

Sustainment

1. Introduction to Sustainment.

Field Manual (FM) 4-0, Sustainment Operations, provides a doctrinal approach to sustainment. FM 4-0 defines sustainment as the provision of logistics, finance and comptroller operations, personnel services, and health service support necessary to maintain operations until successful mission completion. Sustainment operations encompass diverse career fields and branches that operate across the entire sustainment community. These include, but are not limited to, Transportation, Ordnance, Quartermaster, Logistics, Adjutant General, and Finance and Comptroller branches. The U.S. Army Combined Arms Support Command (CASCOM) at Fort Lee, VA operates as the Sustainment Center of Excellence (SCoE) and is the major conduit for all sustainment activities. Cohesion across branches is accomplished through forums and working groups in order to achieve unity of effort across the collective sustainment community. CASCOM addresses the inherent sustainment warfighting challenges and complexities across all warfighting functions, informs policy, strategic priorities, promotes collaboration across the total Army and joint partners, develops agile leaders, and ensures greater efficiency and effectiveness pursuant to fulfilling Title 10 obligations. CASCOM also regulates access to the multifunctional logistics branch (90) from non-logistics branches.

a. *Purpose.* The purpose of this section is to provide information and guidance that is applicable to all Sustainment Branches (Logistics, Transportation, Ordnance, Quartermaster, Adjutant General, and Finance and Comptroller). This section defines developmental requirements common across the Sustainment Warfighting Functions of Logistics, Transportation, Ordnance, Quartermaster, Finance and Comptroller, and Personnel Services. (Personnel Services includes AG). Sustainment is also the force development proponent for medical logistics (MEDLOG) and operational contract support (OCS). Find details on the Army Personnel Development System for Health Service Support in DA PAM 600-4 at <https://www.milsuite.mil/book/groups/smartbook-600-4>.

b. *Talent management.* Talent management enhances Army readiness by maximizing the potential of the Army's greatest asset - our people. As we meet the requirements of Army Talent Management, officers will have a greater breadth of experiences and skills required to meet the challenges of the Army's Strategic Roles to Shape, Prevent, and Consolidate Gains in Large Scale Combat Operations (LSCO). Multi-domain operations (MDO) consist of an interrelationship of air, land, maritime, space, and cyberspace. Officers should be able to plan, coordinate, and integrate capabilities in multi-domain operations. Recognizing, fostering, and expanding an officer's unique talents begins at the rank of lieutenant and continues over the entire course of their career. There are several people responsible for talent management. These people include, and are not limited to, the officer's raters, mentors, senior logistician at the respective installation, our professional military education (PME) educators, HRC career managers, and branch proponent officers. In identifying the talent sustainment officers hold, it is important to understand the Knowledge, Skills, and Behaviors (KSBs) that define each individual officer. In order to keep abreast of the latest Army Talent Management Task Force initiatives and opportunities available, both officers and leaders should frequently visit <https://talent.army.mil>.

(1) Key Developmental (KD) assignments are positions at each rank deemed fundamental to the development of an officer's key competences at that rank. An officer's performance in KD assignments heavily influences their potential for service at the next higher rank. Any assignment not considered KD, is developmental and broadening.

(2) Key terms as defined by the Army Talent Management Task Force included in Sustainment Table 1.

Sustainment Table 1. Key Talent Management Terms

Key Talent Management Terms

Talent Management	Management of talent across the pillars of ACQUIRE, DEVELOP, EMPLOY, and RETAIN with the goal to enhance Army readiness by maximizing the potential and contribution of the Army's greatest asset – our people.
Talent	The unique intersection of knowledge, skills, behaviors, and preferences in every Officer.
Knowledge	Facts, information, and skills acquired by a person through experience, education, or training
Skills	The ability to apply knowledge to a task.
Behaviors	The way in which one acts or conducts oneself, especially toward others.
Preferences	Interests, career ambitions, and personal life goals.

c. *Knowledge Skills, and Behaviors.* The Army manages its officer talent by identifying knowledge, skills, and behaviors (KSBs) throughout a career, and matching those talents against specific jobs in the officer's career path. Knowledge is gained through professional military education attendance and self-development. Skills are developed by functional courses, and experience learned during time in the operational force. Behaviors are learned and reinforced by life experiences and by modeling other professionals.

There are many KSBs that each officer possesses, and most build upon each other progressively. Below is a chart of critical KSBs logistics branch officers must possess to be successful at each grade.

Crucial Sustainment Officer KSBs by Grade				
	LT	CPT	MAJ	LTC
Knowledge	Branch Proficient	Branch Expertise	Branch Mastery	Sust WfF Mastery
	Sust WfF Base	Sust WfF Proficient	Sust WfF Expertise	Joint Proficient
	Tactical Competence	Combined Arms Base	Combined Arms Proficient	Enterprise Base
	Technical Competence	Mission Command	Joint Base	DOTMLPF
Skills	Physically Fit	Physically Fit	Effective Communicator	Decision Maker
	Reasoning	Delegating	Collaborative	Visionary
	Team Player	Critical Thinking	Analytical Thinking	Mentoring
Behaviors	Problem Solver	Sound Judgement	Mentally Agile	Diplomatic
	Rapid Learning	Confident	Interpersonal Tact	Self Aware
	Warrior Ethos	Team Oriented	Tenacious	Authentic
	Humility	Humility	Humility	Humility

d. *Profession/Career management and mentorship.* Army requirements, professional development, and the officer/unit preferences all influence officer assignments. Officers should establish a 5-year plan to shape their careers. Officers must identify their goals with the assistance of mentors, and develop a plan to reach identified goals. The Army Career Tracker facilitates planning one's career with the advice of a mentor. The Army Career Tracker helps an officer lay out their goals. Officers invite seniors to be their mentor through the Army Career Tracker. Mentors do not have to be in the officer's rating chain or career field. Mentors must be officers that the Soldier is comfortable with having fair and frank discussions about family, career, life goals, and the Army. An officer guided by an involved mentor is the best way to manage a career. The senior sustainment officer on an installation should conduct routine officer professional development forums informing the sustainment officer population in areas of talent management.

e. *Development.* The training an officer receives and administers throughout their career is an essential element of leader development. Several training domains are essential building blocks in our leader development. Training falls within the following three domains: institutional, operational, and self-development. Execution of Home station training (individual/collective training), Combat Training Center (CTC)-like exercises (Joint Readiness Training Center (JRTC), National Training Center (NTC), Joint Multinational Readiness Center (JMRC), Foal Eagle, Joint Reception, Staging, Onward movement Integration (JRSOI), and so forth) and training management build or increase an officer's proficiency.

(1) Home station training. Home station training provides experience in training and certifying individual and collective skills across all the sustainment occupational skills. Senior sustainers of all units and installations must ensure that all sustainers remain proficient in their individual sustainment skill level through home station low-density training. Known as “sustainment gunnery,” annual low-density certification of individual MOS proficiency provides sustainers a key training management opportunity. Home station training also includes section/squad, platoon, and company-level certification training exercises. The home station training experience provides our officers the opportunity to gain expertise in training management.

