



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 Transportation, ATTN: Chief of Proponency, 2221 Adams Ave, Fort Lee, Virginia 23801

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

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

FOR THE DEPUTY CHIEF OF STAFF, G-1:

Encl
as


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

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

Chapter 25

Transportation CMF 88 Career Progression Plan

25-1. Duties

Transportation Corps Soldiers assist in the planning, staffing, directing, and supervising of Army and DOD transportation operations at the tactical, operational, and strategic levels of war. Warfighting operations, joint operations, and operations other than war, all involve some mode of transportation. As a result of their unique abilities, the 88 CMF Soldier is a consistent and constant enabler as leaders consistently leverage Enlisted Transportation acumen to deliver on a promise to move personnel and material by way of any conveyance; anywhere, anytime.

Transportation Corps NCO's aptitude, leadership insight and wisdom is sought in the planning, staffing, directing, and supervising of Army and DOD transportation operations at the tactical, operational, and strategic levels of war.

Transportation Corps Mission

In conjunction with our mission partners - provide transportation capabilities to rapidly deploy and distribute forces, equipment, and materiel to Army and Joint Forces operating across the Full Spectrum of Operations anytime, anywhere in support of the National Military Strategy. Additionally, the Transportation Corps develops concepts and doctrine to perform transportation services and support functions for forces across the operational spectrum in a Joint, Interagency, Intergovernmental, and Multi-National (JIIM) environment.

CMF Mission

Transportation Corps provides a full spectrum of transportation capabilities at the tactical, operational, and strategic levels of war, enabling a CONUS-based and forward-deployed Army to rapidly deploy, distribute, and maneuver forces, equipment, and materiel anytime, anywhere in support of National Military Strategy. Transportation Corps Noncommissioned Officers (NCOs) assist in the planning, staffing, directing, supervising, and execution of Army and DoD transportation operations at the tactical, operational, and strategic levels of war to include joint operations and operations other-than-war. They must be deployable and technically proficient with employment of transportation and mission-unique equipment, personnel, and systems. Moreover, they must understand logistics and distribution operations.

CMF Characteristics

CMF 88 is a very unique and highly-deployable CMF that clearly personifies multi-model methodology that encompasses sea, land, air, and rail transportation. Indeed, the use of CMF 88 in every aspect of planning underscores the significance of the 88 CMF Warrior's skill sets. The CMF 88 consists of nine MOSs and each one acts as a Transportation Corps enabler; the six active enlisted MOSs are:

- 88H (Cargo Operations)
- 88K (Army Watercraft Operations)
- 88L (Army Watercraft Maintenance)
- 88M (Motor Transport Operations)
- 88N (Transportation Management)
- 88Z (Transportation Senior Sergeant)

The three Army Reserve MOSs are:

- 88P (Railway Equipment Repairer)
- 88T (Railway Section Repairer)
- 88U (Railway Operations Crewmember)

The listed Army Reserve MOSs naming convention and or structure may change as a result of Total Army Analysis 12-18.

25-2. Transformation

Modularity has impacted nearly every MOS in CMF 88 in a manner that Commanders and leaders must exploit the nine MOS in their formations. Changes include transportation assets packaged into new or revised unit designs that facilitate rapid movement of personnel or equipment.

- **Rapid Port Opening Element** is a rapid deployable element, capable of worldwide deployment in as little as 12 hours. This unit operates independently or as part of a joint force; establishes air and/or seaport operations and distribution networks; prepares for and supports theater opening operations.
- **Transportation Theater Opening Element (TTOE)** is employed to provide the Sustainment Brigade, ESC, or TSC with the management capabilities necessary to open a theater of operations, establish the initial intra-theater distribution system, and conduct reception, staging, and onward movement to enable integration of combat power.
- **Movement Control Team** plans, coordinates, and manages movement programming, highway regulation, port clearance, and movement control functions. These units expedite, coordinate, and supervise transportation support of units, cargo, and personnel into, through, and out of air or water ports, or assigned geographical areas. Recent changes standardize all teams to 21 personnel that has increased their capabilities; thus, making MCTs multi-modal for different types of missions.
- **Theater Support Vessel (TSV)** has a global reach for multiple mission capabilities assigned to their support roles. During normal operations this unit will generally support specific geographic regions assigned to a COCOM and provide an intra-theater lift asset for logistics and operational maneuver units. TSV units will strategically deploy to an area of operations to provide a dominant maneuver capability for intact unit sets to the operational ground force from the forward-staging base to the operational area and are also possess logistical support capability.
- **Medium Boat Detachment** provides and operates landing craft for the movement of personnel and cargo through inland waterways, marine terminals, and augments when necessary, other Army and Navy vessels during joint operations with 24-hr capability.
- **Seaport Operations Company (SOC)** performs terminal service operations to discharge and load containerized or break-bulk cargo and wheeled/tracked vehicles in fixed seaports or Logistics-Over-The-Shore (LOTS) sites.
- **Inland Cargo Transfer Company (ICTC)** strategically deploys to an area of operations and prepares to receive and trans-ship cargo from all air, rail, and motor terminals. Motor transport operators (MOS 88M) operate all rolling stock, Cargo handlers (MOS 88H) operate all Material Handling Equipment, the transportation management coordinator (88N) communicates with MCTs and the Highway Traffic Division. Both agencies identify which Transportation Movement Requests are loaded on convoys and accounts for all cargo.

Demanding Assignments. Such an assignment is as the name implies and requires the best qualified Soldier within the Regiment fill an assignment. A successfully rated tour designated Demanding Duty is looked upon favorably by the Regiment. These duties for enlisted 88 CMF Soldiers up to Staff Sergeant.

- **Squad Leader.** The Squad Leader is accountable to the Platoon Sergeant and supervises 10-12 Soldiers and squad operations.
- **Section Sergeant.** The Section Sergeant supervises 11-45 Soldiers in a section.
- **Foreman (88H).** The Hatch Foreman is accountable to the Section Sergeant for the conduct, discipline, and direct supervision of 15 Soldiers in a hatch section.
- **Boatswain (88K).** The Boatswain serves as the Assistant First Mate and is accountable to the First Mate to ensure safe operation, deck maintenance, and the welfare of the craft, crew, passengers, and cargo on a large vessel.
- **Marine Maintenance SGT (88L).** The Marine Maintenance SGT is accountable to the Maintenance Officer and is responsible for maintenance operations on Group-level staffs and below.
- **Senior Driver (88M).** The Senior Driver is responsible for managing heavy transportation assets such as PLS/LHS sections in the Distribution Companies and Forward Support Companies or in Combat HET Companies. Additionally, the Senior Driver serving in a staff position is responsible for transportation of 1/2-star level flag officers at the MACOM level.
- **Movements, Documentation, and Trans Management Supervisors (88N).** The Movements or Transportation Management Supervisor or Documentation Supervisor is accountable to a Senior/Chief Movements Supervisor or Operations Officer and supervises 5-10 subordinate personnel and transportation

management and documentation operations at section level of Battalion through MACOM-staff level organizations.

- **Drill Sergeant.** Responsible for the welfare, military education, fitness, weapons training, indoctrination and inculcation of Army values of the recruits assigned them 24-hours a day during an assigned period. Those selected for this duty are typically stellar performers.
- **Recruiting.** Contacts, interviews, and advises civilian personnel to obtain qualified applicants for enlistment into the Army
- **AIT Platoon Sergeant.** These NCOs replaced the Drill Sergeant and are the role models for Soldiers in AIT. These NCOs reinforces those skills taught by the Drill Sergeant in Basic Combat Training.
- **Instructor/Writer.** Responsible for training Advanced Individual Trainees and reclassification students in both a classroom and field/tactical environment

A successfully completed demanding assignment is viewed favorably by the Regiment. These type duties for enlisted 88 CMF Soldiers up to the rank of Sergeant First Class.

- **WTU Platoon Sergeant.** The Warrior Transition Unit (WTU) Platoon Sergeant is responsible for the accountability, supervision, organization, and control of wounded and/or chronically ill Soldiers. This Soldier assists with the care and transition of Soldiers and their families.
- **Rear Detachment Sergeant.** The Rear Detachment Sergeant performs duties similar in nature to either a Detachment Sergeant or First Sergeant. Additionally, the Transportation Corps Rear Detachment Sergeant assists in coordinating the deployment of the trail party and follow-on personnel.
- **Detachment Sergeant.** The Detachment Sergeant is accountable to the Detachment Commander and performs duties similar in nature to a First Sergeant.
- **Cargo Operations NCO (88H).** The Cargo Operations NCO is accountable to the Operation Officer and supervises 5-10 Soldiers as well as terminal service functions on a Battalion Staff or SDDC Terminal Operations Staff.
- **Marine Operations NCO (88K).** The Marine Operations NCO is accountable to an Operations Officer and supervises company operations for a Watercraft Company. Those Mariners who serve on **Class A type vessels** are the preeminent Mariners in watercraft transportation and are indeed often ocean-borne. Give special consideration for Class A type Mariners.
- **First Mate (88K):** The First Mate is accountable to the Vessel Master and supervises safe operation, deck maintenance, and welfare of the craft, crew, passengers and cargo on a large vessel.
- **Marine Maintenance Supervisor (88L).** The Marine Maintenance Supervisor is accountable to the Maintenance Officer and is responsible for the oversight of all marine maintenance operations. The Marine Maintenance Supervisor serves on a MACOM level staff.
- **Asst Marine Engineer (88L).** The Assistant Marine Engineer is accountable to the Chief Engineer and supervises 5-36 Soldiers to include all hands-on maintenance activities on large vessels.
- **Truckmaster (88M).** The Truckmaster is accountable to the Operations Officer and manages all motor pool operations. Supervises 20-180 drivers and senior drivers.
- **Truckmaster (DA Level/WHCA).** Assigned to the White House Communications Agency (WHCA) and responsible for the world wide transportation of personnel and highly sensitive communications equipment that deploys on-call in direct support of the President, Vice President, and the First Lady of the United States of America.
- **Master Driver (DA Level/WHTA).** The Master Driver (SFC) is responsible for the transportation of 4-star level flag officers and when serving in the White House Transportation Agency (WHTA), the President and his staff.
- **Drill Sergeant.** Responsible for the welfare, military education, fitness, weapons training, indoctrination and inculcation of Army values of the recruits assigned them 24-hours a day during an assigned period. Those selected for this duty are typically stellar performers.
- **Recruiting.** Contacts, interviews, and advises civilian personnel to obtain qualified applicants for enlistment into the Army.
- **AIT Platoon Sergeant.** These NCOs replaced the Drill Sergeant and are the role models for Soldiers in AIT. These NCOs reinforces those skills taught by the Drill Sergeant in Basic Combat Training.
- **Instructor/Writer.** Responsible for training Advanced Individual Trainees and reclassification students in both a classroom and field/tactical environment.

