

Special Forces Branch

1. Unique features of the Special Forces Branch

a. Unique purpose of the Special Forces Branch. The United States (U.S.) Army Special Forces (SF) represent the premier Department of Defense (DOD) force designed to conduct special warfare. SF Soldiers are specifically selected, trained, and educated to shape foreign political and military environments by working with and through host nations (HNs), regional partners, and indigenous populations. SF provides the United States with a small footprint option for influencing unfriendly regimes, addressing insurgencies, and containing conflicts that could destabilize U.S. allies and partners. To accomplish these missions, SF possess qualities and capabilities to mix nonlethal and lethal activities designed to shape the environment, deter conflict, prevail in war, or successfully conduct a wide range of contingency operations. Ultimately, SF are designed and trained to understand the balance between diplomacy and force, is most applicable for creating the conditions for a favorable conflict resolution. This judgment has been honed over decades of engagement with allies, coalition partners, and indigenous populations and provides the United States a discreet, low-signature, small-footprint alternative to a JTF or other large military force structure.

b. Unique functions performed by the SF Branch. The SF Branch resides within the Army Special Operations Forces (ARSO) subgrouping under the Army's Operations Division (OD) functional category. The hallmark of SF is the delivery of strategic value to the nation through an indigenous approach to operations, precision targeting, local understanding and influence, and crisis response. SF are employed throughout the operational spectrum and across all campaign phases, including interagency or coalition led operations. SF capabilities represent inherent scalable mission command nodes and force packages that are low-signature, employ a small footprint, and are particularly suited for employment in politically sensitive environments. As representatives of the US in foreign countries, SF Soldiers are language trained, culturally astute, and regionally oriented. Often serving as trainers and advisors, they interact closely with and live under the same conditions as the indigenous forces they partner with in war, SF provide unique combined, joint, or unilateral capabilities to the combatant commander. In peacetime, they conduct operations and promote regional stability in areas where other forces normally do not operate. Their continuous forward presence assists in creating the conditions necessary for long term stable environments, thereby reducing the risk of armed conflict. As such, SF operations are inherently Joint, Interagency, Intergovernmental, and Multinational (JIIM) - focused toward achieving operational and strategic level effects.

c. Unique features of work in the SF Branch. Two core competencies of SF are unconventional warfare (UW) and foreign internal defense (FID), which can be considered conceptual opposites. In UW, SF work through resistance movements to coerce, disrupt, or overthrow unfriendly governments (or occupying powers) through a wide combination of low-visibility direct and indirect activities in denied areas. In a FID mission, SF work with friendly governments through a wide combination of military engagement activities that enhance the overall security of that nation. Regardless of the mission, the selection, training, and education of the SF Soldier to work with indigenous forces while conducting UW are also applicable to the conduct of FID. In both missions, SF focus on engaging with and empowering indigenous partners to act. Both efforts are population centric and can be used to set the conditions

needed for successful unified land operations. SF missions are dynamic, constantly evolving in response to political-military considerations, technology, and other considerations.

d. SF nine principal tasks.

(1) UW is defined as activities conducted to enable a resistance movement or insurgency to coerce, disrupt, or overthrow a government or occupying power by operating through or with an underground, auxiliary, and guerrilla force in a denied area (JP 3-05, *Special Operations*). The inherently interagency, multinational, and widely dispersed activities of UW are conducted to enable a resistance movement or insurgency by operating through or with an underground, auxiliary, or guerrilla force in denied areas to coerce, disrupt, or overthrow oppressive regimes. The demands of UW missions require mature SF Soldiers who are adept at interacting with a wide range of factors and agencies capable of, and trusted with, sensitive and largely independent operations.

(2) FID is defined as participation by civilian and military agencies of a government in any of the action programs taken by another government or designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security (JP 3-22, *Foreign Internal Defense*). SF provides an experienced and mature military advisory capability that assists allies and partner nations to develop regional stability, enhance global security, and facilitate future operations over the long term, SF persistent engagement with HNs, regional partners, indigenous populations, and their institutions through FID activities help set conditions for best possible outcomes.

(3) Security Force Assistance (SFA) is defined as DOD activities that contribute to unified action by the U.S. Government (USG) to support the development of the capacity and capability of foreign security forces and their supporting institutions (JP 3- 22). FID and SFA are both subsets of security cooperation; neither is considered a subset of each other. SFA also prepares Foreign Security Forces (FSF) to defend against external threats and to perform as a part of an international coalition as well.

(4) Counterinsurgency (COIN) operations are those military, paramilitary, political, economic, psychological, and civic actions taken by a government to defeat an insurgency (JP 3-24, *Counterinsurgency Operations*).

(5) Direct Action (DA) is defined as short duration strikes and other small-scale offensive actions conducted as a special operation in hostile, denied, or politically- sensitive environments and which employ specialized military capabilities to seize, destroy, capture, exploit, recover, or damage designated targets (JP 3-05, *Special Operations*).

(6) Special Reconnaissance (SR) is defined as reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in conventional forces (JP 3-05).

(7) Counter terrorism (CT) is defined as actions taken directly against terrorist networks and indirectly to influence and render global environments inhospitable to terrorist networks (JP 3-26, *Counterterrorism*).

(8) Counter proliferation (CP) is action taken to defeat the threat and/or use of weapons of mass destruction against the U.S., our forces, allies, and partners (JP 3- 40), *Combating Weapons of Mass Destruction*). Special Forces Operational Detachments (SFODs) designated in national and theater contingency plans to participate in CP may be specially task-organized, trained, and equipped.

(9) Information Operations (IO) are defined as the integrated employment of the core

capabilities of electronic warfare, computer network operations, psychological operations, military deception, and operations security, in concert with the specified supporting and related capabilities to influence, disrupt, corrupt, or usurp adversarial human and automated decision making while protecting our own (JP 3-13, *Information Operations*).

e. *SF officer roles.*

(1) SF officers plan, coordinate, direct, and participate in SF operations in all operational environments. An SF captain primarily commands a Special Forces Operational Detachment Alpha (SFOD-A); and in some cases a Special Forces Operational Detachment Golf (SFOD-G). The SFOD-A is a flexible and highly trained unit, which includes one SF warrant officer and ten SF noncommissioned officers (NCOs.) The NCOs hold one or more of the following specialties; operations, intelligence, weapons, communications, engineering, or medical. The SFOD-A must be adept at accomplishing a wide range of requirements to include training management, mission planning logistical planning, resource management, training plan development for foreign forces, and negotiating and working with foreign and U.S. government agencies and country teams. SF officers that successfully command an SFOD-A or SFOD-G (or serve as an SFOD-E) may later command larger SF units. They serve on upper echelon SF, Army and Joint Special Operations Task Force (JSOTF) staffs, as SOF observer-controllers at Combat Training Centers, in Special Mission Units (SMUs), and in interagency assignments. They also serve as special operations staff officers at various higher-level conventional Army and joint staffs as well as on the staff and faculty at the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS).