(2) CTC-like training events. An officer should actively seek opportunities to experience a CTC-like training event that stresses a unit collectively, with integrated external observer controllers providing professional after action reviews. Although CTC rotations are not prescribed, it is recommended and certainly an important factor in the determination of future assignments. Additionally, field grade officers should actively pursue division warfighter-like exercises that test units at echelons above brigade with integrated observer controllers sourced from the mission command-training program.

(3) Training management. Finally, all sustainment officers are expected to be proficient in the training model (in accordance with ADRP 7-0), synchronizing training in company training meetings and master the ability to plan, prep, execute, and assess training.

f. *Assessments*: Officers will participate in assessments throughout their military careers. These assessments will be used to evaluate an officer’s professional strengths in areas such as interpersonal interactions, reading comprehension, writing evaluations, physical fitness, warfighting competence, and critical thinking. The first assessment that an officer will complete will occur during BOLC, where eight different assessments will be administered during the course. These assessments will be used by the Lieutenant to create their initial individual development plan. With most of the assessment results being confidential and only received by the evaluated officer, it is recommended that results and advised areas to improve upon be shared with the respective mentor. Upon graduation from BOLC, the individual development plan should be shared with the Officer’s new organizational leadership on how they will develop themselves for future positions in the Army.

Captains attending their Captains Career Course will also take various assessments to build upon their BOLC assessments and the development they received during their first operational assignments. Included in these assessments are the Career Courses’ Cognitive Assessment Battery (C2AB) and the Graduate Record Examination (GRE). Field Grade Officers will also complete assessments during attendance at the Command and General Staff College, and during the Battalion Commander Assessment Program and the Colonels Command Assessment Program, if selected to attend by a centralized Army board.

g. *Professional Military Education (PME)*. PME is an educational requirement that supports officer development. PME opportunities correlate to each rank.

(1) Required PME is the Basic Officer Leaders Course (BOLC), Captains Career Course (CCC), Intermediate Level Education (ILE), and Senior Service College or accredited equivalent-level schooling. For promotion consideration to a higher rank, officers must complete the required PME at the current rank.

(2) Professional Military Education requirements included in Sustainment Table 2:

Sustainment Table 2. Required Professional Military Education

Required Professional Military Education	Rank/Time In Service
Basic Officer Leaders Course	2LT
Captains Career Course	1LT-CPT (Time In Service [TIS] 3-6 yrs.)
Intermediate Level Education	CPT-MAJ (TIS 8-15 yrs.)
Senior Service College	LTC-COL (TIS 16-24 yrs.)

*Note – TIS refers to time as an officer, not to include prior-enlisted service

h. *Broadening*. Broadening is the purposeful expansion of an individual’s capabilities and understanding provided through opportunities internal and external to the Army throughout their career that

are gained through experiences in different organizational cultures and environments. Broadening results in a leader skilled in sustainment from the tactical through strategic levels in multiple environments. All assignments are broadening and categorized as one of the following: KD, tactical/multifunctional, functional, institutional, scholastic, joint/multinational, interagency/intergovernmental, and cross-component. Serving in KD, functional, multifunctional, and institutional assignments that develop and increase the officer's skills & capabilities leads to success for both the officer and the Army.

(1) Examples of broadening assignments are found in the branch-specific chapters.

(2) Find competitive academic and scholastic broadening opportunities for all ranks/grades in the annually published Broadening Opportunity Programs Catalog at <https://www.hrc.army.mil/bop>.

Logistics

2. Introduction to the Logistics Corps Officer

Logistics Corps Officers are multifunctional officers who typically assess as one of the core functional branches: Transportation, Ordnance, and Quartermaster. This chapter explains Logistics Officers' accession, assignment, and professional development, to include the skills, knowledge, and behaviors necessary to succeed in the Army and the Joint force.

a. *Purpose.* Logistics officers are tactical experts possessing detailed knowledge of the entire sustainment operational environment, which includes tactical, operational, and strategic formations in both conventional and special operations. The global logistics concept addresses strategic level requirements for Logistics officers to be educated, trained and experienced in order to provide a superior expeditionary logistics posture. Logistics officers apply the principles of sustainment in order to optimize support while maintaining combat power and providing Army and Joint forces with prolonged endurance. They effectively integrate Army Special Operations Forces (ARSOF) and leverage joint logistics capabilities. Officers assessed in Transportation, Ordnance, and Quartermaster merge into one unified, multifunctional Logistics branch at the rank of captain, upon completion of the Captain's Career Course.

b. *Proponent information.* The CG, CASCOC is the proponent for the Logistics branch and the contact office is the Logistics Branch Proponency Office at CASCOC, Fort Lee, VA 23801, 804-734-0315 or 804-734-0312 or email: usarmy.lee.tradoc.mbx.lee-logistics-branch-proponency-office@mail.mil.

c. *Functions.* Logistics branch officers serve at the tactical, operational, and strategic levels and require extensive knowledge and experience in planning, preparing, executing, and assessing all warfighting functions in order to provide support and services to ensure freedom of action, extend operational reach, and prolong endurance (ADP 4-0). Logistics tasks include ammunition management, supply, field services, transportation, maintenance, distribution, operational contract support, explosive ordnance disposal and general engineering. Logistics officers must be competent in these tasks across all warfighting functions in support of both conventional and special operations forces. Logistics officers must be adaptive and trained to support unified actions through nonconventional means across dispersed, logistically undeveloped, and non-permissive areas for enduring operations. Logistics branch officers must be familiar with the other sustainment warfighting function components, including personnel services (HR support, financial management operations, legal support, religious support, and band support) and health services support (casualty care, medical evacuation, and medical logistics). Logistics officers should also develop their expertise through the four logistics learning areas of supply chain management, defense industrial-base management, life-cycle management, and logistics planning.

d. *History and background.* In 1993, the operations career field created Functional Area (FA) 90 in order to support the development of multifunctional logisticians. FA90 designation signified officers skilled across the functional branches: Transportation, Ordnance, and Quartermaster. In 2005, as part of an Officer Personnel Management System (OPMS) review, an effort was undertaken to examine how to advance the notion of multifunctional logistics leaders. The result was the creation of a Logistics branch for officers in the grade of captain through colonel, with the formal recognition of a Logistics Officer Corps

as approved by the Army Chief of Staff in May 2006. The official date for the establishment of the Logistics branch was 1 January 2008.

e. *Logistics branch description.* The Logistics branch describes all commissioned officers holding the primary Area of Concentration (AOC) 90 as a multifunctional logistician. Logistics officers assess as lieutenants into one of the three functional branches (AOC 88 - TC, AOC 91 - OD, or AOC 92 - QM) and develop their functional branch skills during the first four years of their careers. Upon promotion to captain and successful completion of the Logistics Captains Career Course (LOG C3), they are inducted into the Logistics branch. Transportation, Ordnance, or Quartermaster, then becomes their secondary AOC, regimental affiliation, and qualifies them for functional assignments.

