry weapons platoon. Assist in planning (to include fire planning), organizing, directing, supervising, training, coordinating, and reporting activities of subordinate mortar sections and squads. Provide tactical and technical guidance to subordinates and professional support to subordinates and superiors in the accomplishment of their duties. Supervise occupation of an assembly area. Employ NBC defensive team. Plans for, supervises preparation of, and conducts NBC operations. Perform battle damage assessment. Develop a platoon training plan. Conduct graphic resection and hasty surveys.

(a) *Institutional training*. M-SLC (not conditional for promotion to SFC; see AR 600-8-19), Battle Staff Course, and any other functional training courses required by duty positions or mission requirements.

(b) *Operational assignments*. The critical assignment for a SFC is that of a mortar platoon sergeant, especially in an operational unit, with the goal of attaining a minimum of 24 months

rated time in this position. As such, SFCs must seek this assignment aggressively. Mortar Section Sergeants within the HBCT Armored Reconnaissance Squadron; SBCT Reconnaissance, Surveillance and Target Acquisition (RSTA) Squadron; and IBCT Mounted Reconnaissance Troop Reconnaissance Squadron are not documented Platoon Sergeant positions; however, the duties and responsibilities of these positions equal or exceed the duties of documented 11C Platoon Sergeant Positions, and Soldiers who perform in this capacity should be considered equal to Mortar Platoon Sergeants in other formations. Successful assignments as mortar platoon sergeants, or section sergeants as mentioned above, enhance the combat leading ability of SFCs and increase their potential for selection to MSG. When being considered for promotion, time in grade (TIG) and time in service (TIS) requirements apply as stated in AR 600-8-19 (Enlisted Promotions and Reductions). The following promotion potential indicators need to be considered:

*(1) Proven ability to perform in critical duty assignments:* Sergeants First Class being considered for promotion should have attained the minimum rated leadership time relevant for their grade in authorized CMF 11 positions. The following should be taken into consideration:

- a.* All leadership positions should be considered equal whether they are in the Operating or Generating Forces, and must be actual authorized positions and not command created positions.
- b.* Assignment to a leadership position one grade higher than the current rank of the Soldier should be counted towards the total leadership time requirement for that higher grade.
- c.* The quantity of Soldiers under any NCO's supervision and their level of performance in that position should be factors in promotion consideration when determining potential for further service at the next higher grade within the primary Infantry force structure of an HBCT, IBCT, or SBCT

*(2) Proven ability to perform at the next higher grade:* Soldiers who have successfully performed at the next higher level prior to being promoted should be considered above their peers for promotion. In order to be considered above their peers, successful service in leadership positions at the next higher grade must be documented on their NCOERs. Soldiers who have attained this distinction should be promoted immediately as they have demonstrated their ability to perform at the next level. Additional areas of consideration follow:

- a.* Individual Professional Competence: SFCs should have earned the Expert Infantryman Badge.
- b.* Seek Self Improvement: The NCO demonstrates they are actively seeking self-improvement through the completion of Military and Civilian Education Courses; selection as the NCO of the Quarter or NCO of the Year; or membership in the SGT Audie Murphy or SGT Morales clubs.
- c.* Leadership Traits and Abilities: NCOERs indicate the NCO places mission accomplishment before their own needs.
- d.* Performance in Critical Developmental Assignments: NCOs who have successfully served in both Operating Force positions and priority Generating Force positions should be considered above their peers.
- e.* Demonstrated Competence in all Endeavors: Promotion consideration should be given to Soldiers who set themselves above their peers through selection as the Distinguished Honor Graduate, Honor Graduate, or placement on the Commandant's List when graduating an NCOES or MOS Enhancing Course. In addition, consistent and substantiated Rater and Senior Rater comments which quantify performance and potential that clearly distinguishes an NCO to be among the best and possessing superior potential. Written comments, rather than numerical ratings, should be the focus particularly when determining the level of performance and potential

for further service when an NCO is rated by non-Army personnel in Joint Organizations or Commands where the Army evaluation system may not be fully understood.

