

Public Affairs (Career Management Field 46) Career Progression Plan

Chapter 1. Duties

Public Affairs is a unique career management field that provides senior leaders and commanders the expertise required to fulfill the Army's Title 10 U.S.C. communication requirements. Public Affairs leads information related capabilities to deter aggression, reassure partners and allies of American commitment and capabilities, and to set the conditions necessary for trust and support from civilian leadership and the American public. CMF 46 Soldiers plan and execute missions that directly impact the information environment and every phase of the competition and conflict continuums. CMF 46 Soldiers serve at echelons Brigade (BDE) through Combatant Command (CCMD) and in rapidly deployable Public Affairs Units (SRC 45). These units are organized, trained and equipped to augment Army and Joint headquarters to provide full PA capability to small organic PA staffs. CMF 46 Soldiers are vital to commander communication strategies and all operations. CMF 46 comprises two MOS's: Public Affairs Mass Communications Specialist (46S) at SSG and below, and Chief Public Affairs NCO (46Z) at SFC and above.

Chapter 2. Transformation

CMF 46 Soldiers must be physically fit, demonstrate high levels of personal discipline, and possess the ability to operate proficiently and often independently in their assigned tasks. They must be mentally adept critical thinkers and planners who possess operational and strategic mindsets. They must possess expertise in Army processes and operations, be adaptable and self-motivated, and effectively and efficiently contribute to command staffs. To be effective in current and future information environments, CMF 46 Soldiers must possess a unique set of skills, including the ability to communicate clearly and effectively, mediate and build relationships, and employ critical thinking to strategic ideas and problems, all while maintaining a broad base of technological proficiency. CMF 46 Soldiers serve alongside – and often in lieu of – FA 46 officer counterparts and must be able to provide commanders with adaptable, flexible and versatile communication guidance. They must possess capabilities that are grounded in doctrine and supported by a deliberate continuum of education. CMF 46 Soldiers must continue to develop their understanding of communication strategy, tactics and techniques, and master the eight core PA functions: provide advice and counsel to commanders and appropriate staffs; conduct PA planning and assess unit communications strategy; facilitate all media interactions between news representatives and their organizations; conduct PA training for commanders and members of their organizations; conduct public communication; assess effectiveness of commander PA communication strategies; mitigate misinformation and disinformation; and conduct Visual Information planning. CMF 46 Soldiers should vigorously pursue military and civilian education as this enhances their professional development and increases the capabilities that they can provide to unit commanders and staff.

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

CMF 46 is primarily an in-service, accessions-based CMF. Most Soldiers are accessed into the CMF at SGT with less than 12 months' time in grade (TIG) and are expected to immediately execute duties in skill-level 2 (SL 2) positions. The proponent recommends the following for self-development and demonstrated excellence:

a. Private (E-1) – Specialist/Corporal (E-4).

(1) Soldiers should continuously seek to improve their basic Soldiering skills and hone their writing, photography, and video production skills. Soldiers should start to pursue a basic understanding of the Military Decision Making Process (MDMP) and an awareness of higher headquarters communication priorities.

(2) Soldiers should study the following military publications: FM 3-13, FM 3-61, AR 360-1, AR 601-208, TRADOC Pam 525-3-1, and JP 3-61. Soldiers should become familiar with the following DODI: 5040.02, 5040.07, 5120.04, 5120.20, 5122.08, 5160.48, 5230.16, 5400.14, 5405.03, 5410.01, 5410.15, 5410.16, 5410.19, 5410.20, and 5535.12.

(3) Soldiers should compete at Soldier boards, such as "Soldier of the Month" and "Soldier of the Quarter." These boards broaden their knowledge base, instill discipline, and improve their ability to communicate verbally. Soldiers can further distinguish themselves by earning the Expert Soldier Badge (ESB).

(4) Soldiers should complete Distributed Leaders Course (DLC) 1 and be prepared to attend the Basic Leaders Course (BLC). All CMF 46 Soldiers should strive to obtain recognition as the Distinguished Honor Graduate, Distinguished Leader, and to earn Commandant's List.

(5) Soldiers should leverage distance-learning opportunities for self development, college credit, and promotion points. Programs include the Army Correspondence Course Program (ACCP), Army Learning Management System (ALMS), and Army eLearning through SkillSoft. Soldiers should pursue additional military and technical certification opportunities such as Airborne, Air Assault, Tactical Combat Casualty Care (TC3), Combatives and Field Sanitation.

(6) Soldiers should return to the Defense Information School (DINFOS) and attend the following courses: Intermediate Photojournalism Course (IPC) and Mass Communications Foundations – Writing (MCF-W) course.