3. Logistics Officer Knowledge, Skills, and Behaviors Required

a. *Knowledge, Skills, and Behaviors required of all officers.* From the basic course forward, tactics are an essential skill set, and incorporated into the training and education from the time an officer commissions. Logistics officers develop their careers as multifunctional leaders, as well as experts in their basic branch functions. They leverage the eight principles of sustainment (anticipation, continuity, responsiveness, integration, simplicity, improvisation, survivability, and economy) to deliver quality logistics support. Critical thinking skills are paramount, understanding that industrial base capability and capacity is critical. They are broadly experienced and adaptable across the levels of war: tactical, operational, and strategic. They operate in support of unified action partners in special operations, joint, governmental, nongovernmental, and multinational organizations leveraging capabilities in order to meet the objective. In addition to overarching leader qualities, Logistics officers must understand the sustainment functions (maintenance, transportation, supply, field services, distribution, operational contract support, and general engineering), human resource support, financial management, health service support, explosive ordnance disposal, and band operations. They must then apply that understanding to the core sustainment competencies:

- (1) Understanding of joint combined arms maneuver.
- (2) Total force sustainment integration.
- (3) Expeditionary sustainment.
- (4) Unified action partner (UAP) integration.
- (5) Strategic sustainment enterprise operations.
- (6) Sustainment information systems.

b. *Logistics Officer Competencies.* Logistics officers need to master many competencies throughout their careers to be successful. In each rank section below are critical competencies for some of the more prevalent positions a logistics officer can be assigned to. The competencies listed are not all inclusive but are deemed some of the more important ones that the officer holding that position should be able to accomplish during their tenure. These competencies apply to both Regular Army and Reserve Component officers.

c. *Unique Skills of a Logistics Branch Officer.* The Logistics branch incorporates AOCs and numerous skill identifiers (SI) into developing multifunctional logisticians. Officers share a common, primary AOC of 90A00 and a secondary AOC indicating their functional specialty (90A88, 90A91, or 90A92).

(1) Multifunctional Logistics (AOC 90A) is the primary AOC for the Logistics branch. Officers command logistics units as well as serve in various multifunctional logistics staff positions. All officers from functional branches receive this designation as their primary AOC once they graduate from LOG C3 and promotion to captain. The Support Operations Course is an acceptable training substitute if an officer attended an alternate CCC.

(2) Transportation (AOC 90A88) is the secondary designation for officers integrating from the 88 AOC. See Transportation branch section.

(3) Explosive Ordnance Disposal (AOC 89E). EOD officers maintain AOC 89E91 and are primarily assigned to EOD positions and 90A91 positions requiring ammunitions expertise. For further EOD officer professional development guidance, see EOD section within Ordnance.

(4) Maintenance and Ammunition (AOC 90A91) is the secondary designation for officers integrating from AOC 91. See Ordnance branch section.

(5) Supply and Services (AOC 90A92) is the secondary designation for officers integrating from the AOC 92. See Quartermaster branch section.

d. Skill identifiers (SI) and coded positions for logistics officers. The SIs below are critical and available to all 90A logisticians and appears on the officer's record upon completion of training or specific utilization assignments. Officers assigned to the positions coded with the following skill identifiers must hold the SI or be scheduled for training:

(1) Aerial Delivery and Material (SI R9)

(2) Petroleum and Water (SI R8)

(3) Mobilization and Demobilization Operations (SI 6M)

(4) Mortuary Affairs (SI 4V)

(5) Operational Contract Support (SI 3C)

(6) Theater Sustainment Planners Course (SI P1)

(7) Unit Air Movements Officer (SI 3S)

(8) Advanced Civil Schooling and Training with Industry utilization assignment are coded 96 and 97 respectively.

(9) School of Advanced Military Studies (SI 6S)

e. Health Services Material Officer (AOC 70). Medical Logistics Officers within AOC 70 officers within the Medical Service Corps (MSC) are an integral part of the support battalion structure and, as such, they have the opportunity to serve in 90A KD positions at the O3 – O6 levels. Company commands for captains and support operations officers for majors are the most common 90A positions filled by MSC officers. MSC officers will attend LOG C3 prior to assignment in a 90A KD position. If already Captain Career Course qualified, the Support Operations Course is an acceptable substitute. Training in conjunction with captain and/or major KD assignments enable MSC officers to compete for command assignments of multifunctional units at the battalion and brigade level. Officers must have the requisite training and KD experience at the captain and/or major level in order to compete in those lieutenant colonel/colonel command categories. MSC officers who serve in 90A positions retain their primary AOC 70 and obtain 90 as a secondary AOC.

f. Finance and Comptroller (FC) (AOC 36) and Adjutant General (AG) (AOC 42) Corps Officers. Sustainment officers within FC and AG must meet the following criteria for consideration to command sustainment brigades: serve in a tactical logistics organization (Sustainment BDE, CSSB, BSB) for a minimum of 24 months prior to competing, serve as a special troop battalion commander, and successfully complete the Support Operations Course (Phases I and II).

g. Special operations experience. All Airborne qualified logistics officers are eligible to serve in Special Operations Forces (SOF) formations. Logisticians can gain SOF experience at the lieutenant, captain, and major level as they move between SOF and conventional forces serving in both KD and broadening assignments throughout. Lieutenants and captains have the opportunity to serve in functional assignments and 90A positions to include company/detachment command for KD experience. Majors may serve in 90A positions including support operations/XO/S3/S4 positions to achieve KD requirements. SOF provides lieutenant and colonel command positions as well as other KD positions. Senior and Joint SOF assignments are best filled with logisticians who have previously served successful tours in SOF and these assignments should be considered accordingly, when the available assignment pool allows.

4. Regular Army Logistics Officer Development

a. The Logistics Officer Professional Development Model (PDM). The Logistics PDM is based on a guiding principle, focusing on multifunctional, functional, and broadening experiences across tactical, academic, unified action partner, and strategic enabling levels. The model ensures an officer is developed and provides career-long opportunities to gain new skill sets, expands understanding of mission command, sustainment functions, and broadens capabilities. From lieutenant to lieutenant colonel, the majority of KD experience is in tactical formations as platoon leaders, company commanders, and

battalion commanders. Tactical, operational, and strategic level assignments broaden Logistics officers when not in KD positions. See Logistics Figure 1.

b. Lieutenant. The professional development objective for lieutenants is to develop functional expertise in their basic branch: Transportation, Ordnance, or Quartermaster. Officers are inducted into the Logistics branch after promotion to captain and successful completion of LOG C3. Refer to respective branch sections for details regarding professional development during the pre-LOG C3 years of a Logistics officer's career.

c. Captain. The professional development objective for captains is to develop multifunctional expertise across the sustainment spectrum while continuing to sharpen functional expertise. Those seeking to command at the company level must demonstrate leadership capabilities and high potential for company or detachment command. The majority of captain-level commands are in the tactical force. Not all captains will have the opportunity to command.

(1) Education. Professional Military Education (PME) requirement for captains is LOG C3, and should be completed prior to completion of the 5th year of service. They receive advanced instruction in their basic branch and basic instruction in multifunctional logistics, as well as knowledge and techniques in commanding at the company/detachment level and as a staff officer.

(2) Key developmental assignments. The only key development (KD) assignment for a captain is company or captain-level detachment command. Captains should rarely take command prior to completion of LOG C3. Command slating is at the discretion of the unit commander. Captains should command for 18 to 24 months. Minimum command time is 12 months, which should only be considered in non-command sponsored OCONUS tours and special circumstances. Following command, those officers who perform exceptionally should compete for SFAB/BSB/CSSB S3 positions (considered tactical broadening). Officers should master the fundamentals of tactical logistics prior to competing for other broadening positions. Officers taking second commands should not exceed 24 months of total command time.