(3) Soldiers will be considered to be best qualified or fully qualified for promotion under the following circumstances:

*a.* An exceptional SFC that is determined to be best qualified for promotion will have at least 24 months of rated time as a Platoon Sergeant or Section Sergeant as previously stated; will have earned the EIB; will have combat experience; will have scored at least 270 on the APFT; will have completed some college classes; graduated from at least 5 MOS enhancing course; will have graduated from either Bradley Master Gunner course, Battle Staff NCO course, or the Ranger course; will have served a minimum of 12 months in a Generating Force assignment, Transition Team assignment, OCO Adviser; or assigned as a member of the Army Evaluation Task Force. A SFC who has successfully served in an authorized MSG or 1SG position in lieu of rated Platoon Sergeant time has demonstrated the ability to perform at the next level and should be considered above their peers.

*b.* A successful SFC that is determined to be fully qualified for promotion will have at least 12 months rated time as a Platoon Sergeant; will have earned the EIB; will have combat experience; will have scored at least 180 on the APFT; will have a GED or High School diploma without additional civilian education; and has not served in a priority Generating Force assignment.

*c.* When being considered for promotion to the next grade, a SFC should be assessed on his ability to serve as a MSG rather than a 1SG, as it is a promotion board and not a selection board.

*d.* SFCs who have been assigned to a WTU as a Platoon Sergeant before completing the minimum time as a Platoon Sergeant within the Operating Force should be evaluated on their merit with consideration given to the unique environment and special needs of the Soldiers in the WTU. SFCs that have successfully completed a minimum of 12 months of Platoon Sergeant time and 12 months in a non-traditional assignment should be considered fully qualified for promotion to the next higher grade. Overall performance in these assignments will be considered when competing for promotion.

*(c) Self-development.* NCOs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. For additional information on self-development, refer to paragraph 4-3. Additional 11C specific military publications include; FM 3-22.90, FM 3-22.91, and FM 7-90.

*(d) Additional training.*

1. The following courses are considered MOS enhancing for skill level 4: Air Assault, Airborne, Hazardous Material, Infantry Mortar Leaders Course, Bradley Master Gunner, Stryker Master Gunner, Vehicle Crew Evaluator, Combat Life Saver, Drivers Training, Long Range Marksman, NBC Defense, Sniper, RAVEN Operator/Instructor, Stryker Transition, Small Arms Weapons Expert, Tactical Air Operations, Infantry Mortar Leaders Course, Squad Designated Marksman, Equal Opportunity, IG NCO Course, Rappel Master Course, U-COFT/BATS Senior Instructor/Operator, Combatives level 1 – 2, and Master Gunner Course.

2. The following courses are considered leadership enhancing for skill level 4: Ranger Course, Pathfinder, Anti-Armor Leaders, Battle Staff NCO, Jumpmaster, Drop Zone Support Team Leader, Instructor Training, Mechanized Leaders, Reconnaissance and Surveillance Leader Course, Combatives Level 3 – 4, Stryker Master Trainer, Stryker Leaders, Master Resiliency Training, and Drill Sergeant.

3. By this point in their career, a SFC should have completed a minimum of five MOS or Leadership enhancing courses provided through institutional training.

*(e) Special Assignments.* Within the Infantry there are many opportunities for personnel to serve in a wide variety of non-traditional assignments, support Overseas Contingency Operations (OCO), and serve within Special Mission Units (SMU). Because these assignments vary in scope and responsibility, they are typically staffed by NCOs according to the needs of the Army. Due to unique and non-standard mission requirements, personnel must meet certain requirements for assignment in this capacity. Based on CSA manning guidance, NCOs may be assigned in a non-traditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCOs to serve on battalion, brigade, and division staffs.

1. Generally, non-traditional assignments that an Infantryman may fill can include the following: Reserve Officer Training Command; Joint Manning Document Positions; Force Protection NCO; Asymmetrical Warfare Group (AWG); Rear Detachment NCO; Warrior Transition Units; Inspector General NCO; EOA; OC-T at a Combat Training Center (JRTC, JMTC, NTC); and AC/RC Advisor. Additionally, Infantrymen may serve in support of OCO missions in the following capacities: Transition Teams; Provincial Reconstruction Teams; Force Protection NCOs; Multi-National Headquarters Operations NCO; Embedded Advisors and Trainers; Transitional Training Teams; and Embedded Advisors.