(2) The SF warrant officer is an adaptive technical expert, combat leader, trainer, and advisor. They are experienced subject-matter experts in UW, as well as operations and intelligence fusion, JIIM operations, training management, and mission planning and execution at all levels across the operational continuum. Through tiered progressive levels of expertise in assignments, training, and education, SF warrant officers support a wide range of SF missions throughout their career. They advise commanders on all aspects of special operations. SF warrant officers are accessed with specific levels of technical ability from the SF NCO ranks. The following are specific characteristics and responsibilities of the separate, successive warrant officer grades:

(a) Warrant Officer 1/Chief Warrant Officer 2. The SF WO1 and CW2 serve on an SFOD-A as the Assistant Detachment Commander or Detachment Commander in the absence of a Captain. In this role, they provide leadership, institutional knowledge in unconventional warfare and subject matter expertise for the preparation, employment, and sustainment of the SFOD-A. They integrate their tactical and technical skills in operations and intelligence fusion, as well as their understanding of the JIIM environment into Army planning methodologies at the detachment level. Select CW2s may be designated for developmental assignments on an SFOD-G or SFOD-E.

(b) CW3. The SF CW3 is an advanced-level expert in special operations who performs the duties and responsibilities of a Company Operations Warrant Officer on an SFOD-B, which is a key developmental assignment. CW3s may serve as an Assistant Battalion Operations Warrant Officer, and in broadening assignments as an institutional instructor, or leader of a specialized staff section. CW3s integrate special operations principles and intelligence fusion into the Army planning methodologies at the tactical and operational levels. They are capable of coordinating special operations in the JIIM environment, knowledgeable in doctrine and applying operational concepts in resistance structures and the area complex.

Additionally, CW3s develop and implement unit training management at the Special Forces Company and Battalion levels. Select CW3s may be designated for a developmental assignment on an SFOD-G or SFOD-E.

(c) CW4. The SF CW4 is a senior-level expert in special operations who performs the duties and responsibilities of the Battalion Operations Warrant Officer, which is a key developmental assignment. CW4s may serve in broadening assignments as Operations Warrant Officers in SOF, Army or joint staffs, as institutional instructors, and as leaders of specialized staff sections within higher Special Operations Commands. CW4s apply doctrine and resource planning across the operational continuum and full range of military operations. CW4s are integral planners for resistance concepts, and the integration of special operations within a JIIM environment to include Theater Campaign Plans, Theater Security Cooperation Plans, and the Global Force Management Process. Additionally, CW4s develop and implement unit training management at the Battalion and Special Forces Group level. Select CW4s may serve on an SFOD-E, or in other branch immaterial broadening assignments in accordance with the needs of the Army.

(d) CW5. The SF CW5 is a master-level expert in special operations who performs the duties and responsibilities of the SF Group Operations Warrant Officer or is Command Selected to serve as the SF Group Command Chief Warrant Officer; both are key developmental assignments. CW5s may serve in other broadening assignments as Operations Warrant Officers in SOF, Army or joint staffs. Select CW5s may serve in nominative positions as the Commandant of the Special Forces Warrant Officer Institute, Command Chief Warrant Officer of the SF Regiment, Command Chief Warrant Officer of the SF Branch/SWCS, USASOC Command Chief Warrant Officer, or other branch immaterial assignments within the Army. The Command Chief Warrant Officer is the senior officer chartered to think, advocate, and act on behalf of Warrant Officers at their echelon and provides experienced advice on all operational matters to the Commander. CW5s are complex problem solvers and highly skilled critical and creative thinkers. They clearly and concisely communicate SOF requirements and capabilities within the JIIM environment and provide comprehensive tactical and technical knowledge to Commanders and Staffs at the operational and strategic level.

2. Officer Characteristics required

a. Unique skills.

(1) SF officers will-

(a) Be proficient as infantry tactical commanders and should be Ranger-qualified or attend the U.S. Army Ranger Course prior to arriving at their first Group of assignment.

(b) Be experts in SF operations and the nine SF principal tasks.

(c) Be tactically and technically proficient in the skills required of an SFOD-A.

(d) Have an aptitude for learning a foreign language. They must sustain foreign language proficiency throughout their careers. This is an essential skill and is critical for all SF officers. During the Special Forces Qualification Course (SFQC), officers who do not already meet language requirements receive extensive foreign language and cultural training. All officers must successfully meet the current USAJFKSWCS published language course standard requirements before graduating and joining an SF group. The language trained in the SFQC is the officer's initial Control Language (CLANG).

(e) Be qualified military parachutist, with a goal of attaining a senior parachutist rating

by promotion to major.

(2) SF warrant officers will

(a) Be proficient in the nine SF principal tasks, intelligence operations, and tactical skills.

(b) Be familiar with all the technical skills of an SFOD-A.

(c) Have an aptitude for learning a foreign language. They must sustain foreign language proficiency throughout their careers. This is an essential skill and is critical for all SF warrant officers.

(d) Be qualified military parachutist, with a requirement of successfully completing Jumpmaster training by promotion to CW3.

b. Unique knowledge.

(1) SF officers and warrant officer require an in-depth knowledge of at least one region of the world and proficiency in at least one of the region's languages.

(2) Officers must complete the SFQC. This provides officers with entry level knowledge of SF operations. As they develop, officers gain a broader understanding of SF tactics, techniques, and procedures; the special operations targeting and mission planning process; the special operations support and sustainment process; and the joint, multinational, and interagency aspects of special operations.

(3) SF officers and warrant officers must have a unique knowledge of many specialized tactics, techniques, and procedures that support SF operations.

c. Unique attributes. SF officers and warrant officers will-

(1) Have the ability to solve complex political-military problems and to develop and employ conventional or unconventional solutions. Develop and employ non-doctrinal methods and techniques when applicable. Be capable of decisive action for missions in which no current doctrine exists.

(2) Have good interpersonal and cross-cultural communications skills as well as political acumen and cultural sensitivity. Mission success will often depend on their ability to establish rapport and influence the attitudes and behaviors of people from foreign cultures.

(3) Be an adaptive thinker who is able to thrive in complex and ambiguous situations.

(4) Be mentally flexible and willing to experiment and innovate in a decentralized and unstructured environment.

(5) Be self-reliant team players who can function as leaders independently or in tightly knit small groups.

(6) Have the cognitive resilience and mental dexterity to act autonomously under extreme stress and be able to inspire others to perform effectively in highly stressful environments.

(7) Be able to learn new skills, accept new ideas, and teach others.

(8) Have unquestionable personal integrity and moral courage.

(9) Be physically fit.