(3) Developmental and broadening assignments. Developmental, and broadening assignments both internal and external to the Army, provide opportunities that purposefully develop a leader's capability. Broadening assignments are not a substitute for branch KD qualification. Post KD qualification is often the first time captains are able to participate in these opportunities, and timing is critical. Tactical and institutional broadening allows officers to continue the mastery of their basic branch while gaining an increased understanding of the joint environment and the Army. Scholastic broadening provides opportunities at top-tier universities followed by utilization assignments within critical operational and strategic positions throughout the Army. Commanders should select the highest qualified KD complete captains as BSB/CSSB S3s. See Logistics Table 1 below for examples of opportunities that broaden an officer's skills (in no particular order/not exclusive) and abilities at the captain level.

Logistics Table 1. Captain Broadening Assignments

Captain Broadening Assignments
BN S3 (preferably BSB/CSSB)
CTC Observer/Trainer
Aide-de-camp
AMC
Service in a cross component billet
HRC Assignments Officer
ASCC Ops/Plans Officer
TRADOC doctrine or training developer
Instructor at a service school
Joint, multinational and/or coalition staff officer or trainer
USAREC Staff/Company Command
USMA staff and faculty
CAC Doctrine Developer/Project Officer
Personnel Proponent Officer
Training With Industry (TWI)
SFAB Staff

(4) Captain Competencies. See paragraph 3.b. for an explanation.

(a) Company Commander.

(1) Able to tactically employ the company.

(2) Manages and employs the operations process through mission command and troop leading procedures.

(3) Develops an effective training plan.

(4) Applies risk management in all operations.

(5) Develops subordinates.

(6) Manages and implements Command Policy Programs, such as CSDP, CMDP, etc.

(b) Battalion Staff Officer.

(1) Proficient in MDMP and the operations process.

(2) Understands staff roles in the Commander's execution of the operations process.

(3) Demonstrates effective oral and written communication.

(4) Develops formal and informal relationships, enabling coordination with internal and external staffs.

(c) Combat Training Center Observer, Controller, Trainer.

(1) Technically and tactically proficient in their warfighting function and the operations process.

(2) Able to assess training based on a strong foundation in doctrine and practice.

(3) Uses doctrine and experience to assess leaders and units.

(4) Coach and train units as they progress through training events.

(d) Support Battalion S3.

(1) Plans and executes movement and maneuver of the Battalion.

(2) Coordinates and manages battalion protection, intelligence, and fires WfFs to support the battalion mission.

(3) Leads the battalion staff to manage the plans, operations, and training processes

(4) Synchronize sustainment operations to supported units ICW with SPO staff.

(5) Proficient in unit training management.

(6) Proficient in MDMP and the operations process.

(5) Competitive academic and scholastic broadening opportunities include, but are not limited to advanced civil schooling (ACS), fellowships, internships, and training with industry (TWI). These opportunities vary in the post-graduate level degree, certificate, and/or experience provided, and requirements, but all are competitively selective. For those who participate in ACS (a fully funded opportunity for graduate or post-graduate level education programs), should look at programs in a sustainment-related, or business-focused, discipline. The below programs provide Logistics officers and selected civilians with a transformative educational experience:

(6) Some PME opportunities enable an officer to gain a master's degree. Officers are strongly encouraged to take advantage of these opportunities. Most advanced degrees and/or master's degree programs require submission of Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) for admission consideration. Officers will take the GRE during their Captain Career Course.

(7) The core curriculum for masters degrees will vary by university and program, however all programs provide logistics officers and selected civilians with a transformative educational experience. Examples of master's degrees that the Logistics Branch desires in its officers are:

- (a) Master of Supply Chain Management.
- (b) Master of Science in Business Analytics.
- (c) Logistics Systems.
- (d) Transportation and Logistics Management.
- (e) Global Value/Supply Chain Management.
- (f) Design and Analysis of International Logistics Systems.
- (g) Enterprise Resource Planning.
- (h) Advanced Supply Chain Planning.
- (i) Organizational Change Management.
- (j) Remote Sensing & Adaptive Planning in Logistics Systems.
- (k) Crisis and Emergency Management and Homeland Security.
- (l) Business Research Methods.
- (m) Military Case Studies in Logistics and/or Supply Chain Management.
- (n) Contract Management.

Further information regarding broadening opportunities at the company grade level are found in DA Pamphlet 600-3, chapter 3-5 Company Grade Development and <https://www.hrc.army.mil/bop>.

(d) Institutional training opportunities that scholastically broaden officers are listed below.

(1) Theater Sustainment Planners Course (TSPC). TSPC is a resident course for AOC 90 Captains and above. Army officers in the rank of captain and above who successfully complete the TSPC receive the skill identifier of P1. The purpose of the course is to prepare military logisticians for key operational planning and execution positions within the Army's Theater and Expeditionary Commands and other operational-level assignments. This course focuses on integrating sustainment functions to support unified land operations. TSPC's outcome-based education grows sustainment leaders that are able to plan, manage, and adaptively execute effective support to sustainment and unified action in support of decisive operations in a complex operational environment. The course targets logisticians at the operational level while ensuring an understanding of strategic logistics.

(2) Contracting Officer Representative Course. This course provides an overall understanding of the contracting process to include administration, laws, and regulations governing the process. The course focuses on contracting means in accordance with the Federal Acquisition Regulation (FAR) and Defense Federal Acquisition Regulation (DFAR). This is a resident course producing a certificate of completion.

(3) Operational Contract Support Course. Students who successfully complete this resident course will receive the skill identifier of 3C. The majority of sustainment operations require knowledge of contracting and operational contract support. This course prepares officers for managing, forecasting, and administration of contract support in a contingency environment and how to integrate contract support requirements into the military decision-making process. This course is highly recommended for captains and majors on TSC level staffs and below.

(4) Support Operations Course. The purpose of the course is to educate, train, develop, and grow adaptive tactical and operational logistics leaders. This course focuses on integrating sustainment functions to support unified land operations. Officers will enhance their knowledge of multifunctional sustainment at the tactical level of division and below. This course broadens an officer's multifunctional logistics skills and provides tactics, techniques, and procedures in association with an assignment to a support operations section at any level. All students must have successfully completed the Support Operations Course (Phase I) via web based US Army Correspondence Course (School Code 553) at www.atrrs.army.mil prior to attending Phase 2.

(5) The Army Logistics University College of Professional and Continuing Education (CPCE) offers additional logistics focused training. Courses available can be found at <https://alu.army.mil/cpce/courses>

(e) Self-development. Self-development encompasses nonresident schooling including individual study, synchronous and asynchronous distributed learning, research, professional reading, practice, and self-assessment. Self-development goals fall into three categories: immediate, near-term, and long-range. Immediate goals focus on correcting weakness and reinforcing strengths associated with the current assignment. Near-term goals focus on developing skills, knowledge, and behaviors needed for the next operational assignment. Long-term goals focus on preparing for more complex duties beyond the next operational assignment. Captains must continue to develop their expertise in their basic branch, while expanding their general sustainment base knowledge.

