

Financial Management (CMF 36) Career Progression Plan

Chapter 1. Duties

Financial Management battlefield functions are outlined in detail in FM 1–06 and replace the core functions of Resource Management (RM) and Finance Operations (FO) as terms. Financial Management integrates these core functions under one term. The individual with synchronization responsibility for FM operations at the Theater, Corps, and Division (DIV) level is the assistant chief of staff, Financial Management (G-8), who consults with the Financial Management Support Center (FMSC). The Army has deployed modular FM units as part of the Sustainment Warfighting Function within the Theater Sustainment Command (TSC), Expeditionary Sustainment Command (ESC), and the Sustainment Brigade (SUST BDE). The Financial Management mission is to analyze the commander's tasks and priorities, and to identify the financial resource requirements and combine efforts with the other members of the Fiscal Triad (FM, Legal and Contracting), which will enable the commander to accomplish the mission. Financial managers acquire, program, budget, allocate, distribute, and control all funds. They provide critical advice to the commander on the best allocation of scarce resources. Additionally they fund Army, joint, and unified action forces by providing timely procurement and contracting support, banking and currency support, US and non-US pay support, accounting and cost capturing support, financial advice, protecting funds from fraud, waste and abuse, conduct manpower assessments, and analyze CDRs tasks and priorities to ensure proper financial resources are available to accomplish the mission. Financial Management units also have the mission to protect and defend themselves, to continue sustainment of the force, and to maintain battle freedom for combat units to engage the enemy. All Financial Management units must have enhanced communications and adequate automatic data processing (ADP) equipment to conduct effective split-based operations. CMF 36 Soldiers need to have knowledge of: AR 25–55, The Department of the Army Freedom of Information Act Program and AR 340–21, The Army Privacy Program.

Chapter 2. Transformation

The Finance Corps Core Values of patriotism, integrity, competence and service are embodied in its commitment to the global combat force sustainment mission. Although the mission is a highly technical one, Financial Management NCOs are first and foremost Soldiers who are expected to remain physically fit, tactically proficient, and live the seven Army Values. In this regard, it is imperative that Financial Management NCOs be proficient in all Warrior Tasks and Battle Drills in order to defend themselves in hostile environments, take care of their Soldiers, and safely accomplish the mission. Under the modular force structure, Financial Management NCOs serve in ASCC/Corps/Division/TSC/ESC G8s, ESC/Sustainment Brigades, Financial Management Support Centers, Financial Management Support Units, and Financial Management Support Detachments. The primary focus of Financial Managers are on budgetary, cost culture, accounting, cash management, travel support, and procurement activities. Financial Management NCOs are responsible for leading, training, and advising Soldiers in all aspects of these technical core competencies and must keep abreast of new training opportunities and procedural changes as financial management support systems continue to rapidly evolve. Effects of Financial Management Force Modularity have impacted the Financial Management Corps by converting 16 CSM billets to SGM billets and only two authorized CSM billets will remain. The two remaining CSM billets are: Regimental/Corps Command Sergeant Major and US Army Financial Management Command (USAFMCOM) Command Sergeant Major. The CSL opportunities for CSM will remain the same.

Chapter 3. Recommended Career Management Self-Development, by rank

a. Private E-1 to Specialist/Corporal

(1) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Soldiers should study and master the following military publications: STP 21-1, Soldier's Manual of Common Tasks; FM 1-06, Financial Management Operations; TC 3-21.5, Drill and Ceremonies; TC 3-21.75, The Warrior Ethos and Soldiers Combat Skills; TC 3-25.26, Map Reading and Land Navigation;; TC 4-02.1, First Aid for Soldiers; TC 7-21.13, The Soldier's Guide; AR 670-1, Wear and Appearance of Army Uniforms and Insignia; TC 3-22.20, Army Physical Readiness Training; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following books are suggested for self-development: Art of War by Sun Tzu, The Forgotten Soldier by Sajer, Guy and The Killer Angels by Shaara, Michael. CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DANTES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Soldiers with GT scores below 110 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics may prepare Soldiers for the Armed Forces Classification Test (AFCT) and improve promotion potential.