Demanding duty for MOS Master Sergeant/ISG (E8).

- **First Sergeant/First Mate.** The First Sergeant is accountable to the Company Commander and performs principle NCO duties associated with ASI "M." A First Mate conducts First Sergeant similar duties; however, working environment is aboard a watercraft of some type.
- **Operations Sergeant or Transportation Supervisor.** The Operations Sergeant or Transportation Supervisor is accountable to a Senior field grade Operations Officer at Division-level staff organizations; supervises 10-50 personnel and transportation operations at Battalion through MACOM level commands. Those assigned understand how to employ multi-model assets and advise on those capabilities.
- **Marine Maintenance Sergeant.** Accountable to the Chief Engineer for vessel maintenance repairs and scheduling daily engineering operations; supervises maintenance services and troubleshooting major systems like diesel engines, power generation, air conditioning and refrigeration, pneumatics and hydraulics. May serve as a watch officer in port.
- **Master Driver (DA and White House Transportation Agency (WHTA)).** Responsible for the transportation of four-star level flag officers and when assigned to WHTA is in direct support to the President, First Family, Presidential Staff, official visitors and other authorized personnel.

Demanding duty for 88Z (E9) must reflect multimodal and multifunctional flexibility in a mix of Staff and Field assignments and that are found in billets of:

- Command Sergeant Major
- Operations Sergeant Major
- DTO Sergeant major

In every instance, the Transportation Corps seeks physically fit NCOs who demonstrate a high physical fitness readiness state with a trend of consistent attainment of the wear of the Army Physical Fitness Badge and military standards of appearance.

25-3. Recommend career management self-development by rank

a. PVT-SPC/CPL.

(1)

Cerification for both 88K (Watercraft Operator) and 88L (Watercraft Engineer); the following is applicable as referenced; IAW AR 56-9 *Surface Transportation Watercraft*, MOS 88K must attain K10 Certification and K20 Certification. In addition, Enlisted personnel (88K/88L) are MOS-qualified only when certified to or above grade and have completed the appropriate Non-Commissioned Officer Education System courses. Only those enlisted personnel assigned to watercraft must be licensed. Soldiers assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the Active Army and 2 years of assignment for the RC. Army maritime personnel must be MOS qualified (technically certified) at each level of skill, as indicated in AR 56-9, para 5-3. In addition, the MOS 88K/L Soldiers must be MOS qualified at each level of skill per DA Pam 611-21. MOS 88K Soldiers assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the active duty and 1 year of assignment for the RC. MOS 88K Qualified is defined as certified and licensed to the position assigned. During this initial phase in one's career, one must seek to become a functional transportation expert; working in many areas within Transportation, not just the jobs associated with one's specific MOS.

(2) Soldiers should study and master the following military publications: STP 21-1; FM 3-21.5; FM 3-25.26; FM 21-20, ; FM 4-25.11; FM 21-75; AR 670-1; FM 3-90.61; FM 3-22.37; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following are Transportation Corps Regimental Command Sergeant Major recommended reading: *A Leader Becomes A Leader: Inspirational Stories of Leadership For A New Generation.* J. Kevin Sheehan, 2007; *The Resiliency Factor: Seven Essential Skills For Overcoming Life's Obstacles.* Karen Reivich, Andrew Shatte October 2003; *Security Clearance Manual: How To Reduce The Time It Takes To Get Your Government Clearance.* William H. Henderson; April 2008; *Lincoln On Leadership: Executive Strategies For Tough Times.* Donald T. Phillips, January 1993; *Who Moved My Cheese? An Amazing Way To Deal With Change In Your Work And In Your Life.* Spencer Johnson, September 1998; *The Red Badge Of Courage: An Episode Of The American Civil War.* Stephen Crane, W. W. Norton, 1982. CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DANTEs are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the

Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential. Soldiers must also see Army Career Tracker (ACT) at <https://actnow.army.mil> as another professional development source.

(5)

The Army Correspondence Course Program (ACCP) now contains Transportation Regiment School Code 553 (TRANS LOGISTICS CRS COMMON CORE I/II/III (CMF 88)) in the ACCP Catalogue which is designed as a three-phased distance learning module with the intent to provide Transportation Corps Soldier a foundation based on math, general subjects systemic to the mission set and information centric to the Transportation Professional. Soldiers who successfully complete these modules will be awarded correspondence course credit. College education is a critical piece of the self-development program and logisticians should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(6) Soldier boards such as Soldier of the Quarter/Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally. Awards bestowed upon an 88 CMF Soldier for exemplary performance are the Military Order of Saint Christopher Award, Transportation Regimental Soldier of the Year, and Instructor of the Year Award.

(7)

In accordance with ALARACT288/2010 Structured Self Development (SSD): Implementation Policy SSDI. Effective 1 OCT 10, Soldiers will be enrolled in SSD I automatically upon completing BCT/OSUT. Beginning FY13, Soldiers must complete SSD I prior to attending WLC. Those Soldiers (PVT – SPC) who completed BCT/OSUT, but not WLC, prior to 1 Sep 10 will be automatically enrolled by 1 Jan 12. *There is no SSD between WLC and ALC.*

b. SGT.

(1) Certification for both 88K (Watercraft Operator) and 88L (Watercraft Engineer); the following is applicable as referenced; IAW AR 56-9 *Surface Transportation Watercraft*, MOS 88K must attain K20 Certification. In addition, Enlisted personnel (88K/88L) are MOS-qualified only when certified to or above grade and have completed the appropriate Non-Commissioned Officer Education System courses. Only those enlisted personnel assigned to watercraft must be licensed. Soldiers assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the Active Army and 2 years of assignment for the RC. Army maritime personnel must be MOS qualified (technically certified) at each level of skill, as indicated in AR 56-9, para 5-3. In addition, the MOS 88K/L NCOs must be MOS qualified at each level of skill per DA Pam 611-21. MOS 88K Soldiers assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the active duty and 1 year of assignment for the RC. MOS 88K Qualified is defined as certified and licensed to the position assigned. NCOs may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL Web site.

The quality and success of a Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Sergeants committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. During this initial phase in one's career, one must seek to become a functional transportation expert; working within many areas in Transportation, not just the jobs associated with a specific MOS.

(2) Sergeants should study and master the following military publications: STP 21-24; FM 3-0; FM 6-22; FM 7-0; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following are Transportation Corps Regimental Command Sergeant Major recommended reading: *The Three Meter Zone: Common Sense Leadership For NCOs*. J.D. Pendry, 1999; *Common Sense Training; A Working Philosophy For Leaders*. Arthur S. Collins, LT Gen Collins, Daniel P. Bolger, December 1998; *The Mentor: Everything You Need To Know About Leadership & Counseling*. Arthur Collins, July 1993; *Citizen Soldiers*. Steven Ambrose, Simon & Schuster, 1997; *The Story Of The Noncommissioned Officer Corps: The Backbone Of The Army*. Arnold G. Fisch, Jr., Center of Military History, 1989; *To Hell And Back: The Audie Murphy Story*. Audie Murphy, Tab Books, 1988; *Buffalo Soldiers (Black Saber Chronicles)*. Tom Willard, Forge Press, 1996; *The One Minute Manager*. Kenneth H. Blanchard, Spencer Johnson, Berkley Trade, October 1983. CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

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

plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(5) Soldier boards such as NCO of the Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally. Awards bestowed upon an 88 CMF Soldier for exemplary performance are the Military Order of Saint Christopher Award, Transportation Regimental NCO of the Year, and Instructor of the Year Award.

(6)

The Army Correspondence Course Program (ACCP) now contains Transportation Regiment Code 553 (TRANS LOGISTICS CRS COMMON CORE I/II/III (CMF 88)) in the ACCP Catalogue which is designed as a three-phased distance learning module with the intent to provide Transportation Corps Soldier a foundation based on math, general subjects systemic to the mission set and information centric to the Transportation Professional. Soldiers who successfully complete these modules are awarded correspondence course credit. Soldiers must also see ACT at <https://actnow.army.mil> as another professional development source.

(7)

In accordance with ALARACT288/2010 Structured Self Development (SSD) governance: Implementation Policy SSD III. Effective 1 May 11, all SGTs and SSGs who are graduates of ALC will be automatically enrolled in SSD III. SGTs(P), SSGs and SFCs will be enrolled in SSD III automatically upon completion of all phases of ALC. *There is no SSD between WLC and ALC.*

c. SSG.

(1) Certification for both 88K (Watercraft Operator) and 88L (Watercraft Engineer); the following is applicable as referenced; IAW AR 56-9 *Surface Transportation Watercraft*, MOS 88K must attain K30 Certification. In addition, Enlisted personnel (88K/88L) are MOS-qualified only when certified to or above grade and have completed the appropriate Non-Commissioned Officer Education System courses. Only those enlisted personnel assigned to watercraft must be licensed. Soldiers assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the Active Army and 2 years of assignment for the RC. Army maritime personnel must be MOS qualified (technically certified) at each level of skill, as indicated in AR 56-9, para 5-3. In addition, the MOS 88K/L NCOs must be MOS qualified at each level of skill per DA Pam 611-21. MOS 88K NCOs assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the active duty and 1 year of assignment for the RC. MOS 88K Qualified is defined as certified and licensed to the position assigned. Also, during this phase in one's career, one must continue to seek to become a functional transportation expert; working within many Transportation billets and on varied conveyances, not just what is associated with a one's specific MOS. These NCOs should study and master the additional military publications: STP 21-24 and FM 3-22.3 -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. In accordance with ALARACT288/2010 Structured Self Development (SSD): Implementation Policy SSD III. Effective 1 May 11, all SGTs and SSGs who are graduates of ALC will be automatically enrolled in SSD III. SGTs(P), SSGs and SFCs will be enrolled in SSD III automatically upon completion of all phases of ALC.

(2) The following additional books are suggested reading for self-development; continue readings on famous military leaders (for example, Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwarzkopf); *Small Unit Administration, Manual or ADP Systems*, Stackpole Books; and *The Noncommissioned Officers' Family Guide*, Gross, Beau Lac Pub, 1985. CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development. The following are Transportation Corps Regimental Command Sergeant Major recommended reading: *Platoon Sergeant And His Lieutenant: Who Does What?* Rodney L. Beck, FA Journal, May 2002; *Move Out: The Insider's Guide For Military Leaders*. Jo B. Rusin; *Blink: The Power Of Thinking Without Thinking*. Malcolm Gladwell, January 2005; *Outlines: The Story Of Success*. Malcolm Gladwell, November 2008; *Band Of Brothers: E Company, 506th Regiment, 101st Airborne From Normandy To Hitler's Eagle's Nest*. Stephen E. Ambrose, Simon & Schuster, 2001; *We Were Once Soldiers And Young*. Lt. Gen. Harold G. Moore (ret.) and Joseph L. Galloway, Random House, 1992; *Small Unit Leadership: A Common Sense Approach*. Col Dandridge M. Malone, Presidio Press, 1983; *The Killer Angels*. Michael Shaara, Ballantine Books, 1974.