(f) Desired experience. Desired experiences include, but are not limited to, company command, battalion/assistant brigade S4, plans officer, battalion CSSB/BSB S3, LG officer in BN/BDE plans section, and LG operations officer. The goal is to provide captains with experience in multifunctional or functional company/detachment. As Logistics officers progress from company to field grade, assignments become increasingly multifunctional.

d. *Majors*. The developmental objective for this phase is to build on multifunctional experiences at the theater level and below while broadening through academic, unified action partner, and strategic enabler assignments. Majors are primarily staff officers who manage organizations, plan, and organize sustainment missions.

(1) Education. PME requirement for majors is completion of the Command and General Staff Course (CGSC). Officers who meet AR 350-1 requirements compete for the 10-month residency course at Fort Leavenworth, KS or 14-week satellite campus programs. CGSC is a merit-based selective board process that provides JPME1 and MEL4. Active officers not selected for resident/satellite programs, complete CGSC via distributive learning (DL), and must enroll within six months of HRC board results release. Those enrolled in DL CGSC must be course complete within 18 months of enrollment. Find further information regarding CGSC, equivalent training, and requirements in AR 350-1, Army Training and Leader Development. CGSC equivalent schools are listed below:

- (a) Foreign equivalent schools approved by the Chairman of the Joint Chiefs of Staff.
- (b) U.S. Army Command and General Staff College.
- (c) U.S. Air Command and Staff College.
- (d) U.S Marine Corps Command and Staff College.
- (e) U.S. Navy College of Command and Staff.
- (f) Western Hemisphere Institute for Security Cooperation.

(2) Key developmental assignments. CGSC complete majors are generally assigned to other staff positions while competing for KD positions. KD examples are below in Logistics Table 2. Majors serve in KD assignments a minimum of 12 months, not to exceed 24 months.

Logistics Table 2. Major Key Developmental Assignments

Major Key Developmental Assignments
Brigade, group, regimental S4 (major or lieutenant colonel authorized)
Division transportation officer
Executive officer ¹
Logistics planner or chief of plans (P1 coded positions only)

Major level company/detachment command (major-authorized with AR 600-20 authorities) (SOF/conventional force)
S3 or operations officer (major or lieutenant colonel authorized) (SOF/conventional force) ¹
Support operations officer (major or lieutenant colonel authorized) (SOF/conventional force) ¹

Notes: ¹ 90A duty positions in TDA or TOE units led by a command-select list commander.

(3) Developmental and broadening assignments. KD complete majors compete for, or are assigned to, broadening assignments in academic, unified action partner or strategic enabling categories. Examples of major basic branch functional assignments are located in Logistics Table 3 below:

Logistics Table 3. Major Broadening Assignments
AMC staff officer
ASCC or Defense Logistics Agency staff position
Brigade, ESC, or TSC staff officer
CTC Senior Observer/Trainer
CGSC Faculty
HRC Branch Chief
HQDA or combatant command staff officer
ARCIC WFF Chief/Manager
Joint, multinational or coalition assignment
CCMD/Joint Staff
TRADOC HQs (LNO, ARCIC Chief, DIV Chief)
USMA Academy Professor
SFAB Staff

(4) Major Competencies. See paragraph 3.b. for an explanation.

(a) Brigade S4.

- (1) Effectively collaborates with other staff members.
- (2) Fully understands Command Discipline Programs (Supply, Maintenance, Deploy).
- (3) Mastered MDMP and the operations process.
- (4) Manages brigade sustainment plans and operations.
- (5) Develops brigade level concepts of sustainment.
- (6) Determines brigade level sustainment requirements.
- (7) Proficient in the Army's budget process, contract development and oversight.

(b) Battalion Executive Officer.

- (1) Mastered MDMP and the operations process.
- (2) Effectively manages a Battalion Staff and leads the staff action process.
- (3) Synchronizes the battalion staff protection, intelligence, sustainment, movement and maneuver, command and control, and fires WfFs to support the battalion mission.
- (4) Able to command the battalion in the Commander's absence.
- (5) Collaborates with other Battalion XOs on best practices, TTPs, etc.
- (6) Manages and executes the Battalion's maintenance, administrative, and financial programs.

(c) Battalion Support Operations Officer.

- (1) Mastered MDMP and the operations process.
- (2) Understands how to develop Brigade level concepts of sustainment (BSB SPO).
- (3) Able to anticipate and synchronize sustainment requirements based on schemes of maneuver.
- (4) Able to lead outside of organizational boundaries to achieve mission requirements.

(5) Able to coordinate with echelons above brigade support organizations to synchronize sustainment requirements.

(d) Division Transportation Officer.

(1) Effectively conducts concurrent planning with the staff to integrate movement and maneuver.

(2) Develops division priorities for transportation and movement to support division plans and orders.

(3) Plans and influences the implementation of tactical and/or operational level transportation in a joint environment.

(4) Effectively provides technical assistance in planning for unit movement by all modes.

(5) Integrates transportation capabilities and limitations during MDMP.

(6) Develops deployment, movement, and route synchronization portions of the division operation plans and operation orders.

(7) Able to validate and coordinate the requirement for external transportation when requirements exceed a brigade's organic capability.

(4) Institutional training. Examples of opportunities that scholastically broaden officers listed below. Utilization assignments at all broadening levels are available for these opportunities.

(a) The Joint Logistics Course (JLC). This course is focused on theater-level joint logistics operations by preparing military and civilians to function in assignments that involve joint logistics planning, inter-service, and multinational logistics support and joint logistics in a theater of operations. To accomplish this, JLC integrates component functional skills and knowledge through the study of strategy, doctrine, theory, programs, and processes. JLC provides the opportunity for students to develop the attributes, perspectives, and insights necessary to manage logistics at the operational level of war.

(b) Fundamentals of Defense Supply Chain Management. This course integrates supply and demand management within and across activities through the flow of materials, services, information, and financials. The course focuses on the key management principles and business processes that comprise Supply Chain Management (SCM) and Enterprise Resource Planning (ERP) implementation. Key business processes include the following: customer/supplier relationship management, customer service management, order fulfillment, demand management, supply chain mapping and network development, development of supply chain metrics, developing and implementing partnerships in the supply chain, and supply chain information management.

(5) Scholastic and strategic broadening opportunities listed below are highly competitive and selective programs, generally associated with 1- or 2-year utilization tours at some of the most diverse organizations across the civil - military spectrum. Opportunities for majors are listed below:

(a) Defense Distribution Management Course. This course provides the understanding of DOD strategic management of supply and distribution systems in the industrial base.

(b) Defense Support of Civil Authorities Course. This course is administered by U.S. Northern Command, focuses on inter- governmental and interagency response to domestic emergencies. This course integrates national, state, local, and DOD statutes, directives plans, and command and control relationships with regard to DOD support for domestic emergencies and for designated law enforcement activities. This course is especially pertinent to planners from the sustainment brigade to the ASCC level of all components, but especially National Guard and U.S. Army Reserve officers.

(c) Interagency Logistics Course. This course provides training in the concepts of planning and response to interagency logistical needs. This Federal Emergency Management Agency Course integrates federal, state, nongovernmental, voluntary organizations active in disasters, and private sector supply chain professionals in logistical management interaction. This course is recommended for all components, but especially National Guard and U.S. Army Reserve officers.

