

Psychological Operations (CMF 37) Career Progression Plan

Chapter 1. Proponent Note

The Psychological Operations (PSYOP) Regiment consists of Regular Army (RA) COMPO 1, and United States Army Reserve (USAR), COMPO 3 to include Active Guard Reserve (AGR), CMF 37 Psychological Operations Soldiers and Noncommissioned Officers (NCO). Accessions, training, education, career development, and mission support differ greatly between components. A limited number of non-accessions United States Army National Guard/Army National Guard of the United States (ARNGUS) COMPO 2 authorizations/positions exist, however, these positions are filled by USAR COMPO 3 personnel during organizational mobilizations or deployments.

a. *Naming convention for the Regular Army only:* Military Information Support (MIS). This was used from 2013 - 2017 when referring to PSYOP echelons of command that perform the function of Military Information Support Operations (MISO) (for example, Military Information Support Group [MISG], Military Information Support Task Force [MISTF], Military Information Support Battalion [MISB], Regional/Tactical Military Information Support Company [MISC], Regional/Tactical Military Information Support Detachment [RMD/TMD], Regional/Tactical Military Information Support Team [RMT/TMT], Special Military Information Support Team (SMT). This naming convention is no longer utilized.

b. *Naming convention:* Psychological Operations (PSYOP). This is used when referring to CMF 37 personnel, the branch, the Regiment and PSYOP echelons of command that perform the function of Psychological Operations (for example, Psychological Operations Group [POG], Psychological Operations Battalion [POB], Psychological Operations Company [POC], Regional/Tactical Psychological Operations Detachment [RPD/TPD], Regional/Tactical Psychological Operations Team [RPT/TPT], Specialized Psychological Operations Team [SPT]).

c. *Reference:* FM 3-53 Military Information Support Operations.

Chapter 2. Duties

In their doctrinal role as the Department of Defense's (DOD's) primary capability specifically organized, trained, manned, and equipped to influence the behavior of foreign Target Audiences (TAs), PSYOP contributes to the accomplishment of the full range of Conventional and Special Operations (SO) missions across the competition continuum (cooperation, competition, and conflict). PSYOP forces provide a low-visibility means for influencing foreign audiences, hostile governments and regimes, supporting or reducing support to insurgencies and limiting conflicts that could potentially destabilize our allies and partners. They are trained for, specialize in, and excel in influence and deception activities. PSYOP Soldiers possess the requisite specialized knowledge, skills, abilities, behaviors and capabilities to shape the behavior of select foreign targets and groups in the operational environment (OE). Their efforts help deter and prevent conflict, however when hostilities erupt, they are a force

multiplier across the full range of military operations. The five primary PSYOP Functions are Military Information Support Operations (MISO), Psychological Warfare (PSYWAR), Inter-organizational activities, DoD Deception Activities and Civil Authority Information Support (CAIS). For more information on PSYOP doctrine, refer to FM 3-53.

PSYOP Soldiers are employed throughout the competition continuum (cooperation, competition, and conflict) in support of commanders at all echelons. PSYOP Soldiers and NCOs often deploy as members of small units in permissive, uncertain and hostile areas far from logistics support bases, in support of theater operations which often involve serious geopolitical implications. RA units typically work in a combined arms or joint role with other Special Operations Forces (SOF) from the tactical to strategic level. USAR units typically support conventional forces at a tactical level.

Chapter 3 Transformation

The unique skills of PSYOP Soldiers and NCOs are more relevant in today's globally connected environment than ever before. As the operational PSYOP force transforms to provide improved operational support to Conventional Forces (CF), SOF, Theater Special Operations Commands (TSOCs), Geographical Combatant Commanders (GCCs), United States Embassies and Other Governmental Organizations (OGAs), they will be empowered to accomplish more than ever before. PSYOP Soldiers and NCOs must continue to adapt to the ever-changing situations they face by utilizing cutting-edge technologies and systems (cyber-based platforms, etc.) being developed and fielded at an unprecedented pace, while maintaining the skills and ability to be operationally effective in their absence (low/no-tech systems, face-to-face, print, radio, etc.). Deployed in small elements, in uncertain environments, tasked to conduct operations with serious geopolitical implications, PSYOP Soldiers and NCOs must be masters of influence, intellectually adept at the use of mediums and unequalled in the creation of messages and content. A PSYOP Soldier or NCO must be doctrinally competent and culturally astute, fully versed and competent in the latest tactics, techniques and procedures (TTP) and be capable of adapting to the operational environment to ensure mission success. Knowledge of associated systems and processes that add precision to communications and the capacity to characterize and calculate information and influence based effects. Knowledge of supporting and supported units' capabilities and services is paramount in order to achieve a synergistic effect on the TA. Most important, a PSYOP NCO must be an exceptional leader, intellectually adept and capable of honorably and ethically accomplishing any mission assigned.

Chapter 4. Recommended career management self-development, by rank

a. The following information and guidance applies to all ranks and skill levels, unless otherwise annotated, for self-development and continuing education opportunities to improve knowledge and skills:

(1) The Army Correspondence Course Program (ACCP), Army Training Requirements and Resources System (ATRRS) Self-Development (www.atrrs.army.mil/selfdevctr), Army eLearning (SKILLPORT) (<https://usarmy.skillport.com>) and Joint Knowledge

Online (JKO) (<https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf>) provide excellent educational advancements in continued education, leadership and technical proficiency.

(2) The Army Continuing Education System (ACES) website <https://home.army.mil/imcom/index.php/professionals/human-services/aces> can be used to identify educational opportunities, credentialing, training and/or build an educational portfolio.

(3) College Level Examination Program (CLEP) and Defense Activity for Non-Traditional Education Support (DANTES) tests are additional resources for converting previously acquired knowledge, skills or training into college credit.

(4) Soldiers and NCOs may enroll in ARMYIGNITED, www.armyignited.com, an Army program that provides Soldiers and NCOs the opportunity to identify degree programs through regionally/nationally accredited universities that utilize Army tuition assistance programs.

(5) PSYOP Soldiers and NCOs are encouraged to plan their educational programs around a degree that relates to their Military Occupational Specialty (MOS) using information provided on the Service members Opportunities College Army Degree (SOCAD) website.

(6) PSYOP Soldier and NCO degree programs should focus on Anthropology, Behavioral Sciences, Communications, Criminal Justice, Data Analytics, Economics, International Relations, Journalism, Marketing (including Digital Media and Social Media), Political Science, Psychology, Strategic Studies or Sociology.

(7) The National Defense University Joint Special Operations Masters' of Art (JSOMA) in Strategic Security Studies degree program conducted under the auspices of the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) is available to select PSYOP NCOs in the grade of SSG/E6 and above with a minimum of six years' Time in Service (TIS) and no more than 13 years TIS. Program studies are focused on the challenges facing Special Operations. Eligibility and application requirements are published annually.

(8) A college degree is not required for promotion, but is highly encouraged and can potentially be a discriminator when it comes to identifying the most qualified NCOs. Multiple PSYOP Senior NCO Army Educational Requirement System (AERS) coded positions require a graduate level degree to meet assignment eligibility requirements.

(9) PSYOP Soldiers and NCOs are encouraged to pursue and may earn promotion points for technical certifications. Certifications should focus on skills which relate to their MOS, such as Project Management, Accreditation in Public Relations + Military Communication (APR+M), Communication Management Professional (CMP) or Strategic Communication Management Professional (SCMP) certifications. A list of certifications and information on credentialing assistance can be found on the Credentialing Opportunities On-Line (COOL) website, www.cool.osd.mil/army/ or through ARMYIGNITED, www.armyignited.com. For additional information on these and other education programs, visit the Educational Service Office (ESO) on your installation.

(10) PSYOP Soldiers and NCOs are encouraged to pursue additional education opportunities through JKO, Joint Special Operations University (JSOU) and the Army Reserve Readiness Training Center (ARRTC) which offer a variety of courses designed to increase a Soldiers and NCOs operational knowledge, some of which can be used for

promotion point credit, and help prepare them to work at higher level Army and Joint Staff positions and environments.

(11) Volunteer and prepare themselves for appearance at Soldier and NCO boards, such as for "Soldier/NCO of the Month/Quarter/Year" and Sergeant Audie Murphy/Sergeant Morales Clubs. These events will broaden a Soldier's or NCO's knowledge base, instill discipline and improve the Soldier's or NCO's ability to communicate.

(12) Obtaining recognition as the Distinguished Honor Graduate, Honor Graduate or Commandant's List at Professional Military Education (PME) courses or any course attended should be the goal of all PSYOP Soldiers and NCOs.

(13) PSYOP NCOs, SSG and above, should maintain a DA Photo in accordance with AR 640-30.

(14) Consideration and recognition should be given to Soldiers and NCOs who have received valorous awards.

Proponency note: CMF 37 Skill Level 1, resides within the RC/COMPO 3 only.

b. *Private (PVT) – Specialist (SPC)/Corporal (CPL) (Skill Level 1)*. The proponent recommends the following for self-development:

(1) PSYOP Soldiers should seek self-development through the study and mastery of the following military publications: FM 3-53 Military Information Support Operations; STP 21-1 Soldier's Manual of Common Tasks, Warrior Skills Level 1; STP 33-37F14-SM-TG Soldier's Manual and Trainer's Guide, MOS 37F, Psychological Operations Specialist, Skill Levels 1 through 4; TC 4-02.1 First Aid; TC 4-02.3 Field Hygiene and Sanitation; AR 670-1 Wear and Appearance of Army Uniforms and Insignia; USA Center of Military History (CMH) PUB 70-38-1 *The Story of the Noncommissioned Officer Corps*; TC 3-21.75 The Warrior Ethos and Soldier Combat Skills; FM 7-22 Holistic Health and Fitness; all basic-level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following books are suggested readings for self-development: *Art of War* by Sun Tzu; *The Forgotten Soldier* by Guy Sajer; *The Killer Angels* by Michael Shaara; *The Ghost Army of World War II* by Rick Beyer; *Influence The Psychology of Persuasion* by Robert B. Cialdini; Chief of Staff of the Army (CSA) and Chain of Command Reading Lists, General Army Links and Army Leadership contains additional reading material for self-development.