(3)

SSGs willing to make the required sacrifices should seize the available opportunities and enroll in civilian education. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self development options are based on the SSG's own desire to excel. At this stage, SSGs should seek opportunities to pursue completion of an Associate's degree.

(4) The Army Correspondence Course Program (ACCP) now contains Transportation Regiment Code 553 (TRANS LOGISTICS CRS COMMON CORE I/II/III (CMF 88)) in the ACCP Catalogue which is designed as a three-phased

distance learning module with the intent to provide Transportation Corps Soldier a foundation based on math, general subjects systemic to the mission set and information centric to the Transportation Professional. NCOs who successfully complete these modules will be awarded correspondence course credit. Soldiers must also see ACT <https://actnow.army.mil> as another professional development source.

(5) Awards bestowed upon an 88 CMF NCO for exemplary performance are the Military Order of Saint Christopher Award, Transportation Regimental NCO of the Year, and Instructor of the Year Award.

(1) Certification for both 88K (Watercraft Operator) and 88L (Watercraft Engineer); the following is applicable as referenced; IAW AR 56-9 *Surface Transportation Watercraft*, MOS 88K must attain Certification. In addition, Enlisted personnel (88K/88L) are MOS-qualified only when certified to or above grade and have completed the appropriate Non-Commissioned Officer Education System courses. Only those enlisted personnel assigned to watercraft must be licensed. NCOs assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the Active Army and 2 years of assignment for the RC. Army maritime personnel must be MOS qualified (technically certified) at each level of skill, as indicated in AR 56-9, para 5-3. In addition, the MOS 88K/L NCOs must be MOS qualified at each level of skill per DA Pam 611-21. MOS 88K Soldiers assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the active duty and 1 year of assignment for the RC. MOS 88K Qualified is defined as certified and licensed to the position assigned.

(2) These NCOs should study and master the following additional military publications: AR 350-1; AR 750-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Strive to complete a degree program or accumulate two years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. NCOs should consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Also, during this phase in one's career, one continues their functional training as well as prepares to become a multimodal transportation expert; working different jobs within Transportation, not just those associated with one's MOS.

(3) The following books are suggested reading for self-development: *Combat Leader's Field Guide* 10th Ed., Stackpole Books; *Roots of Strategy, Book 2* by Picq, Clausewitz, Jomini, Stackpole Books; continue readings on famous military leaders (that is, Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self development. The following are Transportation Corps Regimental Command Sergeant Major recommended reading: *What Got You Here Won't Get You There: How Successful People Become Even More Successful*. Marshal Goldsmith, 2007; *Guardians Of The Republic: A History Of The Noncommissioned Officer Corps Of The U.S. Army*. Ernest F. Fisher, Jr. Ballantine Books, 1994; *None Died In Vain: The Saga Of The American Civil War*. Robert Leckie, Harper Collins, 1990; *To Serve With Honor: A Treatise On Military Ethics And The Way Of The Soldier*. Richard A. Gabriel, Greenwood Press, 1982.

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

(5) Awards bestowed upon an 88 CMF NCO for exemplary performance are the Military Order of Saint Christopher Award, Transportation Regimental NCO of the Year, and Instructor of the Year Award.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL Web site. In accordance with ALARACT288/2010 Structured Self Development (SSD) governance: Implementation Policy SSD IV. Effective 1 May 11, SFCs will be enrolled in SSD III automatically upon completion of all phases of ALC. For SFCs who have completed ALC, effective 1 May 11, SSGs(P), SFCs, and MSGs will be enrolled automatically into SSD IV upon completion of SLC. Effective 1 May 13, completion of SSD IV is prerequisite for attendance to SMC.

e. MSG/ISG.

(1) At this stage in one's career, the MSG and ISG must identify themselves as a *multimodal* transportation expert; knowing how to exploit capabilities of all transportation assets given as well as a solid contributor to any staff

assigned. As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. Strive to complete a degree program or accumulate two years of college credit towards a degree. However, continuing civilian education (completion of associates or bachelor's degree) is encouraged. For stellar performers, awards bestowed upon an 88 CMF NCO for exemplary performance are the Military Order of Saint Christopher Award, Transportation Regimental NCO of the Year, and Instructor of the Year Award.

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

(3) Master Sergeants should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a senior NCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations. Also visit ACT <https://actnow.army.mil> as another professional development source.

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

(5) In accordance with ALARACT288/2010 Structured Self Development (SSD): Implementation Policy SSD IV. Effective 1 May 11, MSGs will be enrolled automatically into SSD IV upon completion of SLC. Effective 1 May 13, completion of SSD IV is a prerequisite for attendance to SMC. Concerning SDD V, effective 1 May 11, MSGs (P) will be enrolled automatically into SSD V upon completion of Sergeant Major Course or its equivalent.

f. SGM/CSM.

(1) Although not required, attainment of a Bachelor degree is highly recommended. An educated and well spoken senior NCO reflects upon the Corps; indeed the goal of the SGM/CSM is to possess an upper level degree and be working toward a Master's Degree in their chosen discipline. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions.

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

(3) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency as well as the ACT at <https://actnow.army.mil>. In accordance with ALARACT288/2010 Structured Self Development (SSD): Implementation Policy SDD V. Effective 1 May 11, SGMs will be enrolled automatically into SSD V upon completion of Sergeant Major Course or its equivalent. Beginning 1 May 13, completion of SSD V is a prerequisite to be considered for nominative and joint assignments.

(4) Awards bestowed upon a 88 CMF NCO for exemplary performance are the Military Order of Saint Christopher Award and Transportation Regimental NCO of the Year. **25-4. MOS 88H Cargo Specialist**

a. Major duties. The Cargo Specialist leads, directs, or performs duties to move cargo to, from, and between all modes of transport. The cargo specialist must be proficient in all methods of cargo handling and storage procedures (manual or mechanical). The 88H leads, instructs, and provides technical guidance to subordinates to ensure the safe operation of winches, hoists, and other cargo handling equipment. The 88H also plans, organizes, and executes the different types of terminal operations and services. The Senior 88H supervises and manages the work force; provides staff supervision, policy, and guidance for personnel and cargo movement by air, rail, motor, and water transport; prepares and/or evaluates automated air and ship stowage plans; coordinates onward movement, and special cargo handling equipment at the next destination; coordinates administrative matters, communications activities, and training programs; and prepares tactical plans and training materials. The SFC 88H also serves as a Contracting Officers Representative.

An 88H may possess the listed Skill Qualification Identifier (SQI):

L – Linguist

P – Parachutist

X – Drill Sergeant

Y – Advanced Individual Training (AIT) Platoon Sergeant

2 – Training Development

- 4 – Noncareer Recruiter
- 8 – Instructor

An 88H may possess the listed Additional Skill Identifier (ASI):

2S – Battle Staff

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

c. *Goals for development.*

(1) *PVT–SPC/CPL.*

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

(b) *Operational assignments.* These include the functional aspect of the MOS as well as assignments to TOE units at the company level. Focus on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. Seek positions such as cargo checker/handler, forklift operator, and crane operator that allow them to gain leadership experience. Promotion Indicators are:

- Honor Graduate and Commandant's List
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency

(c) *Self-development.* For additional information on self-development, refer to paragraph 25–3. Begin Associate of Arts(AA)/Associate of Science (AS) Civilian education degree.

(d) *Additional training.* Additional functional training includes Global Transportation Network (GTN), Ship Crane Certifications, Ship Loading and Stowage, Integrated Computerized Deployment System (ICODES), Air Deployment Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Defense Packing of Hazardous Material (HAZMAT).

(e) *Special assignments.*

(2) *SGT.*

(a) *Institutional training.* ALC

(b) *Operational assignments.* Seek assignments that include assignments to troop units at the company level. Focus on assignments that develop leadership skills as well as enhance technical and tactical skills. Seek assignments that provide an opportunity to serve in a leadership position. The Regiment endorses NCOs who serve frequently in tough demanding jobs. These NCOs are considered more competitive and a candidate for promotion than those who do not. An 88H20 must seek out foreman, section chief, and UMO duties. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Squad/Team Sergeant in a **deployed or deployable unit**.
- Demonstrated career flexibility as shown by serving in **functional** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player

- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25–3. Enroll/continue AA/AS. (d) *Additional training.* Functional training includes Integrated Computerized Deployment Systems (ICODES), Ship Loading and Stowage, Unit Movement Officer Deployment Planning Course Military Standard Transportation and Movement Procedures (MILSTAMP), Global Transportation Network (GTN), Ship Crane Certifications, and Air Deployment Planning (ADP). Other nonfunctional however important training includes Battle Command Sustainment Support System (BCS3) Force XXI, and Battle Command Brigade & Below / Blue Force Tracking (FBCB2 BFT), and Defense Packing of Hazardous Material (HAZMAT).

(e) *Special assignments.*

(3) *SSG.*

(a) *Institutional training.* ALC/SLC

(b) *Operational assignments.* Seek assignments in the Operating Force that include assignments to troop units at company and battalion

levels. Focus on continued development and refinement of leadership skills as well as functional competence. Seek tough leadership positions and excel in the performance of the duties associated with those positions. Successful assignments as a squad leader, section sergeant or UMO are good indicators of potential for greater responsibility and promotions. An 88H may also be assigned as an assistant operations sergeant or foreman. Seek to become a Transportation *functional* expert; knowledge of how to exploit transportation conveyances rail, truck, vessel, air and MOS to accomplish the mission. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Squad Leader/Assistant Platoon Sergeant in a **deployed or deployable unit**.
- Demonstrated career flexibility as shown by serving in **functional** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25–3. Complete AA/AS, begin Bachelor of Arts (BA) or Bachelor of Science (BS) degree. Although completion of civilian education is not a requirement for promotion to SFC, completion does convey initiative and potential.

(d) *Additional training.* Additional functional training includes ICODES, Ship Loading and Stowage, UNODP Course, MILSTAMP, GTN, Ship Crane Certifications, and ADP. Other nonfunctional however important training includes BCS3, FBCB2 BFT, Battlestaff NCO Course (BSNCO), Support Operations Course (SOC), and HAZMAT.

(e) *Special assignments.* Such assignments require the Regiment's best and include Instructor/writer, drill sergeant, recruiter, and Advanced Individual Training Platoon Sergeant (AIT PSG). The Regiment does not recommend more than one tour or back to back tours in such assignments.