(5) The Army Correspondence Course Program (ACCP) and Certification Programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES and Credentialing Opportunities On-Line (COOL) Web sites. CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site to obtain maximum Army/American Council on Education Registry Transcript (ARRTS) transfer credits. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

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

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL website. For information on these and other education programs, visit the AEC on your installation.

b. Sergeant

(1) The quality and success of a Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Sergeants committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) These NCOs should study and master these additional military skills specified in each of the following publications: STP 21–24; FM 1; FM 1-06; ADP 3-0; TC 3-22.9; ATP 5-19; FM 6–22; ADP 7-0 and ADP 7-1; FM 7–1; FM 7-22.; FM 7–93; AR 25-50; AR 600-8-19; DA Pam 600-25; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following books are suggested reading for self-development: Common Sense Training by Collins, Presidio Press, 1980; Small Unit Leadership by Malone, Mike; readings on military leaders (e.g. Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, Schwarzkopf); The Story of the Noncommissioned Officer Corps (USA Center of Military History, 70–38); and When Bad Things Happen to Good People by Kushner, Harold S. CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those sergeants willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site to obtain maximum Army/American Council on Education Registry Transcript (ARRTS) transfer credits. Additionally, Sergeants should strive to serve in some of the following demanding assignments: Budget Analyst, Disbursing Analyst, Vendor Service Analyst, and Accounting Analyst.

(5) Soldier boards such as NCO of the Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate effectively.

(6) The ACCP and Certification Programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES and COOL Web site.

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

c. Staff Sergeant

(1) The quality and success of a Staff Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master these additional military publications: FM 1-06; FM 3-16; ADP 4-0; FM 4-95; FM 6-22.5; -10 level maintenance

manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following additional books are suggested reading for self-development; continue readings on military leaders (e.g. Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwarzkopf); Small Unit Administration, Manual or ADP Systems, Stackpole Books; and The Noncommissioned Officers' Family Guide, Gross, Beau Lac Pub, 1985. CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSGs willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site to obtain maximum Army/American Council on Education Registry Transcript (ARRTS) transfer credits. These self-development options are based on the SSG's own desire to excel. At this stage, SSGs should seek opportunities to pursue completion of an Associate's/Bachelor's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Additionally, Staff Sergeants should strive to serve in some of the following demanding assignments: Senior Budget Analyst, Small Group Leader NCOES, Instructor Army Service School/AIT Platoon Sergeant, Senior Disbursing Analyst, and Writer/Developer.

(4) Soldier boards such as NCO of the Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate effectively.

(5) The ACCP and Certification Programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES and COOL website.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. A list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

d. Sergeant First Class

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: AR 350-1; FM 1-06; FM 3-07; AR 600-9; AR 600-20; AR 600-25; DA Pam 672-6; AR 27-10; AR 600-8-2; AR 600-8-22; AR 750-1; all level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following books are suggested reading for self-development: Combat Leader's Field Guide 10th Ed., Stackpole Books; Roots of Strategy, Book 2 by Picq, Clausewitz, Jomini, Stackpole Books; continue readings on military leaders (e.g. , Napoleon, Grant, Lee, Pershing,

Patton, Bradley, Ridgeway, Westmoreland, Schwarzkopf); CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFCs willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an Associate's/Bachelor's Degree by 12th year of service and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army operations, and battle staff functions should be emphasized as essential to a SFC. Additionally, Sergeants First Class should strive to serve in some of the following demanding assignments: Budget Manager, Financial Management Manager, Detachment Sergeant, Disbursing Manager, Small Group Leader Army Service School/NCOES, Proponent Career Management NCO, Senior Instructor Army Service School/AIT, Writer/Developer, and FM Trainer.

(5) Soldier boards such as NCO of the Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate effectively.

(6) The ACCP and Certification Programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES and COOL Web site.

(7) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. A list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

e. Master Sergeant/First sergeant

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education and may be considered a major discriminator for selection to MSG. Strive to complete a degree program or accumulate four years of college credit towards a degree. However, continuing civilian education (completion of associates by the 10th year or Bachelor's degree by the 12th year) is recommended.

(2) Master Sergeants/First Sergeants should study and master the following additional military publications: AR 601-280; AR 600-20; DA Pam 611-21AR 840-10, and AR 220-1; FM 1-06; AR 623-3.