(3) Pursuing a college education at this level is not a requirement but one that is highly encouraged and will place Soldiers above their peers.

(4) Completion of Distributed Leaders Course (DLC) 1 is a mandatory prerequisite for any Soldier to be considered for promotion to SGT and to attend the Basic Leaders Course (BLC).

c. *Sergeant (SGT) (Skill Level 2)*.

(1) PSYOP SGTs should seek self-development through the study and mastery of the publications mentioned in skill level 1 as well as the following military publications: STP 21-24 Soldier's Manual of Common Tasks Warrior Leader Skill Level 2, 3, and 4; TC 3-25.26 Map Reading and Land Navigation; FM 6-22 Leader Development; TC 7-22.7

The Noncommissioned Officer Guide; all basic-level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following books are suggested reading for self-development in addition to those mentioned in skill level 1: *Cease Resistance: It's Good for You: A History of U.S. Army Combat Psychological Operations* by Stanley Sandler; *Common Sense Training* by Arthur S. Collins; *Small Unit Leadership* by Mike Malone; *Likewar: The Weaponization of Social Media* by P.W. Singer; *21 Irrefutable Laws of Leadership* by John C. Maxwell; *Infantry Attacks* by Erwin Rommel; *When Bad Things Happen to Good People* by Harold S. Kushner; readings on famous military leaders (i.e. Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, Schwartzkopf, Powell, etc.).

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those Sergeants willing to make the required sacrifices should seize on available opportunities. SGTs should be working towards completing an Associate's Degree to further their professional development. JSOU courses, especially the Career Education Program (CEP-1) (Joint Fundamentals Course) and Senior Enlisted Joint Professional Military Education level one (SEJPME-1) through JKO, are additional professional development opportunities for NCOs which allow the conversion of SOF relevant courses into civilian college credit.

(4) Completion of DLC 2 is a mandatory prerequisite for any Sergeant to be considered for promotion to Staff Sergeant (SSG) and to attend the Advanced Leader Course (ALC).

(5) RA CMF 37 SGTs should be preparing themselves for attendance at a Jumpmaster course, Survival Evasion Resistance Escape (SERE) Level C (SERE-C) course and preparing their records for submission of a Top Secret security clearance request. RC CMF 37 SGTs in Airborne units should be preparing themselves for attendance at a Jumpmaster course.

(6) RA CMF 37 SGTs should have a current (within 12 months) Defense Language Proficiency Test (DLPT) or Oral Proficiency Interview (OPI) on file with a minimum Foreign Language Proficiency Rating (FLPR) of 1/1 or higher in their control language (CLANG), see Implementation Guidance for Army Special Operations Forces Strategic Language List, 13 November 2019, for legacy Soldier requirements.

d. *Staff Sergeant (SSG) (Skill Level 3)*

(1) PSYOP SSGs should seek self-development through the study and mastery of the publications mentioned in skill level 1 and 2 as well as the following military publications: TC 3-21.5 Drill and Ceremonies; ATP 7-22.01 Holistic Health and Fitness Testing; ADP 5-0 The Operations Process; DA PAM 600-25 U.S. Army Noncommissioned Officer Professional Development Guide; FM 3-12 Cyberspace and Electronic Warfare Operations; FM 3-13 Information Operations; FM 3-60 The Targeting Process; JP 3-05 Special Operations; JP 3-13 Information Operations; all basic-level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following books are suggested reading for self-development in addition to those mentioned in skill level 1 and 2: *Small Unit Administration, Manual or ADP Systems*, Stackpole Books; *The Noncommissioned Officers Family Guide* by Mary Preston Gross; *A History of Warfare* by John Keegan; *Elements of Influence* by Terry R. Bacon;

Thinking in Bets by Annie Duke; *Persuasion: Social Influence and Compliance Gaining* by Robert H. Gass; *The New Rules of War* by Sean McFate; *The Last Mission: The Secret History World War II's Final Battle* by Jim Smith and Malcolm McConnell; continued readings on famous military leaders (i.e. Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, Schwartzkopf, Powell, etc.).

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSGs willing to make the required sacrifices should seize on available opportunities. SSGs should set their personal goal of accumulating a minimum of 45 semester hours by this point in their career. At this stage, SSGs should seek opportunities to pursue completion of an Associate's Degree if they have not already completed one, JSOU courses, especially CEP-1 (Joint Fundamentals Course) and SEJPME-1 through JKO, are additional professional development opportunities for NCOs which allow the conversion of SOF relevant courses into civilian college credit.

(4) Completion of DLC 3 is a mandatory prerequisite for any Staff Sergeant to be considered for promotion to Sergeant First Class (SFC) and to attend the Senior Leaders Course (SLC).

(5) 37F SSGs are encouraged to pursue additional JSOU courses including the Introduction to Irregular Warfare Course and the Joint Special Operations Task Force Level 1 Course and additional functional training courses such as Information Operations 101, Tactical Information Operations Planner, SERE-C and Jumpmaster. USAR 37F SSGs are encouraged to pursue ARRTC/qualification courses to perform additional duties as Retention NCOs, SHARP Coordinators, Security Managers and Mobilization/Movement NCOs.

(6) RA CMF 37 SSGs should have a current (within 12 months) DLPT or OPI on file with a minimum FLPR of 1/1 or higher in their CLANG, see Implementation Guidance for Army Special Operations Forces Strategic Language List, 13 November 2019, for legacy Soldier requirements.

(7) Highly qualified RA CMF 37 SSGs have:

(a) 24 months or more of successful service on a PSYOP unit of action.

(b) 12 months or more of rated time in a 37F3 Key Developmental position.

(c) Strong evaluations regarding potential with supporting enumeration.

(d) Completion of one or more advanced skill/functional courses such as: Jumpmaster, Battle Staff Operations, Drill Sergeant Course, Recruiter Course, Instructor Course, Ranger School, SERE-C, Special Warfare Operational Design Course (SWODC), Special Warfare Network Development Course (SWNDC), Military Deception Course (MILDEC), Special Operations Military Deception Planners Course (SOMPC), Joint Information Operations (IO) Planners Course, Joint Targeting Course, Joint Operations Fires and Effects Course (JOFEC), Special Technical Operations (STO) Planners course, Equal Opportunity Advisor, SHARP Course, Special Warfare (SW) TOUCHSTONE Course, SW BRIGHTON Course, CEP 1, or SEJPME-1.

(e) Consistent Army Physical Fitness Test (APFT) scores of 240 or better (80 points in each event) and meet height/weight requirements IAW AR 600-9.

(f) A quality DA photo on file IAW AR 640-30.

(g) An accurate Soldier/Enlisted Record Brief (SRB/ERB).

(8) The most qualified and most successful RA CMF 37 SSGs have:

(a) 36 months accumulative successful service on a PSYOP unit of action.

- (b) 12 months or more of rated time in a 37F3 key Developmental position, or 12 months rated time in a special assignment, in order to gain valuable experience prior to being promoted to SFC.
- (c) Consistently strong pattern of quantifiable “far exceeded” Noncommissioned Officer Evaluation Report (NCOER) ratings by their raters.
- (d) Consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade.
- (e) Consistent APFT scores of 270 or better (90 points in each event), awarded the Physical Fitness Badge and meet height/weight requirements IAW AR 600-9.
- (f) Current (within 12 months) DLPT or OPI on file with a minimum FLPR of 1/1 or higher in their CLANG.
- (g) Completion of an Associate’s or higher level college degree.
- (h) Recognition as a Distinguished Honor Graduate, Honor Graduate or Top 20% Commandant’s List during NCOPDS or MOS enhancing courses.
- (i) Completion of two or more advanced skill/functional courses such as Jumpmaster, Battle Staff Operations, Drill Sergeant Course, Recruiter Course, Instructor Course, Ranger School, SERE-C, SWODC, SWNDC, MILDEC, SOMPC, MISO Program Design and Assessment Course (MPDAC), Joint IO Planners Course, Joint Targeting Course, JOFEC, STO Planner Course, Equal Opportunity Advisor, SHARP Course, SW TOUCHSTONE, SW BRIGHTON, CEP 1, or SEJPME-1.
- (j) 24 months or more in assignments outside of a PSYOP Group. There are cases where an otherwise highly qualified Soldier will not have an opportunity to serve a full 24 months in a PSYOP unit of action due to special assignments.
- (k) Special consideration should be given to those SSGs who meet the criteria and are selected to be USAJFKSWCS Instructor/Writers, USAJFKSWCS AIT Platoon Sergeants, Army or USAJFKSWCS Drill Sergeants, Recruiter, CTC Observer/Controller, POAS Assessor, PSYOP Operations Sergeant with the 75th Ranger Regiment, TSOC Planner, S5J Special PSYOP Team (SPT) positions or are selected to serve in a Special Missions Unit (SMU).
- (9) Key and developmental positions are ones of increased responsibility that best prepare PSYOP SSGs to perform the duties and handle the responsibilities of a SFC. For RA CMF 37 SSGs to be considered fully qualified, they should have served for at least 12 months in one or more of the following 37F3 key developmental positions: Team Leader/Team Chief, 37F3 PSYOP SGT, Brigade PSYOP Planner, USAJFKSWCS Instructor/Writer, Drill Sergeant, Recruiter, CTC Observer/Controller, USAJFKSWCS AIT Platoon Sergeant, POAS Assessor, Assistant Operations NCO, Staff NCO at Battalion, Brigade, PSYOP Group or higher commands, S5J SPT position, or any SMU/Special Activities position which prepares the SSGs to be qualified to perform the duties as a SFC. NCOs should avoid extended or consecutive assignments (in excess of 48 months/back-to-back) in TDA assignments or staff assignments outside of a PSYOP Group.

e. Sergeant First Class (SFC) (Skill Level 4)

- (1) PSYOP SFCs should seek self-development through the study and mastery of the publications mentioned in skill level 1 – 3 as well as the following military publications: FM 27-10 The Law of Land Warfare; TRADOC PAM 525-3-1 U.S. Army in Multi-Domain

Operations 2028; TC 33-02 (U) Psychological Operations Targeting Handbook (S); TC 53-03.2 (U) Influence-Focused Targeting (S//NF); JP 3-05.5 Joint Special Operations Targeting and Mission Planning Procedures; JP 3-60 Joint Doctrine for Targeting; all basic-level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following books are suggested reading for self-development in addition to those mentioned in skill level 1 – 3: *Combat Leader's Field Guide 10th Ed.*, Stackpole Books; *Roots of Strategy, Book 2*, by Ardant du Picq and Carl von Clausewitz; *The Accidental Guerrilla: Fighting Small Wars in the Midst of a Big One* by David Kilcullen; *In Search of the Warrior Spirit: Teaching Awareness Disciplines to the Military* by Richard Strozzi-Heckler; *The Generals: American Military Command from World War II to Today* by Thomas E. Ricks; *Six Simple Rules: How to Manage Complexity without Getting Complicated* by Yves Morieux and Perter Tollman; *Leaders Eat Last* by Simon Sinek; continue readings on famous military leaders (i.e. Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, Schwartzkopf, Powell, etc.); publications on influence principles and techniques, foreign culture, behavioral science, ethics, leadership, world politics, geopolitical issues and field manuals relating to Army operations current doctrine and TTPs to further enhance the knowledge base of the leader.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFCs willing to make the required sacrifices should seize on available opportunities. Ideally, a SFC should have completed an Associate's Degree or 60 semester hours by 12 years TIS and should have had the opportunity to work towards or complete their Bachelor's Degree during their attendance to the SLC.