3. Professional development overview

a. Commissioned officers. The SF Branch is one of three branches that make up the Army Special Operations Forces (ARSOF) group within the Operations functional category. The SF Branch consists of officers in the grade of WO1 through Colonel. The SF Branch is a volunteer

non-accession branch that draws its officers from other branches of the Army, or in the case of warrant officers, from within enlisted career management field (CMF) 18. The U.S. Army Recruiting Command recruits SF officer volunteers. Qualified SF volunteers must undergo and pass a rigorous assessment and selection program prior to starting SF training. SF officers must first serve a successful initial tour as a Lieutenant in a small-unit leadership position in one of the Army's other basic branches. This ensures that they have knowledge of conventional Army operations and leadership experience. All SF officers are airborne qualified and maintain that proficiency throughout their careers. They attend the Special Forces Operations Forces Captain's Career Course (SOF CCC). Based on operational requirements, SF officers will undergo training in advanced special operations skills such as Military Free Fall, Combat Diver, military mountaineering, and completion of the Special Warfare Training Course (SWTC). Throughout their careers, SF officers enhance their knowledge by increasing their understanding of the joint and interagency aspects of special operations while they command SF units at levels of increasing responsibility. SF Captains lead Detachments; Majors lead Companies; Lieutenant Colonels lead Battalions; and Colonels lead Groups. SF officers should seek post key developmental (KD) assignments to USAJFKSWCS at all grade levels.

b. Warrant Officers. The SF warrant officer is a volunteer accessed from CMF 18. All candidates attend the Special Forces Warrant Officer Technical and Tactical Certification Course (WOTTC) at USAJFKSWCS, Fort Bragg, NC. The WOTTC is comprised of Army common core officer leadership tasks and SF warrant officer basic course tasks. At key points in their career, SF warrant officers will attend and complete all associated phases of the Warrant Officer Advanced Course (WOAC), Warrant Officer Intermediate Level Education (WOILE), and Warrant Officer Senior Service Education (WOSSE). SF warrant officers serve at SF Detachments, Companies, Battalions, Groups, ACOMs, and joint and interagency commands. Based on operational requirements, SF warrant officers may also undergo training in advance special operations skills such as Military Free Fall parachuting, Combat Diver, Advanced Special Operations Techniques (ASOT), SWTC, and military mountaineering.

c. Regional focus. SF officers and warrant officers continuously undergo intensive preparation for assignment in their unit's designated geographic areas. Whether the mission profile calls for clandestine employment in a denied area or a low-visibility FID mission in a partner nation, the overall requirement for regional orientation, language proficiency, and cross-cultural interpersonal skills remain the same. SF officers and warrant officers gain and maintain area orientation through military and civilian schooling, language study, area study, mission preparation, and repetitive operational experience during their careers. While Soldiers gain initial language qualification through formal instruction, they maintain language skills through practice and self-study. Defense Language Proficiency Test (DLPT) and Oral Proficiency Indicator (OPI) scores reflect language proficiency. Soldiers must update their DLPT scores annually through formal testing. The organization of SF groups is by region, however, the management of regional expertise is subject to modification as the needs of the Army change.

4. Officer development assignments

An officer must first successfully serve in their basic branch to be eligible for SF (see paragraph 8b below). Upon graduation from the SFQC, the officer serves in a KD position as a

SF Captain, followed by other developmental positions described in the following paragraphs.

a. Captain.

(1) SF Branch is a non-accession branch. To meet Army military education level requirements, every SF officer must complete the SOFCCC before attending the Special Forces Qualification Course (SFQC) - unless granted an exception as an officer accessing outside of the target year group.

(2) Upon successful completion of the SOFCCC, Captains will attend the SFQC (60-64 weeks).

(3) SF Captains should successfully command an SFOD-A, optimally for 24 months. This is the KD position for all SF Captains. Specially selected Captains may command an SFOD-E and/or SFOD-G in a Group's 4th Battalion which is a KD equivalent to SFOD-A command. Both of these commands equate to Company, Battery, or Troop command in the other operations branches.

(4) All SF Captains should optimally serve a minimum of 36 months in an 18A coded position within a SF Group and select Captains may remain assigned for up to 4 years. Additionally, some SF Captains will be selected at the 24 month mark to serve in key 18A coded positions outside of the SF Group.

(5) The primary preferred developmental assignment for a SF Captain is in a position coded 18A as a staff officer in an SF operational Battalion or Group headquarters. Other preferred developmental assignments include the following:

(a) Service in a second command following the officer's initial Detachment command. Selection to a second command is appropriate for an officer with high potential. Preferred second commands include Group Headquarters and Headquarters Company (HHC) as well as Battalion Support Company (BSC).

(b) Service in a SMU.

(c) Service as a joint staff officer.

(d) Service as an instructor at the 1st Special Warfare Training Group (SWTG).

(e) Service at a combat training center (CTC), such as JRTC, NTC, ISTC or JMRC.

(f) Service in a broadening opportunity program.

(g) Service as an Interagency Operations Officer.

(6) In addition to professional development through operational assignments, SF Captains should begin an intensive self-development program. Their efforts should focus on gaining an in-depth understanding of combined arms operations, gaining and maintaining regional and linguistic expertise, and increasing proficiency in SF and infantry office common core and branch tasks.

(7) It is strongly encouraged that Captains attend Ranger school if not already qualified and may attend advanced special operations skill courses such as Combat Diver, Combat Diving Supervisor, Military Free Fall (MFF); MFF Jumpmaster; Advanced Special Operations Techniques (ASOT); ATLC: and Special Forces Advanced Reconnaissance, Target Analysis, & Exploitation Course (SFARTAETC) to meet mission requirements.

(8) SF officers, as commanders of airborne units, must successfully complete static-line jumpmaster training as a Captain.

(9) Because of the extensive training involved in SF, officers volunteering for SF who do not already have a Baccalaureate degree must complete their degree before attending the SFQC.

b. Major. SF Majors require a Master's degree and will be prioritized for assignment to an 18A coded billet. Officers in this grade should successfully serve for approximately 24 months in any of the KD positions listed below or a combination of these positions:

(1) SF Company Commander. Majors command SF Companies. Each line Company Commander is responsible for their Company headquarters, the Special Forces Operational Detachment Bravo (SFOD-B), and six subordinate SFOD-As. It is preferable that Majors who served as Captains in SFOD-G and/or SFOD-E command these units—but not required.

(2) SF Battalion Operations Officer (S-3). The S-3 performs duties as the Battalion operations officer, similar to other MFE Battalion S-3s.

(3) SF Battalion Executive Officer (XO). The XO performs duties similar to other MFE Battalion XOs.

(4) SF Group S-3 Operations Officer. The Group S-3 operations officer performs duties relating to planning for future operations.

(5) SF Group XO. The Group XO performs duties similar to other MFE Brigade XOs.

(6) SOF Plans Officer

(7) SOF Operations Officer

(8) Positions corresponding to statements one through seven above in the USAJFKSWCS, 1st SWTG (A), Special Operations Recruiting Battalion, a SMU, at the ISTC, JRTC, NTC, JMC, in the Western Hemisphere Institute for Security Cooperation, TSOC and other joint commands, or as an Interagency Operations Officer.

(9) Preferred developmental assignments for SF Majors include the following:

(a) Service as a joint or combined staff officer. Special operations are inherently joint operations, and SF Majors should seek joint or combined duty after their KD assignment.

(b) Service as an SF assignment officer or Chief, Special Mission Division at U.S. Army Human Resources Command (USAHRC).

(10) For Majors there is much greater emphasis on self-development at the field grade levels, with a focus on general areas of knowledge rather than specific tasks- combined with the requirement to maintain and enhance their foreign language and cultural proficiency through continued study. SF Majors require a Master's degree and are encouraged to obtain a Master's degree in conjunction with the time frame for completing ILE. Notwithstanding completion of a Master's degree does not take precedence over completion of ILE or the successful execution of any assignment. Officers are highly encouraged to apply for the below Master's degree producing programs:

(a) Attendance at the highly competitive Advanced Military Studies Program (AMSP) at the School of Advanced Military Studies (SAMS). SF Majors that graduate from SAMS and are KD qualified will serve in an SF-coded SAMS assignment. Officers that are not KD qualified will serve in an SF KD position at the SF Group immediately following SAMS graduation—which will serve as their SAMS utilization.