(4) *SFC.*

(a) *Institutional training.* SLC

(b) *Operational assignments.* Platoon sergeant, operations sergeant, detachment sergeant, and cargo gear equipment foreman. NCOs who have served frequently in tough leadership positions are considered more competitive for promotion than those who have not. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).

- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Detachment or Platoon Sergeant or Operations Sergeant in a **deployed or deployable unit**.
- Demonstrated career flexibility as shown by serving in either a **functional** and or **multimodal** CSS or developmental positions at grade level not traditional to specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development*. For additional information on self-development, refer to paragraph 25-3. Begin Bachelor of Arts (BA) or Bachelor of Science (BS). The start of a BA/BS conveys initiative and potential.

(d) *Additional training*. Additional functional training includes ICODES, Ship Loading and Stowage, UMODP, and ADP. Other nonfunctional training includes FBCB2 BFT, BCS3, BSNCO, SOC, HAZMAT.

(e) *Special assignment*. EOA, Drill Sergeant, Recruiter, Instructor, Advanced Individual Training Platoon Sergeant (AIT PSG), and Training With Industry (TWI). The Regiment does not recommend more than one tour or back to back tours in such assignments.

(5) *MSG/ISG*. See paragraph 25-25.

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

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

25-5. MOS 88H Professional Development Model

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address: <https://ile.atsc.army.mil/pdmPublic/pdm.html> **25-6. MOS 88H Reserve Component**

The integration of the RC within the Transportation Corps (TC) is essential to the successful accomplishment of Transportation Operations. The RC represents a substantial portion of the overall TC structure and capability. NCOES in the RC nearly mirrors except functional training if not taught for a Reserve MOS. AA training requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters. The RC is managed the same as the AA (see para 25-4).

25-7. MOS 88K Watercraft Operator

a. *Major duties*. The watercraft operator leads, operates, and performs seamanship duties on Army watercraft. The Watercraft Operator must be competent in the use of electronic navigation equipment (e.g., sonar and radar), navigational aids, radios, and single-letter international code flags; proficient at docking/undocking vessels and loading/unloading vessels. Watercraft Operators receive extensive training in damage control, firefighting, lifesaving, and rescue procedures. MOS 88K NCOs are trained for independent watercraft operations. The Senior 88K applies Inland and International navigation rules while operating vessels; conducts crew drills and supervises training on the vessel; disseminates information on weather; maintains the vessel station bill and crew list; operates communications, electronics, and navigational systems; processes operations and intelligence information; receives, stores, distributes, and turns in vessel supplies, equipment, and food; responsible for the vessel mess functions to include all money exchanges, headcount records, daily cook worksheets, and food utilization reports; coordinates the operation of collective lighter control points. Serves as the watercraft subject matter expert at echelon above brigade staff positions, such as Theater or Expeditionary Sustainment Command G-4 and Transportation Theater Opening Element Sea Sections; provides staff supervision, policy, and guidance for personnel and cargo movement by water transportation. The SFC 88K also serves as a Contracting Officers Representative.

An 88K may possess the listed Skill Qualification Identifier (SQI):

N – Joint Planner

X – Drill Sergeant

Y – Advanced Individual Training (AIT) Platoon Sergeant

2 – Training Development

4 – Noncareer Recruiter

8 – Instructor

A 88K may possess the listed Additional Skill Identifier (ASI):

2S – Battle Staff

Y9 – Warrior Transition Unit/ Community Based Warrior Transition Unit (WTU/CBWTU) Squad Leader/Platoon Sergeant

Figure 2 illustrates vessel class and description.

TYPE VESSEL	Vessel Class	Description
Large	A	Self-propelled vessels that measure 65-275 feet in length. The crew lives aboard the vessel. The smallest category "A" vessel is the Small Tug (ST), which has a crew of 12 Soldiers. The largest Class "A" is the Logistics Support vessel (LSV), which has a crew of 32 Soldiers.
Medium	B	Self-propelled vessel and measures up to 65 feet in length. This vessel does not have crew quarters or mess facilities aboard the vessel. The largest Class "B" vessel is the Landing Craft Mechanized (LCM).
Small	C	Consists of floating equipment that is not self-propelled such as barges, floating cranes, machine shop, and causeway or ferry systems.

Figure 2. Vessel Class and Description

Note: The enlisted mate holds an 88K40 license and marine certification, acts as assistant to the master, and assumes the responsibility for the A-1 vessel class in the master's absence. The enlisted assistant engineer holds an 88L40 license and marine certification, acts as assistant to the chief engineer, and assumes responsibility of the engine department in the chief engineer's absence.

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

c. Goals for development.

(1) PVT-SPC/CPL.

(a) Institutional training. AIT and WLC.

(b) Operational assignments. Career progression includes assignments to TOE units at the company level. The focus during the early years of career build a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. Seek positions such as seaman that allow one to gain leadership experience. Promotion Indicators are:

- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency

(c) Self-development. For additional information on self-development, refer to paragraph 25-3. Begin Associate of Arts(AA)/Associate of Science (AS) Civilian education degree.

(d) Additional training. Continue certification to grade.

(e) *Special assignments*. Corporal recruiter.

(2) *SGT*.

(a) *Institutional training*. ALC

(b) *Operational assignments*. Career progression must include assignments to troop units at the company level. Focus on assignments such as watercraft NCO or boatswain that develop leadership skills as well as enhance your technical (functional competence) and tactical skills. Seek assignments that provide an opportunity to serve in a leadership position. NCOs who have served frequently and successfully in the tough jobs are considered more competitive than those who do not. An 88K can be assigned as a squad leader, coxswain, or leading seaman.

Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Squad Leader or Team Leader in a **deployed or deployable unit**.
- Demonstrated career flexibility as shown by serving in **functional** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development*. For additional information on self-development, refer to paragraph 25-3. Begin Associate of Arts(AA)/Associate of Science (AS) Civilian education degree.

(d) *Additional training*. Additional functional training includes Maritime Radar Observers Course (MROC). Aside from skill level certification to grade, other training includes BCS3, and SOC.

(e) *Special assignments*. Recruiter.

(3) *Ssg*.

(a) *Institutional training*. ALC/SLC

(b) *Operational assignments*. Career progression must include assignments to troop units at company and battalion levels. Focus on continued development and refinement of their leadership skills and tactical and technical expertise. Seek out the tough leadership positions and excel in these duties associated with those positions. Successful assignments as a squad leader, boatswain, operations sergeant, or section sergeant are good indicators of potential for greater responsibility and promotions. MOS 88K may also be assigned as a platoon sergeant or watercraft NCO. These positions offer unique opportunities in the areas of leadership and problem solving. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as an Assistant Platoon Sergeant, Platoon Sergeant or Operations Sergeant in a **deployed or deployable unit**.
- Demonstrated career flexibility as shown by serving in **functional** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability

- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25–3. Complete AA/AS. Although completion of civilian education is not a requirement for promotion to SFC, completion does convey initiative and potential. (d) *Additional training.* K30 Certification, K40 Certification Bridge Resource Management (BRM), Global Maritime Distress and Safety System (GMDSS), and Maritime Radar Observers Course (MROC). Nonfunctional training includes FBCB2 BFT, BCS3, BSNCO, and SOC.

(e) *Special assignments.* Instructor/writer, drill sergeant, and recruiter AIT PSG, and WTU Platoon Sergeant. In addition, **Overseas contingency operations** include duties of the **Watercraft NCOs** who are routinely deployed. However, unlike their counterparts, these deployments are not reflected in the same way on their ERB. Review accumulated deployment time for an accurate depiction of deployment history.

(4) *SFC.*

(a) *Institutional training.* SLC

(b) *Operational assignments.* Platoon sergeant, operations sergeant, harbor master, detachment sergeant, and 1st mate "A" vessel. NCOs who have served frequently in tough leadership positions and are successful are considered more competitive for promotion than those who have not. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Detachment or Platoon Sergeant or Operations Sergeant in a **deployed or deployable unit**.
- Demonstrated career flexibility as shown by serving in either a **functional or multimodal CSS** or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25–3. Begin Bachelor of Arts (BA) or Bachelor of Science (BS) degree.

(d) *Additional training.* Functional training includes continued work on certification, BMR, GMDSS, and MROC. Nonfunctional important training includes FBCB2 BFT, BCS3, BSNCO, and SOC.

(e) *Special assignments.* EOA, drill sergeant, recruiter, instructor, and career management NCO. A Special Mission Unit (SMU) is also in this category and requires a mature and astute Senior NCO knowledgeable in all aspects of Transportation. Indeed, the duties required in these SMUs are such that a Senior NCO must possess many of the skills, knowledge, and attributes of the other five MOSs in the 88 CMF and includes the **Warrior Transition Units (WTU)**. The WTU is multi-component unit that consists of medical hold companies and detachments merged with Medical Retention Processing Units (MRPUS) created to provide better care for wounded warriors and chronically ill Soldiers. The NCO's primary mission is to assist with the care and transition of Soldiers and their families. (5) *MSG/ISG.* See paragraph 25–25.

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

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

25–8. MOS 88K Professional Development Model

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected

from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address: <https://ile.atsc.army.mil/pdmPublic/pdm.html>

25-9. MOS 88K Reserve Component

The integration of the RC within the Transportation Corps (TC) is essential to the successful accomplishment of Transportation Operations. The RC represents a substantial portion of the overall TC structure and capability. NCOES in the RC nearly mirrors except functional training if not taught for a Reserve MOS. AA training requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters. The RC is managed the same as the AA (see para 25-4).

25-10. MOS 88L Watercraft Engineer

a. Major duties. The Watercraft Engineer leads, performs, and trains subordinate personnel to operate and maintain the vessel's engines and power plant. In addition to the engines, duties include electrical and cooling systems; lubrication fuel systems; refrigeration; steering mechanisms; pneumatic and hydraulic systems; the hull; piping and general vessel maintenance. The SFC instructs and supervises marine engine department personnel in all systems maintenance; oversees posting of vessel log books, forms and records; assigns personnel to duty positions; schedules equipment for calibration; establishes maintenance priorities; prepares and reviews shipyard specifications; prepares marine vessel historical reports and records, preventive maintenance schedules and records, materiel readiness reports, equipment improvement recommendations and unsatisfactory/faulty equipment reports; and records required and completed modifications. Serves as the maintenance expert for all Army watercraft matters at echelons above brigade staff positions, such as Theater or Expeditionary Sustainment Command G-4 and Transportation Theater Opening Element Sea Sections; provides staff supervision, policy, correct doctrinal linkage to theater level sustainment systems, and echelons above brigade guidance for watercraft maintenance support. The SFC 88L also serves as a Contracting Officers Representative.

