

Adjutant General (AG) Corps (Career Management Field 42) Career Progression Plan

Chapter 1. Duties

The purpose of the Adjutant General (AG) Corps is to provide manpower, Human Resources (HR) support, and band support to commanders at all echelons, to enhance the readiness and operational capabilities of the total force, and ensure success across the full spectrum of military operations. The AG Branch manages the HR life-cycle functions that include personnel procurement, training, professional development, distribution, sustainment, and separation/retirement to help ensure a quality force. HR NCOs conduct core competencies outlined in FM 1-0, Human Resources Support and are supplemented by JP 1-0, Joint Personnel Support when assigned to support Joint, Inter-agency, Inter-governmental and Multinational (JIIM) operations. Specially-selected and managed assignments including the Defense Intelligence Agency (DIA), White House Communications Agency (WHCA), Special Operations Forces (SOF), Special Missions Units (SMU), and others, provide HR professionals the opportunity to execute core competencies while supporting national-level missions. HR NCOs must possess the necessary technical and operational expertise to advise commanders and Senior Enlisted Leaders on the human dimension of readiness in decisive action. They must be able to comprehend and integrate the organization, structure, and doctrine of the Army as it evolves in the face of rapidly changing complex situations. They employ automated human resources information systems and standard software applications, manage requirements, prepare for near-term developments, and forecast needs. Army Bands serve as a combat multiplier and play an integral part in the sustainment of forces engaged in unified land operations. Army Bands promote the Army and our national interests, enable commanders to shape the environment to accomplish their mission, and set the conditions that lead to trust and confidence in America's Army and its readiness to conduct operations in peacetime, conflict, and war. Army Musicians are among the Army's most visible and effective builders of esprit de corps and cohesion, and serve to enhance the Army's public image. Therefore, Army Musicians must demonstrate the highest level of professional performance and appearance standards to best represent the Army and serve the Nation.

Chapter 2. Transformation

Human Resource Soldiers are valuable and vital parts of every organization as they support and manage the Army's most important resource – its people. It is imperative that HR NCOs remain in the forefront as the Army undergoes continued transformation to meet the Nation's needs now and into the future. As a result, HR NCOs must remain knowledgeable and relevant within their field through professional military and civilian education and successful performance in competency-based assignments. HR competency-based assignments are G-1/J-1/AG, S-1s, and Standard Requirement Code (SRC) 12 units. HR Support is an element of personnel services and is aligned under the Sustainment Warfighting functions described in ADP 3-0 and 4-0. HR NCOs support the force by executing the core competencies using the six interdependent enduring principles of Integration, Anticipation, Responsiveness, Synchronization, Timeliness, and Accuracy. Therefore, HR NCOs must fully understand the structure and warfighting doctrine of their organization. Furthermore, they are leaders responsible for the tactical and technical training of their subordinates in HR systems, policy, directives, and guidance. Due to the specialized technical skills required of Army Band Soldiers, all positions within Army Bands are competency-based assignments. Musicians incorporate industry standard performance techniques into operationally appropriate musical support products, and provide training on these techniques to subordinates in order to provide critical support to the senior commander's strategic outreach. The role of Army Bands in strategic outreach includes performing music in support of Soldiers, Families, recruiting, public

diplomacy, community relations, and education. Additionally, Army Bands provide support to coalition operations to help build political, diplomatic, and social bonds between U.S. Forces and peoples of other nations, as well as provide support for ceremonies, troop functions, concerts, protocol functions, and religious ceremonies at home and abroad. Army Bands provide Music Performance Teams (MPT) to conduct music support operations, provide mission command for MPTs to allow concurrent mission support, and actively support efforts to recruit civilian personnel for service in all components of the Army.

The Proponent for the AG Branch is the Commandant, Adjutant General School (Personnel and Leader Development Division), 10,000 Hampton Parkway, Fort Jackson, SC 29207-7025. Personnel Developers can be reached at 803-751-8352, 803-751-8347 or DSN 734-8352/8347.

Chapter 3. Recommended career management self-development, by rank

a. Private - Specialist/Corporal

(1) Soldiers should study and become familiar with military publications related to equipment and duty skills associated with their MOS and assignment such as: STP 21-1-SMCT; ADP 6-22; TC 3-21.5; TC 3-22.9; FM 7-22; FM 1-0; ATP 1-0.1; ATP 1-0.2; AR 25-50; AR 670-1; AR 600 series; all -10 level maintenance manuals associated with their equipment; and Warrior Tasks and Battle Drills (WTBD) associated with their current assignment.

(2) The following are suggested for self-development: TC 7-22.7, AKO and <http://www.train.army.mil/> contain additional reading material for self-development.

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

b. Sergeant

(1) The SGT is first and foremost a trainer of Soldiers. SGTs must demonstrate a high degree of proficiency in MOS duties and competence of leadership functions commensurate with their position in order to effectively train and lead Soldiers. The SGT's career progression relies upon a strong drive to excel in duty performance in addition to the attainment of additional knowledge, skills and experience related to leadership and MOS competency.

(2) SGTs will read and demonstrate knowledge of the following publications: Skill Level (SL) 10 publications in addition to the following military publications: STP 21-24-SMCT; ADP 1-0; ADP 3-0; ADP 6-0; ADP 6-22; ADP 7-0.

(3) The following is suggested for self-development: The Service members Opportunity Colleges Army Degree website provides information on degree programs that relate to military occupational specialties; TC 7-22.7, AKO and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) Self-development competitive Soldier boards, such as NCO of the Quarter/Year and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

c. Staff Sergeant

(1) The SSG's professional competence is measured by how well they develop, maintain and use the full range of human potential of their Soldiers. This is typically the first level of leadership at which the NCO is responsible for leading and developing other leaders. SSGs should continue to hone leadership skills and maintain a high proficiency level in their MOS.

(2) SSGs will study and develop proficient knowledge of SL10 and SL20 publications in addition to the following military publications: STP 21-24-SMCT; DA PAM 611-21; DA PAM 600-25; ADP 1-02; ADP 3-90; AR 350-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is required for self-development: TC 7-22.7, AKO and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) Self-development competitive Soldier boards, such as NCO of the Quarter/Year and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(5) SSGs who complete an Associate's Degree program or 60 semester hours of college at this level should be considered ahead of their peers.

d. Sergeant First Class

(1) The SFC is expected to dispatch leadership and other duties with an expert level of professionalism. As NCOs become more senior in rank, self-motivated development becomes more important. Activities such as professional reading or college courses help the Senior NCO (SNCO) develop organizational leadership skills needed to coach, teach and mentor Soldiers.

(2) SFCs will study and demonstrate proficient knowledge of the SL 10–30 publications in addition to the following military publications:

FM 1-0; ADP 4-0; ADP 5-0; ADP 6-0; AR 220–1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is required for self-development: TC 7–22.7, AKO and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) Self-development competitive Soldier boards, such as NCO of the Quarter/Year and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(5) SFC who complete an Associate's Degree program or 60 semester hours of college and continue to accumulate college credit towards a Bachelor's Degree at this level should be considered ahead of their peers.

e. Master Sergeant/First Sergeant

(1) MSGs/1SGs who complete a Bachelor's Degree and continue to accumulate college credit towards a Master's Degree by this stage of service should be considered ahead of their peers.

(2) MSGs/1SGs should study and master the SL 10–40 publications in addition to the following military publications: AR 600–20; AR 840–10.

(3) MSGs/1SGs should broaden their focus by leveraging other distributed learning programs, to include functional training. They must recognize their new role and pursue functional courses from various sources that will enhance their understanding of how the Army operates in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The following is suggested for self-development: Sergeant Major of the Army (SMA) Reading List. Continuous professional reading aids the Senior NCO in developing and refining organizational leadership skills to coach, teach and mentor Soldiers. NCOs will broaden their focus and pursue functional course offerings from various sources.

f. Sergeant Major/Command Sergeant Major

(1) SGMs/CSMs possess a broad understanding of strategic and organizational behavior in order to advise commanders in operations and enlisted matters.

(2) SGMs/CSMs who complete Master's Degree in their chosen discipline should be considered ahead of their peers. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. As their communications inherently reach a large number of Soldiers, outstanding communications skills are required. Skills in community and public relations are also important since the SGMs/CSMs will often be representing the Army and the command in civic functions.

(3) SGMs/CSMs should read publications on the Army and their command team's professional reading list. Continued individual reading about world politics, geo-political issues, Chief of Staff (CSA) of the Army Reading List, SMA Reading list; General Army Links, Army Leadership publications. Military publications relating to Army operations and current battle doctrine enhances the knowledge base of the leader.

Chapter 4. Military occupational specialty 42A human resources specialist

a. *Major duties.* The HR specialist manages and performs HR functions in support of every echelon of command across DOD. HR support is executed through the four core competencies and key functions outlined in FM 1-0, Human Resources Support. These competencies are unique and ensure Army readiness. The core competencies are:

(1) Man the Force - consists of the key functions that affect personnel aspects of building combat power of an organization. The key functions of Man the Force are Personnel Readiness Management (PRM), Personnel Accountability (PA), Strength Reporting (SR), HR Support to Replacement Operations, and Personnel Information Management (PIM).

(2) Provide HR Services - consists of the functions conducted by HR professionals that specifically impact Soldiers and organizations and include the key functions of Essential Personnel Services (EPS), Postal Operations and Casualty Operations.

(3) Coordinate Personnel Support - includes Morale, Welfare, and Recreation (MWR), Command Interest Programs (CIP), Retention Operations (RO), and Army Music operations. These functions normally require coordination by Deputy Chief of Staff, G-1/AG, S-1s and generally fall under their responsibilities.

(4) Conduct HR Planning and Operations - functions that support the means by which HR leaders envision a desired HR end-state in support of the operational commander's mission requirements. Operation of HR mission command includes establishing, operating, and maintaining connectivity to HR data and voice communication nodes needed for HR operations across all commands and echelons.