(7) Soldiers can distinguish themselves through the annual HQDA MG Keith L. Ware (KLW) Communications Awards Competition. Soldiers who compete and win demonstrate their ability to excel in both their Soldiering skills (APFT, 12-mile ruck march, weapons qualification) and their MOS-specific skills.

(8) Soldiers should take advantage of the opportunities provided by the Army through programs such as the College Level Examination Program (CLEP), Defense Activity for Non-Traditional Education (DANTES), and Tuition Assistance (TA) to increase their individual level of civilian education.

b. Sergeant (SGT/E-5).

(1) SGTs should continue to improve their Soldier and MOS skills, mentor Soldiers in those same Soldier and MOS skills, and strive to participate in MDMP. SGTs should endeavor to gain a greater understanding of HQDA communication priorities, themes and messages. SGTs should also pursue mastery of direct leadership.

(2) SGTs should strive for complete understanding of the military publications

outlined in skill level 1 (SL 1), and should be familiar with AR 600-20, FM 3-0, STP 21-24-SMCT and TC 7-22.7.

(3) SGTs should mentor junior enlisted Soldiers to compete in Soldier boards as outlined in SL 1. SGTs should compete in NCO boards such as “NCO of the Quarter” and “NCO of the Year.” Organizations such as SGT Audie Murphy and SGT Morales Clubs can broaden the SGTs knowledge base, instill discipline, and improve their ability to communicate verbally. SGTs can further distinguish themselves by earning the ESB.

(4) SGTs should complete DLC 2 and be prepared to attend the Advanced Leaders Course (ALC). All CMF 46 SGTs should strive to obtain recognition as the Distinguished Honor Graduate, Distinguished Leader, and to earn Commandant’s List.

(5) SGTs should continue to broaden their Soldier and MOS skill sets through the ACCP, ALMS, and with Army eLearning through SkillSoft, as outlined in SL 1. SGTs should pursue additional military and technical certification opportunities, as outlined in SL 1. SGTs should also pursue Adobe Certified Expert (ACE) and Resilience-Building Leader Program (RBLP) credentialing (available through Army Credentialing Opportunities On-Line (COOL).

(6) SGTs should return to DINFOS and attend the courses outlined in SL 1, as well as the Intermediate Public Affairs Specialist Course (IPASC). IPASC introduces SGTs to PA planning, which is one of the eight core PA functions outlined in both AR 360-1 and FM 3-61.

(7) SGTs can distinguish themselves through the annual HQDA MG Keith L. Ware (KLW) Communications Awards Competition. SGTs who compete and win demonstrate their ability to excel in both their Soldiering skills (APFT, 12-mile ruck march, weapons qualification) and their MOS-specific skills. SGTs can further distinguish themselves by competing for and winning the SGM Dawn Kilpatrick Memorial Scholarship and through distinctive service resulting in the award of the Honorable Order of Saint Gabriel.

(8) SGTs should take advantage of all military and civilian education opportunities outlined in SL 1. SGTs should start working in earnest toward earning a bachelor's degree and aim to have an associate degree’s worth of college credits by the time they are eligible for Staff Sergeant (SSG/E-6). A college degree is not required for promotion but can be a deciding factor for determining the most qualified NCOs.

c. Staff Sergeant (SSG/E-6).

(1) SSGs are expected to be an expert in all Soldier and MOS skills and tasks, as outlined in SL 1 and SL 2. SSGs should develop a solid understanding of Army operations and battle staff functions. SSGs should be active participants in MDMP, able to apply HQDA communication priorities, themes, and messages the planning and communication synchronization processes and their resulting products. SSGs should demonstrate mastery of direct leadership abilities and develop organizational leadership abilities.

(2) SSGs should study and strive for mastery of the military publications outlined in SL 1 and SL 2 and have a solid understanding of AR 623-3 and DA Pam 623-3. SSGs should become familiar with the National Defense Strategy and the Army Campaign Plan. The following books are recommended reading for continued self-development: *Crisis Communication* by Peter D. Anthonissen; *Manage the Media* by William J.

Holstein; *Becoming a Critical Thinker: A User Friendly Manual* by Sherry Diestler; *Leaders Eat Last* by Simon Sinek; and *Start with Why* by Simon Sinek.

(3) SSGs should mentor junior enlisted Soldiers and SGTs to compete in Soldier boards as outlined in SL 1 and SL 2. Organizations such as the SGT Audie Murphy and SGT Morales Clubs broaden the SSGs knowledge base, instill discipline, and improve their ability to communicate verbally. SSGs can further distinguish themselves by earning the ESB.