(b) Attendance at the highly competitive Department of Defense Analysis Program at the Naval Postgraduate School. The Special Operations Master's Degree Program at the Naval Postgraduate School is 18 months of advanced study for selected officers that features an interdisciplinary faculty representing a wide range of academic and operational specialties. It provides a broad education in the art and science of Special Operations and Irregular Warfare at the tactical, operational, and strategic levels. SF officers complete the P950 ILE Preparatory Course and the required Naval Command and Staff Distance Education Courses while attending NPS to receive full ILE/JPME I credit.

(c) Participation in the George & Carol Olmstead Scholarship Program. The Olmsted Scholar Program encompasses the vision of military officers and their families immersing themselves in a foreign culture of choice while the officer studies in a foreign language in a liberal arts field of their choice. Following extensive language education, scholars are expected to become familiar with the institutions, characteristics, customs, history, culture and people of the host nation. They are expected to travel extensively and acquire a familiarity with the host country and region. Scholars are able to earn a foreign master's degree or its U.S. equivalent upon completion of program. Scholars will be utilized in an operational/tactical assignment. Graduate from this program receive a master's degree from some of the world's best educational institutions. This program provides AOC credit (must submit for credit), and coupled with attendance to Satellite Common Core (CC) or Distance Learning CC, provides officers full ILE/JPME I credit.

(d) Participation in the General Wayne A. Downing Scholarship Program. This program aims to develop the strategic thinking of tomorrow's operational leaders by providing select Army officers the opportunity to study terrorism and counterterrorism at top tier graduate schools, providing the scholar with a master's degree. The program simultaneously offers immersion experiences that expose Downing Scholars to the U.S. counterterrorism interagency community, foreign counterterrorism forces, different cultures and ways of understanding the threats facing the United States today. This program provides AOC credit, and coupled with attendance to Satellite Common Core (CC) or Distance Learning CC, provides officers full ILE/JPME I credit.

(e) Participation in the Interagency Studies Program (ISP) in conjunction with resident CGSC attendance in partnership with The University of Kansas. The objective of the Interagency Studies Program (ISP) is to prepare military officers for working in interagency environments by expanding their abilities to conceptualize and address issues beyond their military training. The program offers coursework from multiple disciplines with an array of theoretical frameworks. The ISP curriculum consists of 30 credit hours, with KU granting six hours of credit for ILE education. The remaining 24 credit hours come from eight KU courses that are taught at two locations: night courses at the Command and General Staff College and day courses at KU's main campus in Lawrence. The evening classes – four courses taken in sequence – are taught from late July to March at the CGSC. The final four courses are taught at the KU Lawrence campus from March through late June. Graduates earn a Master's degree in Global and International Studies – Interagency Track.

(f) Participation in the Command and General Staff College (CGSC) partnership with the Kansas State University Security Studies program. Courses are taught by faculty members who are fully engaged in their academic fields and allow officers to complete their master's degree while attending resident CGSC.

(g) Participation in the National Defense University (NDU) program of study at USAJFKSWCS which provides SF officers with an accredited Master's degree focused on Strategic Security Studies with a concentration in Irregular Warfare or International Security Studies. It prepares officers for KD assignments in SF billets. NDU provides AOC credit, and coupled with attendance to Satellite Common Core (CC) or Distance Learning CC, provides officers full ILE/JPME credit.

c. Lieutenant colonel. Promotion to Lieutenant Colonel constitutes success, and subsequent assignments focus on developing the officer for broader contributions to the branch, the Army,

and special operations in general. Key developmental assignments for a SF Lieutenant Colonel include successful service as a SF tactical, SF training, or Immaterial battalion commander (Centralized Selection List billet at the Battalion level). Preferred developmental assignments for SF Lieutenant Colonels include the following:

- (1) Service in a USSOCOM or a TSOC-designated JSOF.
- (2) Service as an XO of an SF Group, within the 1st SWTG (A), or in an equivalent position at a SMU.
- (3) Service as a DA, DOD, or JCS staff officer or in interagency positions requiring SF experience and expertise.
- (4) Service as a staff officer or commander in a joint or combined headquarters and earning a joint service skill identifier.
- (5) Service in 1st Special Forces Command (Airborne) (1st SFC (A)) as the DCS, G-3/5/7, Chief of Operations, Chief of Training, or DCS, G-7. The 1st SFC (A) DCS, G-3/5/7 position is designated for fill by a Former Battalion Commander (FBC).
- (6) Service in USAJFKSWCS as the DCS, G-3/5/7, DCO 1st Special Warfare Training Group or Director. SF Proponency positions designated for fill by a FBC.
- (7) Service in USASOC as the assistant DCS, G-3/5/7, Command Group XO, or Deputy Chief of Staff, positions designated for fill by a FBC.
- (8) Service at USAHRC as the SF Officer branch Chief (designated for fill by a FBC) or Enlisted Branch Chief in the ARSOF group.
- (9) Service on the staff and faculty of the Command and General Staff College (CGSC).
- (10) For self-development, SF Lieutenant Colonels focus on general areas of knowledge. They should enhance their regional knowledge and improve their language proficiency as well as continue their mastery of unconventional warfare.

d. Colonel. SF Colonels continue to serve the branch, special operations, and the Army through service in any SF-coded Colonel position or combination of positions within USSOCOM, USASOC, USAJFKSWCS, 1ST SFC (A), HQDA, joint staffs, service schools, and other key organizations.

- (1) KD for a SF Colonel is successful service as a tactical, training, institutional, or recruiting commander (Centralized Selection List billet at the Group or Brigade level) or command of a designated JSOTF. SF Colonel assignments aim to develop the officer for broader contributions to the branch, the U.S. Army, and special operations in general.
- (2) Other developmental assignments include the following:
 - (a) Service as the Deputy Commander of an SF Group or SMU.
 - (b) Service as a TSOC Deputy Commander, Chief of Staff, J-3 or J5.
 - (c) Service as a joint staff officer at USSOCOM.
 - (d) Service as a joint staff officer or commander in a joint critical position requiring SF expertise.
 - (e) Service as Chief of Staff or Deputy Chief of Staff for Operations, USASOC.
 - (f) Service as Deputy Commander or Chief of Staff, 1ST SFC (A).
 - (g) Service as Chief of Staff, Director of CDID, Special Forces Commandant
 - (h) Director of ARSOF Human Resources, or Director of Army Special Operations Combined Integration Center (ARSOCIC) at USAJFKSWCS.

- (i) Service with the Army staff or with another government agency.
- (j) Service on the staff and faculty of the CGSC or U.S. Army War College. Service on a combined staff.

(3) For self-development, SF Colonels focus on general areas of knowledge. Colonels should further enhance their regional orientation and language proficiency and continue to follow an extensive professional self-development regimen.

e. Warrant officers. Active Army (AA) and U.S. Army National Guard (ARNG) SF warrant officers serve in developmental and broadening assignments at the detachment, company and battalion level. Immediately upon completion of WOTTC, the SF warrant officer should begin an intensive self-development program to continue the goal of becoming an expert in Special Operations. Their efforts should focus on gaining an in-depth understanding of the principal tasks of Unconventional Warfare and Foreign Internal Defense, as well as operations in a Joint, Interagency, Intergovernmental, Multinational environment. In addition, efforts should be towards gaining and maintaining regional and linguistic expertise and maintaining proficiency in all of the remaining SF core tasks.