(5) These duties are performed in Companies, BN and BDE level S1s, SMUs, SOF, G1/J1 sections, Human Resources Sustainment Center (HRSC), Military Mail Terminal Teams (MMT), Human Resources Operations Center (HROC), Human Resources Operations Branch (HROB), Theater Gateway Personnel Accountability Teams (TG PAT), HR Company HQs, Postal Platoons, HR Platoons, Personnel Accountability Teams (PAT), Casualty Liaison Teams (CLT) and Army/Joint level staffs. Assignments to Joint Force J1s require the execution of HR core competencies along with specific focus on management of joint manpower, readiness, DoD awards, and other joint policies in support of Joint Force Commanders at all echelons and in a full range of operational environments. There are some RC-unique duties in Joint Force HQs, and USAR Readiness Divisions. HR SPCs advise commanders, staffs, and Soldiers on HR functions and capabilities at strategic, operational and tactical levels. They focus on HR management; supervise personnel management activities such as wartime Personnel Accounting and Strength Reporting (PASR), casualty OPS, postal OPS and other HR functions. They also train and supervise military and civilian personnel in organizational HR support. In order to execute the major duties, HR SPCs operate and manage numerous HR systems, to include, but not limited to, the Enlisted Distribution and Assignment System (EDAS), Total Officer Personnel Management Information System (TOPMIS), Electronic Military Personnel Office (eMILPO), Deployed Theater Accountability Software (DTAS), Tactical Personnel System (TPS), Interactive Personnel Electronic Records Management System (iPERMS), Defense Casualty Information Processing System (DCIPS) and the Fourth-Estate Manpower Tracking System (FMTS). HR SPCs in the RC also manage unique programs such as Regional Level Application Software (RLAS), Reserve Component Management System (RCMS) and the Soldier Management System (SMS); HR systems dedicated to the management of Soldiers, their Families, DOD Civilians, Retirees and Contractors.

b. *Prerequisites.* See DA PAM 611-21 in the HR Smartbook for details located at <https://www.milsuite.mil/book/groups/smarbookdapam611-21>.

c. *Goals for Development.*

(1) *Career Management.* The ACT, in conjunction with DA PAM 600-25, informs HR Soldiers and NCOs on how their career and professional development patterns should unfold. All HR

Soldiers should be enrolled in and actively utilizing ACT as a tool to monitor and guide career progression both for themselves and their subordinates.

(2) *Achievements*. Recognition for individual achievement through the course of a Soldier's career can contribute to being recognized above their peers for advancement.

(a) Adjutant General's Corps and/or Regimental awards include the AG Corps Soldier and NCO of the Year/Month, Major General Horatio Gates Medal (Bronze/Gold), Colonel Robert L. Manning Achievement Medal, President Benjamin Harrison Medal and the President Theodore Roosevelt Medal.

(b) *Personal Awards*. Recognition of exemplary performance can set a Soldier ahead of their peers for promotion and should be considered based on the individual events and merit that resulted in recognition. Awards should not serve as a sole consideration when competing for promotion.

(c) *Recognition*. Soldiers selected by their peers for membership in the SGT Morales or SGT Audie Murphy Clubs, as well as recognition as BDE or higher "Soldier of the Quarter/NCO of the Quarter" or "Soldier of the Year/NCO of the Year" awards, should be considered above their peers. NCOs who are named "Distinguished Honor Graduate," "Honor Graduate," who are placed on the Commandant's List in the top 20 percent of a graduating class, are selected as "Distinguished Leadership Awardee" or achieved "Superior Academic Achievement" in any NCOPDS, have demonstrated greater ability and potential than those who have not.

1. Private - Specialist/Corporal

(a) *Operational assignments*. The focus during the early years of a HR SPC's career must be on building a strong base of technical expertise in basic MOS skills and common Soldier tasks. Assignments may include, but are not limited to, HR Specialist in a Modified Table of Organization and Equipment (MTOE) HR Company, Human Resource Operational Center, Battalion, Brigade, Division, CORPS, Army Service Component Command, Human Resources Operations Branch, HR Squad, Human Resources Sustainment Center and Executive Administrative Assistant at Battalion, Brigade or Division level.

(b) *Generating assignments*: HR Specialist in a Table of Distribution and Allowances (TDA) Company, Battalion, Brigade, Division, Military Entrance Processing Station; Executive Administrative Assistant

(c) *Broadening assignments*: Unit Operations / Schools

(d) *Institutional training*:

(1) *Professional Military Education*: Basic Leader Course (BLC); Distributed Leaders Course 1; Completion of DLC 1 is mandatory and must be accomplished before you are eligible to appear before a SGT promotion board in the primary zone, otherwise you will be subject to a HQDA bar to continued service. This course qualifies you for promotion board appearance and meets prerequisites for attendance at specified NCOPDS. Soldiers must complete BLC as a requirement for promotion to Sergeant.

(2) *Functional Training*: Culture and Language Training; Postal Operations (ASI F5); Executive Administrative Assistant (ASI F3); Airborne School (SQI P); Air Assault School (ASI 2B); Ranger School (SQI V)

(e) *Lifelong Learning*: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; GoArmyEd; Joint Service Transcript; Associate's degree

(f) *Self Development*: Soldier of the Month/Quarter/Year Board; AG Soldier of the Month/Quarter/Year Board

(g) *Credentials/Certifications*:

(1) *Star Credentials*: Microsoft Office Specialist (MOS): Microsoft Office 2013; Microsoft Office Specialist (MOS): Microsoft Office 2016

(2) *Proponent Recommended*: Associate Professional in Human Resources; Certified Associate in Project Management; Project Management Professional

2. Sergeant

(a) *Operational assignments*. The focus during this phase of a career should be on operational assignments that develop leadership skills, MOS skills, and common Soldier skills. Technical and tactical expertise will be essential in the execution of HR core competencies in operational assignments. These assignments may include, but are not limited to, HR Sergeant in a MTOE HR Company, Battalion, Brigade, Security Forces Assistance Brigade, Special Operations Forces, Special Mission Unit, Airborne, Division, CORPS, Army Service Component Command G1, Human Resource Operational Center, Human Resources Operations Branch, HR Squad, Human Resources Sustainment Center, Postal Supervisor and Administrative Assistant at Battalion, Brigade, Division or CORPS level.

(b) *Generating assignments*: HR Sergeant in a TDA NATO, JOINT, G1; Postal Instructor; Executive Administrative Assistant (Training Battalion / Brigade - CMD); Military Entrance Processing Station NCO; IPPS-A Field Integration

(c) *Broadening assignments*: Drill Sergeant; Recruiter; DOD / JOINT / NATO Staff; Battalion / Brigade S3 NCO; Defense Attaché; Defense Courier;

(d) *Institutional Training*:

(1) *Professional Military Education*: Advanced Leader Course; Distributed Leaders Course 2; Completion of DLC 2 is mandatory and must be accomplished before you are eligible to appear before a SSG promotion board in the primary zone, otherwise you will be subject to a HQDA bar to continued service. This course qualifies you for promotion board appearance and meets prerequisites for attendance at specified NCOPDS. Soldiers must complete ALC as a requirement for promotion to Staff Sergeant. Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Honor Graduate, Commandant's List, Distinguished Leader Award or Superior Academic Achievement.

(2) *Functional Training*: Culture and Language Training; Postal Operations (ASI F5); Postal Supervisor (ASI F4); Executive Administrative Assistant (ASI E3); Airborne School (SQI P); Air Assault School (ASI 2B); Ranger School (SQI V); Security Forces Assistance Advisor Course (SQI 3)

(e) *Lifelong Learning*: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; GoArmyEd; Joint Service Transcript; Associate's degree

(f) *Self Development*: Sergeant Audie Murphy Board; Sergeant Morales Board; NCO of the Month/Quarter/Year Board; AG NCO of the Month/Quarter/Year Board

(g) *Credentials/Certifications*:

(1) *Star Credentials*: Associate Professional in Human Resources (aPHR)

(2) *Proponent Recommended*: Certified Associate in Project Management; Project Management Professional

3. Staff Sergeant

(a) *Operational assignments*: The focus during this phase of a NCO's career must be on continued development and refinement of leadership skills and tactical and technical expertise. NCOs should maintain a good balance of generating and operating force assignments that enhance a Soldier's experience, knowledge, and career progression. NCOs should avoid back to back generating or special assignments as they reduce proficiency in HR core competencies due to continuous changes in modernization, structure, and doctrine. The key experiences are operational assignments of increased responsibility that best prepare Human Resources SSGs to perform duties and handle the responsibilities of a SFC. The key experiences for CMF 42A SSG include Battalion S1 Senior Human Resources Sergeant or Human Resources Sergeant

within the Battalion/Brigade/Special Forces Group/Division. Other assignments also include, but are not limited to, Senior HR Sergeant in a MTOE Security Forces Assistance Brigade, Special Mission Unit, Airborne, Division / CORPS / Army Service Component Command G1, Human Resource Operational Center, Human Resources Operations Branch, Human Resources Sustainment Center, HR Company Squad Leader, Postal Platoon Supervisor, Operations NCO, and Executive Administrative Assistant in (BN, BDE, DIV, CORPS, ASCC, DRU, MACOM, ACOM)

(b) *Generating assignments:* Senior HR Sergeant in a TDA NATO, Joint, G1; AIT Instructor; Noncommissioned Officer Academy Small Group Leader; Proponent NCO; Writer Developer; Human Resources Command, HR Sergeant; Active Component / Reserve Component Advisor; Reserve Officers' Training Corps Instructor; IPPS-A Field Integration

(c) *Broadening assignments:* Drill Sergeant; Recruiter; DOD / JOINT / NATO Staff; Battalion / Brigade S3 NCO; Defense Attaché; Defense Courier

(d) *Institutional Training:*

(1) *Professional Military Education:* Senior Leader Course; Distributed Leaders Course 3; Effective 1 May 2020, completion of DLC 3 is mandatory and must be accomplished before you are eligible for promotion to SFC in the primary zone, otherwise you will be subject to a HQDA bar to continued service. Primary zone eligibility for promotion to SFC is met once you have accumulated 36 months' time in grade and six years active federal service. This course qualifies you for promotion pin-on and meets prerequisites for attendance at specified NCOPDS. Soldiers must complete SLC as a requirement for promotion to Sergeant First Class. Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Honor Graduate, Commandant's List, Distinguished Leader Award or Superior Academic Achievement.