2. SMU assignments are voluntary and require Infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when compared to traditional Infantry assignments. In many cases NCOs will remain in these units for a majority of their career. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine their level of performance and potential to serve at the next higher grade. Duties and responsibilities of Infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques and procedures as well as mission specific tactics developed for unconventional operations, which may include, but are not limited to the following:

- a. Lead and supervise special operations elements in advanced marksmanship; close quarters battle; unique breaching techniques; and other troop level training.
- b. Conduct direct action, special reconnaissance, and other compartmented sensitive missions.
- c. Coordinate with other services, other government agencies, and foreign government officials.
- d. Gather intelligence and conduct intelligence assessments.
- e. Personal protection for government dignitaries and other designated officials.

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

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

#### **4-8. MOS 11C Professional Development Model**

Refer to section 4-5, paragraph (a) for access to the 11C Professional Development Model.

#### **4-9. MOS 11C Reserve Components**

The mission and duties for ARNG and USAR Indirect Fire Infantrymen are identical to the AA. The 11C MOS is managed identically to that of the AA as outlined in sections 4-2, 4-3, and 4-7 with RC specific exceptions and criteria listed in paragraph 4-6.

#### **4-10. 11Z Infantry Senior Sergeant/00Z Command Sergeant Major**

*a. Major duties.* The Infantry Senior Sergeant at the MSG/1SG level normally serves as the principal NCO in either a company as a 1SG, or as the principal NCO in the operations or intelligence sections of battalion and higher organizations. He provides leadership; tactical and technical guidance; professional support to subordinates; and makes recommendations to superiors in the accomplishment of their duties. At the SGM/CSM level, the Senior Infantry Sergeant normally serves as the principal NCO in an Infantry Battalion or higher, and supervises the processing of operations and intelligence information in an Infantry Brigade or higher-level unit. He plans, coordinates, and supervises activities pertaining to organization, training, and combat operations. The MSG/1SG and SGM/CSM edit and prepare tactical plans, training materials, and coordinate implementation of operations, training programs, and communications activities. There are several non-standard units that have Infantry Senior Sergeants assigned. SMUs have a clearly defined assignment structure comparable to Infantry leadership positions considered vital for career progression. Specialized units similar in nature to an SMU may not have clearly defined assignments that are readily comparable to an Infantry 1SG, yet the duties and responsibilities are appropriate for the MSG level. Examples of units fitting this description would be the Asymmetric Warfare Group (AWG) and 1<sup>st</sup> Special Forces Operational Detachment Delta. Soldiers serving in these positions should be evaluated on the merits of their performance and specific responsibilities associated with the unconventional circumstances of their assignment. The following unique characteristics apply to the 11Z MOS:

- 1. Key ASIs/SQIs.* Battle Staff (2S) is a key ASI for both MSGs and SGMs with more than 10% of MSG and 42% of all SGM positions are associated with the ASI of 2S. The SQI M (First Sergeant) is associated with 45% of all MSG positions in the Operating and Generating Force.
  - 2. Position Availability.* CMF 11 is the single largest contributor to the Generating Force. Forty-nine percent (49%) of the Infantry MSG positions are in the Generating Force. Even within the Operating Force, many Senior NCO positions are not traditional leadership positions, but are focused on Operations and Intelligence.
  - 3. Leadership Opportunities.* Infantrymen who spend their entire career in either Operating or Generating Force positions may not have the necessary skills to succeed in the majority of senior Infantry NCO positions. A mix of Operating Force, Generating Force, vehicular and non-vehicular assignments develop a well rounded Infantryman capable of succeeding in a diverse and wide variety of assignments.
  - 4.* The mission and duties for ARNG and USAR Senior Infantry Sergeant are identical to the AA. The 11Z MOS is managed identically to that of the AA as outlined in sections 4-2, 4-3, and 4-10 with RC specific exceptions and criteria listed in paragraph 4-6.
- b. Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details.
- c. Goals for development.*
- (1) MSG/1SG (11Z).

*(a) Institutional Training.* M-SLC, Battle Staff Course, and USASMA.