(a) JSOU courses, especially CEP-2 (Enterprise Management Course) and SEJPME-2 through JKO, are additional professional development opportunities for NCOs which allow for the conversion for SOF relevant courses into civilian college credit.

(b) Application for attendance at the National Defense University (NDU) Masters' of Art in Strategic Security Studies Degree program through the USAJFKSWCS is highly encouraged for those exceptionally qualified and meet eligibility requirements.

(c) NCOs who successfully complete the NDU, or similar, program will incur a service remaining requirement (SRR) of 36 months.

(d) Multiple PSYOP Senior NCO AERS coded positions require a graduate' level degree to meet assignment eligibility requirements.

(4) Completion of DLC 4 is a mandatory prerequisite for any SFC to be considered for promotion to Master Sergeant (MSG) and to attend the Master Leader Course (MLC).

(5) 37F SFCs are encouraged to pursue additional JSOU courses and functional courses. Additionally, USAR 37F SFCs are encouraged to pursue ARRTC/qualification courses to perform additional duties as Retention NCOs, SHARP Coordinators, Security Managers and Mobilization/Movement NCOs.

(6) RA CMF 37 SFCs should have a current (within 12 months) DLPT or OPI on file with a minimum FLPR of 1/1 or higher in their CLANG, see Implementation Guidance for Army Special Operations Forces Strategic Language List, 13 November 2019, for legacy Soldier requirements.

(7) Highly qualified RA CMF 37 SFCs have:

- (a) 42 months or more of accumulative successful service in a PSYOP unit of action and should be rated as a PSYOP Team Leader (37F4) for no less than 12 months.
- (b) Strong evaluations regarding potential with supporting enumeration.
- (c) Key Developmental experience as a 37F4 in positions outside of a PSYOP Group such as TSOC, GCC, Brigade, Division, Corps or assignments in joint, combined, or interagency environments.
- (d) Completion of two or more advanced skill/functional course such as Jumpmaster, Battle Staff Operations, Drill Sergeant Course, Recruiter Course, Instructor Course, Ranger School, SERE-C, SWODC, SWNDC, MILDEC, SOMPC, Joint IO Planners Course, Joint Targeting Course, JOFEC, STO Planner Course, Equal Opportunity Advisor, SHARP Course, SW TOUCHSTONE, SW BRIGHTON, MPDAC, CEP 1 & 2, or SEJPME 1 & 2.
- (e) Consistent APFT scores of 240 or better (80 points in each event) and meet height/weight requirement IAW AR 600-9.
- (f) A quality DA photo on file IAW AR 640-30.
- (g) An accurate SRB/ERB.
- (8) The most qualified and most successful RA CMF 37 SFCs have:
 - (a) 42 months or more accumulative successful service in a PSYOP unit of action.
 - (b) Should be rated as a PSYOP Team Leader (37F4), for no less than 24 months, or 12 months rated time in a commensurate special assignment.
 - (c) 24 months or more of Key Developmental/Broadening experience as a 37F in positions outside of a PSYOP Group such as TSOC, GCC, Brigade, Division, Corps or assignments in joint, combined, or interagency environments.
 - (d) Additional consideration should be given to SFCs who have served 12 months or more in leadership positions at the next higher grade plate (37F5).
 - (e) A consistently strong pattern of quantifiable "far exceeded" NCOER ratings by their raters.
 - (f) A consistently strong pattern of Senior Rater scoring, supporting enumeration, and comments which clearly state strong potential to serve at the next higher grade.
 - (g) Consistent APFT scores of 270 or better (90 points in each event), awarded the Physical Fitness Badge and meet height/weight requirement IAW AR 600-9.
 - (h) Current (within 12 months) DLPT or OPI on file with a FLPR of 1/1 or higher in their CLANG.
 - (i) Completion of a Bachelors or higher level college degree.
 - (j) Recognition as a Distinguished Honor Graduate, Honor Graduate or Top 20% Commandant's List during NCOPDS or MOS enhancing courses.
 - (k) Completion of three or more advanced skill/functional course such as Jumpmaster, Battle Staff Operations, Drill Sergeant Course, Recruiter Course, Instructor Course, Ranger School, SERE-C, SWODC, SWNDC, SOMPC, Joint IO Planners Course, Joint Targeting Course, JOFEC, STO Planner Course, Equal Opportunity Advisor, SHARP, SW TOUCHSTONE, SW BRIGHTON, MPDAC, CEP 1 & 2, or SEJPME 1 & 2.
 - (l) Special consideration should be given to those SFCs who meet the criteria and are selected to be or have successfully served as a Company First Sergeant, USAJFKSWCS instructors, POAS Assessor, Recruiter, Drill Sergeant, PSYOP Observer/Controller at JRTC/NTC/JRMC, Career Management NCO at USAJFKSWCS or Human Resources Command (HRC), TSOC PSYOP Planner, ARCYBER PSYOP

Planner, or those SFCs who are selected to serve or have successfully served in a SPT, Technical Information Section (TIS), G/S3X, Office of Special Warfare (OSW) or SMU/Special Activities.

(9) Key and developmental positions are ones of increased responsibility that best prepare PSYOP SFCs to perform the duties and handle the responsibilities of a MSG. For RA CMF 37 SFCs to be considered fully qualified, they should have served for at least 24 months in one or more of the following 37F4 key developmental positions: Detachment Sergeant, Team Leader (37F4), Senior PSYOP Planner at Battalion, Brigade, Group or higher command (examples of higher commands: 1st SFC, USASOC, USAJFKSWCS, USSOCOM, and the six TSOC), Staff NCO, Senior PSYOP SGT in a Security Force Assistance Brigade (SFAB), Operations Sergeant, Senior PSYOP Instructor, Senior Doctrine Developer/Writer, Senior Training Developer/Writer, Career Management NCO at USAJFKSWCS, Senior POAS Assessor, Assistant Operations/Staff NCO at Battalion, Brigade, Group or higher command, SPT, TIS, G/S3X or OSW position, or any SMU position. NCOs should avoid extended or consecutive assignments (in excess of 48 months/back-to-back) in TDA assignments or staff assignments outside of a PSYOP Group.

(10) Recognition should be given to RA SFCs who have served in operationally unique NCOIC positions. Examples include: RIST NCOIC or Detachment SGT, MIST NCOIC or PSYOP Team Leader, Staff section NCOIC in a Military Information Support Task Force (MISTF)/Information Warfare Task Force (IWTF) or commensurate organization, or CONUS based organizations executing operations with global effects.

(11) PSYOP SFCs assigned to foreign SOF units as an embedded member of the unit, under any U.S. Army or Joint program, will receive credit for service, performance and development commensurate to a like position in an ARSOF unit.

d. Master Sergeant/First Sergeant (MSG/1SG) (Skill Level 5)

(1) PSYOP MSGs/1SGs should seek self-development through the study and mastery of the publications mentioned in skill level 1 – 4 as well as the following military publications: AR 601-280 Army Retention Program; AR 600-20 Army Command Policy; AR 635-200 Active Duty Enlisted Administrative Separations; DA PAM 611-21 Military Occupational Classification and Structure; AR 840-10 Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates; AR 220-1 Army Unit Status Reporting and Force Registration – Consolidated Policies. Additionally, MSGs/1SGs should continue reading publications on influence principles and techniques, foreign culture, behavioral science, ethics, leadership, world politics, geopolitical issues and field manuals relating to Army Operations, current doctrine and TTPs to further enhance the knowledge base of the leader.

(2) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those MSGs/1SGs willing to make the required sacrifices should seize on available opportunities. At this stage of a Senior NCO's career, MSGs/1SGs should have already completed a Bachelor's or higher level degree or have accumulated 120 semester hours via ACE accreditation or tuition assistance opportunities.

(a) JSOU courses, especially CEP-3 (Joint Special Operations Forces Senior Enlisted Academy), attendance to the United States Army Sergeant Major Academy (USASMA)

and SEJPME II, will allow selected MSGs/1SGs the opportunity to complete advanced degrees.

(b) Application for attendance at the National Defense University (NDU) Masters' of Art in Strategic Security Studies Degree program through the USAJFKSWCS is highly encouraged for those exceptionally qualified and meet eligibility requirements.

(c) NCOs who successfully complete the NDU, or similar, program will incur a service remaining requirement (SRR) of 36 months.

(d) Multiple PSYOP Senior NCO AERS coded positions require a graduate level degree to meet assignment eligibility requirements.

(e) Due to limited authorizations and fiercely competitive records, civilian education may be considered a major discriminator for selection to Sergeant Major (SGM). While any civilian education shows exceptional motivation, a college degree is not required for promotion, but can be a deciding factor when it comes to identifying the most qualified NCOs.

(3) Attendance and completion of USASMA or the Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA) (CEP-3) is a mandatory prerequisite for any MSG/1SG to be considered for promotion to SGM.

