

Chapter 15 Military Intelligence (Career Management Field 35) Career Progression Plan

Chapter 1. Duties

The Military Intelligence (MI) branch supports a wide range of missions that, when combined with Soldier skills, make the MI Soldier a multifaceted professional. The MI Soldier is a Soldier first and MI professional second to none. Every Soldier, regardless of CMF, must maintain proficiency in their Warrior Tasks and Battle Drills (WTBDs) and MOS core competencies. All MI Soldiers must continuously train the intelligence core competencies in order to maintain a high degree of proficiency, as those competencies drive the Intelligence Warfighting Function (IWfF) and directly impact operations and successful mission accomplishment. It is the responsibility of leaders to plan, coordinate, facilitate time/resources, and assess the proficiency of Soldiers and training to maximize the effectiveness of these opportunities. As MI Soldiers progress through the ranks, they will have the opportunity to refine their technical, tactical, and leadership skills through the operational, institutional and self-developmental domains. MI Soldiers serve in key leadership and developmental roles in diverse strategic and tactical assignments. It is the MI NCO's responsibility to train, manage, and lead their Soldiers in both tactical and technical competencies while developing them to be future leaders.

Chapter 2. Transformation

Military Intelligence is constantly assessing the evolving strategic and tactical environments in order to drive the transformation of doctrine, training, equipment, and organizational design. MI Soldiers must be adaptable, resilient and able to rapidly respond to today's large-scale combat operations and multi-domain operations. Understanding that we face complex and adaptive enemies, we must be proficient at operating at echelon and converging cross-domain capabilities while maximizing our human potential. Although the goal is to win in competition, we must be prepared to seamlessly and rapidly transition to conflict effectively.

Chapter 3. Recommended Career Management and Self-development, by rank

a. Private—Specialist/Corporal.

(1) The quality and success of any Soldier's career is in direct proportion to the Soldier's commitment to excellence, regardless of the mission. This is the time to increase technical knowledge and begin looking for opportunities to stand out amongst peers in preparation for future leadership responsibilities. Meeting Army standards while maintaining and increasing personal readiness is the responsibility of every Soldier.

(2) Soldiers should study the following military publications: AR/DA PAM 670-1; FM 2-0; ; TC 7-21.13 (Soldiers Guide); STP 21-1-SMCT; ADP/ADRP 1; ADP/ADRP 1-02; ADP/ADRP 2-0; ADP/ADRP 6-0; TC 3-21.75; FM 7-22; ATP 2-01.3; DA PAM 600-25; DA PAM 611-21; TC 3-21.5; TC 3-25.26, all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) IAW the Select-Train-Educate-Promote (STEP) program, Soldiers must complete Distributed Leaders Course (DLC) I and Basic Leader Course (BLC) in order to be promoted to Sergeant. Achieving distinction while attending PME/NCOPDS courses differentiates Soldiers from their peers and should enhance their position for promotion.

b. Sergeant.

(1) The SGT is the team leader, the first line leader who has the most direct impact on Soldiers and is the first line of the NCO Support Channel. SGTs live and work with Soldiers every day and are responsible for their health, welfare, and safety. The counseling, training, and care SGTs provide will determine the success of the unit's mission and will identify issues that develop during home station operations.

(2) The SGT accurately reports individual and team training data while conducting performance assessments and honest counseling of subordinates. They maintain accountability of their Soldiers and teach them to properly maintain their equipment to increase mission and training effectiveness. They focus on commander's key training objectives and own the individual training of their Soldiers and how their readiness affects unit readiness and mission accomplishment.

(3) The SGT must constantly work at being an effective leader while building their technical proficiency as an intelligence professional. They demonstrate the courage and moral strength to do the right thing consistent with the Army Values and the Army Ethics. They develop their Soldier's knowledge, skills, and behaviors. They execute the commander's intent through disciplined initiative and decisive action while taking opportunities to grow as a leader and continually seek self-improvement and knowledge for higher levels of responsibility.

(4) The SGT is the primary trainer of Soldiers, concentrating on the unit's Mission Essential Task List (METL), WTBDs, and Critical Task Lists (CTLs) utilizing Troop Leading Procedures and the 8-Step Training Model. They understand the commander's intent, mission requirements, and know Soldiers' abilities in order to achieve desired training outcomes. This is accomplished through leading effective, challenging, and realistic training.

(5) The SGT can translate the commander's intent to ensure Soldiers understand the unit's mission. They are responsible for communicating up and down the chain of command to support a positive environment, readiness, and mission accomplishment. They are the enforcer of discipline and standards while leading by example whether during mission, training, physical fitness, or conduct on and off duty. This is accomplished through positive presence, engagement, and communication.

(6) The SGT understands the operational environment and provides feedback to supervisors which will influence planning efforts for realistic and attainable training goals. They consider resources when planning, preparing, executing, and assessing training while ensuring their Soldiers' are accountable and responsible for their actions.

(7) The SGT is charged with taking care of their Soldiers, including personal and professional issues. They research, understand and use the programs the Army has to assist with the process. This understanding includes programs geared toward individual Soldiers and Family members. They employ time management to encourage work/life balance. They seek out additional duties.

(8) SGT should study the following military publications: recommendations from previous skill level; ADP/ADRP 3-0; ADP/ADRP 5-0; ADP/ADRP 6-0; ADP/ADRP 6-22; AR/DA Pam 670-1; ADP/ADRP 7-0; FM 7-22; ATP 3-21.18; FM 6-22; ATP 6-22.1; ATP 2-22.6; AR/DA PAM 623-3; AR 600-20; AR 350-1; STP 21-24-SMCT; TC 7-22.7(Noncommissioned Officer Guide); all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment and a general working knowledge of FM 1-0 (HR Support).

(9) IAW the Select-Train-Educate-Promote (STEP) program, SGTs must complete DLC II and Advanced Leader Course (ALC) in order to be promoted to Staff Sergeant. Achieving distinction while attending PME/NCOPDS courses differentiates Soldiers from their peers and should enhance their position for promotion.

c. Staff Sergeant.

(1) The SSG leads squads while still actively serving in an operational capacity. This is the first time an NCO leads Soldiers through subordinate leaders. They develop Soldiers two levels down and produce NCOs and Soldiers that are disciplined, physically fit, and proficient in their MOS while preparing them to lead other Soldiers by their example. They must be present and participate in all things with their NCOs and Soldiers to determine

developmental requirements and opportunities for their squad.

(2) The SSG conducts performance assessments to ensure their squad meets unit mission requirements and leverages knowledge and experience to manage their squad. They understand and are able to communicate the importance of readiness, the systems that track it, and the impacts it has on the mission. They develop squad training plans that support the unit METL and are nested with platoon and company training plans.

(3) The SSG executes disciplined initiative and decisive action to achieve the commander's intent. They take opportunities to continually train Soldiers and share knowledge to develop subordinates for increased positions of responsibility. They must continue to strive to be a subject matter expert in their MOS and have a clear understanding of how their intelligence discipline fits into the IWfF. They employ adaptive thinking and problem solving skills to resolve conflicts and manage Soldier issues. They must understand and execute prudent risk management.

(4) The SSG is integral to the planning, coordination, execution, and assessment of all training. They are still primary trainers, but also develop their SGTs to train Soldiers concentrating on the unit's METL, WTBDs, and CTLs as well as Army standards using TLPs and the 8-Step Training Model. They collaborate efforts and resources to allow for cross-training and continuity. They ensure training meets the commander's intent, mission requirements, and enhances Soldier's abilities. Most importantly, they lead tough, realistic, and challenging training.

(5) The SSG has the ability to use critical thinking and can articulate thoughts in a tactical situation. They employ active listening to gain a thorough understanding of the commander's intent, the unit's mission, and challenges presented by the operational environment. They can communicate this information and operational objectives ensuring a shared understanding by subordinates. They are responsible for communicating up and down the chain of command to support a positive environment, readiness, and mission accomplishment. They have an effective use of written communication when writing narratives, awards, evaluations and electronic communications.

(6) The SSG's continued enhancement of their operational expertise significantly enhances their ability to develop training that maximizes mission effectiveness. They are crucial to planning operations due to their technical expertise and consistent communications with members of their squad. They are a combat multiplier utilizing systems and have a directed focus on the battlefield and in garrison.

(7) The SSG supervises time management, Soldier, and equipment maintenance as accountability is crucial to maximizing mission and training effectiveness. They know where and how to use support agencies to enhance or maintain Soldier readiness.

(8) SSGs should study the additional military publications: recommendations from previous skill levels; AR 381-10; DA Pam 350-58; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(9) IAW the Select-Train-Educate-Promote (STEP) program, SSGs must complete DLC III and Senior Leaders Course (SLC) in order to be promoted to Sergeant First Class. Achieving distinction while attending PME/NCOPDS courses differentiates Soldiers from their peers and should enhance their position for promotion.

d. Sergeant First Class.

(1) The SFC manages the intelligence mission while simultaneously leading through their NCOs as the Platoon Sergeant or section NCOIC. They are responsible for the total readiness and discipline of their NCOs and Soldiers while serving as the subject matter expert of their MOS. They develop NCOs, two levels down, and assist in the development of their OIC. They are responsible for fostering a disciplined, yet positive culture that supports

and enhances the chain of command.

(2) The SFC prioritizes readiness across the formation by forecasting future shortfalls and gaps created by equipment and personnel changes. They pro-actively address Soldier issues that will affect unit readiness across the platoon with an effective tracking system. They engage with the unit's medical providers and Army agencies to resolve individual Soldier readiness issues.

(3) The SFC utilizes Mission Command to execute the commander's and OIC's intent through disciplined initiative empowering subordinate leaders. They should spend the majority of their developmental efforts on teaching their NCOs to lead and develop their Soldiers. This requires presence and participation to ensure standards are understood and met. They also train and develop their NCOs on all aspects of their technical, tactical, and leadership responsibilities. They develop adaptive and agile NCOs and Soldiers, promoting critical and creative thinking in subordinate leaders.

(4) The SFC ensures training is properly planned, resourced, rehearsed, and executed. They not only ensure Soldiers know and understand the commander's intent and mission requirements, but also the reason for the training event(s). The SFC has input to the development, training, and assessment of the unit METL. They are responsible for developing, planning, coordinating, rehearsing, executing, and assessing tough and realistic training that focuses on the unit's METL, WTBDs and CTLs. They implement and teach the 8-Step Training Model and ensure all aspects of training are placed on the unit's training calendar to minimize training distractors. The SFC works with their OIC and NCOs to assess individual tasks their platoon/section is responsible to accomplish which lead to collective training. This assists in prioritizing individual task training to prepare for collective training of squads, crews, or small units to ensure mission accomplishment.

(5) The SFC effectively communicates during planning, preparation, and execution of missions by providing clear direction, guidance, and priorities that support the commander's intent. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWfF. They are responsible for communicating up and down the chain of command to support a positive environment, readiness, and mission accomplishment. They are able to leverage communication methods and technologies and provide clear feedback when reviewing subordinate's evaluations, award submissions, and training plans.

(6) The SFC works between the platoon/section and company. They manage time for mission, training, and Army requirements. As a mission manager, they have a thorough understanding of their intelligence discipline, the intelligence process, and how each of the intelligence disciplines work together and support the IWfF. They utilize the Military Decision Making Process (MDMP) to resolve complex problems and present valid courses of action to the OIC and commander. They advise the OIC and commander on prudent and acceptable levels of risk during training and operations.

(7) The SFC ensures subordinates understand requirements for qualification, certification and recertification for all required tasks. They ensure their subordinates' individual and collective training records are accurately recorded and tracked. They conduct continuous performance assessments to ensure their platoon meets the unit's mission requirements. They increase maintenance program efficiency by understanding and being actively involved in platoon level maintenance. They establish relationships with, and know how to leverage support agencies, to enhance or maintain Soldier readiness.

(8) SFCs should study publications mentioned under previous skill levels; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(9) IAW the Select-Train-Educate-Promote (STEP) program, SFCs must complete DLC IV and Master Leaders Course (MLC) in order to be promoted to Master Sergeant. Achieving distinction while attending PME/NCOPDS courses differentiates Soldiers from their peers and should enhance their position for promotion.

e. Master Sergeant/First Sergeant.

(1) The Intelligence Master Sergeant can serve as a MSG or 1SG and is many times the most experienced Soldier in their immediate unit. The 1SG serves as the senior enlisted advisor to the commander at the Company level, assisting in the officer's further development. They are the expert on company-level operations and are responsible for maintaining and enforcing standards, ensuring training objectives are met, and developing the Soldiers in the unit. They are responsible for all administrative functions, and ensuring the health, welfare, and morale of the unit and their Families. The MSG serves as a key enlisted member of staff elements at battalion or higher levels. Although not charged with leadership responsibilities equal to that of a 1SG, the MSG's level of experience makes them an invaluable member of the staff for input on policy development, training development, and enforcing standards and discipline within the organization.

(2) The MSG/1SG is responsible to monitor and ensure unit readiness, assisting the commander in prioritizing training by enforcing the unit's training program. They supervise and guide the unit's medical readiness while promoting and establishing relationships with supporting organizations that assist in organizational readiness. They advise commanders on UCMJ actions and manage the development and execution of administration processes. They implement and manage the unit physical readiness program.

(3) The MSG/1SG lives and demonstrates the attributes and competencies of the leadership requirements model and exhibits and maintains an atmosphere of respect, adaptability, and resilience. They create, assess, and foster an ethical and positive culture and climate within the organization. They coach and encourage servant leadership through effective counseling and development of leaders. They provide oversight and experience inclusive of all aspects of the IWfF and intelligence disciplines. They prioritize presence at training and determine daily the most important place to be within the organization. They recognize disciplined initiative within the commander's intent through competency based talent management. They strengthen the characteristics of trust, honorable service, military expertise and esprit de corps through stewardship of the Army Profession.

(4) The MSG/1SG ensures the SFC plans platoon training that is nested with the unit's training plan and placed on the training calendar to minimize training distractors. They develop an organizational learning culture where opportunities for growth and development are enduring by designing, implementing, and managing an NCO leader development program and coaching junior officers. They identify and communicate resource needs to allow for training and cross-training proficiency. They monitor and evaluate individual and collective training, and must be present and engaged to assess planning and execution of unit level events. They assist their OIC/CDR in determining mission effectiveness and opportunities to develop for future needs.

(5) The MSG/1SG is able to communicate and drive the commander's vision and intent by serving as the conduit between the commander and Soldiers. They utilize both oral and written products to effectively communicate ideas and viewpoints. They are responsible for communicating up and down the chain of command to support a positive environment, readiness, and mission accomplishment. They demonstrate confidence and presence when speaking publicly to present ideas logically and clearly while employing active listening and the components of communication to solve problems and achieve results. They easily translate military briefings to the appropriate stakeholders to create shared understanding, understand

organizational level policy, and can apply it at the direct level. They extend influence within and beyond the immediate chain of command to build relationships.

(6) The MSG/1SG must have an understanding of the operational environment, Army doctrine associated with Mission Command, and how all intelligence disciplines work together and support the IWfF. They exercise and support the Commander's priorities to enable Mission Command while extending the operational reach of the Commander in all aspects, from leadership to planning and operations. They are able to analyze operational gaps in both the organization and the plan in order to leverage the shortfalls by providing the appropriate resources and guidance to achieve positive results. They are engaged throughout the planning process to ensure training objectives are well defined and achieved. They advise commanders and staff, direct the NCO support channel in all operations, and are accountable and responsible for their subordinates' proficiency in conducting their wartime missions.

(7) The MSG/1SG trains and educates subordinates on Army and organizational programs. They assist in developing and maintaining a training calendar to create predictability for service members and enable comprehensive Soldier and Family fitness. They are responsible for executing talent management with their organization. They are the lead for information dissemination within the unit and enforce the standards associated with unit maintenance programs.