(2) *Functional Training:* Culture and Language Training; Postal Operations (ASI F5); Postal Supervisor (ASI F4); Manpower/Force Development; Executive Administrative Assistant (ASI F3); Battle Staff (ASI 2S); Airborne School (SQI P); Air Assault School (ASI 2B); Ranger School (SQI V)

(e) *Lifelong Learning:* Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; GoArmyEd; Joint Service Transcript; Associate's degree

(f) *Self Development:* Sergeant Audie Murphy Board; Sergeant Morales Board; NCO of the Month/Quarter/Year Board; AG NCO of the Month/Quarter/Year Board

(g) *Credentials/Certifications:*

(1) *Star Credentials:* N/A

(2) *Proponent Recommended:* Associate Professional in Human Resources (aPHR); Certified Associate in Project Management; Project Management Professional

(h) Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the best qualified and most qualified SSGs to be selected to the next higher grade:

(1) A SSG that has successfully completed their key experience positions should be considered ahead of their peers for promotion. The best qualified SSG to be selected for SFC is:

(a) *Leadership positions:* 18-24 months of successful duty as a battalion S1 Senior HR Sergeant and at least 12 months of successful duty in a broadening assignment with MQ rating and highly numerated ranking. The only exception to the 18-24 months is for Soldiers who have successfully performed at the next higher grade (as indicated by evaluations) as they have demonstrated their ability to perform at the next level and should be promoted ahead of their peers. NCOs should have a DA Photo IAW AR 640-30, and have an accurate Soldier Record Brief (SRB)

(b) *Physical Fitness*: scoring 270 and above on the APFT (with at least 90 points in each event)

(c) *Military Education*: exceeded ALC course standards, Leadership Award; Distinguished Honor/Honor Graduate

(d) *Civilian Education*: Associate's Degree

(e) *Training*: Special consideration should be given to those NCOs who have completed training beyond required NCOPDS and DLC: Drill Sergeant School; Recruiter; Ranger School; Postal Operations/Supervisor; Airborne; Air Assault

(f) *Other Indicators*: Instructor Badge; Audie Murphy/SGT Morales; AG NCO of the Year/ NCO of the Year (Brigade level or higher); Volunteer Service (MOVSM); Associate in Professional Human Resources Certification (aPHR)

(2) The most qualified SSG to be selected for SFC is:

(a) *Leadership positions*: At least 12 months of successful duty as a battalion S1 SR HR SGT with HQ rating and mid-level numerated ranking. NCOs should have a DA Photo IAW AR 640-30, and have an accurate Soldier Record Brief (SRB).

(b) *Physical fitness*: scoring 240-269 on the APFT

(c) *Military Education*: exceeded ALC Course Standards, Commandant's List

(d) *Civilian Education*: some college towards an Associate's Degree

(e) *Training*: Battle Staff; Manpower/Force Management Course; Joint Military Attaché; Master Resilience Training; Sexual Harassment/Assault Response and Prevention; Master Fitness Trainer

4. Sergeant First Class

(a) *Operational assignments*: SFCs should maintain a good balance of generating and operating force assignments that enhance a Soldier's experience, knowledge, and career progression. The key experience are operational assignments of increased responsibility that best prepare Human Resources SFCs to perform duties and handle the responsibilities of a MSG. The key experiences for CMF 42A SFC include Battalion/Brigade/Special Forces Group S1 Senior Human Resources Sergeant and G1/J1 Human Resources Sergeant. Other assignments may include, but are not limited to, Senior HR Sergeant in a MTOE Security Forces Assistance Brigade, Special Mission Unit, Airborne, Division/CORPS/Army Service Component Command G1; Human Resource Operational Center; Human Resources Operations Branch; Human Resources Sustainment Center; HR Company Platoon Sergeant; Postal Platoon Sergeant; HR Operations NCO; Executive Administrative Assistant in (ACOM, MACOM, ASCC).

(b) *Generating assignments*: Senior HR Sergeant in a TDA NATO, Joint, G1; Senior AIT Instructor; Senior Noncommissioned Officer Academy Small Group Leader; Proponent NCO; Human Resources Command Professional Development NCO, HR Sergeant; Writer Developer; Military Entrance Processing Station Processing NCO; Active Component / Reserve Component Advisor; Reserve Officers' Training Corps Instructor; Directorate of Training and Doctrine NCOIC; IPPS-A Field Integration

(c) *Broadening assignments*: Drill Sergeant; Recruiter; Equal Opportunity Advisor; Assistant Inspector General; Sexual Assault Response Coordinator/Sexual Harassment/Assault Response and Prevention Coordinator; Combat Training Center Observer / Controller; Training with Industry; Defense Attaché; Defense Courier;

(d) *Institutional Training*:

(1) *Professional Military Education*: Master Leader Course (MLC); Distributed Leaders Course 4; Effective 1 May 2020, completion of DLC 4 is mandatory and must be accomplished before you are eligible for promotion to MSG in the primary zone, otherwise you will be subject to a HQDA bar to continued service. Primary zone eligibility for promotion to MSG is met once you have accumulated 36 months' time in grade and eight years active federal service. This course qualifies you for promotion pin-on and meets prerequisites for attendance at specified

NCOPDS. Soldiers must complete MLC as a requirement for promotion to Master Sergeant. Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Honor Graduate, Commandant's List, Distinguished Leader Award or Superior Academic Achievement.

(2) *Functional Training*: Brigade S1 Course; HR Plans and Operations Course; Postal Supervisor (ASI F4); Postal Operations (ASI F5); Battle Staff (ASI 2S); Manpower/Force Development; Culture and Language Training; Airborne School (SQI P); Air Assault School (ASI 2B); Ranger School (SQI V)

(e) *Lifelong Learning*: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; GoArmyEd; Joint Service Transcript; Bachelor's degree

(f) *Self Development*: Sergeant Audie Murphy Board; Sergeant Morales Board; NCO of the Month/Quarter/Year Board; AG NCO of the Month/Quarter/Year Board

(g) *Credentials/Certifications*.

(1) *Star Credentials*: Professional in Human Resources

(2) *Proponent Recommended*: Certified Associate in Project Management; Project Management Professional

(h) Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the best qualified and most qualified SFCs to be selected to the next higher grade:

(1) A SFC that has successfully completed their key experience positions should be considered ahead of their peers for promotion. The best qualified SFC to be selected for MSG is:

(a) *Leadership positions*: 18-24 months of successful duty as a battalion/brigade S1 Senior HR Sergeant at present or prior NCO rank (SSG or above as indicated by evaluations) and at least 12 months of successful duty in a broadening assignment with MQ rating and highly numerated ranking. The only exception to the 18-24 months is for Soldiers who have successfully performed at the next higher grade (as indicated by evaluations) as they have demonstrated their ability to perform at the next level and should be promoted ahead of their peers; NCOs should have a DA Photo IAW AR 640-30, and have an accurate Soldier Record Brief (SRB).

(b) *Physical fitness*: scoring 270 and above on the APFT (with at least 90 points in each event)

(c) *Military Education*: exceeded SLC Course Standards, Leadership Award, Distinguished Honor/Honor Graduate

(d) *Civilian Education*: Bachelor's degree

(e) *Training*: Special consideration should be given to those NCOs who have completed training beyond required NCOPDS and DLC: Drill Sergeant School; Recruiter; Ranger School; Postal Supervisor Course; HR Plans and Operations; Airborne, Air Assault

(f) *Other Indicators*: Instructor Badge; Audie Murphy/SGT Morales; AG NCO of the Year/ NCO of the Year (Brigade level or higher); Volunteer Service (MOVSM); Professional in Human Resources

(2) The most qualified SFC to be selected for MSG is:

(a) *Leadership positions*: At least 12 months of successful duty as a battalion/brigade S1 Senior HR Sergeant at present or prior NCO rank (SSG or above as indicated by evaluations) with HQ rating and mid-level numerated ranking. NCOs should have a DA Photo IAW AR 640-30, and have an accurate Soldier Record Brief (SRB).

(b) *Physical fitness*: scoring 240-269 on the APFT

(c) *Military Education*: Exceeded SLC Course Standards, Commandant's List

(d) *Civilian Education*: Associate's Degree

(e) *Training*: Battle Staff; Postal Supervisor Course; Manpower/Force Development Course; Joint Military Attaché; Equal Opportunity Advisor; Master Resilience Training; Sexual Harassment/Assault Response and Prevention; Master Fitness Trainer

5. Master Sergeant / First Sergeant

(a) *Operational assignments*: Continue to maintain a good balance of generating and operating force assignments. Assignments that continue to develop the Soldier's experience, knowledge, and career progression. The key experiences positions are operational assignments of increased responsibility that best prepare Human Resources MSGs to perform duties and handle the responsibilities of a Human Resources SGM. The key experiences for CMF 42A MSG include Brigade/Special Forces Group S1 Senior Human Resources Sergeant and Strength Management NCOIC. Other assignments may include, but are not limited to, Senior HR Sergeant in a MTOE Security Forces Assistance Brigade, Special Mission Unit, Airborne, Division / CORPS / Army Service Component Command G1 Strength Manager, Human Resources Sustainment Center, Human Resources Operations Branch; HR Company First Sergeant; NATO First Sergeant; Postal Supervisor.