(1) SF WO1/CW2 (Active Army and ARNG).

(a) SF WO1s must successfully complete SF WOTTC and serve successfully as an Assistant Detachment Commander or Detachment Commander on an SFOD-A or SFOD-G as the initial assignment. Preferably, a WO1/CW2 will serve successfully on an SFOD-A prior to assignment on an SFOD-G. A WO1/CW2 must serve successfully for a minimum of three years, with the preferred minimum being six years on an SFOD- A/SFOD-G. The key responsibilities for a WO1/CW2 on an SFOD-A/G are leadership, operations and intelligence fusion, mission planning, Joint, Interagency, Intergovernmental, Multinational coordination, training management, resource management, information management and continuity of the detachment.

(b) SF WO1s and CW2s should plan and implement an intensive self-development program. Their efforts must focus on gaining in-depth understanding of UW and combined arms operations in a JIIM environment. They must gain and maintain advanced regional and linguistic expertise. They must maintain a current foreign language proficiency that corresponds to their regional affiliation.

(c) SF WO1s and CW2s should complete an associate degree before eligibility for selection to CW3.

(d) As an integral member of the leadership team in an airborne unit, SF warrant officers must successfully complete static-line jumpmaster training before eligibility of promotion to CW3.

(e) Although not required, advanced special operations skill courses such as Combat Diver, Combat Diving Supervisor, Military Freefall, Military Freefall Jumpmaster, and Special Forces Advanced Reconnaissance Target Analysis and Exploitation Techniques Course provide valuable professional development.

(f) The SF CW2 should complete the Warrant Officer Advance Course (WOAC) prior to promotion to CW3. CW2s are eligible to attend the WOAC after serving one year as a CW2.

(g) The SF CW2 should complete the Advanced Special Operations Techniques Course prior to promotion to CW3.

(2) SF CW3.

(a) The SF CW3 must be MEL Q certified prior to promotion to CW4. SF CW3s are

eligible to attend WOILE after serving one year as a CW3. SF Branch warrant officers have no requirement for the cohort resident professional core (Phase 2) WOILE. SF warrant officers who complete WOAC and the Special Operations WOILE Phase 3 requirements are considered WOILE complete and designated Military Education Level- Q (MEL-Q).

(b) Developmental assignments for SF CW3s are:

1. Service as an SF Company Operations Officer focusing primarily on operations and intelligence fusion during mission planning and execution, Company Training Management, and Long Range/Future Operations. This is a KD position for all CW3s. A CW3 must serve successfully for a minimum of one year, with the preferred minimum being two years on an SFOD-B. The CW3 will serve as the senior warrant officer advisor to the commander and the company for all warrant officer-related matters to include accession, training, education, professional development, management, and mentorship.

2. Service on a SFOD-E.

3. Service on a SFOD-G.

4. Service as a SF Battalion Assistant Operations warrant officer.

5. Service as a Company Operations warrant officer within the 1ST SWTG (A).

(c) Broadening assignments for SF CW3s include the following:

1. Service as an instructor or doctrine writer at USAJFKSWCS, ideally for no longer than 36 months.

2. Service as a staff officer at 1ST SFC (A), USASOC, JSOC, USSOCOM, TSOC, USAJFKSWCS, ideally for no longer than 36 months.

3. Service as an Advanced Skills Committee OIC in a Group Advanced Skills company.

4. Service as an SFOD-A Assistant Detachment Commander or Detachment Commander.

(d) SF CW3s should attempt to complete a Baccalaureate degree program before eligibility and selection to CW4.

(e) SF CW3s must maintain a current foreign language proficiency that corresponds to their regional affiliation.

(f) Select CW3s who demonstrate exceptional academic capability and meet established criteria may pursue a funded advanced civilian degree to meet the needs of the Army and SF. The education will provide SF warrant officers with an accredited Master's degree that prepares warrant officers for developmental and broadening assignments in joint and interagency Special Operations Forces positions. Initial utilization assignment for graduates will normally be within the SF Group with a follow-on broadening assignment at a general-officer level SF, ARSOF, or joint SOF staff. These degree programs include the Naval Post Graduate School (NPS), National Defense University, and National Defense Intelligence College.

(3) SF CW4.

(a) SF CW4s should complete the WOSSE prior to promotion to CW5. SF CW4s are eligible attend WOSSE after serving 2 years as a CW4.

(b) Developmental assignments for SF CW4s include the following:

1. Service as a Battalion Operations Warrant Officer focusing primarily on operations and intelligence fusion during mission planning and execution, Battalion Training Management, and Long Range/Future Operations. A CW4 must serve successfully for a minimum of one year, with the preferred minimum being two years as a battalion operations

warrant officer or at least two rating periods. This is a KD position for all CW4s. The SF CW4 will serve as the senior warrant officer advisor to the commander and the battalion for all warrant officer-related matters to include, accessions, training, education, professional development, management and mentorship. As the SWOA, the SF CW4 will represent the Battalion with the Command Team at all official functions.

2. Service as a Group Assistant Operations warrant officer.
3. Service on a SFOD-E.
4. Group Operations warrant officer at 1ST SWTG (A).
5. Service as a Battalion Operations warrant officer within the 1st SWTG (A).

(c) Broadening assignments as SF CW4s include the following:

1. Service as the 180A proponent manager for the SF Commandant, USAJFKSWCS.
2. Service as the 180A career manager at HRC
3. Service as an instructor, doctrine writer, or staff officer at USAJFKSWCS.
4. Service as an operations staff officer at 1st SFC (A), USASOC, JSOC, TSOC, GCC, USSOCOM or HQDA.

(d) SF CW4s should attempt to attain a Master's degree.

(e) Select CW4s who demonstrate exceptional academic capability and meet established criteria may pursue a funded advanced civilian degree to meet the needs of the Army and SF. This education will provide SF warrant officers with an accredited Master's degree to prepare them for developmental assignments in joint and interagency Special Operations Forces positions. Degree programs include the National Defense University (NDU), and National Defense Intelligence College (NDIC). Initial utilization assignment for graduates will normally be within the SF Group with a follow-on broadening assignment at a general officer level SF, ARSOF, or joint SOF staffs.

(f) SF CW4s must maintain a current foreign language proficiency that corresponds to their regional affiliation.

(4) SF CW5.

(a) Developmental assignments for SF CW5s include the following:

1. Service as the Group Operations Warrant Officer focusing primarily on operations and intelligence fusion during mission planning and execution, synchronization/integration of all staff elements, including JIIM assets, long range future operations, and training management. Provides advice to the Group Operations Officer on planning, resourcing, and the execution of all engagements in support of operations throughout the units AOR.
2. DCS, G3 Operations Warrant Officer at 1st SFC (A) or USASOC.
3. Plans Officer, CIG, USASOC.
4. TSOC Senior Operations warrant officer advisor to the CG and staff for all SOF operations and other interests as directed.
5. USSOCOM Senior Operations warrant officer advisor to the CG and staff for all SOF operations and other interests as directed.
6. Selected SF CW5s will serve as a SF Group CCWO as an advisor to the Group Commander and staff on all aspects of Special Forces specialized training, core missions, operations, plans, intelligence, collateral and focal point activities, operational preparation of the environment and the Group's AOR. Additionally, the CCWO is responsible for the MOS life-cycle functions for all Warrant Officers assigned to the Group and the principle advisor

regarding accession management, assignments, retention, performance evaluations, and discipline of Warrant Officers.