(4) RA CMF 37 MSG/1SGs should have a current (within 12 months) DLPT or OPI on file with a minimum FLPR of 1/1 or higher in their CLANG, see Implementation Guidance for Army Special Operations Forces Strategic Language List, 13 November 2019, for legacy Soldier requirements.

(5) Highly qualified RA CMF 37 MSG/1SGs have:

(a) A minimum of 24 months of successful service as a Company First Sergeant.

(b) Strong evaluations regarding potential with supporting enumeration.

(c) Are a graduate of a Jumpmaster course.

(d) 24 months or more of 37F Key Developmental/Broadening experience outside of a PSYOP Group (sufficient operational experience as a 37F in joint, combined or interagency environments can serve as a substitute for this requirement).

(e) Should have completed three or more advanced skill/functional courses such as Battle Staff Operations, Drill Sergeant Course, Recruiter Course, Instructor Course Ranger School, SERE-C SWODC, SWNDC, SOMPC, SW TOUCHSTONE, SW BRIGHTON, MPDAC, CEP 1 & 2, SEJPME 1 & 2, Joint IO Planners Course, Joint Targeting Course, JOFEC, STO Planner Course, Equal Opportunity Advisor, or the SHARP Course.

(f) Consistent AFPT scores of 240 or better (80 points in each event) and meet height/weight requirement IAW AR 600-9.

(g) A quality DA photo on file IAW AR 640-30.

(h) An accurate SRB/ERB.

(6) The most qualified and most successful RA CMF 37 MSGs/1SGs have:

(a) 36 months or more of successful service as a Company First Sergeant, special considerations should be given to MSG/1SGs who have successful service as a Headquarters Support Company (HSC) or Headquarters and Headquarters Company (HHC) First Sergeant.

(b) A graduate of a Jumpmaster course.

- (c) 24 months or more of 37F Key Developmental/Broadening experience outside of a PSYOP Group (Sufficient operational experience as a 37F in joint, combined, or interagency environments can serve as a substitute for this requirement).
 - (d) Additional consideration should be given to MSG/1SGs who have served in leadership positions at the next higher grade plate (37F6).
 - (e) Consistently strong pattern of quantifiable "far exceeded" NCOER ratings by their raters.
 - (f) Consistently strong pattern of Senior Rater Scoring, supporting enumeration, and comments which clearly state strong potential to serve at the next higher grade.
 - (g) Consistent APFT scores of 270 or better (90 points in each event), awarded the Physical Fitness Badge and meet height/weight requirement IAW AR 600-9.
 - (h) Current (within 12 months) DLPT or OPI on file with a FLPR of 1/1 or higher in their CLANG.
 - (i) Completion of a Bachelor's or higher level college degree (completion of a Master's Degree Program should be viewed as exceptional).
 - (j) Recognition as a Distinguished Honor Graduate, Honor Graduate or TOP 20% Commandant's List during NCOPDS or MOS enhancing courses.
 - (k) Completion of four or more advanced skill/functional courses such as Battle Staff Operations, Drill Sergeant Course, Recruiter Course, Instructor Course, Ranger School, SERE-C SWODC, SWNDC, SOMPC, SW TOUCHSTONE, SW BRIGHTON, MPDAC, CEP 1 & 2, SEJPME 1 & 2, Joint IO Planners Course, Joint Targeting Course, JOFEC, STO Planner Course, Equal Opportunity Advisor, or SHARP Course.
 - (l) Additionally, some PSYOP NCOs, following performance as a detachment NCOIC, will serve in special assignments outside of a PSYOP Group that will provide unmatched experience, levels of responsibility and a strategic outlook on how the Army and greater DOD enterprise function. Special consideration should be given to NCOs who have served in these types of assignments, which include: Senior Branch Manager at HRC; Senior Career Field Manager at USAJFKSWCS; Senior Instructor at USAJFKSWCS; POAS NCOIC; GCC or TSOC J39 NCOIC; Senior PSYOP Planner/NCOIC at ARCYBER.
- (7) Key and developmental positions are ones of increased responsibility that best prepare PSYOP MSG/1SGs to perform the duties and handle the responsibilities of a SGM. The vast majority of enlisted authorizations in CMF 37 for MSGs and 1SGs are in operational assignments. Historically, PSYOP NCOs will spend the majority of their career in assignments within the 4th and 8th PSYOP Groups (RA) or the 2nd and 7th PSYOP Groups (USAR). The Detachment and Company is the primary operational war-fighting assignment for a MSG/1SG. These positions range from the operational Detachment NCOIC and Company 1SG to operational assignments in TSOCs or in a deployed task force/command. Some select MSGs will also be assigned to senior commands at HRC and the generating force at USAJFKSWCS, Special Warfare Training Groups (SWTG) and NCOA.
- (a) To be considered fully qualified RA CMF 37 MSG/1SG should have served for at least 24 months in one or more of the following 37F5 key developmental positions: Company First Sergeant (primary key developmental position for 37F MSG/1SG).
 - (b) Leadership assignments are key for successful development within CMF 37. The PSYOP Enlisted Professional Development Guide stresses the importance of serving

as a First Sergeant and requires this experience before advancement to the next higher grade. There is no substitute for serving in a First Sergeant position throughout a PSYOP Soldier's career.

(c) Additional key and developmental positions include: Detachment Sergeant, TIS, G/S3X or OSW MSG position; Senior PSYOP Planner at Battalion, Brigade, Group or higher commands; Staff NCO; Operations Sergeant; Senior PSYOP Instructor; Senior Doctrine Developer/Writer; Senior Training Developer/Writer; POAS NCOIC; Operations/Staff NCO at Battalion, Brigade, Group or higher commands; CMF 37 Proponent Senior Career Field Manager at USAJFKSWCS; CMF 37 HRC Branch Manager; PSYOP Planning and Advisory Team; Senior Observer Controller at JRTC/NTC/JRMC; GCC or TSOC G39 NCOIC; Senior PSYOP Planner/NCOIC at ARCYBER; and SMU positions which prepares the MSGs to be qualified to perform the duties as a SGM.

(d) NCOs should avoid extended or consecutive assignments (in excess of 48 months/back-to-back) in TDA assignments or staff assignments outside of a PSYOP Group.

(8) Recognition should be given to MSG/1SGs who have served in operationally unique NCOIC or Senior Enlisted Leader positions. Examples of this include: SGM or other Senior Enlisted Leader position on a MISTF/IWTF or commensurate organization; non-traditional First Sergeant positions; RIST NCOIC or Detachment SGT; MIST NCOIC; Staff section NCOIC in a MIST/IWTF or commensurate organization; CONUS based organizations executing operations with global effects.

(9) PSYOP MSGs assigned to foreign SOF units as an embedded member of the unit, under any U.S. Army or Joint program, will receive credit for service, performance and development commensurate to a like position in an ARSOF unit.

f. Sergeant Major (SGM) (Skill Level 6)

(1) PSYOP SGM should continue to seek self-development through the study and mastery of the publications mentioned in skill level 1 – 5 as well as continued readings on influence principles and techniques, ethics, leadership, world politics, geopolitical issues, field manuals relating to Army Operations, current doctrine and TTPs, their chains of command professional reading lists, CSA reading list, and Army Leadership to further enhance the knowledge base of the leader.

(2) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SGMs willing to make the required sacrifices should seize on available opportunities. At this stage of the Senior NCO's Career, the goal of the SGM is to possess an upper level degree and be working towards a graduate or higher level college degree in their chosen discipline.

(a) JSOU courses, especially CEP-4 (Enlisted Academy Summit course), will allow selected SGMs the opportunity to work towards and complete advanced degrees.

(b) Multiple PSYOP Senior NCO AERS coded positions require a Masters' level degree to meet assignment eligibility requirements.

(c) Due to limited authorizations and fiercely competitive records, civilian education may be considered a major discriminator for selection to Command Sergeant Major (CSM) positions. While any civilian education shows exceptional motivation, a college degree

in not required for promotion, but can be a deciding factor when it comes to identifying the most qualified NCOs.

(3) Completion of USASMA, or JSOFSEA (CEP-3) is a mandatory prerequisite for any Sergeant Major to assume a Sergeant Major position. Additionally, completion of DLC 5 is a mandatory prerequisite for a SGM to become eligible for nominative and joint SGM positions and be considered for promotion to CSM.

(4) Highly qualified RA CMF 37 SGMs have:

(a) A minimum of 12 months' time in grade (TIG) as a SGM and have served as a Battalion Operations SGM for 12 or more months.

(b) Strong evaluations regarding potential with supporting enumeration.

(c) Completion of four or more advanced skill/functional courses such as Battle Staff Operations, Drill Sergeant Course, Instructor Course, Recruiter Course, Ranger School, SERE-C, SWODC, SWNDC, SOMPC, SW TOUCHSTONE, SW BRIGHTON, MPDAC, CEP 1 – 3, SEJPME 1 & 2, Joint IO Planners Course, Joint Targeting, JOFEC, STO Planner Course, Equal Opportunity Advisor, or the SHARP Course.

(d) Consistent APFT scores of 240 or better (80 points in each event) and meet height/weight requirement IAW AR 600-9.

(e) A quality DA photo on file IAW AR 640-30.

(f) An accurate SRB/ERB.

(5) The most qualified and most successful RA CMF 37 SGMs have:

(a) 18 months or more of accumulative service as a Battalion or Group Operations SGM (12 months at the Battalion or Group level, but must have six (6) or more months at the Group level)

(b) Strong evaluations regarding potential with supporting enumeration.

(c) Consistently strong pattern of quantifiable "far exceeded" NCOER ratings and narratives by their raters.

(d) Consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade.

(e) Consistent APFT scores of 270 or better (90 points in each event), awarded the Physical Fitness Badge and meet height/weight requirement IAW AR 600-9.

(f) Completion of a Bachelor's or higher level college degree (completion of a Master's Degree Program should be viewed as exceptional).

(g) Recognition as a Distinguished Honor Graduate, Honor Graduate or Top 20% Commandant's List during NCOPDS or MOS enhancing courses.

(h) Completion of five or more advanced skill/functional course such as Battle Staff Operations, Drill Sergeant Course, Recruiter Course, Ranger School, SERE-C, SWODC, SWNDC, SOMPC, SW TOUCHSTONE, SW BRIGHTON, MPDAC, CEP 1 - 3, SEJPME 1 & 2 Joint IO Planners Course, Equal Opportunity Advisor, or the SHARP Course, etc..