(8) MSG/1SG should study and master the following military publications: recommendations from previous skill levels, TC 2-19.400.

(9) IAW the STEP program, MSGs must complete DLC V and Sergeants Major Course (SMC) in order to be promoted to Sergeant Major. Achieving distinction while attending PME/NCOPDS courses differentiates Soldiers from their peers and should enhance their position for promotion.

f. Sergeant Major/Command Sergeant Major.

(1) The Intelligence Sergeant Major enables Mission Command by serving as the senior enlisted advisor/leader at the service, joint, inter-agency, inter-governmental, and multi-national levels on intelligence operations. The SGM/CSM provides oversight and experience inclusive of all aspects of the IWfF and intelligence disciplines. The SGM/CSM carries out policies and standards on performance, training, appearance and conduct of enlisted personnel. The SGM/CSM provides advice and makes recommendations to the commander and staff in matters pertaining to the organization. They are responsible for coaching and developing SNCOs two levels down, MSG/1SG and SFC.

(2) The SGM/CSM manages intelligence readiness and the intelligence process across the BN/BDE/DIV/CORPS. They conduct continuous performance assessments of organizations to ensure effective management of opportunities (self-development, leadership development, NCOPDS, and functional courses) and focus on key training objectives. They determine the effectiveness of all unit policies and practices affecting readiness and develop and manage the processes. They promote relationships with supporting organizations that support readiness and manage human resources in order to maintain directed levels of individual readiness.

(3) The SGM/CSM develops agile and adaptive leaders who solve problems using critical and creative thinking to sustain an organizational culture that enables Mission Command. They develop, coach, and manage talent based on organizational requirements and assist in subordinate's career progression. They mentor staff NCOs and officers to continually develop their skills in order to build a stronger staff and planning cell. They extend influence inside and outside the organization through negotiation and utilizing social intelligence (self-awareness, self-management, social awareness, and social skills). They are present and engaged with the unit's training and operations while providing clear and unbiased feedback to staff and planners.

(4) The SGM/CSM fosters an organizational learning culture where opportunities for growth and improvement are enduring. They identify, plan, coordinate and protect training by seeking to eliminate or minimize training distractions. They provide discipline to the training management process by enforcing the 8-Step Training Model. They collaborate efforts and resources to allow for cross-training and continuity while ensuring training meets the commander's intent, mission requirements, and Soldier's abilities.

(5) The SGM/CSM ensures common operating picture through unity of effort, greater efficiency, and increased accountability. They are able to communicate strategic and operational level policy to the tactical level and are able to coordinate staff efforts by assessing and adjusting information sharing as needed, based off of capability gaps or weaknesses as identified. They understand the target audience and effectively communicate to inspire those audiences. They utilize engaging communication techniques and messaging to ensure open communication, feedback from the staff, and remain approachable to foster a positive environment that supports organizational growth through open and candid communication.

(6) The SGM/CSM understands the operational environment and empowers the intelligence enterprise through operational guidance and technical expertise of the IWFF. They synchronize intelligence efforts with operational requirements to achieve unity of effort in order to meet the commander's intent. They employ Mission Command principles and support the commander's priorities by extending the operational reach of the commander in all aspects from leadership, to planning, and operations. They are engaged throughout the planning process and influence planning efforts to reflect reality and true training goals. They ensure leaders are accountable and responsible for the proficiency of their subordinates and that they are prepared to conduct their wartime mission.

(7) The SGM/CSM enforces effective use of available time to support unit increases in proficiency while actively championing work/life balance for Soldiers and leaders. They integrate teams to optimize unit performance with programs and practices. They understand the vision, objectives, and goals of higher headquarters and are able to advise commanders in developing supporting efforts and policy. They are responsible for the implementation and maintenance of organizational Leader Professional Development programs. They promote the unit's heraldry and history.

(8) SGM/CSM should study and master the following military publications: recommendations from previous skill levels. They should continue reading about world politics, geo-political issues, and Army publications relating to Army operations to enhance their knowledge base.

(9) IAW the STEP program, SGMs must complete DLC VI and Executive Leaders Course (ELC) for senior nominative-position Command Sergeants Major/Sergeants Major who are either currently assigned to, or projected for assignment to key positions as senior enlisted advisors and staff sergeants major at the 1-2 star command (executive) level.

g. Key Leadership - Duty positions that consists of traditional and staff leadership positions.

h. Key Developmental - Operational MOS positions that are required to develop critical technical skills and experience that provide the greatest potential for advancement.

i. Broadening assignments - Operational or institutional positions in a command or agency where duties can be outside of ones MOS or CMF. These assignments offer a purposeful expansion of an NCOs leadership, resulting in agile and adaptive leaders capable of operating in complex environments. Mostly, these assignments are MOS-immaterial and challenge the NCO to increase their knowledge of Army policy and programs, increase skills beyond their CMF by performing the required duties of the assignment, and encourage growth.

j. The following is suggested for self-development: AKO, Senior Army Leader Professional Reading Lists, and <http://www.train.army.mil/>, which contains additional reading material for self-development.

k. Soldiers and NCOs should continue to pursue available opportunities to further civilian education. Ideally, by the time an NCO completes SLC they should have obtained an Associate's Degree. Additionally, NCOs may pursue a Bachelor of Arts in Leadership and workforce development while attending the United States Army Sergeants Major Academy (USASMA) Sergeants Major Course (SMC). See Service members Opportunity Colleges Army Degree (SOCAD) and Cochise College (AZ) for MOS related degrees. The College Level Examination Program (CLEP) and DANTES Subject Standardized Tests (DSST) are available and funded by DANTES for Soldiers to earn college credit for knowledge acquired inside and outside of formal education. The National Intelligence University also offers graduate and post-graduate degree programs for MI NCOs.

l. Soldiers and NCOs with GT scores below 110 should seek to improve their scores by retesting the AFCT via BSEP. ALMS also provides avenues for continued learning and promotion points through Distant Learning. Additional educational opportunities are available at <https://armyu.army.mil>.

m. Soldiers and NCOs may also earn promotion points for technical certifications; a full list of certifications can be found on the Credentialing Opportunities Online (COOL) Website. Soldiers can locate a listing of certifications associated to their MOS and skill level by viewing their MOS Career Map posted on the Army Career Tracker (ACT) Website.

n. Soldier and NCO boards, such as Soldier/NCO of the Month, Quarter, or Year, SGT Audie Murphy, and SGT Morales boards broaden the knowledge base, instill discipline, and improve the Soldiers and NCOs ability to communicate verbally. The Best Warrior, Drill Sergeant of the Year, and Instructor of the Year competitions serve as an indicator for strong promotion potential. MI-specific awards, such as the CSM Doug Russell Award and the LTC Thomas Knowlton Award are other ways for an NCO to stand out amongst their peers.

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

- (1) 1A–JSTARS E8–A Systems Operator.
- (2) 1D–Digital Media Collector (DMC).
- (3) 2T–GEOINT Payload Operator.
- (4) 2X–Tactical SIGINT Operator.
- (5) C2–Cryptologic Computer Network Analyst.
- (6) G9–Technical Surveillance Countermeasures (TSCM).
- (7) J5–Counterintelligence Digital Threat Investigator (CDTI).
- (8) K2–Advanced Communications Signals Analysis.
- (9) M7–Intermediate (Inter) Analysis.
- (10) N7–Strategic Debriefing.
- (11) Q7–Information Collection Planner.
- (12) R3–Digital Network Exploitation Analyst (DNEA).
- (13) S1–Source Handler.
- (14) S7–Foreign CI Agent.
- (15) T5–Target Digital Network Analyst.
- (16) V3–Aerial Precision Geo-Location (APG).
- (17) V4–Advanced Source Handler.
- (18) Z8–Technical ELINT Collection and Analysis.

p. Soldier for Life. See Army COOL website, the Soldier for Life Transition Assistance Program (SFL-TAP) installation office or website, Veterans Affairs (VA) website, G.I. Jobs

website, Turbo Transition Assistance Program (TAP) website, and Veteran Success (VetSuccess) website, and other transition service related resources.

Chapter 4. Military occupational specialty 35F, Intelligence Analyst

a. Major duties. The intelligence analyst conducts all-source analysis. They develop the threat situation and fuses, produces, and disseminates all-source intelligence products to support Mission Command. They prepare periodic and special intelligence reports, plans, and briefings. They perform, coordinate, and/or direct the Intelligence Preparation of the Battlefield (IPB). They plan requirements, assess collection, and provide and coordinate intelligence support to targeting by developing the high value target (HVT) list - creating the target intelligence package (TIP). They perform combat assessments and determine second and third order effects of enemy actions. They receive, integrate and disseminate intelligence reports. They develop information collection products to answer intelligence requirements. They develop information requirements and assess information collection efforts. They integrate information collection to include coordination with the operations officer for asset management and dissemination. The Intelligence Analyst also coordinates the flow of intelligence information between intelligence disciplines and supervises intelligence operations. They support and advise the command and staff on intelligence activities. Soldiers should devote their career to development and advancement in both leadership and technical expertise required to meet the Army's intelligence mission. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible.

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

c. Goals for development. Soldiers should strive to exceed the standard regardless of the position currently held. Boards select Most Qualified and Highly Qualified leaders with a balanced and diverse career of assignments and duty positions. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels, and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Most Qualified and Highly Qualified performance in MOS 35F is demonstrated through exceeding the standards of proficiency and potential in leadership and technical skills, and seeks diversity in assignment type and duty positions, and broadening assignments at available echelons. Assignment diversity may consist of CONUS and OCONUS, in Operating Force (OF) and Generating Force (GF) assignments at the tactical, operational, and strategic levels; fulfilling traditional Key Leadership Positions (Team Leader, Squad Leader, Platoon Sergeant, and Detachment Sergeant), and nontraditional Leadership Positions (Section Leader, Section NCOIC, and Staff Positions). (1) Private—Specialist/Corporal.

(a) Skills. The Skill Level 10 Intelligence Analyst know security protocols and measures in relation to national security, classification markings and storage of classified material. The Intelligence Analyst understands MDMP and performs Intelligence Preparation of the Battlefield (IPB). The Intelligence Analyst uses current intelligence to create overlays that identify the limits of the area of operations (AO), the area of influence (AI), and the area of interest (AOI). They perform analysis of military aspects and effects of terrain, while applying the effects of weather on operations, and considering civilian factors of area, structure, capabilities, organizations, people, and events (ASCOPE). They confirm threat capabilities and characteristics, while refining threat models, confirming threat objectives, and threat courses of action. The Intelligence Analyst creates enemy situation templates, doctrinal templates, event templates and targeting products while developing initial information collection products to answer intelligence requirements. They will have an understanding of how to create the intelligence annex to an Operations Order using all IPB products, the

Intelligence Estimate and current intelligence holdings, in addition to maintaining the Common Operation Picture (COP), and a running intelligence estimate. They provide intelligence support to targeting and Intelligence, Surveillance and Reconnaissance (ISR). They also understand how to organize and categorize targeting products and assist in the analysis and preparation of reports of captured enemy information. They know how to present periodic and special intelligence reports and briefings. The Intelligence Analyst is also able to provide a combat assessment of enemy forces by understanding the enemy order of battle and provide battle damage assessments to the commander using reports, ISR, and single source information. The Intelligence Analyst should be able to setup and employ the Automated Intelligence System of Record in accordance with the Intelligence Architecture plan.

(b) Operational assignments. The focus during the early years of a 35F's career should be on building a strong base of tactical and technical expertise in basic MOS skills, and Skill Level 10 common Soldier tasks. MOS 35F can serve in the following positions at this skill level: Intelligence Analyst, Technical Intelligence (TECHINT) Analyst, or OSINT Analyst.

(c) Military Training. MOS Enhancing: Joint Targeting Course, Digital Intel System Master Gunner Course (DISMG-C), ISR Sync Manager Course/Information Collection Planner Course (ICPC), Basic OSINT Course, Open Source Intelligence (OSINT) Fundamentals, OSINT Tools & Intel Training, and the Security Managers Course. Individual Enhancing: Ranger, Anti-Terrorism/Force Protection Level I. Organizational Enhancing: Airborne, Air Assault. Additional training and experience is also available via the Foundry Program. See paragraph 15-3 or DA Pam 611-21 for additional training.

(d) Self-development. Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their potential for promotion to higher grades. For additional information on self-development, refer to paragraph 15-3.

(2) Sergeant.

(a) Skills. In addition to performing duties in the preceding skill level, the Skill Level 20 Intelligence Analyst leads and provides guidance to subordinate Soldiers. They implement All-Source Intelligence training IAW the commander's guidance, Training Support Package, the units' METL and collective tasks. They are normally responsible for garrison operations in relation to physical security, operation security, and personnel security. They provide oversight and feedback to their subordinates during IPB, in order to identify intelligence gaps that will refine the significant characteristics of the environment. They are able to complete the Intelligence Annex to an Operation Order, confirming all administrative components, format, detailed information and characteristics of the operational environment. The Skill Level 20 Intelligence Analyst reviews their subordinates work collectively to develop the NAI matrix, overlay, and worksheet, ultimately creating the Information Collection Plan in support of ISR. They will use current IPB products, intelligence collection products, and message traffic to evaluate targeting products developed by their Soldiers to ensure relevance, accuracy and completeness. They ensure that the HVI/HVT information is accurate and detailed, cross-referencing current reporting and checking the developed patterns of life for pertinent information. They are able to provide a combat assessment of enemy forces by understanding the enemy order of battle. The Skill Level 20 Intelligence Analyst is able to deploy the Intelligence Architecture plan, ensuring the intelligence section has access to the appropriate databases and that products are downloaded and stored IAW the approved naming convention. In conjunction with the S6/35T, they develop an automated intelligence network by providing information systems that connect assets, units, and partners for federated analysis and production and dissemination. They develop PACE plans IAW local SOPs. For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35F's career should be in developing Skill Level 20 common Soldier tasks, leadership skills, and honing technical

knowledge. MOS 35F can serve in the following positions at this skill level: Team Leader, Intelligence Analyst, TECHINT Analyst, OSINT Analyst, Fusion Analyst, and Information Collection Planner.

(c) *Key Developmental.* Security Force Assistance Brigade (SFAB), BN Current Ops –Intel/S2, BCT/DIV Fusion Analyst, Collection Manager, Special Mission Unit (SMU), Special Forces Support, Ranger Regiment Support, and All Source Team.

(d) *Broadening assignments.* Drill Sergeant, Combat Training Center (CTC) Observer Controller/Trainer, NCOA Small Group Leader, Instructor, Defense Attaché, Recruiter, Training Developer/Writer.

(e) *Military training.* MOS Enhancing: Joint Targeting Course, Digital Intel System Master Gunner Course (DISMG-C), ISR Sync Manager Course/Information Collection Planner Course (ICPC), Basic OSINT Course, Open Source Intelligence (OSINT) Fundamentals, OSINT Tools & Intel Training, Joint Analyst Interrogator Collaborator Course (JAICC), and the Security Managers Course. Individual Enhancing: Ranger, Battle Staff, Anti-Terrorism/Force Protection Level I/II, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master, and Air Assault. Additional training and experience is also available via Foundry. See paragraph 15–3 or DA Pam 611–21 for additional training

(f) *Self-development.* Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their potential for promotion to higher grades. For additional information on self-development, refer to paragraph 15-3.

(3) Staff Sergeant.