*(b) Operational Assignments.* The critical assignment that a MSG should aggressively seek is appointment as a 1SG. This position qualifies a MSG to perform duties as the senior NCO of a tactical unit and enhances their leadership skills for combat. Without an assignment as a 1SG, the opportunity for promotion to SGM is limited. A 1SG should serve for at least 24 months, which may consist of one or more assignments, before moving to another position. Assignment to Operations Sergeant or Intelligence Sergeant duties at the battalion level and above is critical to the development of Infantrymen to serve as a SGM; likewise, assignment to these positions should be sought after successfully serving as a 1SG. When being considered for promotion to the next higher grade, time in grade (TIG) and time in service (TIS) requirements apply as stated in AR 600-8-19 (Enlisted Promotions and Reductions). The following promotion potential indicators need to be considered:

*(1) Proven performance in critical duty assignments:* Master Sergeants/First Sergeants being considered for promotion should have attained the minimum rated leadership time relevant for their grade in authorized CMF 11 positions. The following should be taken into consideration:

- a.* All leadership positions should be considered equal whether they are in the Operating or Generating Forces, and must be actual authorized positions and not command created positions.
- b.* Assignment to a leadership position one grade higher than the current rank of the Soldier should be counted towards the total leadership time requirement for that higher grade.
- c.* The quantity of Soldiers under any NCO's supervision and their level of performance in that position should be factors in promotion consideration when determining potential for further service at the next higher grade within the primary Infantry force structure of an HBCT, IBCT, or SBCT

*(2) Proven ability to perform at the next higher grade:* Soldiers who have successfully performed at the next higher level prior to being promoted should be considered above their peers for promotion. In order to be considered above their peers, successful service in leadership positions at the next higher grade must be documented on their NCOERs. Soldiers who have attained this distinction should be promoted immediately as they have demonstrated their ability to perform at the next level. Additional areas of consideration follow:

*a.* Individual Professional Competence: MSG/1SG should have earned the Expert Infantryman Badge.

*b.* Seek Self Improvement: The NCO demonstrates they are actively seeking self-improvement through the completion of Military and Civilian Education Courses; selection as the NCO of the Quarter or NCO of the Year; or membership in the SGT Audie Murphy or SGT Morales clubs.

*c.* Leadership Traits and Abilities: NCOERs indicate the NCO places mission accomplishment before their own needs.

*d.* Performance in Critical Developmental Assignments: NCOs who have successfully served in both Operating Force positions and priority Generating Force positions should be considered above their peers.

*e.* Demonstrated Competence in all Endeavors: Promotion consideration should be given to Soldiers who set themselves above their peers through selection as the Distinguished Honor Graduate, Honor Graduate, or placement on the Commandant's List when graduating an NCOES or MOS Enhancing Course. In addition, consistent and substantiated Rater and Senior Rater comments which quantify performance and potential that clearly distinguishes an NCO to be among the best and possessing superior potential. Written comments, rather than numerical

ratings, should be the focus particularly when determining the level of performance and potential for further service when an NCO is rated by non-Army personnel in Joint Organizations or Commands where the Army evaluation system may not be fully understood.

(3) Soldiers competing for promotion to SGM will be considered to be best qualified or fully qualified for promotion under the following circumstances:

a. An exceptional MSG/1SG that is determined to be best qualified for promotion will have at least 24 months of rated time as a 1SG, with at least 12 months rated time as an HHC 1SG; will have graduated from the Sergeants Major Academy; will have scored at least 270 on the APFT; will have completed some college classes; will have served in a Priority 1 TDA position as an SFC or above; will have earned the EIB; and will have combat and operational experience from prior deployments.

b. A successful MSG/1SG that is determined to be fully qualified for promotion will have at least 18 months of rated time as a 1SG; will have graduated from M-SLC; will have scored at least 180 on the APFT; will have completed some college classes; and will have served in a Priority TDA position as an NCO.