(i) 24 months or greater in assignments outside of a PSYOP Group at Brigade/Division/TSOC or higher commands. Special consideration should be given to those SGMs who are selected to serve or have successfully served in a CSM position with exceptional evaluation(s).

(6) Key and developmental positions are ones of increased responsibility that best prepare PSYOP SGMs to perform the duties and handle the responsibilities of a CSM. The key and developmental positions that a PSYOP SGM must be successful in to

qualify to be a CSM are as a Battalion Operations SGM, Group Operations SGM and other senior level HQ commands (examples of higher commands: USASOC, Staff SGM positions at a DIV HQ or echelons above Corps, USAJFKSWCS, USSOCOM, JSOFSEA Instructor, and the six TSOCs).

(a) Operations SGM positions are the cornerstone of the career path.

(b) Operations SGM positions at the BN or higher echelons have increased responsibility and include managing joint operations OCONUS in Combined and Joint Task Force HQ, (examples are the MISTF/IWTF, JISTF SO, IOTF, or other designated Task Forces).

(c) The most qualified PSYOP SGMs for CSM will have performed exceptionally well as an Operations SGM at one of the levels of command, and in a Staff SGM position outside of a PSYOP Group.

(d) Following an assignment as an Operations SGM, some SGMs will have assignments in and out of SOF that are not the traditional Operations SGM position. Successful performance in these positions are enhancing and provide a strategic overview of the force. These assignments include the Joint Staff in Washington DC and Inter-Agency positions. Assignments that are also

(e) Additional enhancing/broadening assignments following a tour in the operational force include: Assistant Commandant USAJFKSWCS NCOA and Instructor at the Joint Special Operations Forces Senior Enlisted Academy, PSYOP Proponent SGM, USAJFKSWCS, or Instructor at the USASMA.

(f) SGMs should avoid extended or consecutive assignments (in excess of 48 months/back-to-back) in TDA assignments in USAJFKSWCS or staff assignments away from the operational force prior to completing an assignment as a BN OPS SGM.

(g) The vast majority of enlisted authorizations in CMF 37 for Sergeants Major are in operational assignments (for example, POG, DIV HQ Staff). The PSYOP BN, PSYOP Group and higher headquarters are the primary operational and warfighting assignments for a Sergeant Major. These positions range from the Operational Battalion/Group level assignments to the operational assignments in a TSOC, Division Headquarters, or in a deployed task force/command.

(i) Select Sergeants Major will also be assigned to senior commands and nominative Sergeants Major positions at the Joint Staff and USSOCOM. Select Sergeants Major will also see assignment to the generating force.

(7) RA CMF 37 SGMs should have a current (within 12 months) DLPT or OPI on file with a FLPR of 1/1 or higher in their CLANG, see Implementation Guidance for Army Special Operations Forces Strategic Language List, 13 November 2019, for legacy Soldier requirements.

g. Command Sergeant Major (CSM) (Skill Level 6)

(1) PSYOP CSMs should continue to seek self-development through the study and mastery of the publications mentioned in skill level 1 – 5 as well as continued readings on influence principles and techniques, ethics, leadership, world politics, geopolitical issues, field manuals relating to Army Operations, current doctrine and TTPs, their chains of command professional reading lists, CSA reading list, and Army Leadership to further enhance the knowledge base of the leader.

(2) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those CSMs willing to make the required sacrifices should seize on available opportunities. At this stage of a Senior NCO's career, the goal of the CSM is to possess an upper level degree and be working towards a Master's or higher level college degree in their chosen discipline. JSOU courses, especially CEP-4 (Enlisted Academy Summit course), will allow selected CSMs the opportunity to work towards and complete advanced degrees.

(3) Prior to assuming a CSM position within the Army Special Operations Forces (ARSOF), selected SGMs will attend the Sergeant Major Assessment Program (SMAP) and three Pre-Command Courses: Army Pre-Command Course, Fort Leavenworth, KS; ARSOF Pre-Command Course, Fort Bragg, NC; JSOU Pre-Command Course, Tampa, FL. Additionally, PSYOP Group (O-6 level of command) ARSOF CSMs will be expected to attend the JSOFSEA Summit Course (CEP-4), and possibly the Keystone Course, prior to competing for a nominative assignment. Prior to assuming a CSM position in the conventional force and USAR, selected SGMs will attend the SMAP and the Army Pre-Command Course, Fort Leavenworth, KS.

(4) CMF 37 CSMs are encouraged to pursue additional JSOU and other senior level professional development courses.

(5) Key and developmental positions are ones of increased responsibility that best prepare PSYOP CSMs to perform the duties and handle the responsibilities at a Battalion or higher level of command. The vast majority of enlisted authorizations in CMF 37 for Command Sergeant Majors are in operational assignments (for example, POB or POG). Historically, all PSYOP NCOs will spend the majority of their career in warfighting assignments within the operational force; at the POB CSM (O-5 level of command), the goal is to bring operational experience to the force. Successful performance in key developmental positions is proven through excellence at an Operational BN or as a CSM in the generating force, prior to a tour as a POG CSM or Garrison CSM in the conventional Army. POG CSM (O-6 level of command), reside in only four positions in the operational force, (2nd, 4th, 7th and 8th POG). Some CSMs will be selected to garrison CSM O-6 level positions without O-6 level experience in the operational force based on availability. Successful performance in key developmental positions is proven excellence in the Operational Group (O-6 level) command prior to a nominative CSM position. CSMs who are qualified at the Battalion or Group level from CSM tours but were not selected by the ARSOF CSM CSL for another command position will be slated for Operations assignments at the senior HQ, USASOC, 1st SFC, USAJFKSWCS, the six TSOCS and nominative SGM positions at the Joint Staff and USSOCOM. CSMs who have completed a minimum of one tour at the O-6 level and have completed the requisite institutional training are competitive for assignment to the nominative CSM level. These positions include 1st SFC, USAJFKSWCS, SOCCENT, SOCEUR, SOCAFRICA, SOCPAC, SOCSOUTH, SOCKOR, ODRP, JSOC and other Army nominative assignments at the 1- and 2-star levels. CSMs who have completed one nominative assignment are competitive for assignment to the following nominative assignments USSOCOM, USASOC, JSOC, NATO SO Command and other senior Army nominative assignments at the 3- and 4-star level. All CSMs selected for a nominative assignment will change to MOS 00Z CSM.

Chapter 5. Military Occupational Specialty 37F (PSYOP Specialist).

a. *Major Duties:* The PSYOP Soldier and NCO plans, analyzes, develops, designs, distributes, disseminates, and evaluates Military Information Support Operations across the broad range of military operations. Commanders and CSMs ensure Soldiers and NCOs are serving in appropriate developmental, broadening, and special assignments and know how these assignments affect promotion and career development. Not all MOS 37F Soldiers will have the same opportunities to attend MOS-enhancing courses. Army evaluation boards must consider this when assessing the significance of completed military training courses regarding potential for performance at the next higher grade. Potential should be regarded as the overall level of performance of assigned duties, coupled with a review of a Soldier's training listed in their Official Military Personnel File (OMPF) and not just training listed on the SRB/ERB. Graduation from any school is not a substitute for performance of assigned duties, as there is a distinction between being a graduate of a school and being able to train and lead Soldiers. MOS 37F Soldiers and NCOs perform duties in positions requiring specialized training without ever attending a formal school. PSYOP Soldier's ability to adapt and develop required skills to perform their duties are indicators of competence, confidence, and agility, while also demonstrating the potential to serve in positions of greater responsibility. As Soldiers and NCOs advance in their careers and assume leadership roles, they are faced with conditions unique to MOS 37F regarding the availability of leadership roles.

b. *Prerequisites.* For initial award of the 37F MOS, see AR 614-200 and DA Pam 611-21 for current prerequisites. PSYOP recruits its volunteers from within the ranks of the U.S. Army as well as from among U.S. Army Initial Entry Enlistees. Upon graduation from all phases of the ARSOF PSYOP Training Pathway (POTP), Advance Individual Training (AIT) (USAR) or the PSYOP Enlisted Transition Course (USAR), Soldiers and NCOs are awarded the 37F MOS; RA Soldiers have completed DLC 1 and 2, and receive BLC (as necessary) through the ARSOF POTP and are additionally promoted to the rank of SGT (E-5) (upon meeting all promotion prerequisites).

(1) *RA Initial Accessions Program (37F IET program).* USAREC recruits individuals who are Non-Prior Service (NPS) or those who are prior service and require retraining. Those volunteering for the 37F IET program (PSYOP Training) must meet prerequisites listed in AR 614-200. NPS or prior service requiring retraining, volunteering for PSYOP must first attend and successfully complete 31B (Military Police) One Station Unit Training (OSUT), Basic Airborne Training, Psychological Operations Preparation and Conditioning Course (POPC) and the Psychological Operations Assessment and Selection (POAS) Course prior to beginning the ARSOF POTP.

(2) *In-Service Recruiting Program.* USAJFKSWCS through the Special Operations Recruiting Battalion (SORB) recruits RA PFCs through SGTs from all MOSs, with not more than 10 years Active Federal Service. Those volunteering for PSYOP Training must meet prerequisites listed in AR 614-200 or MILPER updates to attend the POAS course. Soldiers volunteering for PSYOP must first attend and successfully complete POAS before beginning the ARSOF POTP. Those selected will PCS to Fort Bragg to attend the ARSOF POTP. If not Airborne qualified, Soldiers must volunteer for and successfully complete airborne training before beginning the ARSOF POTP. Soldiers

must complete DLC 1 prior to attending BLC. See the SORB for additional information on recruiting and POAS attendance.

c. Goals for development.

Private – Specialist/Corporal (37F10) (RC Only)

(a) *Institutional training.* Basic Combat Training (BCT), Advanced Individual Training (AIT), DLC 1, BLC. Specialists/Corporals must complete DLC 1 prior to BLC attendance and successfully complete BLC prior to promotion to SGT. Soldiers attending Army Special Operations Forces (ARSOF) Noncommissioned Officer Professional Development System (NCOPDS) must meet prerequisites and standards outlined in U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) Noncommissioned Officer Academy (NCOA) Student assessment guides.