(3) Master Sergeants should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a senior NCO and pursue functional courses from various sources that may enhance their understanding of how the army runs in order to influence and improve the Army's systems and contribute to the success of their organizations. Additionally, Master Sergeants should strive to serve in some of the following demanding assignments: First Sergeant, Financial

Management Advisor, Financial Management Inspector, Financial Operations Advisor, Budget Analyst, and Senior Instructor Army Service School/AIT, Senior FM Trainer.

(4) The ACCP and Certification Programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES and COOL Web site.

(5) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL website.

f. Sergeant Major/Command Sergeant Major

(1) The goal of the SGM/CSM is to possess a Bachelor's degree and continue to work toward a Master's Degree in their chosen discipline. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the reach and number of Soldiers potentially impacted. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions.

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

(3) The ACCP and Certification Programs also provide excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES and COOL Web site.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL website.

Chapter 4. Military Occupational Specialty 36B Financial Management Technician

a. Major duties. Performs or supervises duties specific to the following financial management processes: budgeting; disbursing; accounting of government funds; payment for travel and commercial vendor services; pay support of Soldiers and foreign national employees; protecting funds from fraud, waste and abuse; conduct manpower assessments; analyze CDRs tasks and priorities to ensure proper financial resources are available to accomplish the mission and internal control operations. Must maintain the highest degree of integrity, honesty and favorable character.

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

c. Goals for Development. Financial Management specialists must meet certain standards in terms of schooling, operational assignments, and self-development to qualify at each rank. Meeting these standards ensures that the Soldier acquires the skills, knowledge, and behaviors to remain proficient. Early assignments to Financial Management Support Detachments/Units/Centers and Resource Management (G-8) positions provide the repetitious environment necessary in establishing a valuable technical background. Each Soldier should aggressively pursue education, leadership, and supervisory positions at each level.

1) ***Private E-1 to Specialist/Corporal***

(a) Institutional Training. Basic Combat Training (BCT), Financial Management Advanced Individual Training (AIT) Course, and Basic Leader Course (BLC).

(b) Operational assignments. The focus during the early years of their career should be on mastering basic MOS skills, basic warrior tasks, and building a strong base of technical knowledge. They can acquire the necessary experience in both TDA and MTOE assignments serving as Internal Control Specialist, Disbursing Specialist, Accounting Specialist, Accounts Payable Specialist, Civilian Pay, Vendor Services Specialist, Budget Specialist, and Travel Specialist.

(c) Self-development. Structured Self-Development (SSD) Package 1, Department of Defense Financial Management Certification Level 1; The Career Development Model recommends AA/AS by the 10th year of service and a BA/BS by the 12th year of service. The ability to earn a Bachelor's Degree or higher is a good predictor of success in the field of Financial Management. Finance Corps / Regimental Awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR).

(d) Additional training. Airborne; Air Assault; Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE); Combat Lifesaver; Field Sanitation; Fiscal Law; Accounts Payable Administrator Course Army Correspondence Course Program; Computerized Accounts Payable System Windows (CAPS-W); Case Management System (CMS), Defense Joint Military pay System (DJMS); Defense Military pay Office (DMO); Wide Area Work-Flow (WAWF); Defense Travel System (DTS); Eagle Cash Card (ECC); Over The Counter network (OTC.net); Deployable Disbursing System (DDS); and General Fund Enterprise Business System (GFEBS).

(e) Special assignments. Ranger Regiment/Special Mission Units (75th Ranger Regiment, 160th AVN, etc.). Special Mission Units are very high risk assignments. These organizations are on alert 24 hours a day, 365 days a year to rapidly deploy to any worldwide location, to neutralize terrorism. Soldiers who perform successfully in these organizations have demonstrated superior performance and potential and should be given special consideration for promotion. All members underwent a rigorous special selection process that included road marches, swim test, psychological test, leader reactionary course, rappelling, airborne operations, written examinations, enhanced Physical Fitness Test (addition of pull ups, higher minimums in each event, etc.), 5 mile standard run, and board selection consisting of a panel of senior officers and Command Sergeants Major. Other Special Operations assignments with Special Forces, JSOC and SOCOM are also career enhancing assignments with very high demanding classified missions. Some SMU Soldiers are not available under normal docket due to the secret nature of the unit's mission.

2) ***Sergeant***

(a) Institutional Training. Basic Leader Course (BLC) and Financial Management Advance Leader Course (ALC).