(a) *Skills.* In addition to performing duties in the preceding skill level, the Intelligence Sergeant leads Soldiers through subordinate leaders. They are responsible for the development of All-Source Intelligence training, including the identification of collective tasks to train during training events, drafting the training plan, and preparing to execute training that supports the units' collective tasks, METL, and meets the commander's intent. The Intelligence Sergeant is responsible for coordinating, evaluating and validating subordinates' analysis, performing IPB to validate significant characteristics of the environment and intelligence gaps. They validate analysis of military aspects and effects of terrain, while applying the effects of weather on operations, and considering civilian factors of ASCOPE. They validate threat capabilities models, objectives and enemy COAs. They ensure resources are allocated to answer the commander's CCIRs, and that products are relevant, accurate, and timely. The Intelligence Sergeant will develop the Information Collection Plan's Information Collection Matrix using outputs from the MDMP, determining the concept of the operation, commander's guidance, CCIRs, task organization, allocation and distribution of assets. They will link PIRs with indicators by constructing the Collection Matrix detailing collection and reporting requirements. They will develop the Information Collection Synchronization Matrix using time and space to tie tasks to operations. They develop the Information Collection Overlay depicting the friendly boundaries, phase lines, NAIs, TAIs, handover lines, limits of advance and operational graphics. The Intelligence Sergeant coordinates support to the targeting process by way of efficient and accurate exchange of information between staff elements, synchronization and integration of targeting products, and support of intelligence requirements. They ensure the High Payoff Target List (HPTL) is developed for each phase of an operation. They develop the HVT List IAW with the commander's objectives, which drives the target selection standards. The Intelligence Sergeant ensures that the Intelligence Architecture plan is resourced properly and identifies any shortfalls in systems, networks, or manning issues. They exercise the PACE communications plan by stressing the digital and analog communication systems. They ensure that products are communicated IAW the PACE plan, relevant SOPs and appropriate

Army Battle Command Systems. For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35F's career must be on continued development and refinement of the Skill Level 30 common Soldier tasks, technical expertise, leadership skills, and building on the ability to mentor junior leaders and Soldiers. MOS 35F can serve in the following positions at this skill level: Squad Leader, Section NCOIC, S2 NCOIC, Intelligence SGT, Information Collection Planner, OSINT Analyst, and TECHINT NCO. Leadership positions are necessary in order to be competitive for promotion to SFC.

(c) Key Developmental. Security Force Assistance Brigade (SFAB), Special Mission Unit (SMU), Special Forces Support, Ranger Regiment Support, BN S2 NCOIC, Collection Manager, MI BN All Source Management Section, DIV/Corps ACE, and BCT Plans Cell.

(d) Broadening assignments. Drill Sergeant/AIT Platoon Sergeant, Combat Training Center (CTC) Observer Controller/Trainer, NCOA Small Group Leader, Instructor, Defense Attaché, Recruiter, Training Developer/Writer, Research Development Test & Evaluation (RDT&E) NCO.

(e) Military training. MOS Enhancing: Joint Targeting Course, Digital Intel System Master Gunner Course (DISMG-C), ISR Sync Manager Course/Information Collection Planner Course (ICPC), Basic OSINT Course, Open Source Intelligence (OSINT) Fundamentals, OSINT Tools & Intel Training, Joint Analyst Interrogator Collaborator Course (JAICC), and the Security Managers Course. Individual Enhancing: Ranger, Battle Staff, Anti-Terrorism/Force Protection Level I/II, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master, and Air Assault. Additional training and experience is also available via Foundry. See paragraph 15-3 or DA Pam 611-21 for additional training

(f) Self-development. During this phase of a Soldier's career they should pursue, and strive to complete, an Associate's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion to Sergeant First Class. For additional information on self-development, refer to paragraph 15-3.

(4) Sergeant First Class.

(a) Skills. In addition to performing duties in the preceding skill level, the Senior Intelligence Sergeant executes and manages missions while leading NCOs, who in-turn lead Soldiers. They are responsible for the evaluation of All-Source training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. The Senior Intelligence Sergeant synchronizes, develops, supervises and coordinates all aspects of the section to provide the commander, decision makers, and staffs with timely, accurate, relevant and predictive intelligence about the enemy and other aspects of the operational environment. The Senior Intel Sergeant enables the planning, preparing, executing, and assessing of operations. They manage systems to process, exploit, and disseminate intelligence. The Senior Intelligence Sergeant coordinates the flow of information between intelligence disciplines and supervises the all-source production process and briefings. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWfF. They integrate Information Collection, to include coordination with the operations officer, for asset management and information dissemination. For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35F's career should be fundamentals in management, leadership, and training of personnel and MOS skills. MOS 35F can serve in the following positions at this skill level: Detachment SGT, Platoon SGT, Section NCOIC, Brigade Intelligence Support Element (BISE) NCOIC, Senior Intelligence SGT, Senior Information Collection Planner, ColIST NCOIC and TECHINT SNCO.

Leadership positions are necessary in order to be competitive for promotion to MSG/1SG.
(c) *Key Developmental.* Security Force Assistance Brigade (SFAB), DIV/Corps ACE, BCT S2, Collection Manager, Special Mission Unit (SMU), Special Forces Support, Ranger Regiment Support.

(d) *Broadening assignments.* Senior Drill Sergeant/AIT Platoon Sergeant, Senior Combat Training Center (CTC) Observer Controller/Trainer, HRC PD NCO, NCOA Senior Small Group Leader, Senior Instructor, Senior Training Developer/Writer, Defense Attaché, IG NCO, Recruiter, SARC, EOA, RDT&E SNCO.

(e) *Military training.* MOS Enhancing: Joint Targeting Course, Digital Intel System Master Gunner Course (DISMG-C), ISR Sync Manager Course/Information Collection Planner Course (ICPC), Basic OSINT Course, Open Source Intelligence (OSINT) Fundamentals, OSINT Tools & Intel Training, Joint Analyst Interrogator Collaborator Course (JAICC), and the Security Managers Course. Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I/II, Anti-Terrorism/Force Protection Level I/II. Organizational Enhancing: Airborne, Jump Master, and Air Assault. Additional training and experience is also available via Foundry. See paragraph 15–3 or DA Pam 611–21 for additional training.

(f) *Self-development.* During this phase of a 35F's career they should complete an Associate's Degree and pursue a Bachelor's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion to Master Sergeant. For additional information on self-development, refer to paragraph 15-3.

(5) Master Sergeant/First Sergeant. MOS 35F competes against MOS 35G, 35L, 35M, 35N, 35P, 35S and 35T for selection and promotion to MOS 35Z at MSG (E8). See paragraph 15–28.

Chapter 5. Military occupational specialty 35F, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 6. Military occupational specialty 35F, Reserve Component

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

Chapter 7. Military occupational specialty 35G, Geospatial Intelligence (GEOINT) Imagery Analyst

a. *Major duties.* The GEOINT Imagery Analyst conducts GEOINT analysis that supports unified land operations. Geospatial imagery analysis involves identifying, analyzing, and reporting targets observed on imagery from satellite and airborne systems. They are familiar with and understand the tasking, collecting, processing, exploiting, and disseminating process. The Imagery Analyst applies theory involved in analyzing radar, infrared, moving

target indicator (MTI), light detection and ranging (LIDAR), spectral imagery, and geospatial information. They provide mission critical geospatial imagery derived intelligence in support of national, theater and tactical operations. The Imagery Analyst utilizes tactical, theater and national communication networks and the employment of GEOINT systems to support operations. The Imagery Analyst queries, filters, and retrieves a variety of combat information, such as spot reports, significant activities, reconnaissance reports, and patrol debriefs to support operations. Imagery analysts are able to push GEOINT products and data down to ground forces conducting direct and indirect combat activities. The Imagery Analyst can identify and relay environmental hazards, civil considerations, and threat activity to units maneuvering through the battlefield. They constantly research their Section's AO in order to provide valuable input on the Operational Environment (OE) while conducting GEOINT support to IPB. The Imagery Analyst also interprets/analyzes Full Motion Video. They also provide support to lethal and nonlethal targeting operations through baseline or intermediate graphics, battle damage assessments and collateral damage estimates. Soldiers should devote their career to development and advancement in both leadership and technical expertise required to meet the Army's intelligence mission. Soldiers in this MOS often have more FORSCOM and other Operating Force assignments. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible.

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

c. Goals for development. Soldiers should always strive to exceed the standard regardless of the position currently held. Boards select Most Qualified and Highly Qualified leaders with a balanced and diverse career of assignments and duty positions. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels, and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Most Qualified and Highly Qualified performance in MOS 35G is demonstrated through exceeding the standards of proficiency and potential in leadership and technical skills, and seeking diversity in assignment type and duty positions, and broadening assignments at available echelons. Assignment diversity may consist of CONUS and OCONUS, in the Operating Force (OF) and Generating Force (GF) assignments at the tactical, operational, and strategic levels; fulfilling traditional Key Leadership Positions (Team Leader, Squad Leader, Platoon Sergeant, and Detachment Sergeant), and nontraditional Leadership Positions (Section Leader, Section NCOIC, and Command and Staff Positions).

(1) Private—Specialist/Corporal.

(a) Skills. Skill Level 10 Imagery Analysts primary job is exploiting and analyzing Imagery. They know security protocols and measures in relation to national security, classification markings and storage of classified material. They understand the capabilities of the platforms and sensors available to their unit and which capability is best suited for Requests for Information (RFIs). They are familiar with the entire Tasking, Collection, Processing, Exploitation, and Dissemination (TCPED) process and which portion they are directly responsible for. This includes the exploitation, manipulation, and analysis of one or more images to extract information related information requirements. They can create Imagery Derived Products (IDPs). They understand the report writing process and can create GEOINT notes with necessary supervision. They can identify the tactical order of battle within their scope. They can navigate to the appropriate resources and databases necessary in order to support their GEOINT mission. They understand GEOINT's role in support of operations and the IPB process and are proactive with research of their respective AO/OE. They can establish communications in support of operations, which includes assembling and disassembling the communications suite.

(b) Operational assignments. The focus during the early years of a 35G's career should be

onbuilding a strong base of technical expertise in equipment, basic MOS skills and Skill Level 10 common Soldier tasks. MOS 35G can serve in the following positions at this skill level: GEOINT Imagery analyst, Tactical Ground Station (TGS) analyst.

(c) Military training. MOS Enhancing: Intermediate Operations Course-GEOINT (IOC-G), Target Mensuration Only Course (TMO), Advance GEOINT Production Course (AGPC). Individual Enhancing: Ranger. Organizational Enhancing: Airborne, Air Assault. Soldiers should seek out GEOINT Live Exercise Training (LET) opportunities via the Foundry Program as often as mission allows. Soldiers should utilize NGA extended learning sites in order to obtain the GEOINT Professional Certification Fundamentals (GPC-F) certification. See paragraph 15–3 or DA Pam 611–21 for additional training.

(d) Self-development. Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their position for promotion to higher grades. For additional information on self-development, refer to paragraph 15-3.

(2) Sergeant.

(a) Skills. In addition to performing duties in the preceding skill level, the Skill Level 20 Imagery Analyst leads and provides guidance to subordinate Soldiers. They implement GEOINT training IAW the commander's guidance, Training Support Package, the units' METL and collective tasks. They train their subordinates on how to query, filter, and retrieve a variety of combat information, such as spot reports, significant activities, reconnaissance reports, and patrol debriefs. They also train their subordinates on how to apply research and near real time/historical reports to support GEOINT operations and the IPB process. They enable the understanding of spatial and temporal relationships across the operational environment. They provide input based on imagery interpretation, or analysis, for the COP and MDMP. They prepare the GEOINT section to execute pre-mission requirements. They participate in operations to include the Processing, Exploitation, and Dissemination (PED) of intelligence IAW unit SOPs. They maintain the section's knowledge and information management process of GEOINT databases, ensuring data and intelligence is readily discoverable and accessible. They are able to disseminate GEOINT relevant products and data down to ground forces. They have a baseline knowledge of how to analyze Full Motion Video. They provide support to lethal and nonlethal targeting operations through baseline or intermediate graphics, battle damage assessments and collateral damage estimates. For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35G's career should be in developing Skill Level 20 common Soldier tasks, leadership skills, and honing technical knowledge. MOS 35G can serve in the following positions at this skill level: Team Leader, GEOINT Imagery Analyst, Tactical Ground Station (TGS) Analyst, and ISR Sync Manager.

(c) Key Developmental. Security Force Assistance Brigade (SFAB), TGS/PED Sensor Analysis Section, GEOINT Payload Operator, JSTARS Flight Crew, Special Forces Support, Ranger Regiment Support, Special Mission Units (SMU), Collection Management Section.

(d) Broadening Assignments. Drill Sergeant, Combat Training Center (CTC) Observer Controller/Trainer, NCOA Small Group Leader, Instructor, Training Developer, Recruiter, Defense Attaché.

(e) Military training. MOS Enhancing: Intermediate Operations Course-GEOINT (IOC-G), Target Mensuration Only Course (TMO), Advance GEOINT Production Course (AGPC). Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master and Air Assault. Sergeants should seek out GEOINT Live Exercise Training (LET) opportunities via the Foundry Program as often as mission allows. Sergeants should utilize NGA extended learning sites in order to obtain the GEOINT Professional Certification Imagery Analysis (GPC-IA) certification. See paragraph 15–3 or DA Pam 611–21 for additional

training.

(f) Self-development. Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their potential for promotion to higher grades. For additional information on self-development, refer to paragraph 15-3.

(3) Staff Sergeant.

(a) Skills. In addition to performing duties in the preceding skill level, the Imagery Sergeant leads Soldiers through subordinate leaders. They are responsible for the development of GEOINT training, including the identification of collective tasks to train during training events, drafting the training plan, and preparing to execute training that supports the units' collective tasks, METL, and meets the commander's intent. They perform quality assurance and quality control of GEOINT products and conduct knowledge management of GEOINT databases. They have in-depth knowledge of the platforms available to their organization and provide recommendations in the planning and use of imaging sensors included in the ISR Sync Matrix. They support Information Collection by providing recommendations to the Information Collection Plan to include, but not limited to, mission analysis, the initial collection plan, updates to the Information Collection Plan, and assessments to enable the collection strategy. They coordinate the integration of intelligence systems into the Intelligence Architecture by establishing the procedures for PED of GEOINT data, evaluating interoperability, and identifying gaps in the architecture. They are a subject matter expert of the TCPED process. The Imagery Sergeant monitors the GEOINT sections RFIs and ensures all products are disseminated in a timely manner. They reinforce that the Imagery Analyst will be proactive not reactive by constantly learning about their AO, OE, and their enemies' doctrinal Tactics, Techniques, and Procedures on the battlefield. For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35G's career must be on continued development and refinement of the Skill Level 30 common Soldier tasks, technical expertise, leadership skills, and building on the ability to mentor junior leaders and Soldiers. MOS 35G can serve in the following positions at this skill level: Squad Leader, Section NCOIC, GEOINT Imagery Sergeant, Tactical Ground Station (TGS) NCO, and ISR Sync Manager. Leadership positions are necessary in order to be competitive for promotion to SFC.

(c) Key Developmental. Security Force Assistance Brigade (SFAB), Special Forces Support, Ranger Regiment Support, Special Mission Unit (SMU), GEOINT Payload Operator, JSTARS Flight Crew, Collection Management Section, TGS/PED Section, and DIV/CORPS ACE.

(d) Broadening Assignments: Drill Sergeant/AIT Platoon Sergeant, CTC Observer Controller/Trainer, NCOA Small Group Leader, Instructor, Training Developer, Recruiter, and Defense Attaché.

(e) Military training. MOS Enhancing: The Joint Targeting Course, Advanced Operation Course-GEOINT (AOC-G), ISR Sync Manager Course/Information Collection Planner Course (ICPC), and the Advanced GEOINT Production Course (AGPC). Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master and Air Assault. Staff Sergeants should seek out GEOINT Live Exercise Training (LET) opportunities via the Foundry Program as often as mission allows. Staff Sergeants should utilize NGA extended learning sites in order to obtain the Certified Collection Management Professional – Fundamentals (CCMP-F) certification. See paragraph 15–3 or DA Pam 611–21 for additional training.