(b) *Generating assignments*: Senior HR Sergeant in a TDA NATO, Joint, G1; Military Entrance Processing Station First Sergeant; Human Resources Command Senior HR Sergeant (Branch Manager / Professional Developmental NCO); Training Technology Division NCOIC; Human Resources Command Operations NCO; Force Development NCO; Reserve Officers' Training Corps Instructor; IPPS-A Field Integration; Manpower/Force Management; Army Reserve Expeditionary Cells (AREC)

(c) *Broadening assignments*: Noncommissioned Officer Academy Deputy Commandant; Noncommissioned Officer Academy First Sergeant; Equal Opportunity Advisor; Assistant Inspector General; Sexual Assault Response Coordinator/Sexual Harassment/Assault Response and Prevention Coordinator; Training with Industry; Defense Attaché; DOD / Joint Staff NCO

(d) Institutional Training:

(1) *Professional Military Education*: Senior Enlisted Joint Professional Military Education, U.S. Army Sergeants Major Academy, Distributed Leaders Course Level 5. Effective 1 May 2020, completion of DLC 5 is mandatory and must be accomplished before you are eligible for promotion to MSG in the primary zone otherwise you will be subject to a HQDA bar to continued service. Primary zone eligibility for promotion to MSG is met once you have accumulated 36 months' time in grade and eight years active federal service. This course qualifies you for promotion pin-on and meets prerequisites for attendance at specified NCOPDS. Completion of the Sergeants Major requirement to be considered for promotion to Sergeant Major. Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Honor Graduate, Commandant's List, Distinguished Leader Award or Superior Academic Achievement.

(2) *Functional Training*: Brigade S1 Course; HR Plans and Operations Course; Postal Supervisor (ASI F4); Postal Operations (ASI F5); Battle Staff (ASI 2S); Manpower/Force Development; Airborne School (SQI P); Air Assault School (ASI 2B); Ranger School (SQI V); Culture and Language Training

(e) *Lifelong Learning*: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; GoArmyEd; Joint Service Transcript; Master's Degree

(f) *Self Development*: Not applicable

(g) Credentials/Certifications:

(1) *Star Credentials*: Senior Professional in Human Resources

(2) *Proponent Recommended*: Certified Associate in Project Management; Project Management Professional

(h) Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the best qualified and most qualified MSGs to be selected to the next higher grade:

(1) A MSG that has successfully completed their key experience positions should be considered ahead of their peers for promotion. The best qualified MSG to be selected for SGM is:

(a) *Leadership positions:* 18-24 months of successful duty as a Brigade S1 Senior HR Sergeant at present rank and at least 12 months of successful duty as a 1SG, or in broadening assignment with MQ rating and highly numerated ranking; The only exception to the 18-24 months is for Soldiers who have successfully performed at the next higher grade (as indicated by evaluations) as they have demonstrated their ability to perform at the next level and should be promoted ahead of their peers; NCOs should have a DA Photo IAW AR 640-30, and have an accurate Soldier Record Brief (SRB)

(b) *Physical fitness:* scoring 270 and above on the APFT (with at least 90 points in each event)

(c) *Military Education:* exceeded MLC Course Standards, Leadership Award; Distinguished Honor/Honor Graduate

(d) *Civilian Education:* some college towards Master's Degree

(e) *Training:* Special consideration should be given to those NCOs who have completed training beyond required NCOPDS and DLC: Ranger School; Brigade S-1 Operations; HR Plans and Operations; Airborne; Air Assault

(f) *Other Indicators:* Instructor Badge; Audie Murphy/SGT Morales; Volunteer Service (MOVSM); Senior in Professional in Human Resources Certification

(2) The most qualified MSG to be selected for SGM is:

(a) *Leadership positions:* at least 12 months of successful duty as a Brigade S1 Senior HR Sergeant at present rank with HQ rating and mid-level numerated ranking; NCOs should have a DA Photo IAW AR 640-30, and have an accurate Soldier Record Brief (SRB).

(b) *Physical fitness:* scoring 240-269 on the APFT

(c) *Military Education:* Exceeded MLC Course Standards, Commandant's List

(d) *Civilian Education:* Bachelor's Degree

(e) *Training:* Battle Staff; Inspector General; Equal Opportunity Advisor; Mater Fitness Trainer

6. Sergeant Major/Command Sergeant Major

(a) *Operational assignments:* The HR core competency based assignments for SGMs may include but are not limited to, G1 Sergeant Major (ACOM – 8A), G1 Sergeant Major (DIV, CORPS, MSC, DRU, ASCC), NATO, Battalion / Brigade Command Sergeant Major, Human Resources Sustainment Centers Sergeant Major.

(b) *Generating assignments:* Department of the Army G1 Sergeant Major (Nominative); Human Resources Command, Command Sergeant Major (Nominative); Directorate of Military Personnel Management Sergeant Major (8A); Sergeant Major for The Adjutant General (8A); Enlisted Personnel Management Directorate Sergeant Major (8A); Soldier Support Institute Command Sergeant Major (8A); Soldier Support Institute Noncommissioned Officer Academy Commandant; Adjutant General Corps Command Sergeant Major; MEPS Brigade CSM; Reception Battalion CSM; Adjutant General Proponent Sergeant Major; Human Resources Command Division / Branch Sergeant Major

(c) *Broadening assignments:* Noncommissioned Officer Academy Commandant; Brigade Command Sergeant Major (Garrison, WTU); Battalion Command Sergeant Major (HHBN, STB, WTU); Manpower and Reserve Affairs Sergeant Major; Inspector General Sergeant Major; Equal Opportunity Proponent Sergeant Major; Equal Opportunity Sergeant Major; United States Army Sergeants Major Academy Instructor / Fellowship

(d) *Institutional Training:*

(1) *Professional Military Education*: Distributed Leaders Course Level VI; Brigade Command Sergeant Major Pre-Command Course; Battalion Command Sergeant Major Pre-Command Course; Senior Enlisted Joint Professional Military Education; Nominative Leader Course; Keystone Course

(2) *Functional Training*: Culture and Language Training; Airborne School (SQI P); Air Assault School (ASI 2B); SGM Force Management Course; Manpower/Force Development

(e) *Lifelong Learning*: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; GoArmyEd; Joint Service Transcript; Master's Degree

(f) *Self Development*: Not applicable

(g) *Credentials/Certifications*:

(1) *Star Credentials*: Not applicable

(2) *Proponent Recommended*: Certified Associate in Project Management; Project Management Professional

(h) Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the best qualified and most qualified SGMs to be selected for a nominative position:

(1) The best qualified SGM to be selected for a nominative position is:

(a) *Leadership positions*: Serve 18-24 months as a Division G1 SGM; Army Service Component Command G-1; CORPS Level G1 Sergeant Major; Battalion/Brigade CSM with MQ rating and highly numerated ranking; NCOs should have a DA Photo IAW AR 640-30, and have an accurate Soldier Record Brief (SRB)

(b) *Physical fitness*: scoring 270 and above on the APFT (with at least 90 points in each event)

(c) *Military Education*: Exceeded USASMA Course Standards, Leadership Award; Distinguished Honor/Honor Graduate

(d) *Civilian Education*: Master's Degree

(e) *Training*: Special consideration should be given to those NCOs who have completed training beyond required NCOPDS and DLC: Sergeant Major Force Management Course; Battalion/Brigade Pre-Command Course; Airborne; Air Assault

(2) The most qualified SGM to be selected for a nominative position is:

(a) *Leadership positions*: Serve 12 months as a Division G1 SGM; Army Service Component Command G-1; CORPS Level G1 Sergeant Major; Battalion/Brigade CSM with HQ rating and mid-level numerated ranking; NCOs should have a DA Photo IAW AR 640-30, and have an accurate Soldier Record Brief (SRB)

(b) *Physical fitness*: scoring 250-269 on the APFT

(c) *Military Education*: Exceeded USASMA Course Standards, Commandant's List

(d) *Civilian Education*: Some college towards Master's Degree

(e) *Training*: Battalion/Brigade Pre-Command Course

Chapter 5. Military occupational specialty 42A professional development model

Access to the PDM can be accessed from the ACT Web site. They are located under the career resources' tab at the following web address: <https://actnow.army.mil>.

Chapter 6. Military occupational specialty 42A Reserve Component

RC Soldiers play an important role in the mission of the Army. To qualify for MOS 42A, Soldiers must complete training conducted by the U.S. Army AG School or a RC Training Institution designated by the U.S. Army AG School. RC duty assignments may differ due to the structure of the USAR, but career progression and most broadening assignment opportunities mirror the AC. Individual and collective RC readiness and training is critical to the AC mission.

- a. Garrison Operations: RC Soldiers conduct HR core functions to support the Army Sustainable Readiness Program throughout routine Battle Assemblies. RC Soldiers annually complete short periods of active service known as Annual Training (AT) for the purposes of METL training and validation. AT is also utilized for RC unit Soldier Readiness Processing and providing direct support to AC missions.
- b. Mobilization: RC Soldiers are often mobilized to support AC operations in various CONUS and OCONUS theaters. When mobilized, HR personnel from the RC are charged with conducting core HR functions as an AC Soldier. The NCOPDS system ensures HR Soldiers in the RC remain trained to execute HR operations and utilize systems within the AC.