(d) Installation Management Course. This course focuses on logistics at the installation level, addressing support programs performed within the purview of the Directorate of Logistics. This course is important for all component officers interacting or managing Directorate of Logistics responsibilities. The course looks at these operations from both a National Guard and U.S. Army materiel perspective.

(e) Joint Humanitarian Operations Course. This course is administered by the U.S. Agency for International Development focuses on civil-military roles in international disaster response. This course is especially pertinent to planners from the sustainment brigade to the ASCC level of all components.

(f) University of Foreign Military and Cultural Studies courses on red teaming. These courses provide commanders independent capability to explore alternatives in organizational concepts, plans, operations, and capabilities in the context of the operational environment and from the perspective of coalition partners and adversaries. Red teaming provides critical thinking and alternative perspective methodologies for approaching problem solving and decision-making. Graduates are prepared to bring new tools, method, and insights to the planning process. Officers serve in positions from the sustainment brigade to the ASCC level as sustainment Red Team leaders, SI 7G, or Red Team members, SI 7J. This training is also available at ALU and resident Command and General Staff Officers Course as electives.

(g) Find other broadening opportunities for majors at <https://www.hrc.army.mil/bop>.

(5) Self-development. During this phase, the primary goal is completion of a graduate level degree. Degrees in logistics, automation, business, accounting, contracting, and management are of the greatest value. Officers are encouraged to complete logistics and joint correspondence courses, establish a professional reading program, conduct research/write articles for professional publications, participate in their regimental association and civilian professional logistics organizations, or become a certified professional logistician.

(6) Desired experience. Majors should become experts in the principals of mission command and the Military Decision Making Process (MDMP), expanding the officer's range of adaptability and critical thinking skills for future assignments at the strategic level. This is achieved through variety of assignments across the civilian, private sector, governmental, joint, planning, functional, and multifunctional assignments.

g. *Lieutenant Colonel*. The developmental objective for this phase is to demonstrate excellence in translating strategic and operational goals into tactical objectives in both command and staff environments. As rank increases, officers serve in a great number of assignments in the realm of unified action partners and strategic enablers. These roles expand officers' adaptability and prepare them for senior positions of greater responsibility at the strategic level. Additionally, lieutenant colonels should have successful SOF experience prior to an assignment to SOF positions in order to provide SOF commanders with the best continuity of support.

(1) Education. In order to compete for command-select positions, lieutenant colonels must be JPME 1/MEL 4 qualified. Completing graduate-level education in an appropriate discipline is strongly encouraged prior to their first colonel's board. Officers should review the educational opportunities outlined in the colonel's education section concerning Senior Staff College (SSC). Lieutenant colonels selected for CSL positions must complete Pre-Command Courses depending on the type of organization. Examples are the PCC at Fort Leavenworth and the Sustainment PCC at Army Logistics University. SSC is the apex of field grade officer PME and awards JPME 2/MEL 1 credit and the SSC graduate code. Consideration for Senior Staff Service College occurs annually after their 16th year of service through their 23rd year. The SSCs and fellowship programs prepare officers for senior command and staff positions providing knowledge of strategy at the national level and use of the elements of national power. There are three paths to complete SSC PME: U.S. Army War College or other accredited sister Service or international senior military service college, a Senior Service Fellowship, or completion of the Army War College Distance Education Course. Selection to one of these programs identifies those officers with exceptional promotion potential for service in positions of increased responsibility at the next higher grade. SSC equivalency is required prior to the officer assuming an O6 - level command. SSC opportunities include, but are not limited to, the following:

(a) Air, Marine Corps, and Naval War Colleges.

(b) Joint Advanced Warfighting School, Eisenhower School for National Security, and National War College generally have joint duty utilization assignments upon completion.

(c) Advanced Operational Arts Studies Fellowship is a SSC equivalent focused on theater strategic-level unified land action and planning. The utilization tour as a SAMS instructor with follow-on to theater or Army component-level headquarters.

(d) Logistics and Supply Chain Management Fellowship is a resident program at the Massachusetts Institute of Technology. The program is a SSC equivalent focusing on the study of large scale supply

chain management operations. The utilization tour is an assignment to the Surface Deployment and Distribution Command.

(e) Secretary of Defense Corporate Fellows Program places officers with civilian corporations at the highest management levels to determine how changes in business affect DOD in the future. Utilization tour is with the OSD.

(f) The U.S. Army War College Distance Education Program provides an alternate means of attaining MEL 1 education. Eligible officers who apply are compared against the most current promotion list to colonel and most current SSC Selection Board Order of Merit List to determine the final slate. AR 350–1 provides details of the selection and application processes. Upon enrollment in the correspondence course, officers are no longer eligible for resident SSC attendance. Officers enrolling in the U.S. Army War College Distance Education Program incur a 2-year ADSO. The ADSO starts at course completion or termination.

(2) Key developmental assignments. The only KD assignments for lieutenant colonels are CSL battalion billets, which are generally 18 to 24 months. Former battalion commanders are assigned to specific jobs coded for that experience level.

(3) Developmental and broadening assignments. Consider all non-CSL assignments as broadening. Experience gained as a lieutenant colonel provides the Army with officers who have mastery of tactical and operational levels and are exposed to strategic levels. Operationally, lieutenant colonels serve primarily in senior staff and/or joint positions in ESCs, TSCs, division, corps, and higher staffs.

(a) Below are examples of lieutenant colonel broadening positions in Logistics Table 4.

Logistics Table 4. Lieutenant Colonel Broadening Assignments

Lieutenant Colonel Broadening Assignments
AMC Division Chief
ASCC senior staff
Chief of plans for sustainment
CTC Senior OC-T
AWC Staff
Defense Logistics Agency senior staff
Deputy commander/executive officer
CCMD HQs Commandant
HRC or Proponency Branch Chief
FORSCOM HQs
Army Strategic Planner
Reserve Officer Training Corps Professor of Military Science
CSA Strategic Studies Group
Support operations officer (LTC authorized)
TRADOC capabilities, doctrine or training development branch chief
USMA instructor/RTO/HQs/Staff

(b) Find other opportunities for lieutenant colonel at <https://www.hrc.army.mil/bop>.

(c) Self-development. Lieutenant colonels should continue their self-development in all facets of logistics, particularly in joint and multinational operations.

(d) Desired experience. Promotion to lieutenant colonel is the mark of a successful career. Command selection is a very small population of officers. Those not selected for command make significant contributions at all levels of the Army.

(4) Lieutenant Colonel Competencies. See paragraph 3.b. for an explanation.