(f) Self-development. During this phase of a Soldier's career they should pursue, and strive to complete, an Associate's Degree. This differentiates a Soldier from their peers and further

enhances their position for promotion. For additional information on self-development, refer to paragraph 15-3.

(4) Sergeant First Class.

(a) *Skills.* In addition to performing duties in the preceding skill level, the Senior Imagery Sergeant executes and manages missions while leading NCOs, who in-turn lead Soldiers. They are responsible for the evaluation of GEOINT training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They have a dual understanding of GEOINT and Geospatial Engineering and how each MOS can provide valuable input for operations. They coordinate the process for GEOINT collection of information with higher, adjacent, and subordinate units in order to address PIRs, IRs and intelligence gaps. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWfF. They communicate the flow of intelligence information and supervise the GEOINT production process. They synchronize GEOINT missions that enable collaboration among strategic, operational, and tactical intelligence organizations by enabling intelligence reach, collaborative analysis, data storage, processing and analysis, and intelligence support to operations. The Senior Imagery Sergeant supervises and manages all aspects of the TCPED process. For additional skills, refer to paragraph 15-3.

(b) *Operational assignments.* The focus during this phase of a senior 35G's career should be fundamentals in management, leadership, and training of personnel in MOS skills and tasks. MOS 35G can serve in the following positions at this skill level: Detachment Sergeant, Platoon Sergeant, Section NCOIC, Senior GEOINT Imagery Sergeant, Senior Tactical Ground Station (TGS) NCO, and Senior ISR Sync Manager. Leadership positions are necessary in order to be competitive for promotion to MSG/1SG.

(c) *Key Developmental.* Security Force Assistance Brigade (SFAB), DIV/CORPS ACE GEOINT Cell, Geospatial Intel Directorate (Joint), Special Forces Support, Ranger Regiment Support, Special Mission Unit (SMU).

(d) *Broadening Assignments:* Senior Drill Sergeant/AIT Platoon Sergeant, Career Management NCO, HRC Professional Development NCO, Senior CTC Observer Controller/Trainer, NCOA Senior Small Group Leader, Senior Instructor, Senior Training Developer, Recruiter, Defense Attaché, Inspector General (IG) NCO, Sexual Assault and Response Coordinator (SARC), and EOA.

(e) *Military training.* MOS Enhancing: The Joint Targeting Course, Advanced Operation Course-GEOINT (AOC-G), ISR Sync Manager Course/Information Collection Planner Course (ICPC), and the Advanced GEOINT Production Course (AGPC). Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I/II. Organizational Enhancing: Airborne, Jump Master and Air Assault. Sergeants First Class should seek out GEOINT Live Exercise Training (LET) opportunities via the Foundry Program as often as mission allows. Sergeants First Class should utilize NGA extended learning sites in order to obtain the Certified Collection Management Professional – Fundamentals (CCMP-F) certification. See paragraph 15-3 or DA Pam 611-21 for additional training.

(f) *Self-development.* During this phase of a Soldier's career they should complete an Associate's Degree and begin to pursue a Bachelor's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion. For additional information on self-development, refer to paragraph 15-3.

(5) Master Sergeant/First Sergeant. MOS 35G competes against MOS 35F, 35L, 35M, 35N, 35P, 35S and 35T for selection and promotion to MOS 35Z at MSG (E8). See paragraph 15-28.

Chapter 8. Military occupational specialty 35G, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 9. Military occupational specialty 35G, Reserve Component

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

Chapter 10. Military occupational specialty 35L, Counterintelligence Special Agent

a. Major duties. Counterintelligence (CI) Special Agents conduct national security criminal investigations, operations, collection and reporting, analysis and production, and technical services to detect, identify, counter, exploit or neutralize the Foreign Intelligence Entity (FIE) and international terrorist threats to the United States Army and Department of Defense. The CI Special Agent investigates national security crimes, often working jointly with other investigating agencies to support DOD requirements. The CI Special Agent conducts educational briefings to inform commanders and Soldiers on insider, local and regional CI threats and required reporting procedures. They possess advanced interpersonal and communication skills and a firm understanding of investigative and report writing procedures. They should devote their career to development and advancement in both leadership and technical expertise required to meet the Army's intelligence mission. CI Special Agents are encouraged to seek as much assignment diversity as possible. While most authorizations are in INSCOM, FORSCOM units also shape a CI Soldier's career.

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

c. Goals for development. Soldiers should strive to exceed the standard regardless of the position currently held. Boards select Most Qualified and Highly Qualified leaders with a balanced and diverse career of assignments and duty positions. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Most Qualified and Highly Qualified performance in MOS 35L is demonstrated through exceeding the standards of proficiency and potential in leadership and technical skills, and seeking diversity in assignment type and duty positions, and broadening assignments at available echelons. Assignment diversity may consist of CONUS and OCONUS, in Operating Force (OF) and Generating Force (GF) assignments at the tactical, operational, and strategic levels; fulfilling traditional Key Leadership Positions (Team Leader, Squad Leader, Platoon Sergeant, and Detachment Sergeant and nontraditional Leadership Positions (Section Leader, Section NCOIC, and Command and Staff Positions).

(1) Private—Specialist/Corporal.

(a) Skills. Skill Level 10, the CI Agent is responsible for assisting lead agents during CI related investigations and other operational activities in support of CI investigative activities. They

perform duties in support of the Covering Agent Program and are responsible for the delivery of the Army's Threat Awareness and Reporting Program (TARP) to Army audiences. They appropriately respond to CI related incidents, execute initial collection, and prepare initial reports.

(b) Operational assignments. The focus during the early years of a 35Ls career should be on building a strong base of technical expertise, basic MOS skills and Skill Level 10 common Soldier tasks. MOS 35L can serve in the following positions at this skill level: CI Agent.

(c) Military training. Additional training and experience are also available via the Foundry Program. See paragraph 15-3 or DA Pam 611-21 for additional training.

(d) Self-development. Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their potential for promotion to higher grades. For additional information on self-development, refer to paragraph 15-3.

(2) Sergeant.

(a) Skills. In addition to performing duties in the preceding skill level, the Skill Level 20 CI Agent leads and provides guidance to subordinate Soldiers. They implement CI training IAW the commander's guidance, Training Support Package, the units' METL and collective tasks. They are responsible for supervising and conducting covering agent duties. They take part in CI investigations and collection of evidence in support of CI investigative activities. They assist in the preparation and presentation of periodic and special intelligence reports, plans, and briefings. The CI Agent provides awareness training and develops CI support plans. They perform duties in support of the Covering Agent Program and are responsible for the delivery of the Army's Threat Awareness and Reporting Program (TARP) to Army audiences. For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35L's career should be in developing Skill Level 20 common Soldier tasks, leadership skills, and honing technical knowledge. MOS 35L can serve in the following positions at this skill level: Team Leader, CI Agent, Assistant CI Team Leader, and Technical Surveillance Countermeasures (TSCM) Member.

(c) Key Developmental. Security Force Assistance Brigade (SFAB), CI Regional Office/Field Office, CI OPS Management Team, DIV/CORPS 2X, Special Mission Units (SMU), Special Forces Support, Ranger Regiment Support, White House Communications Agency.

(d) Broadening Assignments. Drill Sergeant, Combat Training Center (CTC) Observer Controller/Training, Recruiter, NCOA Small Group Leader, Instructor, Defense Attaché.

(e) Military training. MOS Enhancing: Advanced CI Investigations Course (ACIIC), Advanced CI Collections Course (ACICC), Technical Surveillance Countermeasures (TSCM), Counterintelligence Digital Threat Investigator (CDTI), Analytical Support to CI Functions Course, CI Investigations in a Cyber Environment Course, Cyber Insider Threat Analyst Course, Introduction to Networks and Computer Hardware Course, Computer Incident Responders Course, and CI Functional Services Course. Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience is also available via the Foundry Program See paragraph 15-3 or DA Pam 611-21 for additional training.

(f) Self-development. Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their potential for promotion to higher grades. For additional information on self-development, refer to paragraph 15-3.

(3) Staff Sergeant.

(a) Skills. In addition to performing duties in the preceding skill level, the CI Sergeant leads Soldiers through subordinate leaders. They are responsible for the development of CI training, including the identification of collective tasks to train during training events, drafting

the training plan, and preparing to execute training that supports the units' collective tasks, METL, and meets the commander's intent. They conduct CI investigations and collection of evidence in support of CI investigative activities. They perform activities worldwide covering the five functional areas, provide guidance, and train subordinate NCOs and Soldiers. The CI Sergeant also facilitates in providing awareness training and developing CI support plans, and they conduct duties as the evidence custodian. They also write, edit, and disseminate CI reports and plans as directed. They receive, review, produce and disseminate intelligence products. The CI Sergeant evaluates new applicants and processes applications for the CI Agent recruiting program. For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35L's career must be on continued development and refinement of Skill Level 30 common Soldier tasks, technical expertise, leadership skills and building the ability to mentor junior leaders and Soldiers. MOS 35L can serve in the following positions at this skill level: Squad Leader, Section Sergeant, Team Sergeant, CI Sergeant, TSCM Sergeant, Collection Management NCO, and Operations Sergeant. Leadership positions are necessary in order to be competitive for promotion to SFC.

(c) Key Developmental. Security Force Assistance Brigade (SFAB), Special Mission Units (SMU), Special Forces Support, Ranger Regiment Support, CI Regional Office/Field Office, DIV/CORPS 2X, CI OPS Management Team, and White House Communications Agency.

(d) Broadening Assignments. Drill Sergeant /AIT Platoon Sergeant, CTC Observer Controller/Training, Recruiter, NCOA Small Group Leader, Instructor, and Defense Attaché.

(e) Military training. MOS Enhancing: Advanced CI Investigations Course (ACIIC), Advanced CI Collections Course (ACICC), Technical Surveillance Countermeasures (TSCM), Counterintelligence Digital Threat Investigator (CDTI), Advanced Foreign CI Operations Course (AFCIOC), Antiterrorism Force Protection Level II Course, Operation Security Certification, CI Investigations in a Cyber Environment Course, J2X/G2X Course, Cyber Insider Threat Analyst Course, Introduction to Networks and Computer Hardware Course, Computer Incident Responders Course, Windows Forensic Examination (EnCase or FTK), and Forensics and Intrusions in a Windows Environment. Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience is also available via the Foundry Program See paragraph 15-3 or DA Pam 611-21 for additional training.

(f) Self-development. During this phase of a Soldier's career they should pursue, and strive to complete, an Associate's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion. For additional information on self-development, refer to paragraph 15-3.

(4) Sergeant First Class.

(a) Skills. In addition to performing duties in the preceding skill level, the Senior CI Sergeant executes and manages missions while leading NCOs, who in-turn lead Soldiers. They are responsible for the evaluation of CI training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They review CI related reports and plans and assist in writing, editing, and submitting requests for special investigative techniques and special operational concepts. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWfF. The Senior CI Sergeant performs CI Coordinating Authority (CICA) and 2X staff management for subordinate CI elements. They provide technical control and oversight while conducting source and operational management. They manage the Army's CI Agent Recruitment Program. For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a senior 35L's career should be fundamentals in management, leadership, and training of personnel in MOS skills and tasks. MOS 35L can serve in the following positions: Detachment Sergeant, Platoon Sergeant, Senior CI Sergeant, Senior TSCM Sergeant, and Senior Collection Manager. Leadership positions are necessary in order to be competitive for promotion to MSG/1SG.

(c) Key Developmental. Security Forces Assistance Brigade (SFAB), CI Regional Office/Field Office, CI OPS Management Team Leader, CICA, DIV/CORPS 2X, Special Mission Units (SMU), Special Forces Support, Ranger Regiment Support, White House Communications Agency.

(d) Broadening Assignments. Senior Drill Sergeant/AIT Platoon Sergeant, Career Management NCO, HRC PD NCO, Senior CTC Observer Controller/Trainer, Recruiter, NCOA Senior Small Group Leader, Senior Instructor, Defense Attaché, IG NCO, SARC, EOA.

(e) Military training. MOS Enhancing: Advanced CI Investigations Course (ACIIC), Advanced CI Collections Course (ACICC), Technical Surveillance Countermeasures (TSCM), Counterintelligence Digital Threat Investigator (CDTI), Advanced Foreign CI Operations Course (AFCIOC), Defense Cyber Investigations Training Academy, Joint Counterintelligence Training Academy, J2X/G2X Course, Joint CI and HUMINT Management Course (JCHMC), Joint CI and HUMINT Analyst and Targeting Course (JCHATC), Windows Forensic Examination (EnCase or FTK), and Forensics and Intrusions in a Windows Environment. Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I/II. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience is also available via the Foundry Program. See paragraph 15–3 or DA Pam 611–21 for additional training.

f. Self-development. During this phase of a Soldier's career they should complete an Associate's Degree and begin to pursue a Bachelor's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion. For additional information on self-development, refer to paragraph 15-3.

(5) Master Sergeant/First Sergeant. MOS 35L competes against MOS 35F, 35G, 35M, 35N, 35P, 35S and 35T for selection and promotion to MOS 35Z at MSG (E8). See paragraph 15–28.

Chapter 11. Military occupational specialty 35L, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 12. Military occupational specialty 35L, Reserve Component

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

Chapter 13. Military occupational specialty 35M, Human Intelligence Collector

a. Major duties. Army Human Intelligence (HUMINT) Collectors perform interrogations, source operations, debriefings, screenings, and intelligence liaison in all conflict phases in support of multi-domain operations at every echelon. HUMINT Collectors identify adversarial elements, activities, intentions, capabilities, and locations through the questioning of people in the OE. They perform HUMINT collection in English and foreign languages. They question enemy prisoners of war and other detainees, enemy deserters, internally displaced persons, liaison contacts, friendly forces, people in the OE with a unique capability to gather information, and other strategic sources. HUMINT Collectors prepare, edit, and disseminate intelligence and technical reports. They use Army HUMINT computer information systems and communications equipment to address intelligence requirements and to gain situational understanding while planning and conducting HUMINT operations. They also utilize and manage interpreters when applicable. HUMINT Collectors use analytic techniques, tools, and databases to develop, execute, and assess HUMINT operations. The HUMINT Collector uses classified databases and publicly available information for research. They employ security measures to reduce signatures. They conduct coordination in English and foreign languages with host-nation and coalition agencies. The Army HUMINT Collector operates in the land, cyber, air, and maritime domains as part of an Army unit in a joint/combined OE. Soldiers should devote their career to development and advancement in both leadership and technical expertise required to meet the Army's intelligence mission. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible.

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

c. Goals for development. Soldiers should always strive to exceed the standard regardless of the position currently held. Boards select Most Qualified and Highly Qualified leaders with a balanced and diverse career of assignments and duty positions. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels, and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Most Qualified and Highly Qualified performance in MOS 35M is demonstrated through exceeding the standards of proficiency and potential in leadership and technical skills, and seeking diversity in assignment type and duty positions, and broadening assignments at available echelons. Assignment diversity may consist of CONUS and OCONUS, in Operating Force (OF) and Generating Force (GF) assignments at the tactical, operational, and strategic levels; fulfilling traditional Key Leadership Positions (Team Leader, Squad Leader, Platoon Sergeant, and Detachment Sergeant), and nontraditional Key Leadership Positions (Section Leader, Section NCOIC, and Command and Staff Positions).

(1) Private—Specialist/Corporal.

(a) Skills. Skill Level 10 HUMINT Collectors under supervision, perform interrogations, source operations, debriefings, and screenings in support of multi-domain operations to answer intelligence collection requirements. They perform HUMINT collection in English and foreign languages. They can integrate a linguist in support of operations to ensure mission objectives are met. They prepare and submit intelligence and technical reports using Army HUMINT Intelligence Architecture and communications equipment. A HUMINT Soldier uses analytic techniques, tools, and databases to develop and execute HUMINT collection in support of the Intelligence War fighting Function. The HUMINT Soldier uses classified databases and publicly available information for research while employing collection security measures to reduce the signature of HUMINT collection. They are capable of performing multi-disciplined intelligence analysis in support of HUMINT operations and assist in generating critical findings to refine ongoing collection operations.