(4) SSGs should complete DLC 3 and be prepared to attend the Senior Leaders Course (SLC). All CMF 46 SSGs should strive to obtain recognition as the Distinguished Honor Graduate, Distinguished Leader, and to earn Commandant's List.

(5) SSGs should continue to broaden their skill sets through the ACCP, ALMS, and with Army eLearning through SkillSoft, as outlined in SL 1 and SL 2. SSGs should pursue additional military and technical certification opportunities such as Battle Staff, Master Resilience Trainer, Master Fitness Trainer, SHARP/VA, Advanced Airborne School, Equal Opportunity Leader, Unit Prevention Leader (UPL), Common Faculty Development – Developers Course (CFDDC), and Senior Enlisted Joint Professional Military Education (SEJPME) I. Additionally, SSGs should complete RBLP – Coach (RBLP-C) certification (available through COOL).

(6) SSGs should return to DINFOS and attend the courses outlined in SL 1 and SL 2.

(7) SSGs can distinguish themselves by winning in the KLV competition categories outlined in SL 1 and SL 2 and striving to win the Army Communicator of the Year category. SSGs can further distinguish themselves by competing and winning the SGM Dawn Kilpatrick Memorial Scholarship and through distinctive actions resulting in the award of the Honorable Order of Saint Gabriel or through distinctive service resulting in award of the Ancient Order of Saint Gabriel.

(8) SSGs should take advantage of all civilian education opportunities outlined in SL 1 and SL 2.

(9) Active duty SSGs are eligible to compete for positions in the annual Training with Industry (TWI) program. SSGs who earn a place in this program gain experience in leading civilian industry communication techniques, tactics and procedures, which provide a broader view of leadership practices.

d. Sergeant First Class (SFC/E-7).

(1) SFCs are expected to be experts in Soldier skills and maintain proficiency in technical and tactical (junior) MOS skills, while focusing on communication planning and synchronization to develop MDMP products. SFCs should have a full understanding of Army operations and battle staff functions, as well as HQDA communication priorities, themes, and messages. SFCs should demonstrate organizational leadership abilities and expand their influence outside their specific PA element and command.

(2) SFCs should study and master the military publications outlined in SL 1 through SL 3, and should have strong understanding of AR 600-20, DA PAM 600-25, Smartbook DA Pam 600-25, the National Defense Strategy, and the Army Campaign Plan. The following books are suggested reading for continued self-development: *Crisis*

Ready: Building an Invincible Brand in an Uncertain World by Melissa Agnes; *Lincoln on Leadership: Executive Strategies for Tough Times* by Donald T. Phillips; and *13 Fatal Errors Managers Make and How You Can Avoid Them* by W. Steven Brown.

(3) SFCs should mentor junior enlisted Soldiers and NCOs to compete in Soldier boards as outlined in SL 1 through SL 3. Organizations such as the SGT Audie Murphy and SGT Morales Clubs broaden SFCs knowledge base, instill discipline, and improve the ability to communicate verbally. SFCs can further distinguish themselves by earning the ESB.

(4) SFCs should complete DLC 4 and be prepared to attend the Master Leaders Course (MLC). All CMF 46 SFCs should strive to obtain recognition as the Distinguished Honor Graduate, Distinguished Leader, and to earn Commandant's List.

(5) SFCs should pursue military training opportunities such as SEJPME II, and Tactical Information Operations Course. SFCs should enroll in and complete the Social Media Manager Strategy Course (online), and should pursue Professional Management Program (PMP), RBLP – Trainer (RBLP-T), Lean Six Sigma (LSS), and Accreditation in Public Relations + Military Communication (APR+M) certificates (available through COOL).

(6) SFCs should return to DINFOS and attend the following courses: Joint Contingency Public Affairs Course (JCPAC) and the Joint Intermediate Public Affairs Course (JIPAC).

(7) SFCs can distinguish themselves by mentoring and inspiring their Soldiers and NCOs to compete and win in the KLW competition categories outlined in SL 1 through SL 3. SFCs can further distinguish themselves by competing for and winning the SGM Dawn Kilpatrick Memorial Scholarship and the MSG Marcia Triggs Leadership Award, as well as through distinctive actions resulting in the award of the Honorable Order of Saint Gabriel or through distinctive service resulting in award of the Ancient Order of Saint Gabriel.

(8) SFCs should take advantage of all civilian education opportunities outlined in SL 1 through SL 3. SFCs should start working towards completing a bachelor's degree and aim to have it completed by the time they are eligible for Master Sergeant. A college degree is not required for promotion but can be a deciding factor for determining the most qualified NCOs.