(b) Operational assignments. The focus during this phase of their career should be in MTOE assignments. They should develop Soldier leadership skills, hone technical expertise, and begin

laying a foundation of tactical knowledge. Sergeants should seek positions that allow them to gain leadership experience. Assignments include performing or supervising accounting, accounts payable, vendor services, budget, disbursing, cash management, and internal control.

(c) Self-development. SSD Package 2, Department of Defense Financial Management Certification Level 2; Sergeants should begin to build necessary technical knowledge and experience necessary to achieve certification under a Certified Defense Financial Manager Program. The Career Development Model recommends AA/AS by the 10th year of service and a BA/BS by the 16th year of service. The ability to earn a Bachelor's Degree or higher is a good predictor of success in the field of Financial Management. Finance Corps / Regimental Awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR), Sergeant Audie Murphy Club and Sergeant Morales Club induction; Recruiting Awards: Gold Badge, the Glen E. Morrell Award, and the CSM Robert W. Johns Leadership Award.

(d) Additional training. Airborne; Air Assault; CBRNE; Combat Lifesaver; Field Sanitation; Disbursing Operations; Deployed Operations Resource Management Course (DORMC); Principles of Cost Analysis and Management (PCAM); Planning, Programming, Budgeting, and Execution (PPBE); Enhanced Defense Financial Management Training (EDFMT); Fiscal Law, GFEB Financials and ACCP.

(e) Special assignments. Recruiter, Drill Sergeant, Ranger Regiment, White House Communications and FMSU Team Leader. Just as our nation's fight against terrorism is a global one, so is the Financial Management mission. No matter where in the world Financial Management Soldiers are deployed, they are actively supporting some facet of overseas contingency operations assignments. While not all Financial Management NCOS will deploy, it is important to remember the challenges they face at their home station, especially those in Rear Detachment leadership positions. Financial Management NCOs assigned to leadership positions in Rear Detachments perform some of the most important functions associated with deployments. The morale of the deployed Soldiers is closely tied to the morale and state of his or her family back home. Soldiers must be assured that while they are making sacrifices to safeguard their country, their families remain safe and secure at home. It is the challenge and responsibility of the Rear Detachment leadership to maintain order back at the home station, keep the unit running, account for property, help resolve family problems and provide casualty assistance as required. Rear Detachment leadership must also ensure deployment readiness of stay-behind personnel for possible reach back requirements. The Army relies heavily upon Noncommissioned Officers who serve in Rear Detachment during deployment of forces and combat. These Noncommissioned Officers, from the ranks of Sergeant to Command Sergeant Major, have the tremendous responsibility to care for families of deployed Soldiers, military communities, remaining units and installations.

3) Staff Sergeant

(a) Institutional Training. Financial Management Advance Leader Course (ALC), Financial Management Senior Leader Course (SLC), and Battle Staff Course.

(b) Operational assignments. The focus during this phase of their career should be in MTOE assignments. They should continue to develop and refine their leadership skills, as well as tactical and technical expertise. Staff sergeants should seek positions, brigade and battalion operations NCO, which allow them to gain tactical leadership experience. Avoid back-to-back non-tactical assignments. Long TDA assignments reduce tactical proficiencies due to

continuous changes in modernization, structure and doctrine. Staff sergeants should seek positions that allow them to gain leadership experience. Assignments include supervising accounting, accounts payable, cash management, vendor services, budget, disbursing, resource management, policy and procedures, and internal control.

(c) Self-development. Structured Self-Development (SSD) Package 2 or 3, Department of Defense Financial Management Certification Level 2; although not required to be competitive, SSG's should continue to build necessary technical knowledge and experience necessary to achieve certification as a Certified Defense Financial Manager Program. The Career Development Model recommends AA/AS by the 10th year of service and a BA/BS by the 16th year of service. The ability to earn a Bachelor's Degree or higher is a good predictor of success in the field of Financial Management. Finance Corps / Regimental Awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR), Sergeant Audie Murphy Club and Sergeant Morales Club induction, Recruiting Awards: Gold Badge, Glen E. Morrell Award, and the CSM Paul L. Morrissette Leadership Award.