Chapter 7. Military occupational specialty 42R musician

a. *Major duties.* Army Bands are designed to operate as the collective unit or as small, individually employed Music Performance Teams (MPT) to allow for concurrent operations and training. MPTs demand the highest level of leadership and MOS technical proficiency to effectively accomplish the mission of Army Bands. These small teams, comprised of 4–8 Musicians require the highest technical standards of individual musicianship and create significant leadership positions for Army Band NCOs. MPTs are typically led by NCOs in the grades of E6-E7 who possess the technical proficiency of leading a musical ensemble within the commander's intent. These NCOs are usually graduates of SLC. MPT Leaders are responsible for the overall vision, musical product of the ensemble, and mentorship of Assistant MPT Leaders. Assistant MPT Leaders are typically NCOs in the grade of E5-E6 and usually graduates of ALC. They have the critical role of assisting the MPT Leader in completing the operational mission of the MPT. Typically, Assistant MPT Leaders are called on to be the primary rehearsal conductor and point person for implementing all production plans. They are responsible for the overall musical and entertainment training of the MPT. Since Army Bands are not authorized support personnel, MOS 42R Musicians are expected to perform all company level administrative tasks to include Human Resources, Logistics and Resource Management, Operations, Training, and Safety, Security and Communications in addition to their musical and leadership responsibilities. Throughout this document these administrative positions are referred to as Band Critical Function Areas. Strong interpersonal communication, management, administrative, and leadership skills are crucial for MOS 42R senior NCOs. As Army Musicians assume more challenging roles and responsibilities, assignment diversity becomes increasingly important. Army Bands offer experience in both operational and institutional assignments, including traditional and special skill positions. A variety of experiences in bands located at both operating and generating force installations, as well as service in broadening assignments throughout a Soldier's career is key to gaining Army-wide perspective and professional development opportunities necessary for 42R Soldiers to assume the most senior leadership positions in Army Bands. Documented successful performance in a variety of assignments and positions is key.

b. *Prerequisites.* Soldiers must meet, and maintain, the minimum technical proficiency requirements contained in USASOM Regulation 350-70-4, as well as AR and DA PAM 220-90, Army Music. DA Form 7764-1 through 7794-16, the Army Music Proficiency Assessment (AMPA) Form, will be used to record and report all assessment results. The entire series may be found online on the Army Publishing Directorate. For more information see Smartbook DA Pam 611–21, Chapter 10 located at <https://www.milsuite.mil/book/groups/smarbookdapam611-21>.

c. *Goals for Development.*

(1) *Career Management.* 42R Soldiers and NCOs should be enrolled in and actively utilizing ACT as a tool to monitor and guide career progression both for themselves and their

subordinates. In addition, NCOs should ensure that their subordinates are enrolled in, and understand the functions of the ACT. The ACT, in conjunction with DA PAM 600-25, will provide Soldiers and leaders the information and guidance needed to maximize career progression opportunities for Soldiers throughout all stages of their career. Army Musicians who want to be competitive for promotion to the senior ranks should seek assignments at different types of bands in different locations (Direct Support and General Support, Operating Force and Generating Force, CONUS and OCONUS) as well as broadening assignments. The most competitive Soldiers will have a record of service in several administrative support sections, musical and troop leadership roles, and collateral duty positions as described in the following paragraphs.

(2) *Achievements*. Recognition for individual achievement through the course of a Soldier's career can contribute to being recognized above their peers for advancement.

(a) Army Musicians may be nominated for Adjutant General's Corps and/or Regimental awards which include the Army Band Soldier and NCO of the Year, AG Corps Soldier and NCO of the Year, Colonel Finley R. Hamilton Outstanding Military Musician Award, Major General Horatio Gates Medal (Bronze/Gold), Colonel Robert L. Manning Achievement Medal, President Benjamin Harrison Medal, Sergeant Major Larry L. Strickland Medal, and the President Theodore Roosevelt Medal.

(b) *Personal Awards*. Recognition of exemplary performance can help to set a Soldier apart from their peers for promotion consideration and should be evaluated based upon the individual events and merit that resulted in recognition. Awards should not serve as a sole discriminator for promotion consideration.

(c) *Recognition*. Soldiers selected for membership in the SGT Morales or SGT Audie Murphy Clubs, as well as awards from BDE or higher Soldier of the Quarter/NCO of the Quarter or Soldier of the Year/NCO of the Year competition boards should be considered favorably in comparison to their peers. Soldiers and NCOs who are named in the top 20% or 21-40% at NCOES have set themselves apart from their peers.

1. Specialist/Corporal.

(a) *Institutional training*. BLC.

(b) *Operational assignments*. Specialist/Corporals are Musicians in an Army Band. Musicians are also assigned duties as clerks or assistants in support of Band Critical Function Areas.

(c) *Self-development*. Complete the appropriate level of DLC. Musicians must maintain MOSQ instrumental proficiency score of 18 (ASIs 9H, 9K, 9V, 9X must maintain a score of 24) on the AMPA for retention in MOS 42R and continually strive to improve their MOS skills to meet the technical and leadership requirements of higher grades. Soldiers not already possessing a degree should begin or continue their civilian education. An associate's degree or the equivalent of two years of college is recommended by the completion of four years of service. See the 42R SOCAD or GoArmyEd.com for more information. Soldiers can utilize ARMY COOL (Credentialing Opportunities On-Line) for civilian credentials that are non-MOS related to enhance and broaden their knowledge on MOS-immaterial skills. These Soldier Common Core credentials are broadly grouped into the following categories: Physical Fitness, Information Technology, Quality assurance, and Administrative. Go to cool.army.mil for more information.

(d) *Additional training*. Soldiers should complete courses within the Army Distributed Learning Program that broaden their knowledge of general military subjects related to their additional duties in Band Critical Function Areas. Completion of non-MOS specific courses, such as the Combat Lifesaver, Armorer, CBRN Defense, Global Combat Support System-Army (GCSS-A), Basic Combatives and Field Sanitation courses enhances both individual Soldier skills and overall unit readiness. Completion of the Air Assault Course and Airborne is

encouraged for Soldiers assigned to units where this course is available. Check course availability at your local troop school.

(e) *Special assignments.*

(1) *Broadening Assignments.* SHAPE, International Band.

2. Sergeant.

(a) *Institutional Training.* ALC.

(b) *Operational assignments.* Sergeants are Musicians in an Army Band. In addition to building a strong base of technical expertise in MOS skills and Army Warrior Tasks, Junior NCOs must seek challenging and progressive positions with supervisory responsibilities. In an Army Band, Musicians in the rank of SGT may serve as Assistant MPT Leaders, Section Leaders, and as Section NCOs in support of Band Critical Function Areas. They may also perform collateral duties as a Drum Major or Lessons Learned NCO.

(c) *Self-development.* Musicians must work to achieve or exceed MOSQ standard stated in USASOM Regulation 350-70-4 in order to maintain MOS qualification while at ALC. The most qualified Sergeants should have a 24 or higher on their AMPA and annotated on their NCOER. An associate's degree or the equivalent of two years of college is recommended by the completion of four years of service. In addition to Soldier Common Core credentials, Soldiers in the grade of E-5 and above can utilize ARMY COOL for civilian managerial credentials that are non-MOS related to enhance and broaden their knowledge and managerial skills. Go to cool.army.mil for more information. Complete the appropriate level of DLC. See the 42R SOCAD or GoArmyEd.com for more information.

(d) *Additional training.* Junior NCOs should continue to pursue completion of Army Distributed Learning Program courses which will broaden their knowledge on general military subjects and those that will increase their knowledge of Band Critical Function Areas. Completion of non-MOS specific courses such as Retention, Master Gunner, Master Driver, Global Combat Support System-Army (GCSS-A), Armorer, Unit Movement Officer, Unit Prevention Leader and Combatives Level II courses enhances both individual Soldier skills and overall unit readiness. Competition boards such as NCO of the Quarter/Year and SGT Audie Murphy/SGT Morales Clubs, broaden the Soldier's knowledge base, instill discipline and improve the Soldier's ability to communicate verbally. Completion of the Air Assault Course, Airborne, Master Fitness Trainer, Master Resiliency Training, Sexual Harassment/Assault Response & Prevention (SHARP) and Equal Opportunity is encouraged for Soldiers assigned to units where these courses are available.

(e) *Special assignments.*

(1) *Broadening Assignments.* BCT Drill Sergeant; Detailed Recruiter; SHAPE, International Band; Army Musical Outreach.

3. Staff Sergeant.

(a) *Institutional training.* SLC and Battle Staff Course.

(b) *Operational assignments.* Squad Leader/Support NCO is an Advanced Musician in an Army Band. SSGs should increase their technical skills by serving in a variety of assignments and positions of increased responsibility. Ideally, SSGs should have at least two different types of assignments and experience as a Support NCO in Band Critical Function Areas, Squad Leader, and as an Assistant Team Leader or Team Leader of a MPT. As a Squad Leader, the NCO organizes, instructs, trains, counsels and evaluates junior grade Soldiers. SSGs who are assigned to Army Bands as Support NCOs will supervise the following Band Critical Function Areas: Safety, Security, and Communications section; Public Affairs/Production section; and Training Section for select Direct Support Units. SSGs may also serve in Band Critical Function Areas as a Section NCO, Advanced Musicians in an MPT, Assistant MPT Leader, MPT Leader and may perform collateral duties as a Drum Major or Lessons Learned NCO. 42R SSGs that

exhibit some or all of the following qualifications are seen as most qualified for selection to the rank of Sergeant First Class:

- Demonstrated excellence in training and leading MPTs with quantifiable, outstanding results throughout career.
- Maintain or exceed 28 on their latest AMPA and annotated properly on their NCOER.
- Successful performance in a variety of assignments (Army Band, Direct Support in the Operating and Generating Force, and Army Band, General Support in the Operating and Generating Force) as Squad Leader and Support NCO in Band Critical Function Area positions for 24-36 months. Also includes Broadening Assignments.
- Demonstrated excellence during multiple NCOA attendance as represented by exceeding course standards and/or receiving special recognition as top 20% or 21%-40%.
- Commitment to the Army Profession and life-long education through military courses and civilian educational opportunities.

(c) *Self-development.* Advanced Musicians must work to achieve or exceed MOSQ standard stated in USASOM Regulation 350-70-4 in order to maintain MOS qualification while at SLC. Completion of a bachelor's degree is recommended by the end of the NCO's tenth year of service. SSGs can utilize ARMY COOL (Credentialing Opportunities On-Line) for civilian managerial and supervisory credentials that are NON-MOS related to enhance and broaden their knowledge and managerial skills. Go to cool.army.mil for more information. Complete the appropriate level of DLC. See the 42R SOCAD or GoArmyEd.com for more information.