(b) *Operational assignments.* PSYOP Specialist in a tactical PSYOP unit of action.

(c) *Self-development.* The quality and success of a Soldier's career is directly proportional to the Soldier's consistent commitment to civilian and military professional development. Soldiers committed to meeting standards and achieving developmental goals will acquire leadership skills and have the practical knowledge and ambition to put them to good use.

(d) *Additional training.* Airborne; language training; Tactical Casualty Care Course.

(1) *Additional Skill Identifiers (ASI) associated with CMF 37:* There are no ASI for PVTs through SPC/CPL.

(2) *Special Qualification Identifiers (SQI) associated with CMF 37:* P-Parachutist.

(e) *Special Assignments.* There are no special assignments for PVTs through SPC/CPL.

(1) *Broadening Assignments.* These include positions such as non-combat vehicle drivers or other positions in logistics, operations, and echelons above detachment.

(2) *MOS Enhancing Assignments.* All valid MOS 37F PVT – SPC/CPL documented positions contribute to the development of an MOS 37F PVT - SPC/CPL.

Sergeant (37F20)

(a) *Institutional training.* BLC, Airborne School, and Basic Special Operations Language Training (BSOLT) are incorporated in the ARSOF POTP. SGTs must complete DLC 2 prior to ALC attendance and promotion to SSG. SGTs attending ARSOF NCOPDS must meet prerequisites and standards outlined in NCOA Student assessment guides.

(b) *Operational assignments.* PSYOP SGT in PSYOP unit of actions. RA Sergeants and RC Sergeants in Airborne units and in parachutist positions must be able to maintain airborne status unless not required by position.

(c) *Self-development.* The quality and success of a Sergeant's career is directly proportional to a consistent commitment to civilian and military professional development. SGTs committed to meeting standards and achieving developmental goals will acquire leadership skills and have the practical knowledge and ambition to put them to good use. RA SGTs should place emphasis on successfully completing SERE-C, Battle Staff course, a Jumpmaster course and enhancing their foreign language competencies. USAR SGTs should place emphasis on Tactical Team experience through participation in Combined Training Center (CTC) exercises/rotations. USAR

SGTs assigned to airborne units and in parachutist positions should place emphasis on successfully completing a Jumpmaster course.

(d) *Additional training.* Jumpmaster Course; Tactical Casualty Care Course; Ranger School; SERE-C; JSOU CEP-1 (Joint Fundamentals Course), SEJMPE-1, JSOU courses; JKO courses; ARRTC courses.

(1) *Additional Skill Identifiers (ASI) associated with CMF 37 SGT:* 2S-Battle Staff Operations; 5W-Jumpmaster; P4-Tactical Information Operations Planner.

(2) *Special Qualification Identifiers (SQI) associated with CMF 37 SGT:* H-Instructor (0609); 8-Instructor (0504); 4-Non-Career Recruiter; P-Parachutist; X-Drill Sergeant; V-Ranger Parachutist.

(e) *Special Assignments.* There are no special assignments for SGTs.

(1) *Broadening Assignments.* These include positions such as non-combat vehicle drivers or other positions in logistics, operations, and echelons above detachment.

(2) *MOS Enhancing Assignments.* All valid MOS 37F SGT documented positions contribute to the development of an MOS 37F SGT.

Staff Sergeant (37F30)

(a) *Institutional training.* SSGs must complete DLC 3 prior to SLC attendance and promotion to SFC. SSGs attending ARSOF NCOPDS must meet prerequisites and standards outlined in NCOA Student assessment guides.

(b) *Operational assignments.* PSYOP Team Chief / PSYOP Sergeant on a PSYOP unit of action; SPT NCO; Staff NCO. RA SSGs and RC SSGs in Airborne units and in parachutist positions must be able to maintain airborne status unless not required by position.

(c) *Self-development.* The quality and success of a Staff Sergeant's career is directly proportional to a consistent commitment to civilian and military professional development. SSGs committed to meeting standards and achieving developmental goals will acquire increased leadership skills and have the practical knowledge and wherewithal to put them to good use. Soldiers and leaders must focus upon the professional development and education. A holistic approach to development should include intellectual and physical readiness and conditioning. Though Soldiers should strive to meet, exceed and maintain a high degree of physical fitness, APFT scores of 270 or higher look favorable; a 240 or above score, with 80 points in each event, is required for RA NCOs. While advanced civilian education is important, the greatest single determiner for promotion is operational experience and performance. RA SSGs should continually enhance their language capabilities and be at a minimum proficiency level of 1/1 with the goal of achieving a 2/2 or better. SSGs should be MOS qualified for a minimum of 24 months prior to consideration for promotion to SFC. RA SSGs should place emphasis on successfully completing SERE-C, and a Jumpmaster course. USAR SSGs should place emphasis on Tactical Team experience through participation in CTC exercises/rotations. USAR SSGs assigned to airborne units and in parachutist positions should place emphasis on successfully completing a Jumpmaster course.

(d) *Additional training.* Jumpmaster course; Battle Staff Operations; Drill Sergeant Course; Recruiter Course; Ranger School; SERE-C; SWODC; SWNDC; MILDEC; SOMPC; SW TOUCHSTONE; SW BRIGHTON; Anti-Terrorism/Force Protection I/II; Language refresher training; Intermediate and Advanced Language Training; Joint

PSYOP Staff Planner; Tactical Information Operations Course; Mobilization Planners Course; Instructor Training Course; Air Assault course; Air Movement and Air Load Planners Course; Tactical Casualty Care course; JSOU CEP-1 (Joint Fundamentals Course); SEJPME-1, JSOU courses; JKO courses; ARRTC courses.

(1) *Additional Skill Identifiers (ASI) associated with CMF 37 SSG:* 2S- Battle Staff Operations; 5W-Jumpmaster; P4-Tactical Information Operations Planner.

(2) *Special Qualification Identifiers (SQI) associated with CMF 37 SSG:* H-Instructor (0609); 8-Instructor (0504); 4-Non-Career Recruiter; 7-Attaché; P-Parachutist; X-Drill Sergeant; Y-AIT Platoon Sergeant; V-Ranger Parachutist.

(e) *Special Assignments.* Not all special assignments are considered broadening or MOS enhancing by the proponent. These positions should impart knowledge and skills for equipping SSGs to serve in future positions of greater responsibility.

(1) *Broadening Assignments.* Instructor/Writer; Drill Sergeant; SORB recruiter; POAS Assessor; SHARP/SARC; EOR/EOA.

(2) *MOS Enhancing Assignments.* SPT; TIS/S3X; OSW; SMU/Special Activities; BN/GRP staff NCO; Regional PSYOP planner.

Sergeant First Class (37F40)

(a) *Institutional training.* For promotion to SFC, see AR 600-8-19 Enlisted Promotions and Reductions and the Centralized Promotion System. SFCs must complete DLC 4 prior to MLC attendance and promotion to MSG. SFCs attending ARSOF NCOPDS must meet prerequisites and standards outlined in NCOA Student assessment guides.

(b) *Operational assignments.* Team Leader in a PSYOP unit of action; SPT NCO; TIS NCO; G/S3X NCO; PSYOP staff NCO at BCT or higher echelon HQ. RA SFCs and USAR SFCs in Airborne units and in parachutist positions must be able to maintain airborne status unless not required by position.

(c) *Self-development.* The self-development process should now shift to advanced skills. 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 develop organizational leadership skills needed to coach, teach and mentor Soldiers. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army Operations and battle staff functions should be emphasized as essential to a SFC. SFCs should attend the following advanced skills courses offered at USAJFKSWCS: SWODC; SWNDC; SOMPC; SW TOUCHSTONE; SW BRIGHTON, MPDAC, CEP 1 & 2. Soldiers and leaders must focus upon the professional development and education of the individual Soldier. A holistic approach to development should include intellectual and physical readiness and conditioning. Though Soldiers should strive to meet, exceed and maintain a high degree of physical fitness, APFT scores of 270 or higher look favorable; a 240 or above score, with 80 points in each event, is required for RA NCOs. Ideally, a SFC will have completed an Associate's Degree by 12 years and had the opportunity to work towards or complete a Bachelor's degree during their attendance to the SLC. SFCs should continue their studies and work towards an upper level degree. Absence of civilian education and the lack of critical leadership positions may be considered a major discriminator for selection to MSG. Consideration and recognition should be given

to SFCs who have received valorous awards; Battalion, Group, or MACOM NCO of the Year; Distinguished Honor Graduate, Honor Graduate or top 20% Commandant's List of graduating NCOPDS or MOS enhancing courses. RA SFCs should continually enhance their language capabilities and should be at a minimum proficiency level of 1/1 with a goal of achieving a 2+/2+ or better. RA SFCs should place emphasis on successfully completing SERE-C, and a Jumpmaster course. USAR SFCs should have completed the Battle Staff course and place emphasis on Detachment level leadership experience through participation in Mission Readiness Exercises (MRX) for units at Brigade or Division level. USAR SFCs assigned to airborne units and in parachutist positions should place emphasis on successfully completing a Jumpmaster course.

(d) *Additional training.* Jumpmaster; Battle Staff Operations; Drill Sergeant Course; Recruiter Course; Ranger School; SERE-C; SWODC; SWNDC; MILDEC; SOMPC; SW TOUCHSTONE; SW BRIGHTON; MPDAC; Joint IO Planners Course; Equal Opportunity Advisor; SHARP Course; Antiterrorism/Force Protection Level II; language refresher training; Intermediate and Advanced language refresher training; Joint PSYOP Staff Planner; Tactical Information Operations Course; Mobilization Planners Course; Instructor Training Course; Air Assault Course; Air Movement and Air Load Planners Course; Combat Lifesaver Course; JSOU CEP-2 (Enterprise Management Course); SEJPME 1 & 2, JSOU courses; JKO courses; ARRTC courses.

(1) *Additional Skill Identifiers (ASI) associated with CMF 37 SFC:* 2H- Military Deception Officer; 2S-Battle Staff Operations; 3Y-Army Space Cadre; 5W-Jumpmaster; L8-Joint Operational Fires and Effects; P4-Tactical Information Operations Planner; V8/V9- Special Technical Operations (STO) NCO.