They conduct HUMINT operations at every echelon IAW applicable laws, policies, treaties, regulations, and unit SOP.

(b) Operational assignments. The focus during the early years of a 35M's career should be on building a strong base of technical expertise in equipment, basic MOS skills, and Skill Level 10 common Soldier tasks. MOS 35M can serve in the following positions at this skill level: HUMINT Collector, Interrogator, Strategic Debriefing and Operational Management Team Member.

(c) Military training. MOS Enhancing: Defense Strategic Debriefing Course (DSDC). Individual Enhancing: Ranger. Organizational Enhancing: Airborne, Air Assault. Additional training and experience are also available via the Foundry Program. See paragraph 15-2 or DA Pam 611-21 for additional training.

(d) Self-development. Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their potential for promotion to higher grades. For additional information on self-development, refer to paragraph 2-3 and 15-3.

(2) Sergeant.

(a) Skills. In addition to performing duties shown in preceding skill level, the Skill Level 20 HUMINT Collector leads and provides guidance to subordinate Soldiers. They implement HUMINT training IAW the commander's guidance, Training Support Package, the units' METL and collective tasks. They can recognize pertinent information to be utilized in operations in order to identify opportunities for cross-cueing and dissemination to outside entities. The HUMINT Collector performs controlled source operations, interrogations, debriefings, intelligence liaison duties, and prioritizes HUMINT sources for questioning. They perform HUMINT collection in English and foreign languages. They supervise language proficiency training and manage assigned interpreters. The HUMINT Collector prepares, edits, and submits intelligence and technical reports using Army HUMINT Intelligence Architecture and communications equipment. They supervise and conduct analysis and research to develop and execute HUMINT collection missions. The HUMINT Collector supervises and employs collection security measures to reduce the signature of HUMINT collection operations. They conduct briefings to internal and external entities to provide a broader understanding of the capabilities of HUMINT and to coordinate HUMINT collection operations. They may serve as the unit Command Language Program Manager (CLPM). For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35M's career should be in improving their control language proficiency, developing Skill Level 20 common Soldier tasks, leadership skills, and honing technical knowledge. MOS 35M can serve in the following positions at this skill level: Team Leader, HUMINT Collector, Interrogator, Strategic Debriefing, Operational Management Team Member, and HUMINT Assistant Team Leader.

(c) Key Developmental. Security Force Assistance Brigade (SFAB), Special Forces Support, HUMINT Collection Team (HCT), Ranger Regiment Support, Special Mission Unit, Defense HUMINT Services.

(d) Broadening assignments. Drill Sergeant, Combat Training Center (CTC) Observer Controller/Trainer, Small Group Leader, Instructor/Writer, Military Language Instructor, Defense Attaché, Recruiter.

(e) Military training. MOS Enhancing: Source Operations Course (SOC), Defense Strategic Debriefing Course (DSDC), Joint Interrogation Management Course (JIMC), Joint CI and HUMINT Analyst Targeting Course (JHATC), J2X Operations Course, Basic, Intermediate, and/or Advanced Defense Language Institute Courses. Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience are also available via the Foundry Program. See paragraph 15-2 or DA Pam 611-21 for additional training.

(f) Self-development. Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their potential for promotion to higher grades. Attendance at Intermediate or Advanced language enhancement courses is encouraged to increase the Soldier's proficiency and understanding of the target language and culture. For additional information on self-development, refer to paragraph 15-3.

(3) Staff Sergeant.

(a) Skills. In addition to performing duties in the proceeding skill level, the HUMINT Collection Sergeant leads Soldiers through subordinate leaders. They are responsible for the development of HUMINT training, including the identification of collective tasks to train during training events, drafting the training plan, and preparing to execute training that supports the units' collective tasks, METL, and meets the commander's intent. They supervise source operations, interrogations, debriefing, intelligence liaison, and prioritization of HUMINT sources for questioning. They perform HUMINT collection in English and foreign languages. HUMINT Collection Sergeants have the ability to recognize information of interest to Counterintelligence and notify leadership of potential threats. They prepare, edit, review, and disseminate intelligence and technical reports using Army HUMINT Intelligence Architecture and communications equipment. They can perform multi-disciplined intelligence analysis in support of HUMINT operations and generate critical findings in order to refine ongoing collection operations. HUMINT Collection Sergeants oversee collection security measures to reduce the signature of HUMINT collection. They manage the production of intelligence and operational products from available individual assessments and threats, vulnerabilities, and opportunities in support of all phases of HUMINT operations across all domains. For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35M's career must be on continued improvement of their control language proficiency, development and refinement of the Skill Level 30 common Soldier tasks, technical expertise, leadership skills, and building on the ability to mentor junior leaders and Soldiers. MOS 35M Soldiers can serve in the following positions at this skill level: Squad Leader, HUMINT Collection Team NCOIC, Section NCOIC, HUMINT Collection SGT, Interrogator, Strategic Debriefing SGT, and Collection Management NCO. Leadership positions are necessary in order to be competitive for promotion to SFC.

(c) Key Developmental. Security Force Assistance Brigade (SFAB), Special Forces Support, HUMINT OPS Management Team, Ranger Regiment Support, G2X, Special Mission Units (SMU), Defense HUMINT Services.

(d) Broadening Assignments. Drill Sergeant/AIT Platoon Sergeant, Combat Training Center (CTC) Observer Controller/Trainer, Small Group Leader, Instructor/Writer, Military Language Instructor, Defense Attaché, Recruiter, Command Language Program Manager, SERE Instructor, Training Developer, DTRA Linguist.

(e) Military training. MOS Enhancing: Source Operations Course (SOC), Defense Strategic Debriefing Course (DSDC), Joint Interrogation Management Course (JIMC), J2X Operations Course, Joint CI and HUMINT Analyst and Targeting Course (JCHATC), Basic, Intermediate, and/or Advanced Defense Language Institute Courses. Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience are also available via the Foundry Program. See paragraph 15-2 or DA Pam 611-21 for additional training.

(f) Self-development. During this phase of a Soldier's career they should pursue, and strive to complete, an Associate's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion to Sergeant First Class. Attendance at Intermediate or Advanced language enhancement courses is encouraged to increase the Soldier's proficiency and understanding of their target language and culture. For additional information on self-

development, refer to paragraph 2-3 and 15-3.

(4) Sergeant First Class.

(a) *Skills.* In addition to performing duties in the proceeding skill level, the Senior HUMINT Collector executes and manages missions while leading NCOs, who in-turn lead Soldiers. They are responsible for the evaluation of HUMINT training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They manage collective HUMINT operations. They provide oversight and technical asset management to ensure intelligence collection requirements are prioritized based on criticality to the mission and allocate the appropriate HUMINT assets to conduct collection activity. They manage source operations, debriefing operations, intelligence liaison activities, interrogation operations, and screening operations. The Senior HUMINT Collector integrates cultural intelligence and analysis into HUMINT operations. They serve as an advisor to the command and staff on HUMINT operations, training, and policies and procedures. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWFF. They integrate HUMINT considerations into MDMP in order to maximize effectiveness of HUMINT activities. The Senior HUMINT Collector coordinates external capabilities to support HUMINT operations. For additional skills, refer to paragraph 15-3.

(b) *Operational assignments.* The focus during this phase of a 35M's career should be fundamentals in management, leadership, and training of personnel and MOS skills. MOS 35M can serve in the following positions at this skill level: Detachment Sergeant, Platoon Sergeant, Section NCOIC or equivalent, Senior HUMINT Collection SGT, and Senior Interrogator. Leadership positions are necessary in order to be competitive for promotion to MSG/1SG.

(c) *Key Developmental.* Security Force Assistance Brigade (SFAB), Senior Interrogator, Senior Strategic Debriefing SGT, Special Mission Units (SMU), Special Forces Support, Ranger Regiment Support, Defense HUMINT Services.

(d) *Broadening Assignments.* Senior Drill Sergeant/AIT Platoon Sergeant, Career Management NCO, Senior CTC Observer Controller/Trainer, NCOA Senior Small Group Leader, Senior Instructor/Writer, Military Language Instructor, HRC PD NCO, Defense Attaché, IG NCO, Recruiter, Sexual Assault and Response Coordinator (SARC), EOA, SERE Instructor, and DTRA Linguist.

(e) *Military training.* MOS Enhancing: Defense Advance Tradecraft Course (DATC), Joint CI and HUMINT Management Course (JCHMC), Joint CI and HUMINT Analyst and Targeting Course (JCHATC), Source Operation Course (SOC), Defense Strategic Debriefing Course (DSDC), J2X Operations Course, Basic, Intermediate, and/or Advanced Defense Language Institute Courses, Joint Interrogation Management Course (JIMC). Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Professional Military Education (SEJPME) I/II. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience are also available via the Foundry Program. See paragraph 15-2 or DA Pam 611-21 for additional training.

(f) *Self-development.* During this phase of a Soldier's career they should complete an Associate's Degree and begin to pursue a Bachelor's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion to Master Sergeant. Attendance at Advanced language enhancement courses is encouraged to increase the Soldier's proficiency and understanding of their target language and culture. For additional information on self-development, refer to paragraph 2-3 and 15-3.

(5) Master Sergeant/First Sergeant. MOS 35M competes with MOS 35F, 35G, 35L, 35N, 35P, 35S and 35T for selection and promotion to MOS 35Z at MSG (E8). See paragraph 15-28.

Chapter 14. Military occupational specialty 35M, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 15. Military occupational specialty 35M, Reserve Component

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

Chapter 16. Military occupational specialty 35N, Signals Intelligence Analyst

a. Major duties. The Signals Intelligence (SIGINT) Analyst supervises and performs analysis and reporting of intercepted foreign communications and non-communications signals at all echelons. They assist in the collection management process and produces combat, strategic, and tactical intelligence reports. Success in this MOS requires demonstrated potential in both technical skills and leadership abilities. Success also requires a Soldier in this MOS to seek as much assignment diversity as possible. However, Soldiers in this MOS often have more time in U.S. Army INSCOM organizations.

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

c. Goals for development. Soldiers should strive to exceed the standard regardless of the position currently held. Boards select Most Qualified and Highly Qualified leaders with a balanced and diverse career of assignments and duty positions. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels, and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Most Qualified and Highly Qualified performance in MOS 35N is demonstrated through exceeding the standards of proficiency and potential in leadership and technical skills, and seeking diversity in assignment type and duty positions, and broadening assignments at available echelons. Assignment diversity may consist of CONUS and OCONUS, in Operating Force (OF) and Generating Force (GF) assignments at the tactical, operational, and strategic levels; fulfilling traditional Key Leadership Positions (Team Leader, Squad Leader, Platoon Sergeant, and Detachment Sergeant), and nontraditional Leadership Positions (Section Leader, Section NCOIC, and Command and Staff Positions).

(1) Private—Specialist/Corporal.

(a) Skill Level 10 SIGINT Analyst's primary job is the analysis of collected and processed SIGINT information. They know how to apply classification procedures to SIGINT Information and comply with the Intelligence Oversight Program. They understand the capabilities of the platforms and resources available and which capability used will best answer the commander's PIRs. They identify elements of electromagnetic spectrum theory, cyberspace and Electronic Warfare (EW) Operations, Digital Network Intelligence (DNI), and components of communications infrastructure information. They identify capabilities of

SIGINT collection assets and deploy mission specific SIGINT equipment. They perform traffic analysis and assist in the fusion of non-communications SIGINT (ELINT/FISINT). They produce time-sensitive reports, serialized SIGINT reports, technical working aids, and database updates of reconstructed communication networks. They produce products in support of IPB, and the targeting process.

(b) Operational assignments. The focus during the early years of a 35N's career should be on building a strong base of technical expertise in equipment, basic MOS skills, and Skill Level 10 common Soldier tasks. MOS 35N can serve in the following positions at this skill level: SIGINT Analyst.

(c) Military training. MOS Enhancing: NSA Cryptologic Continuing Education Program (MCCEP) Phase 1-4, Military Intern SIGINT Analyst Program (MINSAP) Middle Enlisted Cryptologic Career Advancement Program (MECCAP), and Tactical SIGINT Course. Individual Enhancing: Ranger. Organizational Enhancing: Airborne, Air Assault. Additional training and experience is available via the Foundry Program. See paragraph 15-3 or DA Pam 611-21 for additional training.

(d) Self-development. Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their potential for promotion to higher grades. For additional information on self-development, refer to paragraph 15-3.

(2) Sergeant.

(a) Skills. In addition to performing duties in the preceding skill level, the Skill Level 20 SIGINT Analyst leads and provides guidance to subordinate Soldiers. They implement SIGINT training IAW the commander's guidance, Training Support Package, the units' METL and collective tasks. They verify classification of SIGINT Information. They provide products and solutions based on SIGINT analysis for the COP and the commander's MDMP. They are responsible for daily SIGINT operations to include the collection, processing, exploitation, and dissemination of intelligence products in support of the commander's PIRs. They verify time-sensitive reports, serialized SIGINT reports, technical working aids, and database updates of reconstructed communication networks. They provide SIGINT support to the targeting process and aid in integration of SIGINT with other command post organizations with interest in the electromagnetic spectrum. They produce SIGINT tasking from SIRs/Essential Elements of Information (EEI) and validate reconstructed networks. The Skill Level 20 SIGINT Analyst focuses on the analysis and dissemination of SIGINT products, understanding the role of SIGINT in support of operations, training Soldiers, and reviewing Soldier's products, enforcing the standards for oversight and compliance programs, auditing the use of SIGINT databases, and validating reporting. They are directly responsible for the team and equipment associated with SIGINT training and analysis missions. For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35N's career should be in developing Skill Level 20 common Soldier tasks, leadership skills, and honing technical knowledge. MOS 35N can serve in the following positions at this skill level: Team Leader, SIGINT Analyst.

(c) Key Developmental. Security Force Assistance Brigade (SFAB), Special Mission Unit, Special Forces Support, Ranger Regiment Support, E-MIB PED Section, E-MIB/MIB-T Cryptologic Support Team (CST), MIB-T Technical Control and Analysis Element (TCAE), E-MIB/Division/Corps Technical Control and Analysis Cell (TCAC), E-MIB/Division/Corps Technical Control and Analysis Cell (TCAC), NSA/CSS Target Office of Primary Interest (TOPI), TDNA Section, Military Intern SIGINT Analyst Program (MINSAP), Middle Enlisted Cryptologic Career Advancement Program (MECCAP).

(d) Broadening assignments. Drill Sergeant, Combat Training Center (CTC) Observer Controller/Trainer, Small Group Leader, Instructor, Recruiter, Defense Attaché.

(e) *Military training.* MOS Enhancing: Tactical SIGINT Course, NSA Cryptologic Continuing Education Program (MCCEP) Phase 1-4, Military Intern SIGINT Analyst Program (MINSAP) Middle Enlisted Cryptologic Career Advancement Program (MECCAP), and Military OPELINT Signals Analysis Program (MOSAP). Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience is available via the Foundry Program. See paragraph 15–3 or DA Pam 611–21 for additional training.

(f) *Self-development.* Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their potential for promotion to higher grades. For additional information on self-development, refer to paragraph 15-3.

(3) Staff Sergeant.