(d) *Additional training.* NCOs should complete any Army Distributed Learning Program courses related to the successful execution of Band Critical Function Areas. Completion of courses related to their additional duties will broaden NCOs' knowledge of general military subjects. Any additional courses related to senior level management skills will further enhance Soldiers' abilities to function in senior NCO positions. Completion of non-MOS specific courses such as Unit Prevention Leader, HAZMAT, Master Driver Trainer, and Unit Movement Officer enhances both individual and Soldier skills and over unit readiness. Completion of the Common Faculty Development – Instructor Course, Common Faculty Development – Developer Course, Unit Victim Advocate (SHARP), Equal Opportunity, Master Fitness Trainer, Master Resilience Trainer, Battle Staff, Air Assault, and Airborne is encouraged for Soldiers assigned to units where these courses are available.

(e) *Special assignments.*

(1) *Broadening assignments.* BCT/AIT Drill Sergeant; Brigade Recruiting Liaison; Detailed Recruiter; Defense Attaché; NCOA SGL, ALC USASOM; Training Developer, DOTD, USASOM; Training/Operations Support NCO, USASOM; Assistant Course Manager USASOM. 42R SSGs are eligible for the Training with Industry (TWI) Program. NCOs are eligible, typically, once every three years for one position. Those selected to TWI will have a follow on assignment to the U.S. Army School of Music (USASOM); Instructor (MPT and ASI), USASOM; Ceremonial Band Instructor, USASOM; SHAPE, International Band; Army Musical Outreach.

4. Sergeant First Class.

(a) *Institutional Training.* MLC and Battle Staff Course.

(b) *Operational assignments.* Platoon Sergeant/Senior Support NCO is a Senior Musician in an Army Band. To further develop their MOS technical expertise, Senior NCOs should have at a minimum two to three varied assignments with experience as a Platoon Sergeant, Senior Support NCO in a Band Critical Function Area, and performance as an MPT Leader. The Platoon Sergeant is responsible for leading a platoon of two or three squads; mentors,

develops, trains, counsels and evaluates squad leaders within the platoon and senior rates Musicians within the platoon. Sergeants First Class may serve as Senior Support NCOs in Band Critical Function Area in support of: HR section, Logistics and Resource Management section, Training section, and may serve as Operations Sergeant in the Operations section in select Direct Support Units. Operations Sergeant advises the commander on all aspects of band operations and supervises the operations section of the unit, collects Lessons Learned, and supervises the operations section. They may also perform collateral duties as a Drum Major and Ceremonial Band conductor. 42R SFC that exhibit some or all of the following qualifications are seen as most qualified for selection to the rank of Master Sergeant:

- Demonstrated excellence in training and leading Platoons and successfully performed supervisory functions as Senior Support NCO in Band Critical Function Areas for 24-36 months in a variety of assignments (Army Band, Direct Support in the Operating and Generating Force, and Army Band, General Support in the Operating and Generating Force).
- Maintain or exceed a 28 on their latest AMPA and annotated properly on their NCOER.
- Successful performance in a variety of assignments (Army Band, Direct Support in the Operating and Generating Force, and Army Band, General Support in the Operating and Generating Force) as MPT Leader.
- Demonstrated excellence during multiple NCOA attendance as represented by exceeding course standards and/or receiving special recognition as top 20% or 21-40%.
- Commitment to the Army Profession and life-long learning through military courses and civilian educational opportunities.

(c) *Self-development.* SFCs are expected to maintain or exceed MOSQ standard stated in USASOM Regulation 350-70-4. Completion of a bachelor's degree is recommended by the end of the tenth year of service and continuation of studies through the graduate level is strongly encouraged. SFCs can utilize ARMY COOL for civilian managerial and supervisory credentials that are non-MOS related to enhance and broaden their knowledge and managerial skills. Go to cool.army.mil for more information. Complete the appropriate level of DLC. See the 42R SOCAD or GoArmyEd.com for more information.

(d) *Additional training.* Completion of advanced military subjects through ACCP is encouraged. Security Managers Course, HAZMAT, Property Book GCSS-A and Unit Movement Officer Courses enhance both individual Soldier skills and overall unit readiness. Completion of Common Faculty Development – Instructor Course, Common Faculty Development – Developer Course, Unit Victim Advocate (SHARP), Equal Opportunity Leader, Master Fitness Trainer, Master Resilience Trainer, Battle Staff, Air Assault and Airborne is encouraged for Soldiers assigned to units where these courses are available.

(e) *Special assignments.*

(1) *Broadening assignments.* Senior AIT Drill Sergeant; SR Brigade Recruiting Liaison, USAREC; SARC; Defense Attaché; Equal Opportunity Advisor; NCOA SGL, SLC, USASOM; Inspector General (IG) Position, Talent Management NCO, USAHRC; Career Management NCO, USASOM; SR Training Developer, USASOM; DOTD NCOIC; SR Instructor (MPT and ASI), USASOM; SHAPE, International Band; Army Musical Outreach and SR Training/Operations Support NCO, USASOM. 42R SFCs are eligible for the Training with Industry (TWI) Program. NCOs are eligible, typically, once every three years for one position. Those selected for TWI will have a follow on assignment to USASOM.

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

5. Master Sergeant and First Sergeant.

(a) *Institutional Training.* Battle Staff Course.

(b) *Operational assignments.* First Sergeant in an Army Band; Operations Sergeant in select Direct Support Units is a Master Musician in an Army Band. The most competitive MSGs/1SGs should have a minimum of three to four varied assignments (Army Band, Direct Support in the Operating and Generating Force, and Army Band, General Support in the Operating and Generating Force) throughout their career with documented experience serving as Senior Support NCO of multiple Band Critical Function Areas and Platoon Sergeant Leadership experience. NCOs in the rank of MSGs/1SGs must maintain supervisory oversight on all administrative and logistical functions of the unit, in addition to qualitative management of all aspects of the unit's musical mission. This requires strong leadership, administrative, technical, and communication skills. Musicians in the grade of E8 serve as either First Sergeant or Operations Sergeant. First Sergeants serve as the senior enlisted advisor to the commander, and in Army bands, Direct Support, serve as the Band Commander in their absence. Operations Sergeant advises the commander on all aspects of band operations and supervises the operations section of the unit in both Direct Support Units and General support Units, collects Lessons Learned, and serves as quality control alongside the commander. Responsible for collecting, analyzing, archiving, and disseminating their individual unit's best practices and lessons learned from their units operations, experiments, and training events. 42R MSGs that exhibit some or all of the following qualifications are seen as most qualified for selection to the rank of Sergeant Major:

(1) Demonstrated outstanding performance as First Sergeant for one or more 24-36 month tours of duty serving as the following, which is no particular order of precedence:

- First Sergeant of an Army Band, Direct Support assigned to an Operating Force installation with a deployable division. These 1SGs supervise all aspects of a company-size TOE unit and carry a high level of responsibility due to the additional requirements necessary when leading Soldiers during deployment
- First Sergeant of an Army Band, Direct Support assigned to a Generating Force installation. These 1SGs have full responsibility for bands located primarily on training installations. Like their 1SG peers assigned to Army Bands, Direct Support located at an Operating Force installation, they also supervise all aspects of a company-size TOE unit. However, they do not shoulder the added responsibilities associated with a deployment.
- First Sergeant, Army School of Music. In this unique position, the 1SG leads a combined staff, faculty, and student population that includes Initial Entry Training, Non-Commissioned Officer Academy and Officer Courses. This position carries numerous responsibilities encompassing management, oversight and leadership of a maximum staff and student population of approximately 200 Soldiers. This assignment requires interaction among sister services, TRADOC Headquarters, Soldier Support Institute, Combined Armed Support Command and neighboring military installations to ensure mission accomplishment, adequate resourcing, and appropriate support for staff, faculty, and students. Due to the increased level of responsibility of this position, prior 1SG experience is a prerequisite.
- MSG, SHAPE International Band. This assignment is comparable to serving in a 1SG position in an Army Band, Direct Support. This unique position requires an experienced MSG to serve as the senior enlisted advisor for a multi-national group of 15-20 Musicians. The added responsibility of a high-visibility assignment, including all functions of host-nation protocol, sets apart senior leaders who have successfully performed in this position.

(2) Demonstrated outstanding performance as Operations Sergeant for one or more 24-36 month tour of duty in a Direct Support or General Support unit.

(c) *Self-development.* MSGs/1SGs are expected to maintain or exceed MOSQ standard stated in USASOM Regulation 350-70-4. The most qualified MSG/1SG should have a 28 or higher on the AMPA and annotated properly on their NCOER. Continuation of studies through the graduate level is strongly encouraged. Complete the appropriate level of DLC. See the 42R SOCAD or GoArmyEd.com for more information.

(d) *Additional training.* Completion of non-MOS specific courses such as Manager Development, Commander's Safety Course, and installation 1SG courses enhances both individual Soldier skills and overall unit readiness. Completion of Common Faculty Development – Instructor Course, Common Faculty Development – Developer Course, Basic Force Management Course is encouraged for Soldiers assigned to units where these courses are available. Other courses and training may be required relating to a specific duty position or assignment.

(e) *Special assignments.*

(1) *Broadening assignments.* Installation NCOA Instructor; Inspector General (IG) Position; SARC; Defense Attaché; 1SG, USASOM; NCOA Deputy Commandant, USASOM; DOT NCOIC, USASOM; Quality Assurance NCO, USASOM; Senior Training Support NCO, USASOM; SHAPE, International Band.

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

6. Sergeant Major and Command Sergeant Major.

(a) *Institutional Training.* USASMA.

(b) *Operational Assignments.* Sergeants Major serve as the senior enlisted musician in their commands. Band SGMs assist and advise the Command Sergeant Major, USASOM, and their respective commands on issues affecting MOS 42R Soldiers. Additionally, they assist as necessary with issues relating to the subordinate bands in their ACOM/ASCC/Corps/Component (i.e. TRADOC, XVIII Airborne Corps, III Corps), as well as mentoring and monitoring the professional development of 42R MSGs/1SGs of units within their ACOM/ASCC/Corps/Component. The USASOM CSM also serves as the Senior Enlisted Advisor to the Chief, Army Bands, and Regimental CSM for Army Bands Career Program, Army Bands Proponent SGM, and as the Commandant of the Army Bands NCO Academy. Additionally, USASOM CSM develops recommendations for HRC Talent Management NCOs and the Sergeants Major Management Division on assignment of Active Army 42R MSGs, 1SGs and SGMs, and oversees the professional development of NCOs in MOS 42R. 42R SGM/CSM also serve in MOS-immaterial CSL CSM positions at the BN (6C) and BDE (7C) levels, and are eligible for NOM SGM/CSM consideration. Those most competitive for selection to CSM have successfully served in multiple Operating Force and Generating Force Army Bands in both CONUS and OCONUS, as well as CMF and non-CMF broadening positions throughout their career. SGMs that exhibit some or all of the following qualifications are seen as most qualified for selection to the rank of Command Sergeant Major:

(1) Demonstrated outstanding performance as Sergeant Major.