- (a) Battalion Commander.
 - (1) Expert in multi-functional logistics.
 - (2) Able to tactically employ the battalion.
 - (3) Effectively leads a leader development program.
 - (4) Mastered unit training management.
 - (5) Effectively commands and controls the Battalion headquarters and multiple companies.
 - (6) Proficiently uses the staff in the decision making process.
- (b) Brigade Support Operations Officer.
 - (1) Able to synchronize division level multifunctional logistics (DSB SPO).
 - (2) Plans and influences the implementation of tactical and/or operational level logistics in a joint environment.
 - (3) Incorporates strategic and multi-national assets into sustainment operations programs.
- (c) Division G4.
 - (1) Effectively develops and manages sustainment policies across the division.
 - (2) Plans and influences the implementation of tactical and/or operational level sustainment in a joint environment
 - (3) Mastered Command Discipline Programs (Supply, Maintenance, Deploy).
- (d) ESC G3 Operations
 - (1) Fully understands how to plan multifunctional logistics in support of large-scale combat operations.
 - (2) Able to implement operational level logistics in a joint environment.
 - (3) Able to integrate strategic and operational levels plans.

h. *Colonel*. The professional objective for this phase is multifunctional executive level competency. Colonels are the senior/executive level leaders that model the organization's long-term vision. Colonels are strategic-creative thinkers, builders of leaders and teams, and competent warfighters skilled in governance, statesmanship, and diplomacy.

(1) Education. SSC equivalency is required prior to the officer assuming an O6-level command.

(2) Key development assignments. The only KD assignment is selection for a CSL command/key billet. Colonels selected for a SOF brigade command should have prior successful SOF experience. Former battalion commanders are assigned to specific jobs coded for that experience level.

(3) *Developmental and broadening assignments*. Colonel assignments are nominative based on the officer's skills and positions available. Possible assignments are included below in Logistics Table 5:

Logistics Table 5. Colonel Broadening Assignments

Colonel Broadening Assignments
Corps G4
Deputy Commandant of Ordnance, Quartermaster, and Transportation
AMC primary staff officer
ASCC primary staff officer
Combatant Command Staff Officer
Joint staff – staff officer
Multinational or coalition staff officer
DCO
Chief of Staff at 1 or 2 Star Commands
DCS, G4 logistics staff officer
DCS, G3/5/7 staff officer
Life-cycle materiel management officer
Support Operations Officer (colonel authorized)

(4) Academic broadening opportunities include fellowship and scholarship programs. They are highly competitive and selective educational programs that generally have an associated 1 or 2 year utilization tour at some of the most diverse organizations across the civil - military spectrum.

(5) Self-development. Colonels must keep current on all changes that affect the Soldiers they command and/or lead. They should continue to expand their professional reading program, participate in civilian professional logistics organizations, become a certified professional logistician, write articles for professional publications, or obtain a postgraduate degree in a logistics discipline.

(6) Desired experience. The critical assignment for colonels is brigade-level command. Successful completion of a CSL command provides an opportunity to compete for brigadier general (provided the officer is joint qualified). Colonels, when not in command, serve primarily in Army staff or joint positions. The primary goal is to use the officer's experience and knowledge to provide significant contributions to the Army and Joint Commands at the operational strategic level.

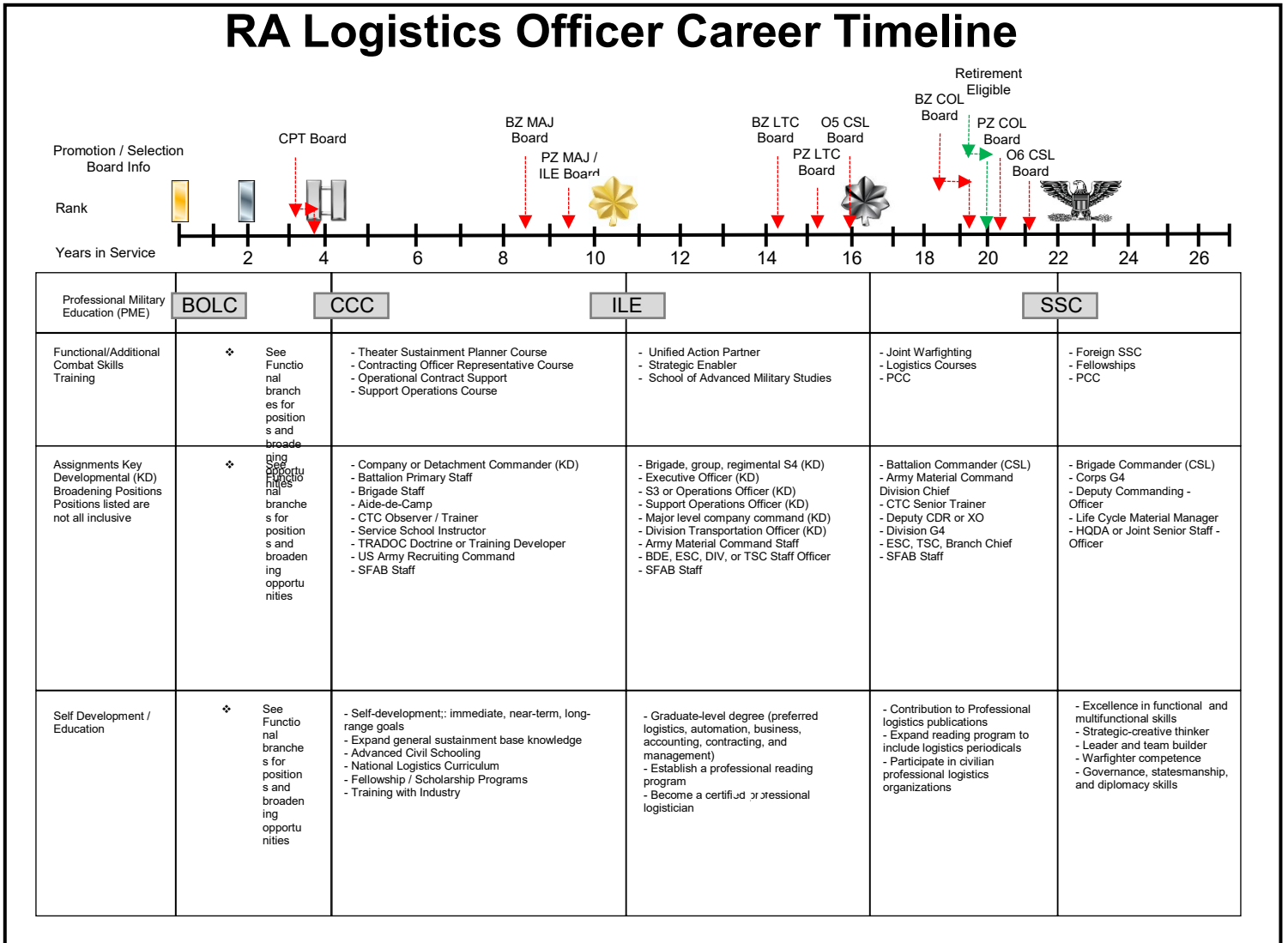
i. *Branch transfer.* Army needs determine branch transfer authorizations and may not be available year-to-year. The following rules apply:

(1) Regular Army officers may branch transfer into Logistics at the rank of captain with less than 9 years of active federal commissioned service. The officer prepares a DA Form 4187 through HRCs sustainment captain's career field manager to the Logistics branch proponent office. The officer must include the reason for the request, and their choice of basic branch affiliation (TC, OD, or QM). If the losing branch releases the officer to Logistics branch, HRC assigns regimental affiliation and reviews the officer's future assignment and professional education requirements. Upon acceptance, the officer must complete the requisite training prior to branch transfer. If not already CCC complete, LOG C3 is required. Those who are CCC complete must attend LOC C3 or Phase I and II RC CCC for TC, OD, or QM. If the losing branch disapproves the transfer request, the CG, HRC has final adjudication and determination.