An 88L may possess the listed Skill Qualification Identifier (SQI):

- X - Drill Sergeant
- 2 - Training Development
- 4 - Noncareer Recruiter
- 6 - Mobilization and Demobilization Operations
- 8 - Instructor

A 88L may possess the listed Additional Skill Identifier (ASI):

- 2S - Battle Staff

Figure 3 depicts vessel class and description.

TYPE VESSEL	Vessel Class	Description
Large	A	Self-propelled vessels that measure 65-275 feet in length. The crew lives aboard the vessel. The smallest category "A" vessel is the Small Tug (ST), which has a crew of 12 Soldiers. The largest Class "A" is the Logistics Support vessel (LSV), which has a crew of 32 Soldiers.
Medium	B	Self-propelled vessel and measures up to 65 feet in length. This vessel does not have crew quarters or mess facilities aboard the vessel. The largest Class "B" vessel is the Landing Craft Mechanized (LCM).
Small	C	Consists of floating equipment that is not self-propelled such as barges, floating cranes, machine shop, and causeway or ferry systems.

Figure 3. Vessel Class and Description

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

c. Goals for development.

- (1) PVT-SPC/CPL.

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

(b) *Operational assignments.* Career progression must include assignments to TOE units at the company level. Focus on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. Seek positions such as marine engineman that will allow one to gain leadership experience. Promotion Indicators are:

- Honor Graduate, Commandant's List
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards.**
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3. Begin Associate of Arts(AA)/Associate of Science (AS) Civilian education degree.

(d) *Additional training.* K10 Certification and K20 Certification. Training and certification to grade remain top priority at this level.

(e) *Special assignments.* Corporal recruiter.

(2) SGT.

(a) *Institutional training.* ALC

(b) *Operational assignments.* Career progression must include assignments to troop units at the company level. Focus on assignments that develop leadership skills as well as enhance technical and tactical skills. Seek those assignments that provide an opportunity to serve in a leadership position. NCOs who serve frequently and are successful in the tough jobs are considered more competitive than those who do not. An 88L can be assigned as a squad leader, chief engineer "B" vessel, or junior marines engineer.

Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards.**
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Squad Leader/Team Leader **in a deployed or deployable unit.**
- Demonstrated career flexibility as shown by serving in **functional** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3. Enroll/continue AA/AS.

(d) *Additional training.* Continue with certification.

(e) *Special assignments.* Recruiter.

(3) SSG.

(a) *Institutional training.* ALC/SLC

(b) *Operational assignments.* Career progression must include assignments to troop units at company and battalion levels. Focus during this phase must continue on development and refinement of leadership skills and tactical and

technical expertise. Seek out the tough leadership positions and excel in the performance of the duties associated with those positions. Successful assignments as squad leader, marine maintenance sergeant or assistant marine maintenance sergeant are good indicators of potential for greater responsibility and promotions. MOS 88L may also be assigned as an assistant platoon sergeant or bull oiler.

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3. Complete AA/AS. Although completion of civilian education is not a requirement for promotion to SFC, completion does convey initiative and potential.

(d) *Additional training.* Continue function certifications. Nonfunctional training includes BSNCO and SOC.

(e) *Special assignments.* Instructor/writer, drill sergeant, and recruiter. Special assignments also include Overseas contingency operations in which **Watercraft NCOs** deploy routinely. Review accumulated deployment time for an accurate depiction of deployment history.(4) *SFC.*

(a) *Institutional training.* SLC.

(b) *Operational assignments.* Platoon sergeant, detachment sergeant, marine maintenance NCO. NCOs who have served frequently in tough leadership positions and are successful are considered more competitive for promotion than those who have not. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Platoon Sergeant or Operations Sergeant **in a deployed or deployable unit**.
- Demonstrated career flexibility as shown by those who served in a **functional and multimodal** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3. Begin Bachelor of Arts (BA) or Bachelor of Science (BS). The start of a BA/BS conveys initiative and potential.

(d) *Additional training.* Continue certification to grade. Nonfunctional training includes BSNCO and SOC.

(e) *Special assignments.* EOA, drill sergeant, recruiter, instructor, and career management NCO. Special assignments also include Overseas contingency operations in which **Watercraft NCOs** deploy routinely. Review accumulated deployment time for an accurate depiction of deployment history.

(5) *MSG/ISG.* See paragraph 25-25.

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

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

25-11. MOS 88L Professional Development Model

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

25-12. MOS 88L Reserve Component

The integration of the RC within the Transportation Corps (TC) is essential to the successful accomplishment of Transportation Operations. The RC represents a substantial portion of the overall TC structure and capability. NCOES in the RC nearly mirrors except functional training if not taught for a Reserve MOS. AA training requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within

the ARNG is the performance of state missions during times of emergencies and/or natural disasters. The RC is managed the same as the AA (see para 25-4).

25-13. MOS 88M Motor Transport Operator

a. Major duties. The Motor Transport Operator supervises or operates wheeled vehicles to transport personnel and cargo. Operates all wheeled vehicles and equipment over rough terrain and roadways for support of combat operations. The Senior 88M provides professional support and technical guidance to customers requiring motor transport; operates in the transportation field as a Platoon Sergeant; plans, manages, and monitors unit motor transport operations as the Truckmaster; establishes and organizes the unit motor park; prepares and implements the truck company convoy operations security and defense plan; receives and distributes highway motor transport missions; supervises and directs unit dispatching of vehicles; coordinates engineer requirements to support a truck battalion; serves as the transportation subject matter expert at staff level positions, such as the Support Operations Section. Additionally, The Motor Transport Operator serves as Convoy Commander for convoys over 40 vehicles with civilian/military mixed crews, coordinates lodging, fuel, maintenance, and supply for convoy operations over periods of a week or longer without direct supervision from higher headquarters. The 88M SFC also serves as a Contracting Officers Representative.

An 88M may possess the listed Skill Qualification Identifier (SQI):

- L – Linguist
- P – Parachutist
- Q – Equal Opportunity Advisor
- S – Special Operations Support Personnel
- V – Ranger Parachutist
- X – Drill Sergeant
- Y – Advanced Individual Training (AIT) Platoon Sergeant
- 2 – Training Development
- 4 – Noncareer Recruiter
- 8 – Instructor

A 88M may possess the listed Additional Skill Identifier (ASI):

- 2S – Battle Staff
- Y9 – Warrior Transition Unit/ Community Based Warrior Transition Unit (WTU/CBWTU) Squad Leader/Platoon Sergeant

Notes:

1. The Regiment views favorably the 88M who works in a Truckmaster authorized billet.
2. Units with 60 or greater motor transportation operators should have an Assistant Truckmaster at the grade of E7.

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

c. Goals for development.

(1) *PVT-SPC/CPL.*

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

(b) *Operational assignments.* The focus during the early years should be geared toward building a strong base of technical expertise in basic MOS skills and common Soldier tasks. Soldiers should seek assignments in tactical organizations at division level and below. Promotion Indicators are:

- Honor Graduate and Commandant's List
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards.**
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency

(c) *Self-development*. For additional information on self-development, refer to paragraph 25-3. Begin Associate of Arts(AA)/Associate of Science (AS) Civilian education degree. (d) *Additional training*. HAZMAT is additional training. Also helpful is a truck Commercial Drivers License in the state you are assigned/work.

(e) *Special assignments*. Corporal recruiter.

(2) *SGT*.

(a) *Institutional training*. ALC.

(b) *Operational assignments*. As a junior NCO, the focus should be on assignments that develop your leadership skills as well as enhance your technical and tactical skills. Seek out those assignments that provide an opportunity to serve in a leadership position. NCOs who have served frequently in tough jobs and are successful are considered more competitive than those who have not. An 88M20 can be assigned as a dispatcher, vehicle driver, chauffeur (COL or BG), heavy equipment transporter (HET) driver, courier and heavy vehicle driver. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Squad Leader/Team Leader in a **deployed or deployable unit**.
- Demonstrated career flexibility as shown by serving in **functional** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development*. For additional information on self-development, refer to paragraph 25-3. Enroll/continue AA/AS.

(d) *Additional training*. Additional functional training WPS, MILSTAMP, GTN, ADP, and MILSTAMP. Also helpful is a truck Commercial Drivers License in the state/county you are assigned/work.

(e) *Special assignments*. Recruiter.

(3) *SSG*.

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

(b) *Operational assignments*. Focus must be on continued development and refinement of leadership skills and tactical and technical expertise; seek to become a functional expert in your MOS. Seek out the tough leadership positions and excel in the performance of the duties associated with those positions. Successful assignments as a squad leader, assistant truck master, or section sergeant are good indicators of potential for greater responsibility and promotions. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as an Assistant Platoon Sergeant, Platoon Sergeant or Operations Sergeant in a **deployed or deployable unit**.
- Demonstrated career flexibility as shown by serving in **functional** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute

- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3. Complete AA/AS. Although completion of civilian education is not a requirement for promotion to SFC, completion does convey initiative and potential.

(d) *Additional training.* Additional functional training includes GTN, ADP, UMODP, ADP, MILSTAMP, ICODES, Transportation Coordinator Automotive Information for Movements Management System (TC-AIMS II), Also helpful is a truck Commercial Drivers License in the state/county you are assigned/work.

(e) *Special assignments.* Instructor/writer, drill sergeant, and recruiter. Also part of *Special Assignments* is Overseas contingency operations. For the 88M duties include:

- **Convoy Commander.** Responsible for all preparatory and mission execution actions. Also directly responsible for protection of personnel and convoy assets.
- **Convoy Security NCO.** Works closely with Convoy Commander and ensures battle-space awareness and coordination with all supporting elements. **Assistant Truckmaster.** Assists the Truckmaster and supervises all truck commitments and motor pool operations. This NCO acts as NCOIC in the absence of the Truckmaster, provides professional support and technical guidance to all Army Soldiers requiring motor transport, plans, manages and monitors unit motor transport operations. In addition, prepares and implements the truck company security and defense plan. Assembles and prepares highway reconnaissance data for motor convoy transport. Supervises and directs unit dispatching of vehicles.

Special Mission Unit. The Special Mission Unit (SMU) requires a mature and astute Senior NCO knowledgeable in all aspects of Transportation. Indeed, the duties required in these SMUs are such that a Senior NCO must possess many of the skills, knowledge, and attributes of the other five MOSs in the 88 CMF. These are:

- **Special Operations Units**, including Special Forces, Rangers, and Psychological Operations (PsyOps), and Civil Affairs encompass a broad spectrum of transportation requirements and rely heavily on Transportation NCOs to plan, coordinate, and execute specialized, worldwide moves of personnel and equipment, at a moment's notice.
- **Warrior Transition Units (WTU)** are Multi-component units consisting of medical hold companies and detachments merged with Medical Retention Processing Units (MRPUS) created to provide better care for wounded warriors and chronically ill Soldiers. The NCO's primary mission is to assist with the care and transition of Soldiers and their families. NCOs selected for this duty are rated among the best. However, these are unique positions and Soldiers are advised to make comments in the remarks section when validating their online ERB.
- The **White House Transportation Agency (WHTA)** provides motor vehicle transportation to the White House as directed by the White House Military Office. This includes 24-hour-a-day ground transportation for the First Family, the White House staff, official visitors of the First Family, and other authorized personnel. The WHTA provides vehicle support for Presidential motorcades in the Washington, DC, and metropolitan area, stateside, and overseas trips.