(b) Select CW5s may have an opportunity to serve in Warrant Officer or Officer MOS-Immaterial positions.

(c) An SF CW5 must complete a CW5 developmental assignment prior to consideration for a nominative assignment as the Chief Warrant Officer of the Branch-USAJFKSWCS, Regimental Command Chief Warrant Officer-1st SFC (A), or Commandant-SF Warrant Officer Institute USAJFKSWCS.

(d) SF CW5s must maintain a current foreign language proficiency that corresponds to their regional affiliation.

f. Branch and generalist assignments. SF officers who remain in the Operations functional category above the rank of Captain will have increasing opportunities to serve in branch and generalist assignments. SF officers must ensure their minimum assignment requirements are met in SF Groups to remain competitive.

g. Joint and interagency assignments. The Army will consider SF officers and warrant officers for joint as well as interagency duty assignments. They should strive to serve in these critical positions. Joint experience is important to the Army and essential to individual officers for their advancement into senior leadership positions.

h. Combined assignments. The Army will consider SF officers and warrant officers for duty as commanders or staff officers of combined commands at a rate that equals or exceeds that of the other Operations functional category officers and warrant officers. Experience in combined commands provides extensive professional development to individual officers for their advancement into senior leadership positions.

i. Command selection criteria. The main criterion for SF command selection is exceptional performance. To remain competitive for command selection in both SF groups and SMUs, officers should balance key assignments in both types of units. SF officers are strongly encouraged to opt-in for CSL command opportunities. SF officers with post key developmental or preferred developmental assignments outside of 1ST SFC (A), in such places as a TSOC, USSOCOM, USAJFKSWCS, Department of the Army or other broadening assignment will be regarded as strong competitors for command selection.

5. Assignment preferences

a. Preferences. Officers should strive to serve in KD positions at each grade plate while expanding experience and expertise through broadening assignments throughout DOD. Officer development will continue to occur through a methodical sequence of progressive assignments in TOE units, staff and TDA billets, joint and coalition assignments, and institutional training positions. Self-development continues to be an essential component of officer development. The goal is to develop officers that can expertly conduct SF operations in support of the combatant commanders. Development occurs through the Army school system with all officers selected for promotion completing some form of resident professional military education training.

b. Assignments.

(1) SF officers' assignments to developmental leadership positions have precedence. Typically, officers should seek assignments in the following order:

(a) Service as the commander of an SF Detachment (SFOD-A/G).

(b) Service on a Battalion or Group staff, as an SFOD-B XO, or on a designated specialty SFOD-A.

(c) Service in USAJFKSWCS, 1ST SFC (A) and other SOCOM, Army and joint assignments.

(d) Attendance at the Command and General Staff Officer Course ILE or equivalent program.

(e) Attendance at the AMSP, the Special Operations Master's Degree Program in the Department of Defense Analysis at the Naval Postgraduate School, or the Interagency Studies Program.

(f) Service as the commander of a SF Company (SFOD-B/F/H,ASC,TISC), as a Battalion S-3 or XO, Group plans officer, Group XO, Group S-3, or designated KD position.

(g) Joint assignment.

(h) Service as the commander of a CSL-selected Battalion-level command.

(i) Attendance at a Senior Service College.

(j) Service as the commander of a CSL-selected Group/Brigade -level command.

(2) Active Army and ARNGSF warrant officer assignments to positions of leadership and technical expertise have precedence. Typically, SF warrant officers should seek assignments in the following order:

(a) Service as an SFOD-A Assistant Detachment Commander.

(b) Service on a SFOD-G

(c) Service as a Company (SFOD-B) Operations warrant officer.

(d) Service on a SFOD-E

(e) Service as a Battalion (SFOD-C) Operations warrant officer.

(f) Service as a Group Operations warrant officer or CCWO.

(g) Service as an operations warrant officer or staff officer, instructor, or writer at USAJFKSWCS, 1ST SFC (A), USASOC or a joint assignment may be sought after promotion to CW3. (Applicable to USAR when serving on Active Army orders).

6. Duration of developmental officer life-cycle assignments

All Captains will optimally serve 24 months in their key developmental position in a SF Group as an SFOD-A/G commander. The goal is for all Majors to serve for 24 months in KD positions in an operational Group, training Group, or other designated 18A coded position. Figure 1 depicts the KD positions of the SF Branch.