(9) Active Duty SFCs are eligible to compete for positions in the Training with Industry (TWI) program. SFCs who earn a place in this program gain experience in leading civilian industry communication techniques, tactics, and procedures, which provide a broader view of leadership practices.

e. Master Sergeant/First Sergeant (MSG/1SG/E-8).

(1) MSGs/1SGs are expected to maintain technical and tactical Soldier and MOS skills. MSGs/1SGs should display mastery of HQDA communication priorities, themes, and messages by leading communication planning and synchronization and development of MDMP products. MSGs/1SGs should demonstrate a full understanding of Army operations and battle staff functions. MSGs/1SGs should demonstrate mastery of organizational leadership, expanding their influence outside their specific PA element

and command.

(2) MSGs/1SGs should be masters of the military publications and reading materials mentioned in SL 1 through SL 4, as well as DA Pam 611-21, AR 350-1, AR 600-9, AR 601-280, AR 220-1, and TRADOC Pam 525-3-1. MSGs/1SGs should be familiar with the National Defense Strategy, the Army Campaign Plan and with their chain of command's professional reading list. In addition to the suggested reading outlined in SL 3 and SL 4, the following books are suggested reading for continued self-development: *How to Mind Map* by Tony Buzan; *Contagious: Why Things Catch On* by Johan Burger; and *Selling the Invisible* by Harry Beckwith.

(3) MSGs/1SGs should mentor and inspire junior enlisted Soldiers and junior NCOs to compete in Soldier boards as outlined in SL 1 through SL 3. MSGs/1SGs should seek out additional opportunities for mentorship through organizations such as SGT Audie Murphy and SGT Morales Clubs.

(4) MSGs/1SGs should complete DLC 5 and be prepared to attend the U.S. Army Sergeants Major Academy (USASMA). All CMF 46 MSGs/1SGs should strive to obtain recognition as the Distinguished Honor Graduate, Distinguished Leader, and to earn Commandant's List.

(5) MSGs/1SGs should pursue additional educational and technical/professional certification opportunities as outlined in SL 4. MSGs/1SGs should pursue military training opportunities such as the Company Commander-First Sergeant Pre-Command Course, How the Army Runs (HTAR), Force Management Course, and Capabilities Development Course.

(6) MSGs/1SGs should return to DINFOS and attend the courses as outlined in SL 4.

(7) MSGs/1SGs can distinguish themselves by mentoring and inspiring their officers, Soldiers, junior NCOs and civilians to compete and win in the KLV competition. MSGs/1SGs can further distinguish themselves by competing for and winning the SGM Dawn Kilpatrick Memorial Scholarship and the MSG Marcia Triggs Leadership Award, as well as through distinctive actions resulting in the award of the Honorable Order of Saint Gabriel or through distinctive service resulting in award of the Ancient Order of Saint Gabriel.

(8) MSGs/1SGs should take advantage of all civilian education opportunities outlined in SL 1 through SL 4. MSGs/1SGs should begin to pursue their master's degree. A college degree is not required for promotion but can be a deciding factor for determining the most qualified NCOs.

f. Sergeant Major/Command Sergeant Major (SGM/CSM/E-9).

(1) SGMs/CSMs display mastery of Army and PA policy, programs and processes. SGMs/CSMs advise command/organization leaders on all aspects of information related capabilities and actions. SGMs/CSMs should mentor junior officers, NCOs and civilians, and other CSMs to develop and employ communication strategies and plans consistent with the eight core PA responsibilities. SGMs/CSMs should demonstrate mastery of organizational leadership and proficiency in strategic leadership by extending their influence across their unit/organization, other commands, Army

policies, and across the joint services (as applicable).

(2) SGMs/CSMs should be masters of the military publications mentioned in SL 1 through SL 5 and should be intimately familiar the National Defense Strategy, the Army Campaign Plan, and with their chain of command's professional reading list. Continued reading in the areas of politics, geopolitical issues, and doctrine relating to Army operations enhance the knowledge base of these senior leaders.

(3) SGMs/CSMs should complete DLC 6, strive to participate in USASMA fellowships and attend the Nominative Leaders Course.

(4) SGMs/CSMs should pursue additional educational and technical/professional certification opportunities in communication and public affairs related disciplines.

(5) SGMs/CSMs should mentor and inspire officers, Soldiers, and civilians at every echelon of their command to compete and win in the KLV competition. SGMs/CSMs should be influencing the most qualified Soldiers and NCOs to compete for Training with Industry, the SGM Dawn Kilpatrick Scholarship and the MSG Marcia Triggs Leadership Award.