(4) *SFC.*

(a) *Institutional training.* SLC.

(b) *Operational assignments.* Truck master, platoon sergeant, detachment sergeant, operations sergeant, Hwy Ops sergeant, fleet management NCO, Sr. courier, and chauffeur. NCOs who have served frequently in tough leadership positions and successful in these billets are considered more competitive for promotion than those who have not. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards.**
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Platoon Sergeant or Operations Sergeant in a **deployed or deployable unit.**

- Demonstrated career flexibility as shown in past **functional and current multimodal** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to para 25-3 Begin Bachelor of Arts (BA) or Bachelor of Science (BS). The start of a BA/BS conveys initiative and potential.

(d) *Additional training.* Additional functional training includes ADP, UMODP, MILSTAMP, Joint Operation Planning and Execution System (JOPES). Other courses include BSNCO, SOC, FBCB2 BFT, BCS3, Global Command and Control System - Army (GCCS-A), and Defense Packing of Hazardous Material (HAZMAT). Also helpful is a truck Commercial Drivers License in the state/county you are assigned/work. (e) *Special assignments.* EOA, Drill Sergeant, Recruiter, Instructor, and Career Management NCO. Special Mission Unit. The Special Mission Unit (SMU) requires a mature and astute Senior NCO knowledgeable in all aspects of Transportation. Indeed, the duties required in these SMUs are such that a Senior NCO must possess many of the skills, knowledge, and attributes of the other five MOSs in the 88 CMF. These are:

- **Special Operations Units**, including Special Forces, Rangers, Psychological Operations (PsyOps), and Civil Affairs encompass a broad spectrum of transportation requirements and rely heavily on Transportation NCOs to plan, coordinate, and execute specialized, worldwide moves of personnel and equipment, at a moment's notice.
- **Warrior Transition Units (WTU)** are Multi-component units consisting of medical hold companies and detachments merged with Medical Retention Processing Units (MRPUS) created to provide better care for wounded warriors and chronically ill Soldiers. The NCO's primary mission is to assist with the care and transition of Soldiers and their families. NCOs selected for this duty are rated among the best. However, these are unique positions and Soldiers are advised to make comments in the remarks section when validating their online ERB.
- The **White House Transportation Agency (WHTA)** provides motor vehicle transportation to the White House as directed by the White House Military Office. This includes 24-hour-a-day ground transportation for the First Family, the White House staff, official visitors of the First Family, and other authorized personnel. The WHTA provides vehicle support for Presidential motorcades in the Washington, DC, and metropolitan area, stateside, and overseas trips.

(5) *MSG/1SG.* See paragraph 25-25.

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

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

25-14. MOS 88M Professional Development Model

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

25-15. MOS 88M Reserve Component

The integration of the RC within the Transportation Corps (TC) is essential to the successful accomplishment of Transportation Operations. The RC represents a substantial portion of the overall TC structure and capability. NCOES in the RC nearly mirrors except functional training if not taught for a Reserve MOS. AA training requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters. The RC is managed the same as the AA (see para 25-4).

25-16. MOS 88N Transportation Management Coordinator

a. Major duties. The Transportation Management Coordinator supervises, monitors, controls and coordinates the movement of personnel, equipment, and cargo by air, rail, highway, and water; determines the most efficient mode of transport that accomplishes mission requirements; advises military and DoD civilians concerning the selection of sites for depots, truck terminals, railheads, beachheads, airfields, ports, and inland waterway terminals. The Senior 88N supervises cargo documentation and movement control units for all transportation modes; formulates and reviews documentation on technical traffic management functions; devises and reviews movement programs for logistical support functions in a theater of operations; serves as the transportation liaison between other military services, commercial agencies, and host nation support elements; reviews DoD contracts and agreements with host nations; verifies the accuracy of movement control documents; performs as staff NCO in military traffic management agencies; monitors quality controls that ensure commercial transportation services meet contractual obligations; monitors and documents all customs discrepancies and reports them to appropriate authorities; ensures allocation of transport capability is appropriate to accomplish each mission in a cost-effective manner; serves as the primary operator of Standard Army Management Information Systems critical to moving the Army. The 88N SFC also serves as a Contracting Officers Representative.

An 88N may possess the listed Skill Qualification Identifier (SQI):

- L – Linguist
- N – Joint Planner
- P – Parachutist
- S – Special Operations Support Personnel
- V – Ranger Parachutist
- Y – Advanced Individual Training (AIT) Platoon Sergeant
- 4 – Noncareer Recruiter
- 8 – Instructor

An 88N may possess the listed Additional Skill Identifier (ASI):

- 2S – Battle Staff
- U8 – Asymmetric Warfare Operational Support (skill level 2-6)
- Y9 – Warrior Transition Unit/ Community Based Warrior Transition Unit (WTU/CBWTU) Squad Leader/Platoon Sergeant

Note: *A Notification of Change and Military Personnel Message from Human Resource Command make possession of a Security Clearance mandatory for every E4(P) and above beginning January 2011 and for every Soldier assessing into MOS 88N June 2011. The Regiment does not endorse advancement or selection for professional training for those without a clearance.*

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

c. Goals for development.

(1) *PVT-SPC/CPL.*

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

(b) *Operational assignments.* The focus during the early years should be geared toward building a strong base of technical expertise in basic MOS skills and common Soldier tasks. Soldiers should seek assignments that will allow them to use the knowledge gained in the training base. All assignments at this level should be MOS related, that is, transportation management coordinator or movement specialist. Promotion Indicators are:

- Honor Graduate, Commandant's List
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards.**
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3. Begin Associate of Arts(AA)/Associate of Science (AS) Civilian education degree.

(d) *Additional training.* Functional training includes TC-AIMS II, WPS/GATES, Basic Freight, Installation Traffic Management, Joint Personnel Property, GTN, ADP, UMODP, MILSTAMP, and JOPEs. Other training includes GCCSA and HAZMAT. , WPS,

(e) *Special assignments.* Corporal recruiter.

(2) *SGT.*

(a) *Institutional training.* ALC

(b) *Operational assignments.* Focus on assignments that develop leadership skills and enhance technical and tactical skills. MOS 88Ns are not always afforded the opportunity to serve in leadership positions. However, there are assignments that involve leadership responsibility. At this level, assignments include personal property NCO, transportation management NCO (to include assignment as Special Operations Support Personnel) or movements NCO (with Ranger unit). The positions are equivalent to those of a section sergeant or squad leader. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Squad Leader/Team Leader in a **deployed or deployable unit**.
- Demonstrated career flexibility as shown by serving in **functional** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3.

(d) *Additional training.* Functional training includes Basic Freight Traffic, MILSTAMP, ICODES, TC-AIMS II, WPS/GATES, Basic Freight, Installation Traffic Management, Joint Personnel Property, GTN, ADP, UMODP, MILSTAMP, and JOPEs. Other training includes HAZMAT, and GCCSA.

(e) *Special assignments.* Recruiter.

(3) *SSG.*

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

(b) *Operational assignments.* Focus on continued development and refinement of leadership skills and tactical and technical expertise. Though 88Ns are not often afforded the opportunity to serve in leadership positions. Seek those positions. A position as a document, movements or trans management supervisor is equivalent to holding a position as a section or squad leader. Promotion indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Platoon Sergeant in a **deployed or deployable unit**.
- Demonstrated career flexibility as shown by serving in **functional** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility

- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3. Complete AA/AS. Although completion of civilian education is not a requirement for promotion to SFC, completion does convey initiative and potential.

(d) *Additional training.* Functional training includes TCAIMS II, WPS/GATES, Basic Freight, ICODES, GTN, ADP, UMODP, MILSTAMP, and JOPEs. Other training includes BSNCOc, SOC, FBCB2 BFT, BCS3, and HAZMAT..

(e) *Special assignments.* Instructor/writer, drill sergeant, and recruiter. Overseas contingency operations include duties as **Movements Supervisor**. The Movements Supervisor provides technical guidance for subordinates. Further researches, interprets, prepares and coordinates actions pertaining to travel. Functions as the customs officer for shipment releases in overseas theaters. Monitors all freight, cargo and materiel shipments to ensure accountability; identifies and reports problem areas within the traffic management system to prevent additional costs, losses and damage and conducts briefings for unit moves. Requests, coordinates and monitors movement schedules and programs; ensures transport capability is appropriate, cost effective and meets mission requirements. Operates automated data processing equipment to document movement information, conducts research, monitors movements, inspects commercial contracts and responds to shipment inquiries, discrepancies and routine movements transactions.

(4) *SFC.*

(a) *Institutional training.* SLC.

(b) *Operational assignments.* Continue to seek out the leadership positions. NCOs who have served frequently in tough leadership positions are considered more competitive for promotion than those who have not. An 88N40 may be assigned as a detachment sergeant, operations sergeant, transportation logistics NCO, staff movements NCO, senior movements NCO, and chief movements supervisor. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standard (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Platoon Sergeant or Operations Sergeant **in a deployed or deployable unit**.
- Demonstrated career flexibility as shown by serving in **functional and recent multimodal CSS** or developmental positions at grade level not traditional to their specific MOS as well as in a recent multimodal billet.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3. Begin Bachelor of Arts (BA) or Bachelor of Science (BS). The start of a BA/BS conveys initiative and potential.

(d) *Additional training.* Functional training includes Installation Traffic Management, Division Transportation Officer (DTO) Course, UMO, Course, Contracting Officer, ADP, WPS/GATES, and JOPEs.

(e) *Special assignments.* EOA, drill sergeant, instructor, and career management NCO. Overseas contingency operations duties include **Movements Supervisor** who provides technical guidance for subordinates; researches, interprets, prepares and coordinates actions pertaining to travel. Functions as the customs officer for shipment releases in overseas theaters. Monitors all freight, cargo and materiel shipments to ensure accountability; identifies and reports problem areas within the traffic management system to prevent additional costs, losses and

damage and conducts briefings for unit moves. Requests, coordinates and monitors movement schedules and programs; ensures transport capability is appropriate, cost effective and meets mission requirements. Operates automated data processing equipment to document movement information, conducts research, monitors movements, inspects commercial contracts and responds to shipment inquiries, discrepancies and routine movements transactions.