Figure 1. The Special Forces Officer Developmental Model

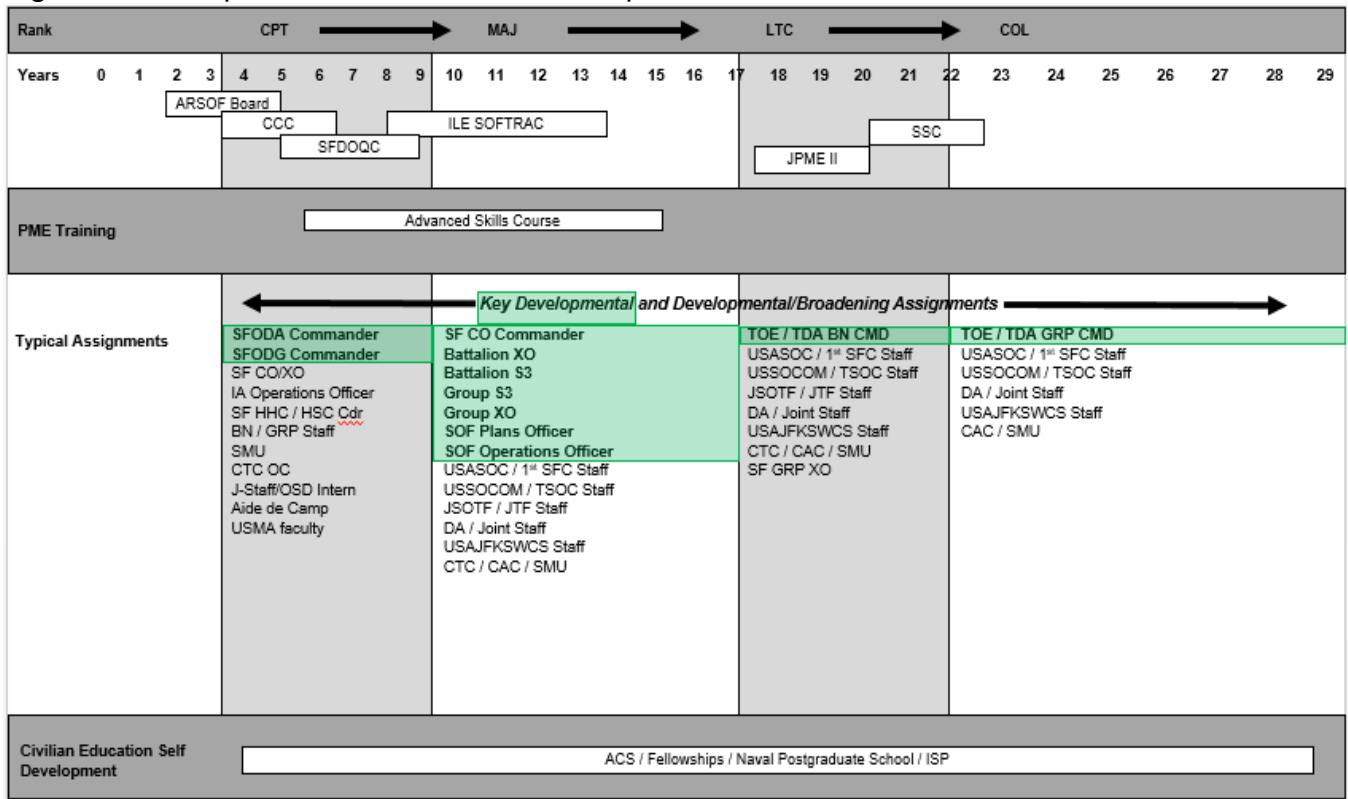
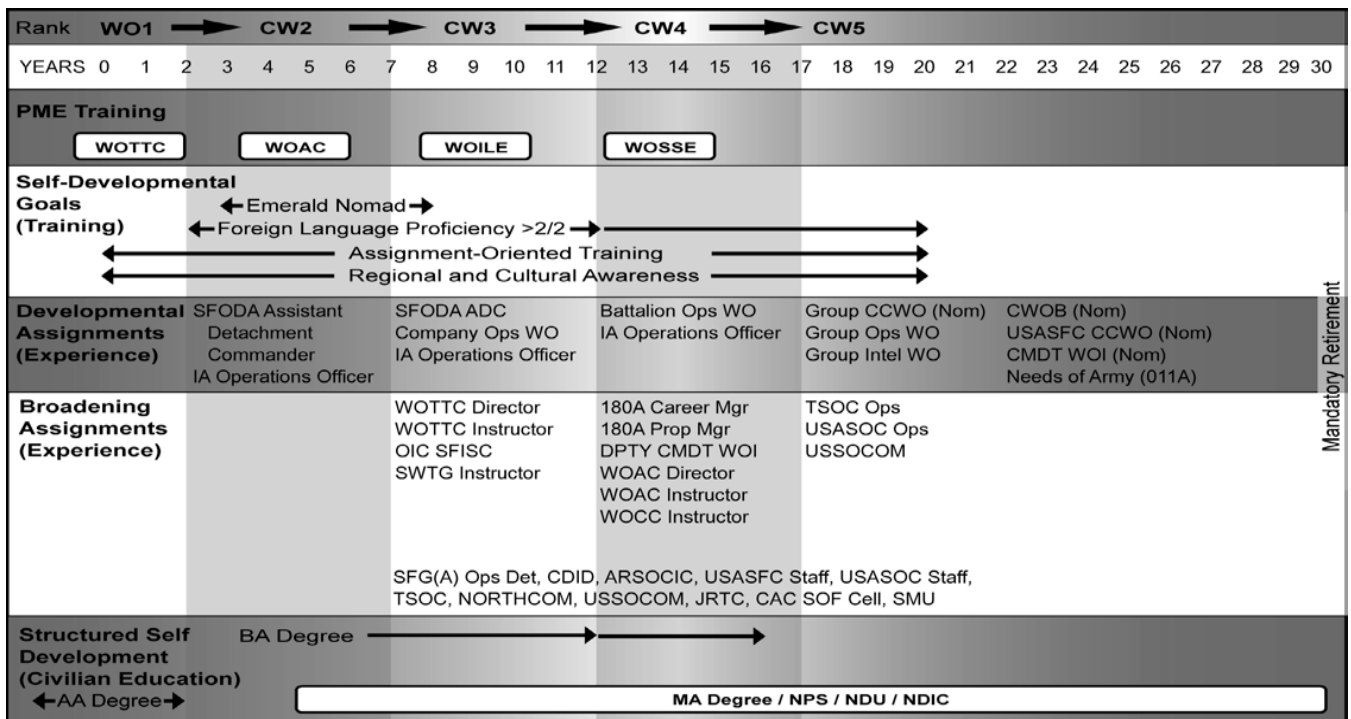


Figure 2. The Special Forces Warrant Officer Developmental Model



Mandatory Retirement

7. Requirements, authorizations, and inventory

a. Goal. The goal is to maintain a healthy, viable career path for officers who remain in the Operations functional category. To accomplish this, the field-grade inventory must be structured to meet branch authorizations, to provide sufficient flexibility in supporting branch and generalist participation, and to allow all officers to serve in key developmental assignments for the period needed to achieve requisite professional development.

b. Captain accessions. The CG, USAJFKSWCS, validates Captain accessions requirements in an annual mission requirements letter to DA G-1. The goal for all Captains is to graduate the SFQC between their fifth and sixth years in service and to serve in multiple assignments and obtain professional development in SF before consideration for promotion to Major.

8. Key officer life-cycle initiatives for Special Forces

a. Structure. SF structure is somewhat different from that of the other Operations branches because of its high officer density by skill and grade and through the absence of Lieutenants.

b. Acquire. The SF Branch is a non-accession branch. The U.S. Army Recruiting Command recruits officers as SF volunteers. Eligible officers are considered in their third year of service. An annual MILPER message provides eligibility and application requirements. SF warrant officers are accessed from all CMF 18 MOSs. The Special Forces Proponent, USAJFKSWCS, publishes recruitment guidance each fiscal year. The primary recruiters for new accessions are SF warrant officers. Individuals meeting MOS 180A prerequisites submit an application packet through the United States Army Recruiting Command (USAREC) Web page to USAREC, where a centralized warrant officer selection board will select the best-qualified applicants based on the needs of the Army. The ARNG applications will be returned through the National Guard Bureau to the Adjutant Generals office of the state where a federal recognition board is conducted to select qualified applicants. Board-selected individuals will be scheduled to attend the Special Forces Warrant Officer Technical and Tactical Certification Course at USAJFKSWCS, Fort Bragg, NC.

c. SF officer training prerequisites. Officers applying for selection for SF training will meet the following prerequisites:

- (1) Be an Active Army Soldier.
- (2) Be in their third year of active federal commissioned service when the SF Accessions Board convenes (Active Army only).
- (3) Be a Captain or be selected for promotion to Captain.
- (4) Have enough time remaining as a Captain to complete SF training and serve a minimum of 3 years in an SF unit before consideration in the primary zone for promotion to Major. This allows for the completion of KD assignments and attainment of sufficient SF experience before selection for Major.
- (5) Be airborne qualified. If not airborne qualified, the applicant must volunteer for airborne training.
- (6) Have passed the APFT in their age category, with a minimum of 240 points overall, 60 points minimum per event.
- (7) Be able to swim 50 meters unassisted while wearing the full Army combat uniform with boots.

(8) Have scored at least 85 on the Defense Language Aptitude Battery (DLAB) or have met USAJFKSWCS language school graduation standards on the DLPT in an SF- required language (other than English).

(9) Have met the medical standards for SF training per AR 40-501, Standards of Medical Fitness.