(4) Soldiers competing for promotion to CSM will be considered to be best qualified or fully qualified for promotion under the following circumstances:

a. An exceptional MSG/1SG that is determined to be best qualified for promotion will have at least 24 months of rated time as a 1SG, with at least 12 months rated time as an HHC 1SG; will have graduated from the Sergeants Major Academy; will have scored at least 270 on the APFT; will have completed some college classes; will have served in a Priority 1 TDA position as an SFC or above; will have earned the EIB; and will have combat and operational experience from prior deployments.

b. A successful MSG/1SG that is determined to be fully qualified for promotion will have at least 18 months of rated time as a 1SG; will have graduated from the Sergeants Major Academy; will have scored at least 180 on the APFT; will have completed some college classes; and will have served in a Priority TDA position as an NCO.

(5) Any MSG/1SG that has 12 months rated time as a 1SG in an Operational assignment and 12 months rated time in a non-traditional assignment should be considered competitive for promotion. Any MSG/1SG that has 18 months rated time as a 1SG in an Operational assignment and at least 12 months rated time in a non-traditional assignment should be regarded in the same category of a MSG serving in a Priority 1 Generating Force assignment and placed above their peers.

(c) *Self-development.* For additional information on self-development, refer to paragraph 4–3.

(d) *Additional Training.*

1. The following courses are considered MOS enhancing for Senior Infantry Sergeants: Air Assault, Airborne, Hazardous Material, NBC Defense, Small Arms Weapons Expert, Tactical Air Operations, Equal Opportunity, IG NCO Course, and Combatives level 1 – 2.

2. The following courses are considered leadership enhancing for Senior Infantry Sergeants: Ranger Course, Pathfinder, Anti-Armor Leaders, Battle Staff NCO, Jumpmaster, Drop Zone Support Team Leader, Instructor Training, Mechanized Leaders, Reconnaissance and Surveillance Leader Course, Combatives Level 3 – 4, Stryker Master Trainer, Stryker Leaders, Master Resiliency Training, Drill Sergeant.

3. By this point in their career, a MSG/1SG should have completed a minimum of five MOS or Leadership enhancing courses provided through Institutional Training.

*(e) Special Assignments.* Within the Infantry there are many opportunities for personnel to serve in a wide variety of non-traditional assignments, support Overseas Contingency Operations (OCO), and serve within Special Mission Units (SMU). Because these assignments vary in scope and responsibility, they are typically staffed by NCOs according to the needs of the Army. Due to unique and non-standard mission requirements, personnel must meet certain requirements for assignment in this capacity. Based on CSA manning guidance, NCOs may be assigned in a non-traditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCOs to serve on battalion, brigade, and division staffs.

1. Generally, non-traditional assignments that an Infantryman may fill can include the following: Reserve Officer Training Command; Joint Manning Document Positions; Asymmetrical Warfare Group (AWG); Warrior Transition Units; Inspector General NCO; EOA; OC-T at a Combat Training Center (JRTC, JMTC, NTC); and AC/RC Advisor. Additionally, Infantrymen may serve in support of OCO missions in the following capacities: Transition Teams; Provincial Reconstruction Teams; Force Protection NCOs; Multi-National Headquarters Operations NCO; Embedded Advisors and Trainers; Transitional Training Teams; and Embedded Advisors.

2. SMU assignments are voluntary and require Infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when compared to traditional Infantry assignments. In many cases NCOs will remain in these units for a majority of their career. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine their level of performance and potential to serve at the next higher grade. Duties and responsibilities of Infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques and procedures as well as mission specific tactics developed for unconventional operations, which may include, but are not limited to the following:

- a. Lead and supervise special operations elements in advanced marksmanship; close quarters battle; unique breaching techniques; and other troop level training.
- b. Conduct direct action, special reconnaissance, and other compartmented sensitive missions.
- c. Coordinate with other services, other government agencies, and foreign government officials.
- d. Gather intelligence and conduct intelligence assessments.
- e. Personal protection for government dignitaries and other designated officials.

(2) *SGM (11Z)/CSM (11Z)(00R)(00T)(00X)(00Z Nominative).*

*(a) Institutional training.* Battle Staff, USASMA.