(a) *Skills.* In addition to performing duties in the preceding skill level, the SIGINT Sergeant leads Soldiers through subordinate leaders. They are responsible for the development of SIGINT training, including the identification of collective tasks to train during training events, drafting the training plan, and preparing to execute training that supports the units' collective tasks, METL, and meets the commander's intent. They are responsible for the production and quality control of SIGINT products. They have in-depth knowledge of the recourses available to their organization and provide recommendations and capability briefs in the planning and use of SIGINT sensors included in the ISR Sync Matrix. They manage SIGINT support to the targeting process, integrate SIGINT requirements into the information collection process, de-conflict SIGINT/Electronic Warfare (EW) operations, manage SIGINT support to IPB, and manage integration of SIGINT with other command post organizations with interest in the electromagnetic spectrum. They verify non-communications SIGINT Analysis and release time-sensitive reports, serialized SIGINT reports, technical working aids, and database updates of reconstructed communication networks. They monitor RFIs and ensures all products are disseminated in a timely manner. The SIGINT Sergeant is a subject matter expert on the tasking, collection, and dissemination of SIGINT products. For additional skills, refer to paragraph 15-3.

(b) *Operational assignments.* The focus during this phase of a 35N's career must be on continued development and refinement of the Skill Level 30 common Soldier tasks, technical expertise, leadership skills, and building on the ability to mentor junior leaders and Soldiers. MOS 35N can serve in the following positions at this skill level: Squad Leader, Section NCOIC, and SIGINT Sergeant. Leadership positions are necessary in order to be competitive for promotion to SFC.

(c) *Key Developmental.* Security Force Assistance Brigade (SFAB), Special Mission Unit, Special Forces Support, Ranger Regiment Support, E-MIB/MIB-T CST, E-MIB/Division/Corps Technical Control and Analysis Cell (TCAC), Division/Corps G-2 SIGINT Support Element, MIB-T Technical Control and Analysis Element (TCAE), E-MIB PED Section, Army TCAE, NSA/CSS Target Office of Primary Interest (TOPI) Integration, Military Intern SIGINT Analyst Program (MINSAP), Middle Enlisted Cryptologic Career Advancement Program (MECCAP).

(d) *Broadening assignments.* Drill Sergeant/AIT Platoon Sergeant, CTC Observer Controller/Trainer, Small Group Leader, Instructor, Recruiter, Defense Attaché.

(e) *Military training.* MOS Enhancing: Tactical SIGINT Course, NSA Cryptologic Continuing Education Program (MCCEP) Phase 1-4, Military Intern SIGINT Analyst Program (MINSAP) Middle Enlisted Cryptologic Career Advancement Program (MECCAP). Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience is also available via the Foundry Program. See paragraph 15–3 or DA Pam 611–21 for additional training.

(f) *Self-development.* During this phase of a Soldier's career they should pursue, and

strive to complete, an Associate's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion to Sergeant First Class. For additional information on self-development, refer to paragraph 15-3.

(4) Sergeant First Class.

(a) *Skills.* In addition to performing duties in the preceding skill level, the Senior SIGINT Sergeant executes and manages missions while leading NCOs, who in-turn lead Soldiers. They are responsible for the evaluation of SIGINT training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They coordinate the process for SIGINT collection of information with higher, adjacent, and subordinate units in order to address PIRs, IRs and intelligence gaps. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWfF. They generate a SIGINT operational readiness strategy and administer the Critical Information (CRITIC) testing and evaluation program. The Senior SIGINT Sergeant supervises and manages all aspects of the TCPED process for SIGINT operations. For additional skills, refer to paragraph 15-3.

(b) *Operational assignments.* The focus during this phase of a 35N's career should be fundamentals in management, leadership, and training of personnel and MOS skills. MOS 35N can serve in the following positions at this skill level: Detachment Sergeant, Platoon Sergeant, Special Operations Team – Bravo NCOIC, EMIB CST NCOIC, Senior SIGINT Sergeant. Leadership positions are necessary in order to be competitive for promotion to MSG/1SG.

(c) *Key Developmental.* Security Force Assistance Brigade (SFAB), NSA Site Operations NCO, DNEA Supervisor, Special Mission Unit, Special Forces Support, Ranger Regiment Support, Training Developer/Capability NCO.

(d) *Broadening assignments.* Senior Drill Sergeant/AIT Platoon Sergeant, Senior CTC Observer Controller/Trainer, Senior Small Group Leader, Senior Instructor, HRC PD NCO, Defense Attaché, IG NCO, Recruiter, SARC, EOA.

(e) *Military training.* MOS Enhancing: Tactical SIGINT Course, NSA Cryptologic Continuing Education Program (MCCEP) Phase 1-4, Military Intern SIGINT Analyst Program (MINSAP) Middle Enlisted Cryptologic Career Advancement Program (MECCAP). Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I/II. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training is available via the Foundry Program. See paragraph 15–2 or DA Pam 611–21 for additional training.

(f) *Self-development.* During this phase of a Soldier's career they should complete an Associate's Degree and begin to pursue a Bachelor's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion to Master Sergeant. For additional information on self-development, refer to paragraph 15-3.

(5) Master Sergeant/First Sergeant. MOS 35N competes against MOS 35F, 35G, 35L, 35M, 35P, 35S and 35T for selection and promotion to MOS 35Z at MSG (E8). See paragraph 15–28.

Chapter 17. Military occupational specialty 35N, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 18. Military occupational specialty 35N, Reserve Component

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

Chapter 19. Military occupational specialty 35P, Signals Intelligence (SIGINT) Voice Interceptor

a. Major duties. The Signals Intelligence (SIGINT) Voice Interceptor performs detection, acquisition, geolocation, identification, and exploitation and analysis of foreign communications at all echelons using SIGINT, and/or EW systems, and through access to extended SIGINT enterprise databases. The SIGINT Voice Interceptor identifies, copies, translates, transcribes and/or produces summaries of foreign communications. They perform analysis and ISR synchronization to support mission requirements. Success in this MOS requires demonstrated potential in their control language proficiency, technical skills, and leadership abilities. Success also requires Soldiers in this MOS to seek as much assignment diversity as possible. However, Soldiers in this MOS often have more time in U.S. Army INSCOM organizations.

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

c. Goals for development. Soldiers should strive to exceed the standard regardless of the position currently held. Boards select Most Qualified and Highly Qualified leaders with a balanced and diverse career of assignments and duty positions. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels, and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Most Qualified and Highly Qualified performance in MOS 35P is demonstrated through exceeding the standards of proficiency and potential in leadership, language, and technical skills while seeking diversity in assignment type and duty positions, and broadening assignments at available echelons. Assignment diversity may consist of CONUS and OCONUS, in Operating Force (OF) and Generating Force (GF) assignments at the tactical, operational, and strategic levels; fulfilling traditional Key Leadership Positions (Team Leader, Squad Leader, Platoon Sergeant, SOT-A Team SGT, and Detachment Sergeant), and nontraditional Leadership Positions (Section Leader, Section NCOIC, and Command and Staff Positions).

(1) Private—Specialist/Corporal.

(a) Skill Level 10 SIGINT Voice Interceptors collect, analyze, process, exploit, and disseminate information collected via organic SIGINT collection and exploitation equipment, or through access to extended SIGINT enterprise databases. They translate text and voice-based target language material and perform initial analysis of target communications. SIGINT Voice Interceptors use organic collection assets or may be required to construct field crafted collection antennas for collection purposes. They identify target communications Signals of Interest through target language recognition, extract communications details that meet targeting criteria, and must identify information that meets time-sensitive reporting and CRITIC criteria – all while complying with the SIGINT oversight and compliance programs. They are familiar with their systems and the unit

PIR/SIRs in order to support the IWfF. SIGINT Voice Interceptors must also remain in compliance with AR 11-6 (The Army Language Program).

(b) Operational assignments. The focus during the early years of a 35P's career should be onbuilding a strong base of control language proficiency, technical expertise in equipment, basic MOS skills, and Skill Level 10 common Soldier tasks. MOS 35P can serve in the following positions at this skill level: SIGINT Voice Interceptor.

(c) Military training. Additional training and experience is available via the Foundry Program and through the National Security Agency/Central Security Service (NSA/CSS) Military Cryptologic Continuing Education Program (MCCEP). See paragraph 15-3 or DA Pam 611-21 for additional training.

(d) Self-development. Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their potential for promotion to higher grades. For additional information on self-development, refer to paragraph 15-3.

(2) Sergeant.

(a) Skills. In addition to performing duties in the preceding skill level, the Skill Level 20 SIGINT Voice Interceptor leads and provides guidance to subordinate Soldiers. They implement SIGINT training IAW the commander's guidance, Training Support Package, the units' METL and collective tasks. They execute daily SIGINT operations related to the processing, and exploitation of foreign communications whether collected by organic assets, or accessed over extended SIGINT enterprise databases, and enable SIGINT support to the targeting process. When operating organic collection systems they must survey and establish the collection sites to be used by the collection teams. They are responsible for planning and directing access to SIGINT systems while reporting the status of those systems to higher echelons. They are responsible for maintaining the language training plans for their subordinates. Skill Level 20 SIGINT Voice Interceptors enforce the standards for oversight and compliance programs, audit the use of SIGINT databases, and validate SIGINT reporting. They are directly responsible for the team and equipment associated with SIGINT training and collection missions. For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35Ps career should be in improving their control language proficiency, developing Skill Level 20 common Soldier tasks, leadership skills, and honing technical knowledge. MOS 35P can serve in the following positions at this skill level: Team Leader, SIGINT Voice Interceptor.

(c) Key developmental. Security Force Assistance Brigade (SFAB), Special Mission Unit, Special Forces Support, Ranger Regiment Support, NSA Military Language Analyst Professional (MLAP), NSA Site Cryptologic Linguist, E-MIB/BCT Collection and PED Sections.

(d) Broadening assignments. Drill Sergeant, Combat Training Center (CTC) Observer Controller/Trainer, Small Group Leader, Military Language Instructor, Command Language Program Manager (CLPM), Instructor/Writer, Defense Attaché, and Recruiter.

(e) Military training. MOS Enhancing: Tactical SIGINT Course, NSA Military Cryptologic Continuing Education Program (MCCEP) Phase 1 and 2, Foundry Low Level Voice Intercept (LLVI) Course, and Aerial Precision Guidance (Air/Ground Certification). Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience is available via the Foundry Program. See paragraph 15-3 or DA Pam 611-21 for additional training.

(f) Self-development. Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their potential for promotion to higher grades. Attendance at Intermediate or Advanced language enhancement courses is encouraged to increase the Soldier's proficiency and understanding of the target language and culture. For additional

information on self-development, refer to paragraph 15-3.

(3) Staff Sergeant.

(a) *Skills.* In addition to performing duties in the preceding skill level, the SIGINT Voice Interceptor Sergeant leads Soldiers through subordinate leaders. They are responsible for the development of SIGINT training, including the identification of collective tasks to train during training events, drafting the training plan, and preparing to execute training that supports the units' collective tasks, METL, and meets the commander's intent. They are responsible for developing COMINT collection and PED tasks. They are responsible for providing supporting analysis to the production of an Electronic Order of Battle and validate SIGINT reporting. They conduct audits of SIGINT databases to ensure compliance with all oversight and compliance programs. They must understand their Soldiers and their equipment in order to properly plan and execute their training and mission requirements. The SIGINT Voice Interceptor Sergeant must strive to be the subject matter expert in their MOS to better support the IWfF with their SIGINT mission. For additional skills, refer to paragraph 15-3.

(b) *Operational assignments.* The focus during this phase of a 35P's career must be on continued improvement of their control language proficiency, development and refinement of the Skill Level 30 common Soldier tasks, technical expertise, leadership skills, and building on the ability to mentor junior leaders and Soldiers. MOS 35P can serve in the following positions at this skill level: Squad Leader, Section NCOIC, Signals Intelligence (SIGINT) Voice Interceptor Sergeant, and Senior Transcriber. Leadership positions are necessary in order to be competitive for promotion to SFC.

(c) *Key Developmental.* Security Force Assistance Brigade (SFAB), Special Mission Unit, Special Forces Support, Ranger Regiment Support, NSA Middle Enlisted Cryptologic Career Advancement Program (MECCAP), NSA/CSS TOPI Senior Cryptologic Linguist, NSA/CSS Site Senior Transcriber, E-MIB Cryptologic Support Team (CST), BCT/E-MIB Collection and PED Sections.

(d) *Broadening assignments.* Drill Sergeant/AIT Platoon Sergeant, Combat Training Center (CTC) Observer Controller/Trainer, Small Group Leader, Military Language Instructor, Command Language Program Manager (CLPM), Instructor/Writer, Defense Attaché, and Recruiter.

(e) *Military training.* MOS Enhancing: Tactical SIGINT Course, NSA Military Cryptologic Continuing Education Program (MCCEP) Phase 1 and 2, Foundry Low Level Voice Intercept (LLVI) Course, Aerial Precision Guidance (Air/Ground Certification), NSA Military Language Analyst Program (MLAP). Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training is available via the Foundry Program. See paragraph 15-3 or DA Pam 611-21 for additional training.

(f) *Self-development.* During this phase of a Soldier's career they should pursue, and strive to complete, an Associate's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion to Sergeant First Class. Attendance at Intermediate or Advanced language enhancement courses is encouraged to increase the Soldier's proficiency and understanding of their target language and culture. For additional information on self-development, refer to paragraph 15-3.

(4) Sergeant First Class.

(a) *Skills.* In addition to performing duties in the preceding skill level, the Senior SIGINT Voice Interceptor Sergeant executes and manages missions while leading NCOs, who in turn lead Soldiers. They are responsible for the evaluation of SIGINT training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They have the additional responsibility to plan, manage,

and direct the SIGINT mission. This includes coordinating organic and non-organic intelligence assets, planning SIGINT operations, directing and de-conflicting multi-team SIGINT language collection and PED operations. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWfF. They will use this understanding to advise and manage the unit's SIGINT functions. For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35P's career should be fundamentals in management, leadership, and training of personnel and MOS skills. MOS 35P can serve in the following positions at this skill level: Detachment Sergeant, Platoon Sergeant, Special Operations Team – Alpha NCOIC, SIGINT Voice Interceptor Supervisor, and Transcription Supervisor. Leadership positions are necessary in order to be competitive for promotion to MSG/1SG.

(c) Key Developmental. Security Force Assistance Brigade (SFAB), NSA/CSS Site Cryptologic Linguist Supervisor, NSA/CSS Site Transcription Supervisor, Special Mission Unit, Ranger Regiment Support.

(d) Broadening assignments. Senior Drill Sergeant/AIT Platoon Sergeant, Career Management NCO, HRC Professional Development NCO, Senior CTC Observer Controller/Trainer, Senior Small Group Leader, Military Language Instructor, BDE CLPM, Recruiter, Defense Attaché, Inspector General NCO, SARC, EOA.

(e) Military training. MOS Enhancing: Tactical SIGINT Course, NSA Military Cryptologic Continuing Education Program (MCCEP) Phase 1 and 2, Foundry Low Level Voice Intercept (LLVI) Course, Aerial Precision Guidance (Air/Ground Certification), NSA Military Language Analyst Program (MLAP). Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I/II. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience is available via the Foundry Program. See paragraph 15–3 or DA Pam 611–21 for additional training.

(f) Self-development. During this phase of a Soldier's career they should complete an Associate's Degree and begin to pursue a Bachelor's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion to Master Sergeant. Attendance at Advanced language enhancement courses is encouraged to increase the Soldier's proficiency and understanding of their target language and culture. For additional information on self-development, refer to paragraph 15-3.

(5) Master Sergeant/First Sergeant. MOS 35P competes against MOS 35F, 35G, 35L, 35M, 35N, 35S and 35T for selection and promotion to MOS 35Z at MSG (E8). See paragraph 15–28.

Chapter 20. Military occupational specialty 35P, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 21. Military occupational specialty 35P, Reserve Component

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

The RC NCOPDS satisfies PD and functional area requirements. This is the same for all components.