(10) Have a Secret security clearance and be eligible for a Top Secret security clearance.

d. Branch-transfer policies. Although SF Branch controls volunteers throughout their training, they remain members of their basic branches of assignment during training. The training pipeline begins with TDY attendance to Special Forces Assessment and Selection (SFAS), which an officer must successfully complete to continue onto subsequent phases of SF qualification training. Upon successful completion of the SFQC, the officer receives their first assignment to an SF operational unit. The USAHRC transfers officers to SF upon successful completion of the SFQC. Officers failing to be selected at SFAS or failing to achieve SFQC course standards must return to their initial branches of assignment. Officers who completed SF training as enlisted Soldiers will still complete the SFQC before transferring to SF. However, they will not normally attend SFAS nor will they be required to re-attend SERE training if they have already completed the SERE Level C (High Risk) Course. Active Army and Army National Guard (ARNG) SF qualification training requirements are identical. ARNG officers who successfully complete the Active Army SFQC do not have to repeat SFQC training if accessed into the Active Army.

e. Waiver authority. The CG, USAJFKSWCS is the final waiver authority for course prerequisites as well as qualification and branch-transfer requirements. All requests for waivers should be addressed to the Special Forces Commandant, USAJFKSWCS, ATTN: AOJK–CDI-SF, Fort Bragg, NC 28310-5200.

f. SF warrant officer training prerequisites. Active Army and ARNGSF warrant officer training requirements are identical. SF NCOs applying for selection for SF warrant officer (MOS 180A) training must meet the following prerequisites:

(1) Must be a U.S. citizen or possesses U.S. citizenship. No waivers are accepted.

(2) Have a general technical score of 110 or higher. No waivers are accepted.

(3) Be a high school graduate or have a general equivalency diploma. No waivers are accepted.

(4) Have a secret-level security clearance and have initiated a request for a top secret security clearance.

(5) Be able to pass the standard Army Physical Fitness Test (APFT) in accordance with FM 7-22 and to meet height and weight standards in accordance with AR 600-9.

(6) Be able to pass the appointment physical for technicians as verified by an appropriate medical authority on U.S. Army Recruiting Command Form 1932. NOTE: Verification statement by appropriate medical authority to be included on USAREC Form 1932.

(7) Have at least 12 months remaining on their enlistment contract.

(8) Be less than 46 years of age.

(9) Be serving as a SSG (E-6) or above.

(10) Have at least one CMF 18 MOS.

(11) Have a minimum of 3 years' experience at the SFOD-A level.

(12) Have a current DLPT with at least a 1/1 foreign language proficiency score.

(13) Must be Achilles Dagger qualified and current (24 months) prior to the applicable accession board.

(14) Must be SERE Level C (High Risk) qualified or attend SERE Level C training prior to attending WOTTCC.

(15) Have letters of recommendation from the chain of command (Company, Battalion, and Group Commanders), as well as the SF Group Command Chief Warrant Officer. If applying from outside of an SF Group or requesting transfer to a different group than currently assigned, additional letters of recommendation are required from the commander and CCWO of the gaining Group.

g. Distribution. Careful management is required to balance the need to retain sufficient experienced officers in the branch with the need to keep the inventory small enough to allow for sufficient key developmental assignments. The Army will make every effort to provide professional development opportunities for officers to ensure they are able to compete for advancement.

h. Deployment. SF officers will remain personally and professionally prepared to deploy worldwide at all times. Whether assigned to deployable TOE units with high levels of readiness or fixed-site TDA organizations, all SF officers must be ready to deploy and able to accomplish missions across the full spectrum of conflict. SF officers may deploy on short notice with their units to conduct combat operations, deter potential adversaries, and to protect national interests or as individuals to support joint and multinational combat operations or sustainment and support operations. SF officers must prepare themselves and their families for this challenging life-cycle function.

i. Sustainment. Recent OPMS updates have changed the manner of execution in some areas affecting officer career development.

(1) Promotion. Following functional category designation, SF officers will compete for promotion only within the Operations functional category.

(2) Command. Central selection of SF Lieutenant Colonel and Colonel commanders will continue in four command categories: operations, strategic support, recruiting and training, and installation. The SF personnel proponent at the USAJFKSWCS closely monitors the number of commands available to SF officers to achieve branch professional development on par with that of the other Operations branches. A special DA board fills selected SMU commands. Officers are selected to command SMUs generally in lieu of CSL commands, not as a second command, though selected SMUs are designated as second commands.

(3) Officer Evaluation Report (OER). The OER will reinforce the linkage between officer development and officer personnel management. Starting with Captain, the Rater and Senior Rater will recommend the rated officer for the functional category that best suits their ability and interests. SF Raters and Senior Raters thus perform a critical function that helps ensure that both the MFE functional category and other functional categories possess quality officers.

j. Separation. The branch separation process remains the same as for the rest of the Army.

9. Army National Guard (ARNG) Special Forces Officers

a. General career development. ARNG officer career development requirements are normally satisfied by attendance at military schools combined with planned, progressive assignments in SF units or positions and continuous self-development. To be considered a qualified SF officer at each grade, the length of Service in a given position is not the focus; the key is the assignment opportunities, experiences, and sufficient time served during each assignment to develop SF competence. Because of geographical and recruiting realities, Lieutenants may be assigned to ARNG SF companies.

b. Developmental opportunities. ARNG Captain, Major, Lieutenant Colonel, and Colonel key and primary developmental assignments, as well as branch-transfer requirements, are the same as for Active Army officers. ARNG SF officer development, in general, should parallel that of their Active Army counterparts. The ARNG officers may not find an SF unit with openings at their grade or may be ineligible for promotion until finding a unit position at the proper grade. ARNG officers' civilian careers and other considerations may limit them to serving in geographically available units. Even though ARNG SF officers are limited by geographical and positional considerations, they should strive for assignments in SF units that yield the same developmental and competitive opportunities as their Active Army counterparts. ARNG SF officers should contact their state officer manager or their senior branch officer to ensure they can meet their professional development objectives. These transfers are necessitated by geographical considerations, as well as the need to provide as many officers as possible the opportunity to serve with troops in leadership and staff positions, or to complete professional military education (PME) requirements. Transfers within a component will normally be temporary, and should not be seen as impacting negatively on an SF officer's career.

10. United States Army Reserve (USAR) Special Forces Officers

a. General career development. The USAR has no SF force structure in their organization but may have individual SF officers within the ranks. Options for such officers include duty in the IRR with possible IMA program positions or short tour positions, AGR program positions, branch immaterial positions, or positions in non-SF units. Some officers may have to branch transfer. A USAR officer may branch transfer several times during their career and may not be able to follow the normal SF career model.

b. Assignments. SF officers in the USAR may find assignments in TPU, Individual Augmentee (IMA), and DIMA positions in Active Army organizations, installations or HQDA agencies, tours of Active Duty in Support of Administrative Support (ADOS), Contingency Operations in Support of Administrative Support (CO-ADOS) annual training (AT) or temporary tour on Active Duty (TTAD). When IRR SF officers are mobilized in an SF position, they are expected to complete SF officer refresher course in residence before deploying. To meet professional developmental objectives in the Army Reserve, SF officers must be willing to work with their Personnel Management Officer (PMO) team to rotate between TPU, IRR, the IMA program, Drilling Individual Mobilized Augmentee (DIMA), Joint Reserve Units (JRU), the IRR-Augmentee (IRR-A) program, Active Guard Reserve (AGR) programs, and even apply for short active duty tours.