(2) *Special Qualification Identifiers (SQI) associated with CMF 37:* H-Instructor (0609); 8-Instructor (0504); 4-Non-Career Recruiter; 7-Attaché; N-Joint Planner; P-Parachutist; X-Drill Sergeant; Y-AIT Platoon Sergeant; V-Ranger Parachutist.

(e) *Special Assignments.* Not all special assignments are considered broadening or MOS enhancing by the proponent. These positions should impart knowledge and skills for equipping SFCs to serve in future positions of greater responsibility.

(1) *Broadening Assignments.* Senior Drill Sergeant; AIT Platoon Sergeant; Observer Controller at JRTC/NTC/JRMC; Instructor/Writer; Doctrine Writer; POAS Assessor; SORB recruiter; EOA; Reserve Advisor; Career Management NCO; Security Force Assistance Brigade (SFAB) Planner.

(2) *MOS Enhancing Assignments.* SPT; TIS; G/S3X or OSW; SMU/Special Activities; BN/GP Staff NCO.

Master Sergeant/First Sergeant (37F50)

(a) *Institutional training.* For promotion to MSG, see AR 600-8-19 Enlisted Promotions and Reductions and the Centralized Promotion System. MSG/1SGs attending ARSOF NCOPDS must meet prerequisites and standards outlined in NCOA Student assessment guides.

(b) *Operational assignments.* 1SG in a PSYOP Company; DET Sergeant in a PSYOP detachment; PSYOP staff NCO at unit of execution or higher echelon HQs. The critical developmental assignment for CMF 37 is 1SG. This position develops MSGs to perform duties as the Senior NCO of PSYOP unit. Without an assignment as a 1SG, the opportunity for promotion to SGM is significantly limited. Developmentally, MSGs should

serve as a 1SG for at least 24 months. Those considered most qualified for promotion should successfully serve 36 months as a 1SG, which may consist of one or more assignments. RA MSGs and RC MSGs assigned to an airborne unit in a parachutist position must complete a Jumpmaster course prior to serving in a 1SG position.

(c) *Self-development.* The quality and success of a Master Sergeant or First Sergeant is directly proportional to a consistent commitment to civilian and military professional development. 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 develop organizational leadership skills needed to coach, teach and mentor Soldiers. Soldiers and leaders must focus upon the professional development and education of the individual Soldier. A holistic approach to development should include intellectual and physical readiness and conditioning. Though Soldiers should strive to meet, exceed and maintain a high degree of physical fitness, APFT scores of 270 or higher looks favorable; a 240 or above score, with 80 points in each event, is required for RA NCOs. Ideally, MSGs should have completed a Bachelor's or higher college degree and should continue their work towards an upper level degree. Absence of civilian education and the lack of critical leadership positions may be considered a major discriminator for selection to SGM. Consideration and recognition should be given to MSGs who have received valorous awards; Battalion, Group, or MACOM NCO of the Year; Distinguished Honor Graduate, Honor Graduate or top 20% Commandant's List of graduating NCOPDS or MOS enhancing courses. Though assignments outside of the Operational Group provide a strategic overview of the entire Army force, 37F NCOs should avoid extended assignments (excess of 48 months) in TDA assignments or staff assignments away from the operational force (PSYOP Group) prior to completing an assignment as both a MIS-T NCOIC and a TMIS-T NCOIC. RA MSGs should continually enhance their language capabilities and should be at a minimum proficiency level of 1/1 with a goal of achieving a 2+/2+ or better. RA MSGs should have already completed the SERE-C course, and a Jumpmaster course. USAR MSGs assigned to airborne units and in parachutist positions should have already completed a Jumpmaster course.

(d) *Additional training.* Ranger School; SERE-C; SWODC; SWNDC; MILDEC; SOMPC; SW TOUCHSTONE; SW BRIGHTON; MPDAC; Joint IO Planners Course; Equal Opportunity Advisor; SHARP Course; language refresher training; Intermediate and Advanced language refresher training; Joint PSYOP Staff Planner; Tactical Information Operations Course; Instructor Training Course; Air Assault Course; JSOU CEP-3 (Senior Enlisted Academy); SEJPME 1 & 2, JSOU courses; JKO courses; ARRTC courses.

(1) *Additional Skill Identifiers (ASI) associated with CMF 37 MSG.* 2H-Military Deception Officer; 2S Battle Staff Operations; 3Y-Army Space Cadre; 5W-Jumpmaster; L8-Joint Operational Fires and Effects; P4-Tactical Information Operations Planner; V8/V9-Special Technical Operations (STO) NCO.

(2) *Special Qualification Identifiers (SQI) associated with CMF 37 MSG.* H-Instructor (0609); 8-Instructor (0504); 4-Non-Career Recruiter; 7-Attaché; M-First Sergeant; N-Joint Planner; P-Parachutist; X-Drill Sergeant; Y-AIT Platoon Sergeant; V-Airborne Ranger Parachutist.

(e) *Special Assignments*. Not all special assignments are considered broadening or MOS enhancing by the proponent. These positions should impart knowledge and skills for equipping MSGs to serve in future positions of greater responsibility. RA nominative MSG assignments are all coordinated through the Office of the CSM, USASOC. USAR nominative assignments are all coordinated through the Senior Leader Development Office (SLDO).

(1) *Broadening Assignments*. Senior Instructor at USAJFKSWCS; POAS NCOIC; Senior Branch Manager at HRC; Instructor/Writer; Senior Doctrine Writer; Senior Observer Controller at JRTC/NTC; Senior Career Field Manager at USAJFKSWCS.

(2). *MOS Enhancing Assignments*. G3/S3X NCO; SPT; TIS or OSW MSG; SMU/ Special Activities; Senior PSYOP Sergeant.

Sergeant Major/Command Sergeant Major (37F60)

(a) *Institutional training*. United States Army Sergeants Major Academy (USASMA); Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA) (CEP-3); and Designee course; DLC 5 is a prerequisite for nominative assignments and tasks are focused at nominative and joint staff levels.

(b) *Operational assignments*. SGM-6S; SGM-6K; CSM-6C; SGM-7S; SGM-7K; CSM-7C.

(c) *Self-development*. The quality and success of a Sergeant Major / Command Sergeant Major is directly proportional to a consistent commitment to excellence, regardless of the mission. Activities such as professional reading or college courses help SGM/CSMs develop organizational leadership skills necessary to coach, teach, and mentor Soldiers. Outstanding communication skills are required just by the nature of the number of Soldiers their communications reach. Skills in communication and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions. The SGM is the Operations Sergeant Major of a PSYOP BN (O-5 level of command), the POG (O-6 level or command) or the 1st Special Forces Command (Airborne)/United States Army Civil Affairs and Psychological Operations Command (USACAPOC) (O-8 level Command). They fill a key staff role within the command managing the daily activities and operations for the headquarters they are assigned. They also coordinate and oversee the daily activities of a deployed joint operations center (JOC). They provide seasoned experience in all aspects of PSYOP missions and operations to the staff. Additionally, PSYOP Sergeants Major can serve in a variety of key positions that require Senior NCO experience. The Command Sergeant Major is the Senior Noncommissioned Officer of a Battalion (O-5 level of command), and Group (O-6 Level of Command). They are the primary advisor to the commander and staff on all matters pertaining to enlisted personnel, individual training and advance skills training. They provide vast experience and knowledge to the commander and staff regarding Soldier equipment and seasoned experience in PSYOP missions. They enforce the implementation of established policies and standards on the performance, training, appearance, and conduct of enlisted personnel within the command. They provide counsel and guidance to NCOs and all enlisted personnel within the organization.

(d) *Additional training*. Ranger School; SERE-C; SWODC; SWNDC; MILDEC; SOMPC; SW TOUCHSTONE; SW BRIGHTON; MPDAC; Joint IO Planners Course; language

refresher training; Intermediate and Advanced language refresher training; Joint PSYOP Staff Planner; JSOU CEP-4 (Summit Course); SEJPME 1 & 2, JSOU courses; JKO courses; ARRTC courses.

(1) *Additional Skill Identifiers (ASI)/ Professional Development Proficiency Codes (PDPC) associated with CMF 37 SGM/CSM:* 6S-Phase 1 Initial/Entry Level SGM Experience RA (Division Operations SGM), USAR (ASCC (USARPAC) Operations SGM); 6C-Phase 1 Entry/Battalion Level CSM Experience; 6K-Key billet at Initial/Entry level RA (USASMA and JSOFSEA Instructor); 7S-Phase 2 Experienced/Primary Level SGM Experience RA (Battalion S3 Operations SGM, ASCC and 1st SFC G33) USAR (Group S3 Operations SGM and USACAPOC G3 Operations SGM); 7C-Phase 2 Experienced/Brigade Level CSM Experience; 7K-Key billet at Experienced/Primary Level (RA) (Group S3 Operations SGM, 1st SFC DoI G39 and PSYOP Commandant SGM); 3Y-Army Space Cadre; V8/V9-Special Technical Operations (STO) NCO.

(2) *Special Qualification Identifiers (SQI) associated with CMF 37 SGM/CSM.* H-Instructor (0609); 8-Instructor (0504); N-Joint Planner; P-Parachutist; V-Airborne Ranger Parachutist.

(e) *Special Assignments.* Not all special assignments are considered broadening or MOS enhancing by the proponent. These positions should impart knowledge and skills for equipping SGM/CSMs to serve in future positions of greater responsibility. RA nominative SGM/CSM assignments are all coordinated through the Office of the CSM, USASOC. USAR nominative assignments are all coordinated through the Senior Leader Development Office (SLDO).

(1) *Broadening Assignments.* Nominative SGM/CSM assignments to DDSO on the Joint Staff; USSOCOM; all TSOCs; National Assessment Group; DTRA; NATO SOF; AWG; 1st SFC; USAJFKWCS; USASMA Instructor; JSOFSEA instructor.

(2). *MOS Enhancing Assignments.* Battalion S3 Operations SGM; Division Operations SGM; ASCC Operations SGM; Battalion CSM; Group S3 Operations SGM; 1st SFC G33; Group CSM; 1st SFC G39 SGM; 1st SFC G8 SGM; PSYOP Proponent SGM; USASOC G33 SGM; USASOC G35 SGM; USASOC G39 SGM.