Chapter 22. Military occupational specialty 35S, Signals Collector/Analyst

a. Major duties. The Signals Collector/Analyst performs Signals Intelligence (SIGINT) exploitation and resource management during the search, locating, collection, analysis, reporting, and survey of foreign communications collected throughout the electromagnetic spectrum (EMS), special sources and digital networks. They conduct collection efforts against non-communication transmissions to include Electronic Intelligence (ELINT), Operational Electronic Intelligence (OPELINT), Foreign Instrumentation SIGINT (FISINT), Technical Electronic Intelligence (TECHELINT), and the functional ranges of the EMS to include emerging and existing communication and non-communication standards. They operate communications equipment and SIGINT related hardware and software at both strategic and tactical assignments to conduct search and survey of RF and digital networks in order to collect, identify, record, locate and report on target transmissions. They determine signal parameters used in the identification and processing of Intelligence through the application of signals analysis techniques. Additionally, they conduct digital network analysis in an effort to extract intelligence and measure, classify and evaluate network composition and content. Success in this MOS requires a Soldier to seek as much assignment diversity as possible, however, Soldiers in this MOS often have more time in U.S. Army INSCOM organizations.

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

c. Goals for development. Soldiers should strive to exceed the standard regardless of the position currently held. Boards select Most Qualified and Highly Qualified leaders with a balanced and diverse career of assignments and duty positions. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels, and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Most Qualified and Highly Qualified performance in MOS 35S is demonstrated through exceeding the standards of proficiency and potential in leadership and technical skills, and seeking diversity in assignment type and duty positions, and broadening assignments at available echelons. Assignment diversity may consist of CONUS and OCONUS, in Operating Force (OF) and Generating Force (GF) assignments at the tactical, operational and strategic levels; fulfilling traditional Key Leadership Positions (Team Leader, Squad Leader, Platoon Sergeant, and Detachment Sergeant), and nontraditional Leadership Positions (Watch NCOIC, Mission Supervisor, Senior Enlisted Leader, Branch Chief, Section Leader, Section NCOIC, and command and staff positions).

(1) Private—Specialist/Corporal.

(a) Skills. Skill Level 10 Signals Collector/Exploitation Analysts know security protocols and measures in relation to national security, classification markings and storage of classified material. They understand the capabilities of the platforms and assets available and which capability will best answer the commander's RFIs. They perform basic computer commands, survey the EMS for a Signal of Interest (SOI), operate SIGINT equipment, and select appropriate antenna types. They identify basic elements of radio wave propagation theory, PROFORMA data, FISINT data, TECHELINT data, and functional ranges of the EMS to include emerging and existing communication and non-communication standards. They analyze the waveform and basic protocol data of an SOI to determine the enemy's location. They survey the EMS for an SOI, report findings, and prepare a signal collection/exploitation mission activity log.

(b) Operational assignments. The focus during the early years of a 35S's career should be on building a strong base of technical expertise in equipment, basic MOS skills, and Skill Level

10 common Soldier tasks. MOS 35S can serve in the following positions at this skill level: Signals Collector/Analyst and Overhead Collection Analyst.

(c) *Military training.* Additional training and experience is available via the Foundry Program and through the National Security Agency (NSA) Military Cryptologic Continuing Education Program (MCCEP). See paragraph 15–3 or DA Pam 611–21 for additional training.

(d) *Self-development.* Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their potential for promotion to higher grades. For additional information on self-development, refer to paragraph 15-3.

(2) Sergeant.

(a) *Skills.* In addition to performing duties in the preceding skill level, Skill Level 20 Signals Collector/Exploitation Analyst leads and provides guidance to subordinate Soldiers. They implement SIGINT training IAW the commander's guidance, Training Support Package, the units' METL and collective tasks. They perform intermediate computer commands, intermediate signals analysis, and intermediate protocol analysis. They provide input based on SOI interpretation and analysis for the COP and the commander's MDMP. They ensure their subordinates know how to query, filter, and retrieve a variety of technical information. They train their Soldiers on how SIGINT supports the IPB process. They lead team-level signals collection/exploitation operations, deploy SIGINT equipment, and maintain a mission related signal database. For additional skills, refer to paragraph 15-3.

(b) *Operational assignments.* The focus during this phase of a 35S's career should be in developing Skill Level 20 common Soldier tasks, leadership skills, and honing technical knowledge. MOS 35S can serve in the following positions at this skill level: Team Leader, Shift Leader, and Signals Collector/Analyst.

(c) *Key Developmental.* Security Force Assistance Brigades (SFAB), Special Mission Units (SMU), Ranger Regiment Support, Special Forces Support, Space Control EMS Collector, I2CEWS Collector/Analyst, NSA Site SDC Analyst, NSA Site ELINT/FISINT Section Analyst, NSA MCSAP/MECCAP.

(d) *Broadening assignments.* Drill Sergeant, Combat Training Center (CTC) Observer Controller/Trainer, Small Group Leader, Instructor, Defense Attaché, and Recruiter.

(e) *Military training.* MOS Enhancing: NSA Military Cryptologic Education Program (MCCEP) Phase 1-4, Enlisted Crypto Military Communications Intelligence Signals Analyst Program (MCSAP), and the Middle Enlisted Cryptologic Career Advancement Program (MECCAP). Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience is available via the Foundry Program. See paragraph 15–3 or DA Pam 611–21 for additional training.

(f) *Self-development.* Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their potential for promotion to higher grades. For additional information on self-development, refer to paragraph 15-3.

(3) Staff Sergeant.

(a) *Skills.* In addition to performing duties in the preceding skill level, the Signals Collector/Exploitation Sergeant leads Soldiers through subordinate leaders. They are responsible for the development of SIGINT training, including the identification of collective tasks to train during training events, drafting the training plan, and preparing to execute training that supports the units' collective tasks, METL, and meets the commander's intent. They are responsible for the quality control and evaluation of SIGINT products. They possess an in-depth knowledge of the assets and capabilities available, and provide recommendations in the planning and use of those SIGINT assets for the ISR Sync Matrix. They develop advanced computer commands, perform analysis of advanced or unknown signals, and advanced protocol analysis. They implement signals collection/exploitation

requirements and release findings of a basic/intermediate SOI. They monitor RFIs and ensure all products are disseminated in a timely manner. They lead squad-level signals collection/exploitation operations and draft a CONOP for a signals collection/exploitation mission. The Signals Collector/Exploitation Sergeant is a subject matter expert for the tasking, collection, and dissemination of Technical SIGINT analysis. For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35S's career must be on continued development and refinement of the Skill Level 30 common Soldier tasks, technical expertise, leadership skills, and building on the ability to mentor junior leaders and Soldiers. MOS 35S Soldiers can serve in the following positions at this skill level: Squad Leader, Section NCOIC, and Collector/Analyst SGT. Leadership positions are necessary in order to be competitive for promotion to SFC.

(c) Key Developmental. Security Force Assistance Brigade (SFAB), Special Mission Unit, Ranger Regiment Support, Special Forces Support, Space Control NCO, I2CEWS Collector/Analyst SGT, NSA Site ELINT/FISINT Section, NSA MCSAP/MECCAP.

(d) Broadening assignments. Drill Sergeant/AIT Platoon Sergeant, Combined Training Center (CTC) Observer Controller/Trainer, Small Group Leader, Instructor, Defense Attaché, and Recruiter.

(e) Military training. MOS Enhancing: NSA Military Cryptologic Education Program (MCCEP) Phase 1-4, Enlisted Crypto Military Communications Intelligence Signals Analyst Program (MCSAP), Middle Enlisted Cryptologic Career Advancement Program (MECCAP). Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience is available via the Foundry Program. See paragraph 15-2 or DA Pam 611-21 for additional training.

(f) Self-development. During this phase of a Soldier's career they should pursue, and strive to complete, an Associate's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion to Sergeant First Class. For additional information on self-development, refer to paragraph 15-3.

(4) Sergeant First Class.

(a) Skills. In addition to performing duties in the preceding skill level, the Senior Signals Collector/Exploitation Sergeant executes and manages missions while leading NCOs, who in-turn lead Soldiers. They are responsible for the evaluation of SIGINT training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They supervise signals collection/exploitation operations, release analysis results of advanced or unknown signals, review a SIGINT mission CONOP, and manage an organizations access to the National Security Agency (NSA) information infrastructure. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWfF. They supervise and manage all aspects of the Tasking, Collection, Processing, Exploitation, and Dissemination (TCPED) process for SIGINT operations. For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35S's career should be fundamentals in management, training, and leadership of personnel and MOS skills. MOS 35S can serve in the following positions at this grade level: Detachment Sergeant, Platoon Sergeant, and Senior SIGINT Collector/Analyst. Leadership positions are necessary in order to be competitive for promotion to MSG/1SG.

(c) Key Developmental. Security Force Assistance Brigade (SFAB), I2CEWS Senior Tech INTEL Analyst, NSA Site Functional Manager, Special Mission Unit, Ranger Regiment Support.

(d) Broadening assignments. Senior Drill Sergeant/AIT Platoon Sergeant, Senior CTC Observer Controller/Trainer, Senior Small Group Leader, Senior Instructor, HRC PD NCO, Defense Attaché, IG NCO, Recruiter, SARC, and EOA.

(e) Military training. MOS Enhancing: NSA Military Cryptologic Education Program (MCCEP) Phase 1-4, Enlisted Crypto Military Communications Intelligence Signals Analyst Program (MCSAP), Middle Enlisted Cryptologic Career Advancement Program (MECCAP). Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I/II. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience is available via the Foundry Program. See paragraph 15–20 or DA Pam 611–21 for additional training.

(f) Self-development. During this phase of a Soldier's career they should complete an Associate's Degree and begin to pursue a Bachelor's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion to Master Sergeant. For additional information on self-development, refer to paragraph 15-3.

(5) Master Sergeant/First Sergeant. MOS 35S competes against MOS 35F, 35G, 35L, 35M, 35N, 35P, and 35T for selection and promotion to MOS 35Z at MSG (E8). See paragraph 15–28.

Chapter 23. Military occupational specialty 35S, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 24. Military occupational specialty 35S, Reserve Component

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

Chapter 25. Military occupational specialty 35T, Military Intelligence Systems Maintainer/Integrator

a. Major duties. The Military Intelligence Systems Maintainer/Integrator configures, monitors, integrates, maintains, troubleshoots, repairs, and manages Intelligence Information Systems (IIS), equipment, transmission media, and networks. The Systems Maintainer conducts Program of Record and Non-Standard Equipment integration into intelligence networks supporting an Intelligence Architecture Plan. They coordinate the integration of equipment in order to enable collaboration among all the community partners and intelligence specialties while providing technical support to protect information in an intelligence network. The Systems Maintainer performs computer hardware and software installation and configurations, provides field and sustainment level maintenance to multi-functional, multi-user, intelligence gathering and information processing systems, peripheral equipment, and associated devices in deployed and fixed sensitive compartmented information facilities

(SCIF). The Systems Maintainer performs and supervises the planning, employment, configuration, integration, monitoring and maintenance of complex computer-controlled networks and national cryptologic systems for all intelligence disciplines to enable near-real-time support to the warfighters, intelligence requirements and operations. Success in this MOS requires a Soldier to seek as much assignment diversity as possible.

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

c. Goals for development. Soldiers should strive to exceed the standard regardless of the position currently held. Boards select Most Qualified and Highly Qualified leaders with a balanced and diverse career of assignments and duty positions. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Most Qualified and Highly Qualified performance in MOS 35S is demonstrated through exceeding the standards of proficiency and potential in leadership and technical skills, and seeking diversity in assignment type and duty positions, and broadening assignments at available echelons. Assignment diversity may consist of CONUS and OCONUS, in Operating Force (OF) and Generating Force (GF) assignments at the tactical, operational and strategic levels; fulfilling traditional Key Leadership Positions (Team Leader, Squad Leader, Platoon Sergeant, and Detachment Sergeant, and 1SG), and nontraditional Leadership Positions (Section Leader, Section NCOIC, and Command and Staff positions).

(1) Private—Specialist/Corporal:

(a) Skills. Skill Level 10 MI Systems Maintainers understand how to maintain, repair, conduct pre and post operational procedures, employ, and integrate Intelligence Information Systems (IIS) into an Intelligence Architecture. They integrate them into a power grid and establish them on the network and ensure they are discoverable to other network resources, and operate within mission application requirements and network configuration information. They are able to integrate, maintain, and repair a network layer device (router or switch). They can configure a network encryption device within an Intelligence Architecture.

(b) Operational assignments. The focus during the early years of a 35T's career should be on building a strong base of technical expertise in equipment, basic MOS skills, and Skill Level 10 common Soldier tasks. MOS 35T can serve in the following positions at this skill level: MI Systems Maintainer/Integrator.

(c) Military training. MOS 35T Soldiers should begin working towards their technical certifications (CompTIA Network+, Security+ and A+). Additional training and experience is available via the Foundry Program. See paragraph 15–2 or DA Pam 611–21 for additional training.

(d) Self-development. Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their potential for promotion to higher grades. For additional information on self-development, refer to paragraph 15-3.

(2) Sergeant.

(a) Skills. In addition to performing duties in the preceding skill level, the Skill Level 20 MI Systems Maintainer leads and provides guidance to subordinate Soldiers. They implement maintenance and integration training IAW the commander's guidance, Training Support Package, the units' METL and collective tasks. They have basic knowledge of how the different IIS along with the Intelligence Architecture support the IWfF. They conduct the integration of IIS within an Intelligence Architecture by establishing sustainable communication between systems and classified and unclassified secured networks. They perform quality control and production control within an intelligence maintenance support activity by verifying scheduled services are performed and the associated forms are

completed correctly. They ensure their subordinates observe all cautions and warnings in Technical Manuals (TMs) and equipment. They ensure faults are correctly diagnosed and corrected, parts installed or ordered, and needed maintenance is performed at the authorized level. They conduct forecast scheduling and working load within an Intelligence Maintenance Support Activity in accordance with appropriate regulations and policies. They are responsible for resourcing repair parts within an Intelligence Maintenance Support Activity by using by utilizing the proper forms and maintenance systems. They record all requests for supply actions and forward all unit requests to the supporting Supply Support Activity (SSA) and Troop Issue Subsistence Activity (TISA). For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35T's career should be in developing Skill Level 20 common Soldier tasks, leadership skills, and honing technical knowledge. MOS 35T can serve in the following positions at this skill level: Team Leader, Section NCOIC and MI systems maintainer/integrator SGT.

(c) Key Developmental. Security Force Assistance Brigade (SFAB), Special Mission Unit (SMU), Special Forces Support, E-MIB IEW Shop, IEW Shop.

(d) Broadening Assignments. Drill Sergeant, Small Group Leader, Instructor, Defense Attaché, Recruiter.

(e) Military training. MOS Enhancing: Digital Intelligence Systems Master Gunners Course, DCGS-A Maintenance Course, GCSS-A Maintenance Supervisor Course, Technical Certifications (CompTIA Network+, Security+, A+). Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience is available via the Foundry Program. See paragraph 15-3 or DA Pam 611-21 for additional training.

(f) Self-development. Soldiers should pursue civilian education to differentiate themselves from their peers and enhance their potential for promotion to higher grades. For additional information on self-development, refer to paragraph 15-3.

(3) Staff Sergeant.

(a) Skills. In addition to performing duties in the preceding skill levels, the MI Systems Maintenance Sergeant leads Soldiers through subordinate leaders. They are responsible for the development of maintenance and integration training, including the identification of collective tasks to train during training events, drafting the training plan, and preparing to execute training that supports the units' collective tasks, METL, and meets the commander's intent. They have clear understanding of how the different IIS along with the Intelligence Architecture support the IWwF. They are responsible for maintenance activities within their assigned IEW shop. They perform system management functions on IIS maintaining compliance and ensuring confidentiality, integrity and availability of the IIS. They plan the integration of Multiple Intelligence Systems within an established Intelligence Architecture to meet 100% of developed mission requirements. They manage the Test, Measurement, and Diagnostic Equipment (TMDE) Program within their organization. They direct Intelligence Maintenance Support Activity shop operations, in accordance with appropriate regulations and policies, ensuring maintenance discipline and management controls. For additional skills, refer to paragraph 15-3.