Special Mission Unit Units. The Special Mission Unit (SMU) requires a mature and astute Senior NCO knowledgeable in all aspects of Transportation. Indeed, the duties required in these SMUs are such that a Senior NCO must possess many of the skills, knowledge, and attributes of the other five MOSs in the 88 CMF.

- **Special Operations Units**, including Special Forces, Rangers, Psychological Operations (PsyOps), and Civil Affairs encompass a broad spectrum of transportation requirements and rely heavily on Transportation NCOs to plan, coordinate, and execute specialized, worldwide strategic moves of personnel and equipment, at a moment's notice.
- **Warrior Transition Units (WTU)** are Multi-component units consisting of medical hold companies and detachments merged with Medical Retention Processing Units (MRPUS) created to provide better care for wounded warriors and chronically ill Soldiers. The NCO's primary mission is to assist with the care and transition of Soldiers and their families. NCOs selected for this duty are rated among the best. However, these are unique positions and Soldiers are advised to make comments in the remarks section when validating their online ERB.
- The **White House Transportation Agency (WHTA)** provides motor vehicle transportation to the White House as directed by the White House Military Office. This includes 24-hour-a-day ground transportation for the First Family, the White House staff, official visitors of the First Family, and other authorized personnel. The WHTA provides vehicle support for Presidential motorcades in the Washington, DC, and metropolitan area, stateside, and overseas trips.
- The **White House Communication Agency (WHCA)** provides transportation and logistical support of both personnel and highly sensitive communications equipment on short notice in direct support to the White House in support of the President, Vice President, and First Lady of the United States.

(5) *MSG/ISG*. See paragraph 25-25.

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

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

25-17. MOS 88N Professional Development Model

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

25-18. MOS 88N Reserve Component

The integration of the RC within the Transportation Corps (TC) is essential to the successful accomplishment of Transportation Operations. The RC represents a substantial portion of the overall TC structure and capability. NCOES in the RC nearly mirrors except functional training if not taught for a Reserve MOS. AA training requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters. The RC is managed the same as the AA (see para 25-4).

25-19. MOS 88P Railway Equipment Repairer

a. Major duties. The railway equipment repairer supervises or performs unit and DS/GS maintenance on diesel-electric locomotives and railway cars.

An 88P may possess the listed Skill Qualification Identifier (SQI):

L – Linguist

N – Joint Planner

P – Parachutist

X – Drill Sergeant

4 – Noncareer Recruiter

8 – Instructor

An 88P may possess the listed Additional Skill Identifier (ASI):
2S – Battle Staff

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

c. Goals for development.

(1) *PVT–SPC/CPL.*

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

(b) *Operational assignments.* The focus during the early years should be geared toward building a strong base of technical expertise in basic MOS skills. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills and initiative during all collective training. Promotion Indicators are:

- Honor Graduate, Commandant's List
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency

(c) *Self-development.* For additional information on self-development, refer to paragraph 25–3. Begin Associate of Arts(AA)/Associate of Science (AS) Civilian education degree

(d) *Additional training.*

(e) *Special assignments.* None.

(2) *SGT.*

(a) *Institutional training.* ALC

(b) *Operational assignments.* The focus during this phase of development should be geared toward leadership refinement. Soldiers should seek greater levels of responsibility and positions that challenge both their technical and tactical knowledge. May serve as a Railway Equipment Repairer or Railway Equipment Inspector. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standard (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Squad/Team Leader.
- Demonstrated career flexibility as shown by serving in **functional CSS** or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25–3. Enroll/continue AA/AS.

(d) *Additional training.* Functional training includes railroad track standards and maintenance training courses. Other training includes HAZMAT training.

(e) *Special assignments.* Drill sergeant in a Division (Institutional Training) organization.

(3) *SSG.*

(a) *Institutional training.* ALC/SLC

(b) *Operational assignments.* The focus for this rank should be squad/team level operations. Should challenge subordinates both in tactical and technical areas to assess level of proficiency. May serve as a Railway Equipment Foreman. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**)
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Platoon Sergeant.
- Demonstrated career flexibility as shown by serving in **functional CSS** or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3. Complete AA/AS. Although completion of civilian education is not a requirement for promotion to SFC, completion does convey initiative and potential.

(d) *Additional training.* Functional training includes railroad track standards and maintenance training courses.

(e) *Special assignments.* Retention NCO and TASS instructor.

(4) *SFC.*

(a) *Institutional training.* SLC

(b) *Operational assignments.* The focus should be platoon/company level supervision. Should be preparing for ISG rotation. Focus should be on mentoring and counseling of subordinate NCOs. May serve as a Railway Equipment Main NCO or Platoon Sergeant. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Platoon Sergeant or Operations Sergeant.
- Demonstrated career flexibility as shown by serving in **functional and multimodal CSS** or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3. Begin Bachelor of Arts (BA) or Bachelor of Science (BS). The start of a BA/BS conveys initiative and potential.

(d) *Additional training.* Functional training includes UMODP and Mobilization/Demobilization course and railroad track standards and maintenance training courses.

(e) *Special assignments.* Recruiting NCO.

(5) *MSG/ISG.* See paragraph 25-25.

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

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

25-20. MOS 88P Professional Development Model

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

25-21. MOS 88T Railway Section Repairer

a. *Major duties.* The railway section repairer performs and supervises maintenance of railway tracks, roadbeds, switches, fences, and other railway facilities. An 88T may possess the listed Skill Qualification Identifier (SQI):

- L – Linguist
- N – Joint Planner
- P – Parachutist
- X – Drill Sergeant
- 4 – Noncareer Recruiter
- 8 – Instructor

An 88T may possess the listed Additional Skill Identifier (ASI):

2S – Battle Staff

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

c. *Goals for development.*

(1) *PVT-SPC/CPL.*

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

(b) *Operational assignments.* The focus during the early years should be geared toward building a strong base of technical expertise in basic MOS skills. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills and initiative during all collective training. Promotion Indicators are:

- Honor Graduate, Commandant's List
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards.**
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3. Begin Associate of Arts(AA)/Associate of Science (AS) Civilian education degree.

(d) *Additional training.* Functional training includes railroad track standards and maintenance training courses.

(e) *Special assignments.* None.

(2) *SGT.*

(a) *Institutional training.* ALC.

(b) *Operational assignments.* The focus during this phase of development should be geared toward leadership refinement. Soldiers should seek greater levels of responsibility and positions, which challenge both their technical and tactical knowledge. May serve as a Section Gang Foreman. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards.**
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Squad/Team Leader.

- Demonstrated career flexibility as shown by serving in **functional** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3.

(d) *Additional training.* Enroll/continue AA/AS.

(e) *Special assignments.* Drill sergeant in a Division (Institutional Training) organization.

(3) SSG.

(a) *Institutional training.* ALC/SLC

(b) *Operational assignments.* The focus for this rank should be squad/team level operations and should challenge subordinates both in tactical and technical areas to assess their level of proficiency. May serve as a Railway Section Supervisor. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Platoon Sergeant.
- Demonstrated career flexibility as shown by serving in **functional** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3. Complete AA/AS. Although completion of civilian education is not a requirement for promotion to SFC, completion does convey initiative and potential.

(d) *Additional training.* Functional training includes railroad track standards and maintenance training courses and Physical Security Course.

(e) *Special assignments.* Retention NCO and TASS instructor.

(4) SFC.

(a) *Institutional training.* SLC.

(b) *Operational assignments.* The focus should be platoon/company level supervision and Soldiers should be preparing for 1SG rotation. Focus should be on mentoring and counseling of subordinate NCOs. May serve as a Track Maintenance NCO or Platoon Sergeant. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Platoon Sergeant or Operations Sergeant.

- Demonstrated career flexibility as shown by serving in **functional and multimodal** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3. Begin Bachelor of Arts (BA) or Bachelor of Science (BS). The start of a BA/BS conveys initiative and potential.

(d) *Additional training.* Functional training includes UMODP and Mobilization/Demobilization Course.

(e) *Special assignments.* Recruiting NCO.

(5) *MSG/ISG.* See paragraph 25-25.

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

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

25-22. MOS 88T Professional Development Model

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

25-23. MOS 88U Railway Operations Crewmember

a. *Major duties.* The railway operations crewmember supervises and/or operates diesel-electric locomotives and related equipment. Serves as crewmember or brakeman in makeup and movement of railway cars/trains. Dispatches train or operate railway stations, railway signals and switches. Controls train movements. The railway Specialist provides rail network capability and infrastructure assessments. In addition, the Railway Operations Crewmember performs rail mode feasibility studies and advises on employment of rail capabilities, coordinates rail and bridge safety assessments, performs and assists with rail planning.

An 88U may possess the listed Skill Qualification Identifier (SQI):

- L – Linguist
- N – Joint Planner
- P – Parachutist
- X – Drill Sergeant
- 4 – Noncareer Recruiter
- 8 – Instructor

An 88U may possess the listed Additional Skill Identifier (ASI):

- 2S – Battle Staff

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

c. *Goals for development.*

(1) *PVT-SPC/CPL.*

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

(b) *Operational assignments.* The focus during the early years should be geared toward building a strong base of technical expertise in basic MOS skills. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills and initiative during all collective training. Promotion Indicators are:

- Honor Graduate, Commandant's List
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards.**
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency

(c) *Self-development.* For additional information on self-development, refer to paragraph 25–3. Begin Associate of Arts(AA)/Associate of Science (AS) Civilian education degree.

(d) *Additional training.* Functional training includes Railroad track standards and maintenance training courses.

(e) *Special assignments.* None.

(2) *SGT.*

(a) *Institutional training.* ALC

(b) *Operational assignments.* The focus during this phase of development should be geared toward leadership refinement. Soldiers should seek greater levels of responsibility and positions, which challenge both their technical and tactical knowledge. May serve as a Senior Railway SGT or Train Crewmember. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standard (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Squad/Team Leader.
- Demonstrated career flexibility as shown by serving in **functional** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25–3. Enroll/continue AA/AS.

(d) *Additional training.* Functional training includes railroad track standards and maintenance training courses.

(e) *Special assignments.* Drill sergeant in a Division (Institutional Training) organization.

(3) *SSG.*

(a) *Institutional training.* ALC/SLC

(b) *Operational assignments.* The focus for this rank should be squad/team level operations. Should challenge subordinates both in tactical and technical areas to assess level of proficiency. May serve as a Train Movements Supervisor. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Platoon Sergeant.
- Demonstrated career flexibility as shown by serving in **functional** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency

- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3. Complete AA/AS. Although completion of civilian education is not a requirement for promotion to SFC, completion does convey initiative and potential.