(6) SGMs/CSMs should possess a master's degree related to leadership, mass communication/communication strategy, brand management or marketing.

(7) SGMs/CSMs can distinguish themselves through distinctive actions resulting in the award of the Honorable Order of Saint Gabriel or through distinctive service resulting in award of the Ancient Order of Saint Gabriel.

Chapter 4. Military Occupation Specialty 46S Public Affairs Mass Communication Specialist (Specialist – Staff Sergeant)

Major Duties. Soldiers and Noncommissioned Officers are expected to master the technical aspects of the CMF. Mastery requires extraordinary written, visual, and verbal communication skills; a special understanding of the complex nature of the information environment, to include the media and the Army's various audiences (internal, external, competitor, adversary); and the ability to conceive, capture, produce, and distribute information to audiences through and across an array of mediums (print, video, radio, and online). The Mass Communication Specialist researches and prepares materials – including, but not limited to, press advisories, photographs, video files and audio files – in support of the commander's information objectives. Soldiers support the operations of Army PA units (SRC 45) and sections, as well as DoD and joint information elements. CMF 46 Soldiers support and execute the core PA functions outlined in Chapter 2.

Prerequisites. CMF 46 entry requirements are among the highest in the Army and a high number of PA Soldiers hold a college degree. See DA Pam 611-21 for details.

Goals for development:

a. Private (E-1) - Specialist/Corporal (E-4).

(1) Mass Communication Specialists should focus on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks.

(2) *Institutional Training.* Basic Combat Training (BCT), Advanced Individual

Training (AIT), Distributed Leaders Course (DLC) 1, and the Basic Leader Course (BLC).

(3) *Key Leadership Positions.* Soldiers should seek responsibility and take advantage of opportunities that display leadership skills, initiative, and motivation. Soldiers should pursue assignments in a Public Affairs Detachment or Mobile Public Affairs Detachment.

(4) *Self-development.* See Chapter 3, Paragraph (a).

(5) *Additional Training.* Airborne, Air Assault, Tactical Combat Casualty Care (TC3), Combatives and Field Sanitation.

(6) *Special Assignments.* None.

b. Sergeant (SGT/E-5).

(1) SGTs must continue to develop leadership, tactical, technical, and managerial skills. SGTs perform all SL 1 duties; provide technical guidance to subordinates; serve as a first-line supervisor; review information/communication products for security, accuracy, policy, and propriety; provide media facilitation; conduct MOS and Soldier skills training; participates in planning activities; and support community engagement programs.

(2) *Institutional Training.* DLC 2 and the Advanced Leader Course (ALC). Out of the training outlined in Ch. 3, it is highly recommended that SGTs attend the Intermediate Photojournalism Course (IPC) and Mass Communications Foundation – Writing (MCF-W) course.

(3) *Key Leadership Positions.* SGTs should pursue leadership positions within PAD or MAPD units (SRC 45), Special Forces Groups (SFGs), or Psychological Operations (PSYOPS). Refer to the 46S/46Z Talent Development Model (TDM).

(4) *Key Development Positions.* SGTs should pursue positions at the Brigade level, in Army Special Operations, Army Service Component Commands, and at AFN stations. Refer to the TDM.

(5) *Broadening Assignments.* SGTs should pursue broadening assignments as NCOA cadre, or Instructor/Writer. Refer to the TDM.

(6) *Additional Training.* Adobe Certified Expert, Resilience-Building Leadership Program, Advanced Airborne School, Air Assault, MFT, Basic Army Instructor Badge, Tactical Combat Casualty Care (TC3), Combatives and Field Sanitation

(7) *Self-development.* See Chapter 3, Paragraph (b).

c. Staff Sergeant (SSG/E-6). SSGs should continue building tactical leadership techniques while learning organizational leadership techniques; military history; and Army and Joint PA doctrine. SSGs perform duties described in the preceding skill levels and must be tactical and technical experts. SSGs provide expert guidance to subordinates and superiors and conduct themselves as experts in the accomplishment of their duties. SSGs supervise the administration of Army information-related programs and actions, supervise and review communication products for release, and prepare work schedules/assign tasks based on requirements. SSGs supervise, conduct and support planning, media facilitation, community engagement programs, MOS and Soldier skills training, and participate in command staff processes throughout the

MDMP.