(b) Operational assignments. The focus during this phase of a 35T's career must be on continued development and refinement of the Skill Level 30 common Soldier tasks, technical expertise, leadership skills, and building on the ability to mentor junior leaders and Soldiers. MOS 35T can serve in the following positions at this skill level: Squad Leader, Section NCOIC, MI Systems Maintainer/Integrator SGT, RDT&E NCO, and Operations NCO. Leadership positions are necessary in order to be competitive for promotion to SFC.

(c) *Key Developmental.* Security Force Assistance Brigade (SFAB), Special Mission Unit (SMU), Special Forces Support, E-MIB IEW Shop, IEW Shop.

(d) *Broadening assignments.* Drill Sergeant/AIT Platoon Sergeant, Small Group Leader, Instructor, Defense Attaché, and Recruiter.

(e) *Military training.* MOS Enhancing: Digital Intelligence Systems Master Gunners Course, DCGS-A Maintenance Course, GCSS-A Maintenance Supervisor Course, Technical Certifications (CompTIA Network+, Security+, A+). Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education (SEJPME) I. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience is available via the Foundry Program. See paragraph 15–3 or DA Pam 611–21 for additional training.

(f) *Self-development.* During this phase of a Soldier's career they should pursue, and strive to complete, an Associate's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion to Sergeant First Class. For additional information on self-development, refer to paragraph 15-3.

(4) Sergeant First Class.

(a) *Skills.* In addition to performing duties in the preceding skill levels, the Senior MI Systems Maintenance Sergeant executes and manages missions while leading NCOs, who in-turn lead Soldiers. They are responsible for the evaluation of maintenance and integration training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWFF. They manage the integration of intelligence systems into the Intelligence Architecture to meet all mission requirements. They understand system limitations and advise leadership of system and architecture capabilities. They manage the Information Assurance Certification Program ensuring all maintenance personnel are in accordance with applicable policies, instructions, and regulations. They ensure all Intelligence Architecture systems are hardened against intrusion and maintained and secured. They ensure the status of all IIS and personnel are 100% mission capable. They supervise the sustainment of ISS in accordance with applicable references with 100% accuracy. They manage the procedures and processes of Installation Maintenance Supply Activity by establishing a unit SOP, a safety program, production control procedures, a calibration program for TMDE, and the financial resource management program. They have a clear understanding on how to implement and maintain their IIS in a field environment. For additional skills, refer to paragraph 15-3.

(b) *Operational assignments.* The focus during this phase of a 35T's career should be fundamentals in management, training, and leadership of personnel and MOS skills. MOS 35T can serve in the following positions at this skill level: Detachment Sergeant, Platoon Sergeant, Senior MI Systems Maintainer/Integrator, Senior RDT&E NCO, and Operations NCO. Leadership positions are necessary in order to be competitive for promotion to MSG/1SG.

(c) *Key Developmental.* Security Force Assistance Brigade (SFAB), Senior Research, Development, Test and Evaluation (RDT&E) NCO, Special Mission Unit (SMU), BN Operations NCO, IEW Shop.

(d) *Broadening assignments.* Senior Drill Sergeant/AIT Platoon Sergeant, Career Management NCO, Senior CTC Observer Controller/Trainer, Senior Small Group Leader, Senior Instructor, HRC PD NCO, Defense Attaché, IG NCO, Recruiter, SARC, EOA.

(e) *Military training.* MOS Enhancing: Digital Intelligence Systems Master Gunners Course, DCGS-A Maintenance Course, GCSS-A Maintenance Supervisor Course. Individual Enhancing: Ranger, Battle Staff, Senior Enlisted Joint Professional Military Education

(SEJPME) I/II. Organizational Enhancing: Airborne, Jump Master, Air Assault. Additional training and experience is available via the Foundry Program. See paragraph 15–3 or DA Pam 611–21 for additional training.

(f) Self-development. During this phase of a Soldier's career they should complete an Associate's Degree and begin to pursue a Bachelor's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion to Master Sergeant. For additional information on self-development, refer to paragraph 15-3.

(5) Master Sergeant/First Sergeant. MOS 35T competes against MOS 35F, 35G, 35L, 35M, 35N, 35P, 35Q and 35S for selection and promotion to MOS 35Z at MSG (E8). See paragraph 15–28.

Chapter 26. Military occupational specialty 35T, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 27. Military occupational specialty 35T, Reserve Component

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

Chapter 28. Military occupational specialty 35Z50, Intelligence Master Sergeant

a. Major duties. The Intelligence Master Sergeant serves as the principal NCO in a company as a 1SG, or as the principle NCO in staff sections of BN and higher echelons in tactical, operational, strategic, and joint level environments. The MSG/1SG provides leadership and tactical and technical guidance to peers and subordinates, as well as providing recommendations and insight to superiors in the accomplishment of their duties. They edit and prepare plans, training materials, and coordinate the implementation of operations, training programs, and communication activities. They review intelligence related publications, policies, procedures, and prepare recommended changes and updates to support present and future operations. They compare, review, and request force manning and structure authorization documents with intelligence scope, mission and function to recommend revisions or requisitions.

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

c. Goals for development. The Intelligence Master Sergeant should always strive to exceed the standard regardless of the position currently held. Boards select Most Qualified and Highly Qualified leaders with a balanced, diverse career of assignments and duty positions, enhanced the professionalism by ever-increasing civilian and military education levels, and displayed a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Most Qualified and Highly Qualified performance in MOS 35Z50 is demonstrated through exceeding the standards of proficiency and potential in leadership and technical skills, while seeking diversity in assignment type

and duty positions among Operating Force (OF), Generating Force (GF), and broadening assignments at available echelons.

(1) Master Sergeant/First Sergeant.

(a) Skills Master Sergeant. The Intelligence Master Sergeant is responsible for all aspects of the previous skill levels duties and responsibilities related to all intelligence disciplines. They must achieve mastery of the knowledge and experience gained throughout their career. The Intelligence Master Sergeant leads, manages, and trains company and battalion level intelligence activities. They are able to operate at the service, joint, inter-agency, inter-governmental, and multi-national levels of intelligence operations. They provide oversight and experience of all aspects of the IWfF. They manage intelligence readiness, the intelligence cycle, and empower the intelligence enterprise through organizational expertise and operational guidance in the areas of MI systems implementation and intelligence support. The Intelligence Master Sergeant synchronizes intelligence efforts with operational requirements to achieve unity of effort to meet the commander's intent. They review, evaluate, prepare, and execute asset and personnel deployment, employment, and redeployment. For additional skills, refer to paragraph 15-3.

(b) Skills First Sergeant. The 1SG is the senior enlisted advisor to the Commander at the Company level. They are responsible for maintaining and enforcing standards, ensuring training objectives are met, developing the Soldiers in the unit, all administrative functions, and ensuring the health, welfare, and morale of the unit and their Families. The 1SG is the senior trainer at the company level and synchronizes the company's training plan with the unit's METL, CTLs, and WTBDs by driving the implementation of the 8-Step Training Model. The 1SG evaluates individual and collective training, providing key insight to the commander. They monitor and ensure unit readiness and are key in the development and enforcement of the unit's physical fitness program. The 1SG serves as a coordinator for training and resources, as well as the lead integrator with outside organizations and entities. They design, implement, and manage an NCO leader development program and are the standard bearer for their organization while serving as a role model for all Soldiers, NCOs and Officers. For additional skills, refer to paragraph 15-3.

(c) Operational assignments. The critical assignment a MSG should aggressively seek is the appointment as a 1SG. Demonstrated Most Qualified and Highly Qualified performance serving as a 1SG significantly contributes toward a 35Z50s potential as a future SGM. In addition, exemplary performance as an Intelligence Master Sergeant in OF assignments at the tactical and operational levels, to include BCT, Special Operations organizations, and Division/Corps Analytical Control Element (ACE) positions, require similar 1SG leadership skills and knowledge, and also require significant technical and staff level competencies. MOS 35Z50 can serve in the following position at this skill level: First Sergeant, Joint Senior Enlisted Advisor/Leader (SEA/SEL), Fusion NCOIC.

(d) Key Developmental. Security Force Assistance Brigade (SFAB), Division/Corps ACE NCOIC, BCT S2 NCOIC/Intelligence Senior Sergeant/Chief Intelligence SGT, BN/BDE Operations S3 NCOIC, Mission Manager, Special Missions Units (SMU), Special Forces support, Chief RDT&E NCOIC.

(e) Broadening assignments. Senior Career Management NCO, Senior HRC PD NCO, Joint Intelligence Centers and/or Activities, Chief CTC Observer Controller/Trainer, NCOA Deputy Commandant, Chief Instructor/Writer, Chief Training Developer, Defense Attaché, IG NCO, SARC, EOA, RDT&E SNCO, TECHINT NCO.

(f) Military training. Battle Staff OPS Course, Senior Enlisted Joint Professional Military Education (SEJPME) II. Additional training and experience is also available via Foundry. See paragraph 15-3 or DA Pam 611-21 for additional training.

(g) Self-development. During this phase of a Soldier's career they should continue toward completion of a Bachelor's Degree. This differentiates a Soldier from their peers and further enhances their position for promotion to Sergeant Major. At minimum, a completed Associate's Degree is necessary prior to attendance at USASMA in order to attain a Bachelor's Degree. For additional information on self-development, refer to paragraph 15-3.

(2) Sergeant Major/Command Sergeant Major. MOS 35Z5O competes for selection and promotion to MOS 35Z6O at SGM/CSM (E9). See paragraph 15-31.

Chapter 29. Military occupational specialty 35Z5O, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 30. Military occupational specialty 35Z5O, Reserve Component

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

Chapter 31. Military occupational specialty 35Z6O, Intelligence Sergeant Major

a. Major duties. The Intelligence Sergeant Major enables Mission Command by serving as the principle enlisted advisor at BDE and above organizations, as well as service, joint, inter-agency, inter-governmental, and multinational levels of intelligence operations in support of unified land operations. They provide oversight and experience inclusive of all aspects of the IWfF. They manage intelligence readiness, the intelligence cycle and empowers the intelligence enterprise through operational guidance, technical expertise, and the integration of All Source, CI, SIGINT, HUMINT, GEOINT, and intelligence systems maintenance at all echelons. They synchronize intelligence efforts with operational requirements to achieve unity of effort and meet the commander's intent. They review, evaluate, prepare, and execute intelligence asset and personnel deployment, employment and redeployment. They compare intelligence MTOE and TDA authorizations and recommend revisions. They supervise and oversee the implementation of Intelligence Architecture, to include the conduct of Military Intelligence systems maintenance and test operations. Success in this MOS requires demonstrated expertise in a variety of progressive assignments including leadership, key billet and staff positions at the tactical, operational, and strategic levels. Attaining MOS 35Z requires demonstrated potential in both technical skills and leadership abilities. Success also requires the Intelligence Sergeant Major to seek as much assignment diversity as possible with duty in both tactical and strategic assignments, DIV and Corps assignments, CONUS and OCONUS assignments, and MTOE and TDA assignments. Soldiers selected to perform at this level must have a working knowledge and understanding of all intelligence functions and OPS in order to provide the requisite level of advisement to their commander or staff officer formations.

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

c. Goals for development. The Intelligence Sergeant Major should always strive to exceed the

standard regardless of the position currently held. Boards select Most Qualified and Highly Qualified leaders with a balanced, diverse career of assignments and duty positions, enhanced the professionalism as Intelligence leaders by ever-increasing civilian and military education levels, and displayed a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Most Qualified and Highly Qualified performance in MOS 35Z6O is demonstrated through exceeding the standards of proficiency and potential in leadership and technical skills, and seeks diversity in assignment type and duty positions, and broadening assignments at available echelons. Assignment diversity may consist of CONUS and OCONUS, in Operating Force (OF) and Generating Force (GF) assignments at the tactical, operational and strategic levels.

(1) Sergeant Major/Command Sergeant Major.

(a) Skills Sergeant Major. The Intelligence Sergeant Major enables Mission Command by serving as a principle enlisted advisor/leader at the service, joint, inter-agency, inter-governmental, and multi-national levels of intelligence operations understanding Army and Joint Doctrine. They provide oversight and experience inclusive of all aspects of the IWfF and all intelligence disciplines. They manage intelligence readiness and the intelligence cycle across the BN/BDE/DIV/CORPS. They assist in the management of professional military education and personnel assignments internal to the organization. They perform talent management and mentor subordinate units. The SGM compares, reviews, and requests force manning and structure authorization documents, with intelligence scope, mission and function, to recommend revisions or requisitions. They build relationships and teams within the organization to streamline processes and facilitate rapid resolution of issues and conflicts and extend influence outside the organization. They edit and prepare plans, training materials, and coordinate the implementation of operations, training programs, and communication activities. They review intelligence related publications, policies, procedures, and prepare recommended changes and updates to support present and future operations. For additional skills, refer to paragraph 15-3.

(b) Skills Command Sergeant Major. The CSM is the senior NCO in the command at battalion and higher levels. They are the principal advisor to the commander, providing advice and making recommendations to the commander and staff in matters pertaining to the organization. They provide oversight and experience inclusive of all aspects of the IWfF and all intelligence disciplines. They understand Mission Command and execute the commander's intent through disciplined initiative, supporting the commander's priorities. They engage key stakeholders and foster strong relationships, across echelons, with agencies within the community and build relationships with peer units and higher headquarters to champion the unit up and out. They carry out and enforce policies and standards on performance, training, appearance and conduct of the organization. They focus on key training objectives and are present and engaged with the unit's training and operations, all while eliminating or minimizing training distractions. The CSM is responsible for the enlisted talent management of their organization in order to maintain directed levels of individual readiness. They design, implement, and manage an NCO leader development program and are the standard bearer for their organization while serving as a role model for all Soldiers, NCOs and Officers. They communicate effectively, able to easily explain strategic and operational policy to the tactical level. For additional skills, refer to paragraph 15-3.

(c) Operational assignments. The principal assignment for a SGM is G2 SGM at DIV level or higher staff assignments. Experience and leadership skills are gained through a variety of challenging and developmental duty assignments, which are paramount for progression and selection as a CSM or nominative position. Subsequently, competing for the command selection list at the BN and BDE level further enhances the necessary leadership skills,

knowledge, and experience to establish a foundation for future nominative positions. Diverse and varied assignment in staff sections and command positions in operating and generating force assignments develop the comprehensive, professional, senior intelligence leader capable of advising, mentoring and excelling at the nominative selection board/panel. MOS 35Z6O can serve in the following position at this skill level: BN/BDE CSM, Joint Senior Enlisted Advisor/Senior Enlisted Leader (SEA/SEL), NCOA Commandant, Garrison CSM.

(d)Key Developmental. G2/J2 SGM, BDE OPS SGM, Special Missions Units (SMU), Joint Intelligence Operations Center (JIOC), Special Operations support, Ranger Regiment, and NATO.

(e)Broadening assignments. Chief Career Management NCO, HRC Branch/Division SGM, USAMA Intelligence Fellowship, Congressional Fellowship, Chief Instructor/Writer, G3/S3 SGM, Advisor and Assistance Team, Nominative Positions.

(f) Military training. Pre-Command Course (PCC), Nominative Leader Course (NLC).

(g)Self-development. Complete the appropriate level of Distributed Leaders Course (DLC) in order to meet the prerequisites for attendance to the specified PME/NCOPDS in accordance with paragraph 15-3. For additional information on self-development, refer to paragraph 15-3.

Chapter 32. Military occupational specialty 35Z6O, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 33. Military occupational specialty 35Z6O, Reserve Component

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