Chapter 6. Military occupational specialty 37F professional development model. PSYOP Soldiers and NCOs should study and follow the CMF 37 Professional Development Model (PDM) or “Career Map” for their respective component (RA, USAR and AGR) and skill level. The PDM along with additional career development information is located on the Army Career Tracker (ACT) website. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

Chapter 7. Military Occupational Specialty 37F Reserve Component
All Soldiers, regardless of component, are essential to the successful accomplishment of military operations. The Reserve Component (RC) provides a substantial percentage of the structure and capability of the Army’s Operational PSYOP force. RC 37F Soldiers and NCOs must possess similar skills, knowledge, and abilities as that of their AC counterparts. It is imperative to note that the organizational structure, assignments and training requirements for a RC/Compo 3 CMF 37 Soldier are distinctly different from the RA/COMPO 1 organizational structure, assignments and training requirements. Duty

assignments and professional development steps for career progression parallel those of the AC unless specifically outlined below.

a. Staff Sergeant (SSG) (Skill Level 3)

(1) Highly qualified USAR 37F SSGs have:

- (a) 24 months or more successful service on a Tactical PSYOP unit of action.
- (b) Strong evaluations regarding potential with supporting enumeration.
- (c) Completion of the Battle Staff NCO course.
- (d) Consistent APFT scores of 240 or better (80 points in each event) and meet height/weight requirement IAW AR 600-9.
- (e) A quality DA photo on file IAW AR 640-30.
- (f) An accurate Soldier Record Brief (SRB).

(2) The most qualified and most successful USAR 37F SSGs must have:

- (a) 24 months or more successful service in a Tactical PSYOP unit of action.
 - (b) Should be rated as a PSYOP Team Chief/Sergeant for no less than 12 months, in order to gain valuable experience prior to being promoted to SFC.
 - (c) Battle Staff NCO course graduate.
 - (d) Completion of one or more advanced skill/functional courses such as Tactical Information Operations course, Drill Sergeant course, Instructor course, Ranger School, MILDEC, JSOU courses, Equal Opportunity Advisor, SHARP course, CEP-1, SEJPME-1.
 - (e) Consistently strong pattern of "far exceeded" NCOER rating by their raters.
 - (f) Consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade.
 - (g) Consistent APFT scores of 270 or better (90 points in each event), awarded the Physical Fitness Badge and meet height/weight requirement IAW AR 600-9.
 - (h) Completion of an Associate's or higher college degree or accumulated 60 or more semester hours.
 - (i) Recognition as a Distinguished Honor Graduate, Honor Graduate or Top 20% Commandant's List during NCOPDS or MOS enhancing courses.
- (3) Key and developmental positions are ones of increased responsibility that best prepare PSYOP SSGs to perform the duties and handle the responsibilities of a SFC. The key developmental positions for USAR CMF 37 SSGs include: Team Chief; MOS-T Instructor; NCOA Instructor.
- (4) Consideration should be given to those USAR SSGs who may not have had the opportunities to obtain the recommended civilian education or military training/education listed in the highly and most qualified NCOs, but who have demonstrated civilian acquired leadership skills obtained in civilian occupations comparable to those executed by a SSG/SFC i.e. manage/supervise a section/department/company of 3 to 5 personnel.

b. Sergeant First Class (SFC) (Skill Level 4)

(1) Highly qualified USAR 37F SFCs have:

- (a) 42 months or more of accumulative successful service in a Tactical PSYOP unit of action.
- (b) Strong evaluations regarding potential with supporting enumeration.

- (c) Completion of the Battle Staff NCO Course.
- (d) Consistent APFT scores of 240 or better (80 points in each event) and meet height/weight requirement IAW AR 600-9.
- (e) A quality DA photo on file IAW AR 640-30.
- (f) An accurate SRB/ERB.
- (2) The most qualified and most successful USAR 37F SFCs have:
 - (a) Should be rated as a Detachment Sergeant (with experience in both Tactical PSYOP Detachments and Tactical Product Development Detachments) and Instructor for no less than 12 months.
 - (b) Strong evaluations regarding potential with supporting enumeration in order to gain valuable experience prior to being promoted to MSG and should possess one or more of the following qualifications:
 - (c) Consistently strong pattern of quantifiable "far exceeded" NCOER ratings by their raters.
 - (d) Consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade.
 - (e) Completion of a Bachelor's or higher college degree or accumulation of 120 semester hours.
 - (f) Recognition as a Distinguished Honor Graduate, Honor Graduate or Top 20% Commandant's List during NCOPDS or MOS enhancing courses.
 - (g) Completion of two or more advanced skill/functional courses such as Tactical Information Operations Planner, Drill Sergeant, Instructor Course, Ranger School, Jumpmaster, MILDEC, SOMPC, MPDAC, Joint IO Planners Course, Joint Targeting Course, JOFEC, Equal Opportunity Advisor, SHARP Course, SWODC, SWNDC, SW TOUCHSTONE, SW BRIGHTON, CEP 1 & 2, SEJPME-1 & 2, or two or more ARRTC courses.
 - (h) Consistent APFT scores of 270 or better (90 points in each event), awarded the Physical Fitness Badge and meet height/weight requirement IAW AR 600-9.
- (3) Key and developmental positions are ones of increased responsibility that best prepare PSYOP SFCs to perform the duties and handle the responsibilities of a MSG. The key developmental positions for USAR 37F SFCs include: Detachment Sergeant; MOS-T Instructor; NCOA Instructor. NCOs should avoid extended or consecutive assignments (in excess of 48 months/back-to-back) in TDA assignments in TASS Battalions or staff assignments away from the operational force prior to completing an assignment as a TPD NCOIC.
- (4) Consideration should be given to those USAR SFCs who may not have had the opportunities to obtain the recommended civilian education or military training/education listed in the highly and most qualified NCOs, but who have demonstrated civilian acquired leadership skills obtained in civilian occupations comparable to those executed by a SFC/MSG i.e. manage/supervise a section/department/company of 5 to 16 personnel.

c. Master Sergeant (MSG) (Skill Level 5)

- (1) Highly qualified USAR 37F MSGs/1SGs have:
 - (a) A minimum of 24 months of successful service in an Operations Sergeant/First Sergeant position.

- (b) Strong evaluations regarding potential with supporting enumeration.
- (c) Completion of the Battle Staff NCO course and one or more advanced skills/functional courses or ARRTC courses.
- (d) Consistent APFT scores of 240 or better (80 points in each event) and meet height/weight requirement IAW AR 600-9.
- (e) A quality DA photo on file IAW AR 640-30.
- (f) An accurate SRB/ERB.
- (2) The most qualified and most successful USAR 37F MSGs/1SGs have:
 - (a) 36 months or more of successful service as an Operations Sergeant/First Sergeant with both operating and generating force assignments as a senior NCO.
 - (b) Strong evaluations regarding potential with supporting enumeration in order to gain valuable experience prior to being promoted to SGM and
 - (c) Consistently strong pattern of quantifiable "far exceeded" NCOER ratings by their raters.
 - (d) Consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade.
 - (e) Completion of a Bachelor's or higher Degree.
 - (f) Recognition as a Distinguished Honor Graduate, Honor Graduate or Top 20% Commandant's List during NCOPDS or MOS enhancing courses.
 - (g) Completion of three or more advanced skill/functional course such as Tactical Information Operations Planner, Drill Sergeant, Instructor Course, Ranger School, Jumpmaster, MILDEC, SOMPC, MPDAC, Joint IO Planners Course, Joint Targeting Course, JOFEC, Equal Opportunity Advisor, SHARP Course, SWODC, SWNDC, SW TOUCHSTONE, SW BRIGHTON, CEP 1 & 2, SEJPME 1 & 2, or two or more ARRTC courses.
 - (h) Consistent APFT scores of 270 or better (90 points in each event), awarded the Physical Fitness Badge and meet height/weight requirement IAW AR 600-9.
- (4) Consideration should be given to those USAR MSGs who may not have had the opportunities to obtain the recommended civilian education or military training/education listed in the highly and most qualified NCOs, but who have demonstrated civilian acquired leadership skills obtained in civilian occupations comparable to those executed by a MSG/SGM i.e. manage/supervise a section/department/company of 16 to 100 personnel.

d. Sergeant Major (SGM) (Skill Level 6)

- (1) Highly qualified USAR 37F SGMs should have:
 - (a) A minimum of 12 months TIG as a SGM.
 - (b) Should have served as a Battalion Operations SGM for 12 or more months.
 - (c) Strong evaluations regarding potential with supporting enumeration.
 - (d) Completion of one or more advanced skills/functional course or ARRTC courses.
 - (e) Consistent APFT scores of 240 or better (80 points in each event) and meet height/weight requirement IAW AR 600-9.
 - (f) A quality DA photo on file IAW AR 640-30.
 - (g) An accurate SRB/ERB.
- (2) The most qualified and most successful USAR 37F SGMs should have:
 - (a) Served as a Battalion Operations SGM for 12 or more months.

- (b) Strong evaluations regarding potential with supporting enumeration.
 - (c) Consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade.
 - (e) Completion of a Bachelor's or higher college degree.
 - (f) Recognition as a Distinguished Honor Graduate, Honor Graduate or Top 20% Commandant's List during NCOPDS or MOS enhancing courses.
 - (g) Completion of three or more advanced skill/functional course such as Tactical Information Operations, Drill Sergeant, Instructor Course, Ranger School, Jumpmaster, MILDEC, SOMPC, MPDAC, Joint IO Planners Course, Joint Targeting Course, JOFEC, Equal Opportunity Advisor, SHARP Course, SW TOUCHSTONE, SW BRIGHTON, CEP 1 & 2, SEJPME I & 2, or two or more ARRTC courses.
 - (h) Consistent APFT scores of 270 or better (90 points in each event), awarded the Physical Fitness Badge and meet height/weight requirement IAW AR 600-9.
- (3) Consideration should be given to those USAR SGMs who may not have had the opportunities to obtain the recommended civilian education or military training/education listed in the highly and most qualified NCOs, but who have demonstrated civilian acquired leadership skills obtained in civilian occupations comparable to those executed by a SGM/CSM i.e. manage/supervise a section/department/company of 100 or more personnel.