- (1) *Institutional Training*. DLC 3 and Senior Leader Course (SLC). Out of the training outlined in Ch. 3, it is highly recommended that SSGs attend IPASC and the Social Media Manager Strategy Course.
- (2) *Key Leadership Positions*. SSGs should pursue leadership positions within a PAD, MPAD, TPASE (SRC 45 units), and PSYOPS as a Team NCOIC. Refer to the TDM.
- (3) *Key Development Positions*. SSGs should pursue positions at the Brigade level, ASCCs, AFN Ops, Army Special Operations, and Joint Special Operations. Refer to the TDM.
- (4) *Broadening Assignments*. SSGs should pursue broadening assignments as NCOA cadre, Instructor/Writer, Stars & Stripes correspondent, Inspector General, Observer Controller/TrainerNCO, Recruiter, or Drill Sergeant. Refer to TDM.
- (5) *Additional Training*. Advanced Airborne School, Air Assault, Battle Staff, MFT, MRT, EOL, SHARP, Combatives, SEJPME I and TWI.
- (6) *Self-development*. See Chapter 3, Paragraph (c).

Chapter 5. Military occupational specialty 46S Career Map and Talent Development Model

Access to the CMF 46 Career Map can be accessed from the ACT website. It is located under the “career resources” tab at the following link: <https://actnow.army.mil>. The 46S/46Z Talent Development Model can be found in the DA PAM 600-25 Smartbook on milSuite at the following link: <https://www.milsuite.mil>.

Chapter 6. Military occupational specialty 46S Reserve Components

- a. Whenever possible, duty assignments for career progression should parallel those of Active Component (AC), although geographical limitations and lack of access to certain assignments will determine in what capacity an RC Public Affairs Soldier serves throughout their career. The differences are outlined below.
- b. *USAR*. USAR Soldiers have many of the same opportunities for training and duty assignments as their AC counterparts. Commanders and CSMs should make every effort to ensure their Soldiers are afforded the same additional training opportunities as the Active Component, as this allows their Soldiers to readily integrate into AC formations by having similar skill sets and experiences as their AC counterparts. USAR Soldiers should pursue leadership assignments in a PAD, Broadcast Operations Detachment (BOD), MPAD, Theater Public Affairs Support Element, and Major Supporting Commands. Soldiers should pursue broadening assignments as an instructor or recruiter. In addition to the HQDA MG KLV communications competition, USAR Soldiers can further distinguish themselves by competing and winning in the LTC Wetzel “Scoop” Brumfield Mass Communications Competition (BMCC). Soldiers should seek to attend the Training Plan Development Course and the Army Reserve Storytelling Workshop. TWI opportunities outlined in Chapter 4 are not available for RC Soldiers.
- c. *ARNG*. The ARNG has a unique dual mission, with both Federal (Title 10) and

State (Title 32) responsibilities. During peacetime, the Governor, through the State Adjutant General, commands ARNG forces. The Governor can call the ARNG into action during local or statewide emergencies, including, but not limited to severe storms, drought, forest fires, floods, and civil disturbances. In addition, the President of the United States can activate the ARNG to participate in Federal missions. When federalized, ARNG units are commanded by the Commander in Chief of the theater in which they are operating. The ARNG is a key element in the U.S. Army's multicomponent unit force, training with RA and USAR units to ensure all three components work as a fully integrated team. In addition, State offices should make every effort to ensure their Soldiers are afforded the same additional training opportunities as the AC, as this practice allows their Soldiers to readily integrate into AC formations, having similar skill sets and experiences as their AC counterparts.

**Chapter 7. Military occupational specialty 46Z Chief Public Affairs
Noncommissioned Officer (Sergeant First Class – Sergeant Major/Command
Sergeant Major)**

Major Duties. Chief PA NCOs lead and mentor assigned personnel. They advise PA officers, NCOs, civilians, and the commander and command senior enlisted leader on all matters pertaining to the PA core functions and activities. They supervise Army communication programs, information, and community related engagement efforts and advises Army and Joint leaders as to the accuracy, propriety, timing, and relative importance of information for release to the public. As the principal NCO trained in communication and information capabilities, Chief PA NCOs develop, coordinate, supervise, and participate in plans and policy development, representing PA interests at boards and in communication and planning synchronization cells. Chief PA NCOs must have an extensive knowledge and understanding of the entire Army and its processes, including units, missions, equipment, vehicles, capabilities, doctrine, regulations, legal policy, religious observances, and larger governmental operations in order to effectively advise and lead the development and fulfillment of the commander's communication strategy. Chief PANCOs lead and operate with little to no supervision. Chief PA NCO knowledge, skills and abilities should be demonstrated through a variety of assignments including leadership, key development, and broadening assignments. Through the execution of assigned duties, Chief PA NCOs demonstrate the ability to apply critical thought to all issues from tactical to strategic level.

Prerequisites. See DA Pam 611-21.