(d) *Additional training.* Functional training includes railroad track standards and maintenance training courses.

(e) *Special assignments.* Retention NCO and TASS instructor.

(4) *SFC.*

(a) *Institutional training.* SLC.

(b) *Operational assignments.* The focus should be platoon/company level supervision. Should be preparing for first sergeant rotation. Focus should be on mentoring and counseling of subordinate noncommissioned officers. May serve as a Railway Operations Supervisor, Senior Train Movement Supervisor, Rail Operations NCO, or Platoon Sergeant. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a Platoon Sergeant or Operations Sergeant.
- Demonstrated career flexibility as shown by serving in **functional and multimodal** CSS or developmental positions at grade level not traditional to their specific MOS.

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character

(c) *Self-development.* For additional information on self-development, refer to paragraph 25-3. Begin Bachelor of Arts (BA) or Bachelor of Science (BS). The start of a BA/BS conveys initiative and potential.

(d) *Additional training.* Functional training includes UMODP and railroad track standards and maintenance training courses.

(e) *Special assignments.* Recruiting NCO.

(5) *MSG/ISG.* See paragraph 25-25.

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

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

25-24. MOS 88U Professional Development Model

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

25-25. MOS 88Z Transportation Senior Sergeant

a. *Major duties.* The Transportation Senior Sergeant plans, directs, and controls movement operations and service support for freight, personnel, and cargo by all transportation modes. Manages and coordinates the operation and maintenance of Army watercraft. Assists in the coordination and implementation of operations, administration, training programs, and communication activities. Accounts for location, employment, and deployment of organic operating equipment and maintenance activities. Consolidates, prepares, reviews, and processes regular and special reports of command transportation and watercraft activities. Serves as the principal NCO associated with SQI M in transportation companies. Multimodal expert charged with knowing the transportation capabilities, requirements, and culture of ground, air, waterway, and rail movement operations. Advises military and DoD civilians concerning

the selection of sites for depots, truck terminals, railheads, beachheads, airfields, ports, and inland waterway terminals. Monitors Standard Army Management Information Systems activity at the intra-theater strategic deployment level to direct and sustain in-transit visibility of shipments. Additionally responsible for facilitating and coaching unit activity through the Reception, Staging, Onward Movement and Integration processes at the inter-theater level. The 88Z (MSG and SGM) also serves as a Contracting Officers Representative.

An 88Z may possess the listed Skill Qualification Identifier (SQI):

L – Linguist
M – First Sergeant
N – Joint Planner
P – Parachutist
S – Special Operations Support Personnel
V – Ranger Parachutist
X – Drill Sergeant
4 – Noncareer Recruiter
8 – Instructor

An 88Z may possess the listed Additional Skill Identifier (ASI):

2S – Battle Staff
Y9 – Warrior Transition Unit/ Community Based Warrior Transition Unit (WTU/CBWTU) Squad Leader/Platoon Sergeant

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

c. Goals for development.

(1) *MSG/ISG.*

(a) *Institutional training.* SGM Academy.

(b) *Operational assignments.* The critical assignment for a MSG is First Sergeant of which the Regiment recommends a minimum time of 24 months time served as a 1SG. Other duty positions include career management NCO, career advisor, operations sergeant, transportation supervisor, plans NCO, and marine maintenance sergeant. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- Exceeded course standards (**Honor Graduate, Commandant's List, etc...**).
- Maintained high **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exceptional duty performance** while assigned as a First Sergeant or Operations Sergeant in a battalion or brigade **in a deployed or deployable unit**.
- Demonstrated career flexibility as shown by serving in a **multimodal** CSS or developmental positions at grade level not traditional to their specific MOS.
- Demonstrated multifunctional potential as indicated by senior leader
- Recommended positions with increased responsibility at higher level on NCOERs at the MSG/SGM level

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates
- Is an impact player
- Breeds Transporters of Character
- Develop Leaders and Develop as a Leader

(c) *Self-development.* For additional information on self-development, refer to paragraph 25–3. Complete BA/BS. Although not a requirement for promotion, completion conveys initiative and potential.

(d) *Additional training.* DTO Course, Installation Traffic Management Course, and JOPES.

(e) *Special assignments.* Career advisor, career management NCO, and IG. Special assignments are in either the Generating Force or Operational Force and include:

- Senior Personnel Developer. The Career Management NCO works to assign personnel to authorized personnel structure in support of Army manning requirements. In addition, this Senior NCO works closely with the Transportation Proponent Office as well as act as a liaison between the Transportation Branch and the Personnel Offices in HQDA, TRADOC, Army G1.
- Instructor/Writer. This billet is responsible for training Advanced Individual Trainees and reclassification students in both a classroom and field/tactical environment.
- AC/RC. Senior NCOs assigned to an Active Component/Reserve Component (AC/RC) position provide active duty mentorship to the reserve component to maintain standards of unit training and readiness.

Many of our 88CMF MOSs are currently serving (will serve or have served) in assignments supporting full spectrum operations as well as humanitarian missions (e.g.; Iraq, Afghanistan, Haiti, Japan). Duty performance while deployed as well as superior performance in all assigned duties are indicative of promotion potential.

Special Mission Unit (SMU). The SMU requires a mature and astute Senior NCO knowledgeable in all aspects of Transportation. Indeed, the duties required in these SMUs are such that a Senior NCO must possess many of the skills, knowledge, and attributes of the other five MOSs in the 88 CMF.

- **Special Operations Units**, including Special Forces, Rangers, Psychological Operations (PsyOps), and Civil Affairs encompass a broad spectrum of transportation requirements and rely heavily on Transportation NCOs to plan, coordinate, and execute specialized, worldwide strategic moves of personnel and equipment, at a moment's notice.
- **The White House Transportation Agency (WHTA)** provides motor vehicle transportation to the White House as directed by the White House Military Office. This includes 24-hour-a-day ground transportation for the First Family, the White House staff, official visitors of the First Family, and other authorized personnel. The WHTA provides vehicle support for Presidential motorcades in the Washington, DC, and metropolitan area, stateside, and overseas trips.
- **The White House Communication Agency (WHCA)** provides transportation and logistical support of both personnel and highly sensitive communications equipment on short notice in direct support to the White House in support of the President, Vice President, and First Lady of the United States.

(2) *SGM/CSM.*

(a) *Institutional training.* SGM Academy.

(b) *Operational assignments.* Operations sergeant; transportation senior sergeant; manpower analyst; Career Management Proponent SGM, DTO Transportation Senior Sergeant, and CTO Transportation Senior Sergeant. Promotion Indicators are:

- Strong NCOERs that reflect **superior performance** and potential in a **variety** of challenging assignments.
- A trend in exceeding course standards (**Honor Graduate, Commandant's List, etc...**).
- Demonstrated a trend in exceeding **physical fitness standards** through award of the Army Physical Fitness Badge and also showed consistent compliance with **height and weight standards**.
- Consistently pursued **education** through military courses and civilian educational opportunities.
- Consistently demonstrated **high standards of conduct** and adherence to Army values on and off duty.
- Demonstrated **exemplary duty performance** while assigned in any authorized Sergeant Major or Command Sergeant Major billet in both a deployed and garrison environment.
- Demonstrated career flexibility as shown by serving in **multimodal** CSS or developmental positions at grade level not traditional to their specific MOS.
- Demonstrated multifunctional potential as indicated by senior leader
- Recommended positions with increased responsibility at higher level on NCOERs at the MSG/SGM level

Attributes must reflect:

- One that is culturally astute
- Agility
- Adaptability
- Resiliency
- One that challenge subordinates

- Is an impact player
- Breeds Transporters of Character
- Develop Leaders and Develop as a Leader
- Pioneers the "art of the possible"
- Is inquisitive, curious, honor, readiness, an integrator, warrior, diplomat, and attitude – mindsets over skill-sets.

(c) *Self-development.* Although not a requirement for promotion to Sergeant Major, the Regiment endorses for promotion to Sergeant Major selectee have completed a four year degree as this is indicative of initiative and potential. The SGM should enroll in a graduate program after completion of a BA/BS degree.

(d) *Additional training.* Unit Movements Course, Division Transportation Course, and Strategic Air Deployment Planning Course.

(e) *Special assignments.* Trans Inspector (Office of the IG, HQ MTMC CMD). Such assignments are in either the Generating Force or Operational Force:

- Senior Personnel Developer. The Senior Personnel Developer (Proponent Sergeant Major) works to ensure Standards of Grade for each MOS within the CMF are balanced and seeks to exploit personnel structure relative to the eight life-cycle management functions (Structure, Transition, Sustainment, Compensation, Acquisition, Distribution, Developing and Deployment). Coordinates closely personnel actions with HQDA, TRADOC, and Army GI.
- SGM, Transportation School. Provides guidance concerning all aspects of POI execution.
- IG. Fact finders who use training, inspections, staff/unit assist visits, as well as investigation as their primary tool to assist leadership, staff, or the field.
- USASMA SGL, USASMA Instructor/Writer.
- DTO SGM

Many of our 88CMF MOSs are currently serving (will serve or have served) in assignments supporting full spectrum operations as well as humanitarian missions (e.g.; Iraq, Afghanistan, Haiti, Japan). Duty performance while deployed as well as superior performance in all assigned duties is indicative of promotion potential.

The Regiment endorses favorably consideration to those who serve or have served in the aforementioned positions twelve months or longer and performed duties in an exemplary manner.

Special Mission Unit (SMU). The SMU requires a mature and astute Senior NCO knowledgeable in all aspects of Transportation. Indeed, the duties required in these SMUs are such that a Senior NCO must possess many of the skills, knowledge, and attributes of the other five MOSs in the 88 CMF. Such a billet exists with:

- **White House Transportation Agency (WHTA).** The WHTA provides motor vehicle transportation to the White House as directed by the White House Military Office. This includes 24-hour-a-day ground transportation for the First Family, the White House staff, official visitors of the First Family, and other authorized personnel. The WHTA provides vehicle support for Presidential motorcades in the Washington, DC, and metropolitan area, stateside, and overseas trips.
- **Special Operations Units,** including Special Forces, Rangers, Psychological Operations (PsyOps), and Civil Affairs encompass a broad spectrum of transportation requirements and rely heavily on Transportation NCOs to plan, coordinate, and execute specialized, worldwide strategic moves of personnel and equipment, at a moment's notice.

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

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

25-26. MOS 88Z Professional Development Model

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

25-27. MOS 88Z Reserve Component

The integration of the RC within the Transportation Corps (TC) is essential to the successful accomplishment of Transportation Operations. The RC represents a substantial portion of the overall TC structure and capability. NCOES in the RC nearly mirrors except functional training if not taught for a Reserve MOS. AA training requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters. The RC is managed the same as the AA (see para 25-4).