*(b) Operational assignments.* The principal assignment for a SGM is Operations SGM at battalion level or higher level staff assignments. Experience and leadership skills are gained through a variety of challenging and key developmental duty assignments that are paramount for a SGM. The goals of Infantry NCOs are typically to be selected as a SGM, and subsequently appointed and serve as a CSM. To ensure senior enlisted leaders obtain key developmental skills, assignment and educational objectives require the following procedures be followed:

1. A MSG selected for SGM or CSM should serve his initial utilization tour in an operational unit. SGMs and CSMs have several choices at the end of their first tour.
2. SGMs and CSMs should strive to serve in a variety of positions in operational and generating force units to prepare themselves to serve at and above the division level and to successfully compete for nominative positions.
3. Reserve Component SGM/CSM are managed the same as the Active Army.

*(c) Self-development.* For additional information on self-development, refer to paragraph 4–3.

*(d) Additional Training.*

1. The following courses are considered MOS enhancing for a SGM/CSM: Air Assault, Airborne, Hazardous Material, NBC Defense, Small Arms Weapons Expert, Tactical Air Operations, Equal Opportunity, IG NCO Course, and Combatives level 1 – 2.
2. The following courses are considered leadership enhancing for a SGM/CSM: Ranger Course, Pathfinder, Anti-Armor Leaders, Battle Staff NCO, Jumpmaster, Drop Zone Support Team Leader, Instructor Training, Mechanized Leaders, Reconnaissance and Surveillance Leader Course, Combatives Level 3 – 4, Stryker Master Trainer, Stryker Leaders, Master Resiliency Training, Drill Sergeant.
3. By this point in their career, a SGM/CSM should have completed a minimum of five MOS or Leadership enhancing courses provided through Institutional Training.

*(e) Special assignments.* Within the Infantry there are many opportunities for personnel to serve in a wide variety of non-traditional assignments, support Overseas Contingency Operations (OCO), and serve within Special Mission Units (SMU). Because these assignments vary in scope and responsibility, they are typically staffed by NCOs according to the needs of the Army. Due to unique and non-standard mission requirements, personnel must meet certain requirements for assignment in this capacity. Based on CSA manning guidance, NCOs may be assigned in a non-traditional role before attaining minimum requirements in key leadership positions within the operational force. These positions should impart knowledge and skills for equipping NCOs to serve on battalion, brigade, and division staffs.

1. Generally, non-traditional assignments that an Infantryman may fill can include the following: Reserve Officer Training Command; Joint Manning Document Positions; Asymmetrical Warfare Group (AWG); Military Science Instructor; OC–T at a Combat Training Center (JRTC, JMTC, NTC); AC/RC Advisors; instructor at the SGM Academy; IG SGM; EOA; Nominative positions (00Z only); and Transition Units. Additionally, Infantrymen may serve in support of OCO missions in the following capacities: Transition Teams; Provincial Reconstruction Teams; Force Protection NCOs; Multi-National Headquarters Operations NCO; Embedded Advisors and Trainers; Transitional Training Teams; and Embedded Advisors.
2. SMU assignments are voluntary and require Infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when compared to traditional Infantry assignments. In many cases NCOs will remain in these units for a majority of their career. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The TOE and MTOE documents for these units are classified and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment based upon the NCO's record to determine their level of performance and potential to serve at the next

higher grade. Duties and responsibilities of Infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques and procedures as well as mission specific tactics developed for unconventional operations, which may include, but are not limited to the following:

- a.* Lead and supervise special operations elements in advanced marksmanship; close quarters battle; unique breaching techniques; and other troop level training.
  - b.* Conduct direct action, special reconnaissance, and other compartmented sensitive missions.
  - c.* Coordinate with other services, other government agencies, and foreign government officials.
  - d.* Gather intelligence and conduct intelligence assessments.
  - e.* Personal protection for government dignitaries and other designated officials. Military Science Instructor, OC-T at a Combat Training Center (JRTC, JMTC, NTC), AC/RC Advisors, instructor at the SGM Academy, IG SGM, ECA, and Nominative positions (00Z only).
- (d) Army career degrees.* See SOCAD Army Career Degree Program.
- (e) GI to Jobs.* See GI to Jobs COOL Web site.

#### **4-11. MOS 11Z Professional Development Model**

Refer to section 4-5, paragraph (a) for access to the 11Z Professional Development Model.