(2) Demonstrated technical and tactical excellence as best demonstrated by assignment to and successful performance in a variety of band and broadening assignments throughout their career.

(3) Leadership experience in both the operational and institutional Army; deployment experience, and special skill positions help provide Army-wide perspective and the broad level of experience required to serve as the USASOM CSM/Commandant, Army Bands NCOA, and in MOS-immaterial CSM positions.

(4) Demonstrated ability to staff issues at senior level.

(c) *Self-development.* Completion of appropriate level of DLC. Completion of studies at the graduate level is strongly encouraged.

(d) *Additional training.* Army Force Management Course, BN/BDE Pre-Command Course, and Senior Enlisted Joint Professional Military Education (SEJPME). Other courses and training may be required relating to a specific duty position or assignment.

(e) *Special assignments.*

(1) *Broadening assignments.* Inspector General NCO; CSM BN/BDE CSL; BN/BDE Operations SGM; NOM CSM/SGM; SMC Instructor/Fellowship Program; Whitehouse Fellowship Program; USASOM CSM.

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

Chapter 8. Military occupational specialty 42R professional development model

Access to the "Career Maps" can be accessed from the ACT Web site. They are located under the career resources' tab at the following Web address: <https://actnow.army.mil>.

Chapter 9. Military occupational specialty 42R Musician, Reserve Component

The success of the Army Band Career Program (ABCP) depends greatly on the quality of Soldiers in the Reserve Components (RC) as they make up the majority of all 42R Soldiers. RC Army Musicians perform music as part of the collective unit or in small, individually employed Music Performance Teams (MPT) to allow for concurrent operations and training. Duty positions and by-grade expectations of Institutional Training, Self-development, and Additional Training are the same for all 42R Soldiers regardless of component. RC Soldiers may spend their entire career in one band and career progression is that of grade, through the various duty positions and collateral duty assignments within an Army Band. Civilian musical experience, technical, and management skills should be a factor when being considered for the next grade and should be annotated on the Soldier's NCOER. There is little to no diversity of assignments and therefore no expectation or requirement to accept broadening or MOS enhancing assignments in order to be promoted.

Chapter 10. Military occupational specialty 42S Special Band Musician

a. *Major duties.* The Special Band Musician performs as a musician in direct support of the mission of The U.S. Army Band, The U.S. Army Field Band, U.S. Military Academy Band, or the 3rd Infantry (The Old Guard) Fife and Drum Corps. Each unique mission dictates unique standards for each NCO. These organizations are a composition of specialized performing groups, or a single performing group with small ensemble capabilities. The specialized performing groups are led by NCOs in the grades of E8 and E9. Strong interpersonal communication, management, administrative, and leadership skills are crucial for MOS 42S senior NCOs. Use of MOS 42S is restricted to the Special Bands only. Special Band Commanders establish qualification standards and select 42S Musicians based on his or her unit requirements and the qualification standards established by each Special Band Commander. At a minimum, Special Band Musicians must exhibit the highest standards of military bearing, personal appearance, and discipline for Special Bands to accomplish their mission. Prospective Special Band Musicians must demonstrate superior musical expertise equivalent to professional civilian performers. Special Bands are not authorized specialized support personnel of other MOSs, MOS 42S Special Band Musicians are expected to perform all company level administrative tasks to include Human Resources, Logistics and Resource Management, Operations, Training, and Safety, Security and Communications in addition to their musical and leadership responsibilities. 42S Soldiers may spend their entire career in one band and career progression is that of grade, through the various duty positions and collateral duty assignments within a Special Band. Documented successful performance is key. There is little to no diversity of assignments and therefore no expectation or requirement to accept

broadening or MOS enhancing assignments. After completion of four months active federal service, Soldiers may be appointed on the recommendation of the respective Commander to the minimum authorized grade (SSG) of the unit without regard to time in grade, time in service, or promotion allocation. This promotion must occur no sooner than four months of active federal service from the date of enlistment and no later than 10 months active federal service. Special Band Musicians are exempt from all PME throughout their career.

b. Prerequisites. The Special Band's Commander awards personnel the MOS 42S based on specific needs of the organization. Soldiers assigned to either The U.S. Army Band or The Old Guard Fife and Drum Corps must meet the prerequisites for assignment to presidential support activities (AR 380-67), and prepare for a background security investigation. For additional information in reference to MOS 42S, see AR 614-200, para 6-6.

c. Goals for development. As published by the appropriate organization.

(1) *Career Management.* 42S Soldiers and NCOs should be enrolled in and actively utilizing ACT as a tool to monitor and guide career progression both for themselves and their subordinates. In addition, NCOs should ensure that their subordinates are enrolled in, and understand the functions of the ACT. The ACT, in conjunction with DA PAM 600-25, will provide Soldiers and leaders the information and guidance needed to maximize career progression opportunities for Soldiers throughout all stages of their career. The most competitive Soldiers will have a record of service in several administrative support sections, musical and troop leadership roles, and collateral duty positions as described in the following paragraphs.

(2) *Achievements.* Recognition for individual achievement through the course of a Soldier's career can contribute to being recognized above their peers for advancement.

(a) Army Special Band Musicians may be nominated for Adjutant General's Corps and/or Regimental awards which include the Army Band Soldier and NCO of the Year, AG Corps Soldier and NCO of the Year, Colonel Finley R. Hamilton Outstanding Military Musician Award, Major General Horatio Gates Medal (Bronze/Gold), Colonel Robert L. Manning Achievement Medal, President Benjamin Harrison Medal, Sergeant Major Larry L. Strickland Medal, and the President Theodore Roosevelt Medal.

(b) *Personal Awards.* Recognition of exemplary performance can help to set a Soldier apart from their peers for promotion consideration and should be evaluated based upon the individual events and merit that resulted in recognition. Awards should not serve as a sole discriminator for promotion consideration.

(c) *Recognition.* Soldiers selected for membership in the SGT Audie Murphy Clubs, as well as awards from BDE or higher Soldier of the Quarter/NCO of the Quarter or Soldier of the Year/NCO of the Year competition boards should be considered favorably in comparison to their peers.

1. Staff Sergeant.

(a) *Institutional training.* N/A.

(b) *Operational assignments.* Musician or Support Musician in a Special Band. Performs as instrumentalist or vocalist in a field music element or special band. May also serve in support sections as an additional duty. Support Musician serves in Human Resources, Training, Logistics and Resource Management, or Operations sections in a Special Band. 42S are required to maintain, without degradation, the expert level of technical proficiency required for MOSQ, as determined by the Band Commander. Support Musicians will demonstrate a comparable degree of subject matter expertise in their respective administrative position. May perform as instrumentalist or vocalist in a group or element. SSGs will spend the first few years honing their primary technical skills. SSGs are expected to quickly integrate into all unit mission-types once their unit specific integration training is complete. They are expected to possess a

fundamental knowledge of basic military concepts. Basic military concepts include, but are not limited to, basic military rank structure and roles, basic military terminology, physical readiness, basic military duties and basic military correspondence. SSGs are expected to be Subject Matter Experts (SMEs) for Corps marching technique and instrumental proficiency and should seek to increase their technical and leadership skills by serving in a variety of positions within a Special Band. SSGs may serve in a variety of unit specific positions to include, but are not limited to, Production Team, Small Performance Group Member, DTS Team, Physical Training Staff, Cadet Mentor, Sponsor, Club Representative, New Soldier Training (NST) Trainer, Assistant Drum Major, Support Musician, and Musician. Effort cannot be spared at the rank of SSG. Most or highly qualified NCOs will display impact beyond their primary duty, to include serving in multiple supporting positions, either concurrently or consecutively. The knowledge, skills and professional habits formed here will serve as the foundation needed to serve at higher ranks. 42S SSGs that exhibit some or all of the following qualifications are seen as most qualified for selection to the rank of Sergeant First Class:

- Demonstrated excellence as an SME on Corps marching (TOGFDC), instrumental, or vocal performance with quantifiable, outstanding results throughout career.
- Demonstrated excellence performing on a secondary instrument or instruments with quantifiable, outstanding results throughout career.
- Demonstrated excellence in additional and/or collateral duties throughout their career with quantifiable, outstanding results.
- Demonstrated excellent performance as a Support Musician in support section.
- Demonstrated excellence in a unit specific duty position with quantifiable, outstanding results throughout career.
- Demonstrated excellence in training element, group, or section with quantifiable, outstanding results throughout career.
- Commitment to the Army profession and life-long education through military courses and civilian educational opportunities.

(c) *Self-development.* Many 42S come into the military already possessing a Bachelor or Master's degree. Continued pursuit of civilian and military education in any discipline is highly encouraged. NCOs are expected to stay current and relevant in the music field. SSGs are expected to be self-motivating in their professional development. MOS Enhancement music lessons, and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to conferences related to professional development are supported. Individualized research and attendance to conferences related to leadership and organizational management are recommended. There are many opportunities within 42S to accomplish this. NCOs who already possess a Bachelor or higher are still expected to be life-long learners. SSGs can utilize ARMY COOL for civilian managerial and supervisory credentials that are NON-MOS related to enhance and broaden their knowledge and managerial skills. Go to cool.army.mil for more information. For additional information on self-development, see paragraph 19-3.