(d) Additional training. Airborne, Air Assault, CBRNE, Combat Lifesaver, Field Sanitation, Army Comptroller Course (ACC), Intermediate Cost Analysis and Management (ICAM), Resource Management Budget Course (RMBC), Resource Management Tactical Course (RMTTC), Deployable Disbursing System (DDS), RMT, Operation Data Store (ODS), Computerized Accounts Payable System Windows (CAPS-W), Wide Area Work Flow (WAWF), Case Management System (CMS), Resource Management Tool (RMT), International Treasury Services (ITS.GOV), DORMC, Fiscal Law, GFEBS Financials, ACCP, and Foundational Instructure/Facilitator Course.

(e) Special assignments. Budget Manager, Developer/Writer, AIT Instructor, AIT Platoon Sergeant, NCO Academy Small Group Leader (SGL), Drill Sergeant, Senior 36B Ranger Regiment, Section Leader, Recruiter, AC/RC Advisor, and White House Communications.

4) **Sergeant First Class**

(a) Institutional Training. Senior Leader Course (SLC), Foundational Instructure/Facilitator Course and Battle Staff Course. Functional Courses: Deployed Operations Resource Management Course (DORMC), Disbursing Operations, Enhanced Defense Financial Management Training (EDFMT), Planning, Programming, Budgeting and Execution (PPBE), Resource Management Budget (RMBC), Resource Management Tactical Course (RMTTC), Senior Resource Managers Course, Travel Administration and; Professional Courses – Syracuse University: - Army Comptroller Course (ACC); and Defense Financial Management Course (DFMC).

(b) Operational assignments. The focus during this phase of their career should balance TDA/MTOE assignments. FM Sergeant First Class at skill level 4 provides technical guidance and supervisory oversight as section senior NCOs, project managers and NCOICs in all facets of full spectrum Financial Management support. Many of these positions require that the SFC be appointed as a Deputy Financial Management Officer. SFCs appointed as deputies are authorized to act in place of the officers they serve under and assume the exact same financial liabilities and responsibilities. FM SFCs also are the key trainers and mentors to all FM Soldiers in the preceding levels of skill. They should continue to develop leadership skills, hone technical expertise, and improve tactical knowledge. The SFC should seek positions such as Detachment Sergeant and Brigade Operations NCO, which allow them to gain tactical leadership

experience. Avoid back-to-back, non-tactical assignments. Long TDA assignments reduce tactical proficiencies due to continuous changes in modernization, structure and doctrine. The SFC should seek positions that gain leadership experience in accordance with DA Pam 611–21. Assignments include Cash Management, Policy and Procedures, Financial Management Manager, Disbursing Manager, Internal Control Manager, and Budget Manager. The following indicators should be considered positively when evaluating promotion potential for CMF 36 Financial Management Staff Sergeants to the rank of Sergeant First Class:

(1) Soldier is well-rounded. Records reflect a variety of assignments both TDA and MTOE. A well balanced mix of technical and tactical expertise, effective communication skills, and leadership abilities.

(2) Strong NCOERs reflecting outstanding duty performance.

(3) Exceeded NCOES course standards (Honor Graduate, Commandant's List, and Distinguished Leadership Award).

(4) Maintains high physical fitness standards and consistent compliance with height and weight standards.

(5) Consistently seeks continuous learning opportunities through military courses and civilian educational opportunities.

(6) Demonstrates high standards of conduct and adherence to Army Values.

(c) Self-development. Structured Self-Development (SSD) Package 3 or 4; The Career Development Model recommends AA/AS by the 10th year of service and a BA/BS by the 16th year of service. The ability to earn a Bachelor's Degree or higher is a good predictor of success in the field of Financial Management. Finance Corps/Regimental Awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR), Sergeant Audie Murphy Club and Sergeant Morales Club induction, Recruiting Awards: Gold Badge, Recruiter Ring, and the Glen E. Morrell Award.

(d) Additional training. Airborne, Air Assault, CBRNE, Combat Lifesaver, Field Sanitation, Executive Comptroller Course (ECC), Contracting Officer's Representative Course (COR), Fiscal Law, GFEBS Financials and Senior Staff NCO Course, Foundational Instructure/Facilitator Course, and Master Leader Course (MLC).