Goals for development.

a. Sergeant First Class (SFC/E-7). SFCs develop senior-level staff skills while continuing to expand capabilities and refining previously learned skills. SFCs plan, organize work schedules, and assign tasks to support unit missions, information-related programs, and communication strategies. SFCs supervise the preparation of communication products for release, provide media facilitation, MOS training for PA and

non-PA personnel, conduct PA and VI planning, and plan, supervise, and conduct community engagement programs. SFCs supervise and assist in the preparation of after-action reports, evaluations, reports, correspondence, records, and plans pertaining to Army programs. For commanders in brigades with no PA officer (PAO) authorizations, SFCs serve as the PAO, advising and developing communication strategy/plans. SFCs operate extensively in tactical and operational unit TOCs, participating in and/or leading MDMP and planning actions, and coordinating and integrating PA and VI capabilities into the commander's concept of operations. SFCs may serve as the only PA asset in other staff elements such as Information Operations and other information synchronization cells where they coordinate, supervise, and participate in planning and policy development to support operations. SFCs serve as the principal NCO in PAD SRC 45 units and AFN stations.

(1) *Institutional Training.* DLC 4 and Master Leader Course (MLC). It is highly recommended that PA SFCs attend the Joint Intermediate PA Course (JIPAC), Joint Contingency PA Course (JCPAC), Joint Special Operations PA Course (JSOPAC), the Social Media Manager Strategy Course, and SEJPME Phase I & II.

(2) *Key Leadership Positions.* SFCs should pursue leadership positions within PAD, MPAD and TPASE units (SRC 45), AFN Stations, or Special Forces Groups (SFGs). Refer to the 46S/46Z Talent Development Model (TDM).

(3) *Key Development Positions.* SFCs should pursue positions at Divisions, Multifunctional BDEs, Army Special Operations, and Joint Special Operations.

(4) *Broadening Assignments.* PA SFCs should pursue broadening assignments as NCOA cadre, Instructor/Writer, Observer/Controller/Trainer NCO, Drill Sergeant, or Recruiter.

(5) *Additional Training.* PMP, RBLP-T, LSS, ad APR+M certification, Tactical IO Course, Advanced Airborne School, Air Assault, Battle Staff, MFT, MRT, EOL, SHARP and Joint Special Operations Course.

(6) *Self-development.* See Chapter 3, Paragraph (d).

b. Master Sergeant/First Sergeant (MSG/1SG/E-8). MSGs serve as the principal staff element NCO and may serve as a First Sergeant in a variety of CMF-specific and CMF-immaterial positions. MSGs are responsible for the professional development, training and welfare of the unit's Soldiers and officers. MSGs advise the PAO, as well as DIV commander and senior enlisted leader, on all matters pertaining to PA core functions and information related capabilities and strategy. MSGs are experts of PA functions and capabilities and participate in information planning and operations development. MSGs provide expert guidance throughout all stages of the MDMP and assist in the execution of the commander's communication synchronization (CCS) process and development of the commander's communication strategy.

(1) *Institutional Training.* DLC 5 and U.S. Army Sergeants Major Academy (USASMA). It is highly recommended that MSGs attend the Joint Intermediate PA Course (JIPAC), Joint Contingency PA Course (JCPAC), the Social Media Manager Strategy Course and SEJPME Phase I & II.

(2) *Key Leadership Positions.* MSGs should pursue leadership positions within

Divisions and in MPAD units (SRC 45), AFN HQs, and DINFOS.

(3) *Key Development Positions.* MSGs should pursue positions at OCPA Regional Offices and as the SMA PA NCO.

(4) *Broadening Assignments.* MSGs should pursue assignment as the Proponent NCOIC or the Career Advisor/Professional Development NCO.

(5) *Additional Training.* Company Commander-First Sergeant Pre-Command Course, How the Army Runs (HTAR), Force Management Course, and Capabilities Development Course.

(6) *Self-development.* See Chapter 3, Paragraph (e).

c. Sergeant Major/Command Sergeant Major (SGM/CSM/E-9). SGMs serve as the principal NCO of staff elements and may serve as a CSM in a variety of CMF-specific and CMF-immaterial positions. SGMs are experts in information capabilities and functions, and operate in ASCC, ACOM and COMCOM HQs, leading MDMP and coordinating and integrating public affairs into the commander's concepts of operations. SGM are responsible for the professional development, training and welfare of the command's Soldiers and officers, as well as those in the command's down trace units/elements. SGMs advise the PAO, NCOs, civilians, commander and senior enlisted leader on matters pertaining to Army policy and PA functions and capabilities.