(d) *Additional training.* NCOs should complete any Army Distributed Learning Program courses related to the successful execution of unit level administrative tasks. Completion of courses related to their additional duties will broaden NCOs' knowledge of general military subjects. Any additional courses related to senior level management skills will further enhance Soldiers' abilities to function in senior NCO positions. Completion of non-MOS specific courses such as Unit Prevention Leader, HAZMAT, Master Driver Trainer, and Unit Movement Officer enhances both individual and Soldier skills and over unit readiness. Completion of the Common Faculty Development – Instructor Course, Common Faculty Development – Developer Course, Unit Victim Advocate (SHARP), Equal Opportunity, Master Fitness Trainer, Master Resilience

Trainer, Battle Staff, Air Assault, and Airborne is encouraged for Soldiers assigned to units where these courses are available.

(e) *Special assignments.* None.

2. Sergeant First Class.

(a) *Institutional training.* N/A

(b) *Operational assignments.* Senior Musician or Senior Support Musician in a Special Band. Performs primarily as solo instrumentalist or vocalist, NCO in an instrumental group, or support technician. Senior Support Musician serves as a senior NCO in support of Human Resources, Logistics and Resource Management, and Library sections in a Special Band. 42S are required to maintain, without degradation, the expert level of technical proficiency required for MOSQ, as determined by the Band Commander. Senior Support Musicians will demonstrate a comparable degree of subject matter expertise in their respective administrative position. SFCs are expected to provide leadership, guidance and mentorship to a small team or squad element. They should be placed in positions that directly lead small teams with rater responsibilities. May also serve in a variety of unit specific positions to include, but not limited to, administrative staff, DTS Team, Lodging Coordinator, Physical Training Staff, Producer, Music Liaisons, Support Team members and SME on the DoD State Funeral Team, Assistant Section Leader, Army Music Mentor, Cadet Facilitator, Casualty Notification Officer, and Drum Major or Adjunct Drum Major. SFCs should also seek positions of greater responsibility throughout career. Most or highly qualified NCOs will display impact beyond their primary duty, to include serving in multiple supporting positions, either concurrently or consecutively. 42S SFC that exhibit some or all of the following qualifications are seen as most qualified for selection to the rank of Master Sergeant:

- Demonstrated excellence as an SME on Corps marching (TOGFDC), instrumental, or vocal performance with quantifiable, outstanding results throughout career.
- Demonstrated excellence in a unit specific duty position with quantifiable, outstanding results throughout career.
- Demonstrated excellence in additional and/or collateral duties throughout their career with quantifiable, outstanding results.
- Demonstrated excellence performing as Senior Support NCO in support section.
- Demonstrated excellence performing on a secondary instrument or instruments with quantifiable, outstanding results throughout career.
- Demonstrated excellence in training element, group, or section with quantifiable, outstanding results throughout career.
- Commitment to the Army profession and life-long education through military courses and civilian educational opportunities.

(c) *Self-development.* Many 42S come into the military already possessing a Bachelor or Master's degree. Continued pursuit of civilian and military education in any discipline is highly encouraged. NCOs are expected to stay current and relevant in the music field. SFCs are expected to be self-motivating in their professional development. MOS Enhancement music lessons, and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to conferences related to professional development are supported. Individualized research and attendance to conferences related to leadership and organizational management are recommended. There are many opportunities within 42S to accomplish this. NCOs who already possess a Bachelor or higher are still expected to be life-long learners. SFCs can utilize ARMY COOL for civilian managerial and supervisory credentials that are non-MOS related to enhance and broaden their knowledge and managerial skills. Go to cool.army.mil for more information. For additional information on self-development, see paragraph 19-3.

(d) *Additional training.* As determined by areas of responsibility. Any additional development related to developing senior level engagement and influence, communication, resilience, change management, or personnel management skills will further enhance Soldier's abilities to function well in senior NCO positions. Security Managers Course, HAZMAT, Property Book GCSS-A and Unit Movement Officer Courses enhance both individual Soldier skills and overall unit readiness. Completion of Common Faculty Development – Instructor Course, Common Faculty Development – Developer Course, Unit Victim Advocate (SHARP), Equal Opportunity Leader, Master Fitness Trainer, Master Resilience Trainer, Battle Staff, Air Assault and Airborne is encouraged for Soldiers assigned to units where these courses are available.

(e) *Special assignments.* None.

3. Master Sergeant and First Sergeant.

(a) *Institutional training.* N/A.

(b) *Operational assignments.* Master Musician, Section Leader, and First Sergeant (TOGFDC) in a Special Band. Master Musician performs as principal NCO in a music section. Section Leader serves in supervisory position in a support section as well as a musical section. MSGs are expected to maintain their expert technical skills and physical readiness. MSGs are expected to provide leadership, guidance, and mentorship to their Soldiers. The First Sergeant (TOGFDC) serves as the senior enlisted advisor to the command team. The most competitive MSGs should have documented experience serving as Master Musician, and Section Leader positions throughout their career. Other unit specific positions include, but are not limited to, State Funeral Musical Support NCOIC, TUSAB Special Bugler or Drummer, Land Nav NCOIC, Reception Day NCOIC, Assistant Drum Major (TUSAB), sitting member of the Academy Committee, and JTF-National Capitol Region Inaugural Committee Band Control NCOIC. NCOs in the grade of E8 must maintain supervisory oversight on all administrative and logistical functions of the unit, in addition to qualitative management of all aspects of the unit's musical mission. This requires strong leadership, administrative, technical, and communication skills. Most or highly qualified NCOs will display impact beyond their primary duty, to include serving in multiple supporting positions, either concurrently or consecutively. 42S MSGs that exhibit some or all of the following qualifications are seen as most qualified for selection to the rank of Sergeant Major:

- Demonstrated excellence as an SME on Corps marching (TOGFDC), instrumental, or vocal performance with quantifiable, outstanding results throughout career.
- Demonstrated excellence in a unit specific duty position with quantifiable, outstanding results throughout career.
- Demonstrated excellence as a Section Leader with quantifiable, outstanding results throughout career.
- Demonstrated excellence as First Sergeant (TOGFDC) with quantifiable, outstanding results throughout career.
- Demonstrated excellence performing supervisory and management functions.
- Demonstrated excellence performing on a secondary instrument or instruments with quantifiable, outstanding results throughout career.
- Demonstrated excellence in training element or group and leading section with quantifiable, outstanding results throughout career.

(c) *Self-development.* Many 42S come into the military already possessing a Bachelor or Master's degree. Continued pursuit of civilian and military education in any discipline is highly encouraged. NCOs are expected to stay current and relevant in the music field. MSGs are expected to be self-motivating in their professional development. MOS Enhancement music lessons, and civilian educational opportunities are encouraged. Refinement of musical

proficiencies and attendance to conferences related to professional development are supported. Individualized research and attendance to conferences related to leadership and organizational management are recommended. There are many opportunities within 42S to accomplish this. NCOs who already possess a Bachelor or higher are still expected to be life-long learners. MSGs can utilize ARMY COOL for civilian managerial and supervisory credentials that are non-MOS related to enhance and broaden their knowledge and managerial skills. For additional information on self-development, see paragraph 19-3.

(d) *Additional training.* As determined by areas of responsibility. Completion of non-MOS specific courses such as Manager Development, Commander's Safety Course, and installation 1SG courses enhances both individual Soldier skills and overall unit readiness. Completion of Common Faculty Development – Instructor Course, Common Faculty Development – Developer Course, Basic Force Management Course is encouraged for Soldiers assigned to units where these courses are available. Other courses and training may be required relating to a specific duty position or assignment.

(e) *Special assignments.* None.

4. Sergeant Major and Command Sergeant Major.

(a) *Institutional training.* N/A.

(b) *Operational assignments.* Sergeant Major is a Group or Element Leader and Drum Major (TUSAB) in a Special Band. Performs as principal NCO and enlisted leader in a group or element of a Special Band. May also serve as OPS SGM (TOGFDC). OPS SGM advises the commander on all aspects of band operations and supervises the operations section of the unit and serves as quality control alongside the commander. SGMs are expected to maintain their expert musical skills and physical readiness, have an in-depth knowledge of all staff support functions along with the ability to provide expert oversight and management, all while mentoring and monitoring the professional development of 42S MSGs. They are expert communicators with the ability to influence both internal and external to the organization. Band SGMs assist and advise the Command Sergeant Major or senior SGM of their unit. CSMs and senior SGMs advise the CSM, USASOM, and their respective commands on issues that affect 42S Soldiers. Most or highly qualified NCOs will display impact beyond their primary duty, to include serving in multiple supporting positions, either concurrently or consecutively. 42S SGMs that exhibit some or all of the following qualifications are seen as most qualified for selection to the rank of Command Sergeant Major:

- Demonstrated outstanding performance as Sergeant Major with quantifiable results throughout career.
- Demonstrated outstanding performance as OPS SGM (TOGFDC) with quantifiable results throughout career.
- Demonstrated excellence performing staffing operations both within and external to the organization with quantifiable, outstanding results throughout career.
- Demonstrated excellence performing supervisory and management functions as Group or Element Leader.
- Demonstrated technical and tactical excellence as best demonstrated by assignment to and successful performance in a variety of band and broadening positions throughout their career.

(c) *Self-development.* Many 42S come into the military already possessing a Bachelor or Master's degree. Continued pursuit of civilian and military education in any discipline is highly encouraged. NCOs are expected to stay current and relevant in the music field. SGM/CSMs are expected to be self-motivating in their professional development. MOS Enhancement music lessons, and civilian educational opportunities are encouraged. Refinement of musical

proficiencies and attendance to conferences related to professional development are supported. Individualized research and attendance to conferences related to leadership and organizational management are recommended. There are many opportunities within 42S to accomplish this. NCOs who already possess a Bachelor or higher are still expected to be life-long learners.

(d) *Additional training.* As determined by the appropriate organization. Army Force Management Course, BN/BDE Pre-Command Course, and Senior Enlisted Joint Professional Military Education (SEJPME).

(e) *Special assignments.* None.