(e) Special assignments. Detachment Sergeant, NCO Academy SGL, Career Management Advisor/Professional Development NCO, Proponent Career Management NCO, Writer/Developer/Instructor at the Financial Management School, AC/RC Advisor, Senior Financial Management Trainer at Operational Support Teams (OST), AIT Platoon Sergeant, Military Transition Team, Special Missions Unit, Equal Opportunity Representative and IG duty. Just as our nation's fight against terrorism is a global one, so is the Financial Management mission. No matter where in the world Financial Management Soldiers are deployed, they are actively supporting some facet of overseas contingency operations assignments. While not all Financial Management NCOs will deploy, it is important to remember the challenges they face at their home station. The Army relies heavily upon noncommissioned officers who serve in Rear Detachments during deployment of forces and combat. These noncommissioned officers

have the tremendous responsibility to care for families of deployed Soldiers, military communities, remaining units, and installations.

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

(g) GI Jobs. See GI Jobs COOL Web site.

5) *Master Sergeant/First sergeant*

(a) Institutional Training. Battle Staff Course, Structured Self-Development (SSD) 4. Functional Courses: Defense Decision Support Course (DDSC), Senior Resource Manager's Course, Senior Staff NCO Course, Accounts Payable, Disbursing Operations, Joint Service Pay Operations, Deployed Operations Resource Management Course (DORMC), Financial Management Leaders Course (FMLC), Enhanced Defense Financial Management Training (EDFMT), Planning, Programming, Budgeting and Execution (PPBE), Resource Management Budget (RMBC), Resource Management Tactical Course (RMTC), Defense Financial Management Course (DFMC); Professional Courses – Syracuse University: Army Comptroller Course (ACC), Executive Comptroller Course (ECC), (formerly PRMC – Professional RM Course); Professional Certification; and Certified Defense Financial Manager (CDFM).

(b) Operational assignments. The focus during this phase of their career can be in both MTOE and TDA assignments. They should focus on mastering leadership skills, technical expertise and tactical knowledge. The Master Sergeant should seek assignments as 1SG, Budget Advisor, Financial Operations Advisor, Financial Management Advisor, or Financial Management Inspector. FM First Sergeant / Master Sergeant provide technical and operational support and advice to Sustainment Brigade Commanders, FM Support Center Directors and G8/Comptrollers on all matters relating to Financial Management. They may also be called upon to serve as Senior Enlisted Financial Management inspectors to inspect and evaluate the full spectrum of functions, activities, and services provided by Financial Management Support Detachments, Units, and Centers. The following indicators should be considered when evaluating promotion potential for CMF 36 NCOs to the rank of Master Sergeant/First Sergeant:

- (1) Select 36B SFCs with a good mix of demonstrated technical expertise, effective communication skills, and leadership abilities.
- (2) Successful Detachment Sergeant duty for a minimum of 18 months, unless serving a short tour assignment.
- (3) Strong NCOERs reflecting outstanding duty performance/potential.
- (4) Exceeded NCOES course standards (Honor Graduate, Commandant's List, and Distinguished Leader Award).
- (5) Consistently passed the APFT and comply with established height and weight standards.
- (6) Demonstrated high standards of conduct and adherence to Army values.
- (7) Completed Associates Degree or higher education.

(c) Self-development. The Career Development Model recommends AA/AS by the 10th year of service and BA/BS by the 16th year of service. The ability to earn a Bachelor's Degree or higher is a good predictor of success in the field of Financial Management. Professional Certification: Certified Defense Financial Manager (CDFM). Finance Corps/Regimental Awards: the Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR).

(d) Additional training. Airborne, Air Assault, CBRNE, Jumpmaster, Defense Decision Support Course, Defense Financial Management Course, Senior Resource Manager's Course, and Cost Management Certificate Course.

(e) Special assignments. Deputy Commandant, Financial Operations Manager, Senior FM Trainer at Operational Support Teams (OST), Military Transition Team, Special Mission Units and Financial Management Advisor. Just as our nation's fight against terrorism is a global one, so is the Financial Management mission. No matter where in the world Financial Management Soldiers are deployed, they are actively supporting some facet of overseas contingency operations assignments. While not all Financial Management NCOs will deploy, it is important to remember the challenges they face at their home station -- especially those in The Army relies heavily upon noncommissioned officers who serve in Rear Detachments during deployment of forces and combat. These noncommissioned officers have the tremendous responsibility to care for families of deployed Soldiers, military communities, remaining units, and installations.