(1) *Institutional Training.* Nominative Leaders Course, DLC 6, and Pre-Command Course. SGMs are also able to attend JIPAC, JCPAC, and SEJPME Phase I & II.

(2) *Key Leadership Positions.* SGMs should pursue leadership positions as the Regimental SGM (OCPA) and at Corps, ASCC and ACOM HQs, as well as CSM positions in a TPASE, at DINFOS and Defense Media Activity.

(3) *Key Development Positions.* SGMs should pursue key developmental positions at Theater Sustainment Commands and at DMA.

(4) *Broadening Assignments.* SGMs/CSMs should pursue broadening assignments at COCOMs, as an ROTC instructor, Garrison CSM, USASMA instructor, OCLL Fellow, and HQDA Fellow.

(5) *Additional Training.* How the Army runs (HTAR), Force Management Course, and Capabilities Development Course.

(6) *Self-development.* See Chapter 3, Paragraph (f).

Chapter 8. Military Occupational Specialty 46Z Career Map and Talent Development Model

Access to the CMF 46 Career Map can be accessed from the ACT website. It is located under the "career resources" tab at the following link: <https://actnow.army.mil>. The 46S/46Z Talent Development Model can be found in the DA PAM 600-25 Smartbook on milSuite at the following link: <https://www.milsuite.mil>.

Chapter 9. Military Occupational Specialty 46Z Reserve Component

The mission and duties for the ARNG and USAR Chief PA NCO are identical to those in the Active Component. Whenever possible, duty assignments for career progression should parallel those of Active Component (AC), although geographical limitations and

lack of access to certain assignments will determine in what capacity an RC Public Affairs Soldier serves throughout their career. The differences are outlined below.

USAR. The proponent recommends the following goals for development:

a. Sergeant First Class (SFC/E-7). The mission and duties are identical to those in the AC, except that principal NCO positions in AFN units are not available for USAR SFCs. See Chapter 8.

(1) *Institutional Training.* DLC 4 and Master Leader Course (MLC). It is highly recommended that PA SFCs attend the Joint Intermediate PA Course (JIPAC), Joint Contingency PA Course (JCPAC) and the Social Media Manager Strategy Course.

(2) *Key Leadership Positions.* SFCs should pursue leadership positions within PAD, MPAD, TPASE units (SRC 45) and in a Military History Detachment (MHD). Refer to the 46S/46Z Talent Development Model (TDM).

(3) *Broadening Assignments.* PA SFCs should pursue broadening assignments as an Instructor, IO cell member, Observer Controller/Trainer NCO, Drill Sergeant, or Recruiter.

(4) *Additional Training.* APR+M certification, Tactical IO Course, Advanced Airborne, Air Assault, Ranger, Battle Staff, MFT, MRT, EOL, SHARP and Master Army Instructor.

(5) *Self-development.* See Chapter 3, paragraph (d).

b. Master Sergeant/First Sergeant (MSG/1SG/E-8). The mission and duties are identical to those in the Active Component, see Chapter 8.

(1) *Institutional Training.* DLC and U.S. Army Sergeants Major Academy (USASMA) 5. It is highly recommended that MSGs attend the Joint Intermediate PA Course (JIPAC), Joint Contingency PA Course (JCPAC), the Social Media Manager Strategy Course, and JPME Phase I.

(2) *Key Leadership Positions.* MSGs should pursue leadership positions within Divisions and MPAD units (SRC 45).

(3) *Key Development Positions.* MSGs should pursue positions at Army Reserve Strategic Communications and Major Supporting Commands.

(4) *Broadening Assignments.* MSGs should pursue assignment as IG, EO or as a 1SG outside of SRC 45 units.

(5) *Additional Training.* How the Army runs (HTAR), Force Management Course, and Capabilities Development Course.

(6) *Self-development.* See Chapter 3, paragraph (e).

c. Sergeant Major/Command Sergeant Major (SGM/CSM/E-9). The mission and duties are identical to those in the Active Component, see Chapter 8.

(1) *Institutional Training.* Nominative Leaders Course, DLC 6, and Pre-Command Course. SGMs are also able to attend JIPAC and JCPAC.

(2) *Key Leadership Positions.* SGMs should pursue leadership positions at HQs, as well as CSM positions in a TPASE.

(3) *Key Development Positions.* SGMs should pursue key developmental positions at MSCs.

(4) *Broadening Assignments.* SGMs/CSMs should pursue broadening assignments as an instructor or as SGM/CSM outside of SRC 45 units.

(5) *Additional Training.* How the Army runs (HTAR), Force Management Course, and Capabilities Development Course.

(6) *Self-development.* See Chapter 3, paragraph (f).