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

(g) GI Jobs. See GI Jobs COOL Web site.

6) Sergeant Major/Command Sergeant Major

(a) Institutional Training. Structured Self-Development (SSD) Package 5, SGM Academy, Functional Courses: Defense Decision Support Course (DDSC), Deployed Operations Resource Management Course (DORMC), Financial Management Leaders Course (FMLC), Planning, Programming, Budgeting and Execution System (PPBES), - Resource Management Budget Course (RMBC), Resource Management Tactical Course (RMTC), Senior Resource Manager's Course, Senior Staff NCO Course; Professional Courses – Syracuse University: Army Comptroller Course (ACC), Executive Comptroller Course (ECC), (formerly PRMC – Professional RM Course), Professional Certification: Certified Defense Financial Manager (CDFM), Certified Government Financial Manager (CGFM), and Certified Payroll (CPP).

(b) Operational assignments. To enhance career development, vary assignments between both MTOE and TDA assignments. They should focus on broadening experiences. The SGM should seek assignments as Senior Financial Management Operations Advisor or G-8 Senior Financial Management Advisor. The following indicators should be considered when evaluating promotion potential for CMF 36 NCOs to the rank of Sergeant Major:

(1) Select First Sergeants or Master Sergeants with a good mix of demonstrated technical expertise, effective communication skills, and leadership abilities.

(2) Currently serving in an E-9 capacity, graduates of USASMA, and those attending the resident/non-resident phase.

(3) Successful First Sergeant duty for a minimum of 18 months.

- (4) Strong NCOERs reflecting outstanding duty performance.
 - (5) Exceeded NCOES course standards (Honor Graduate, Commandant's List, and Distinguished Leader Award).
 - (6) Consistently exceeds the APFT and comply with established height and weight standards.
 - (7) Demonstrates high standards of conduct and adherence to Army values.
 - (8) Completed Baccalaureate Degree or higher education by the 16th year.
- (c) Self-development. The Career Development Model recommends AA/AS by the 10th year of service and a BA/BS by the 16th year of service. The ability to earn a Bachelor's Degree or higher is a good predictor of success in the field of Financial Management. Professional Certification: Certified Defense Financial Manager (CDFM). Finance Corps / Regimental Awards: The Nathan Towson Regimental Medallion and Distinguished Member of the Regiment (DMR).
- (d) Additional training. Airborne, Air Assault, CBRNE, Self-Development SSD 5, Jumpmaster, Defense Decision Support Course, Defense Financial Management Course, Senior Resource Manager's Course, Cost Management Certificate Course, Accounting and Analysis Course, Budget and Execution System.
- (e) Special assignments. Financial Management Support Center/Unit Senior Financial Management Advisor, Senior Financial Management Operations Advisor, Career Management NCO, Commandant NCO Academy, Inspector General Coordinator, Instructor/Writer and G8 Financial Management Advisor.
- (f) Army career degrees. See SOCAD Army Career Degree Program.
- (g) GI Jobs. See GI Jobs COOL Web site.

Chapter 5. Military Occupational Specialty 36B Professional Development Model

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

Chapter 6. Military Occupational Specialty 36B Reserve Component

a. Major duties. Reserve Component (RC) Financial Management Soldiers play an important role in the Financial Management mission. To qualify for the MOS 36B RC Soldiers must complete the Financial Management Specialist Course conducted by the U.S. Army Financial Management School or a RC training institution designated by the U.S. Army Financial Management School. All other entry standards apply. Duty assignments for career progression are the same for RC as for the Active Component (AC). Technical competency training is critical to the wartime effectiveness of the financial management mission and depends heavily on the quality of RC financial management Soldiers. RC Financial Management Soldiers are 67% of

the total Financial Management Corps population. Therefore, deploy in the same capacity as AC financial management Soldiers.

b. Reclassification. In order to reclassify as a Financial Management Technician, an NCO must first complete the Financial Management Specialist Course conducted by the U.S. Army Financial Management School or a RC training institution designated by the U.S. Army Financial Management School. Additionally, in order to be considered MOS qualified, Staff Sergeants who reclassify must also attend the Financial Management Advanced Leaders Course (ALC) and Sergeants First Class and above who reclassify must attend the Financial Management Senior Leaders Course (SLC).