(2) ARNG (COMPO 2) and USAR (COMPO 3) officers are eligible for transfer into Logistics branch at the ranks of captain to major, with less than 18 years' service. Majors must have completed a KD assignment (Bn XO/S3) prior to transfer. See paragraph 6.o for details.

j. *Voluntary Transfer Incentive Program (VTIP).* VTIP allows officers to branch transfer or choose a functional area (FA), supporting the officer's interest, and balancing the FA personnel requirement. All FAs and branches are open to Logistics officers through VTIP except JAGC, Chaplains Corps, AMEDD, and Academy Professor (FA47). Those interested in the aforementioned fields must consult the relevant branch section in DA Pam 600-3 for further information regarding the specific branch requirements and process. Officers interested in VTIP should see HRC's website for the latest MILPER defining qualification requirements.

Logistics Figure 1. RA Logistics Branch Professional Development Model



5. Logistics Warrant Officer Development

Logistics Branch does not have Warrant Officers. Refer to the individual function branch section for Warrant Officer development.

6. Logistics Branch Reserve Component Officers

a. *General.*

(1) Reserve Component (RC) Logistics officer qualifications and development closely parallel those of their Regular Army (RA) counterparts as described in paragraph 4. There are subtle differences in RC time in service and time in grade.

(2) Life-cycle development and utilization also parallel the RA as shown in figure Logistics figure 1. Increased mobilization and deployments require the RC officer to train at the appropriate level. This is necessary in order to acquire skills required for commanding, training, and managing organizations in peacetime, civil response operations as well as mobilization.

(3) A large portion of PME and training is accomplished on their own time. A variety of correspondence courses and resident PME course are available. It is preferred that junior officers have a strong foundation through tactical and technical assignments in their functional branch before induction in to the Logistics branch at the rank of captain.

(4) RC officers serve the same role and missions as their RA counterparts. The unique nature of their role as “citizen-Soldiers” poses challenges and opportunities to their professional development.

(5) The career path for RC officers, to include AGR, seeks a balance of assignments preparing them as competent leaders for senior ranks. Officers should not serve in the exact same duty position for more than 3 years before moving on to a new duty position. The needs of the RC and force structure may hinder this objective, but homesteading in the same duty position is highly discouraged since it impedes development and competitiveness for promotion.

b. *Reserve Component (USAR/ARNG).* It is recognized that force structure in regions and localities limit the number of traditional developmental positions available for all RC officers. To compensate for this, officers can develop management and leadership skills through branch immaterial and broadening assignments. Officers are encouraged to seek command at every level whenever possible. Company command is paramount to the early leadership development of RC officers and should be pursued vigorously to be competitive for promotion. Command opportunities above company level are limited for RC officers. However, RC lieutenant colonels and colonels, to include AGR, should always compete for battalion and brigade command whenever possible. To develop leadership experience, RC officers should continue to seek KD positions when available and primary staff positions of large TPUs or mobilization day (M-Day) organizations at the appropriate rank level.

c. *Army National Guard.* The ARNG has specific guidance in reference to O3 90A billets. A state may assign, promote and carry as qualified any TC/OD/QM 1LT in a position that is an O3, 90A/LG. Upon promotion to captain and completion of the LOG C3, award of the LG branch is authorized. Additionally, lieutenants are authorized promotion to captain at the appropriate time if they are filling a 90A captain's position. This does not authorize early promotion but does allow promotion prior to completion of RC CCC and allows RC officers adequate time to complete the course.

d. *Active Guard Reserve.* In accordance with Title 10, USC, section 101(16), the term “Active Guard and Reserve” is a member of a RC who is on active duty pursuant to 10 USC sections 12310, or 32 USC, sections 502(f) and 709(a). AGR Logistics branch officers serve in full-time, active duty positions in worldwide locations. They provide day-to-day operational support needed to ensure RC units are ready to mobilize when needed. AGR officers perform administrative and training duties in direct support of the ARNG, USAR, and RA. The primary objective of the AGR officer is to enable a greater level of readiness, agility, and responsiveness of the total force. To meet this mission, they must be experts in logistics and in the RC's administrative, training, and managements systems. To meet both requirements, AGR officers need a balance of tactical, operational, and strategic experience throughout their careers.

e. *Officer Professional Development Model.* The PDM, Logistics figure 1, is the foundation for assignments. In many cases, officers will not have the opportunity to follow this model.

f. *Reserve component qualification and development.* RC officers are inducted or appointed into the Logistics branch upon completion Ordnance, Quartermaster, or Transportation RC CCC or LOG C3. Officers hold 90A as their primary AOC and a secondary AOC in their basic branch. This applies to the following officers: AGR, TPU, M-Day, IMA, and IRR. There are no lieutenants (nor non-CCC graduates) in the Logistics branch. Even though RC officer development is challenged by geographical consideration and time constraints, each officer should strive for Logistics branch developmental assignments and educational opportunities that yield the same opportunities as their RA counterparts.

g. *Education.* RC officers must meet PME standards and assignments to be proficient in the Logistics branch at each grade. Due to geographic, time available, and civilian employment constraints, officers may find it challenging. Officers are expected to complete requirements on time for each grade IAW AR 350-1, Army Training and Leader Development.

h. *Broadening.* RC officers are broadened in many measures more diversely than RA officers over a career. Broadening is the expansion of an individual's capabilities and understanding provided through opportunities internal and external to the Army throughout their careers gained through experiences in different organizational cultures and environments resulting in a leader who can operate at the strategic level in multiple environments.

(1) The PDM recognizes that broadening opportunities are limited to the units that surround the RC officer's geographic area of travel. With over 60 percent of the total force's sustainment structure in the RC, these officers are the backbone of the tactical sustainment force structure from the TSC/ ESC level and below. Therefore, officers are expected to be functionally sound at each rank, expand multifunctional as they increase in rank, and broadened as opportunities are available.

(2) There are three experience-based assignments that specifically broaden logistics officers: tactical, institutional, and scholastic assignments/competitive opportunities.

(3) RC officers bring military and civilian skills to the fight. Their experiences in industrial, business, law, government, marketing, IT, and academic skills from their civilian occupations are extremely valuable. These skill sets are unique to the civilian/governmental community and critical to our sustainment of unified action partners.

(4) Businesses and government employers provide employees opportunities to train and educate themselves occupationally and educationally. Officers should ensure that these skills are documented in their personnel records and in the case of education, documented on their next OER after completion.

(5) Opportunities such as PME, institutional training, scholarships, internships, advanced civil schooling, and foreign military education are important broadening experiences. The RC plays a primary and crucial role in Homeland Security and specifically, response to domestic incidents or disasters. Listed below are resident and distance learning courses offered by ALU and FEMA's Emergency Management Institute (EMI), and are appropriate at any rank. Yearly schedules and course information are available at ALU's website or http://training.fema.gov/EMI_Courses/EMI_Catalog.asp. Examples include:

- (a) Defense Distribution Management Course.
- (b) Defense Support of Civil Authorities Course.
- (c) Joint Humanitarian Operations Course.
- (d) Interagency Logistics Course.
- (e) Incident Command System Course.
- (f) FEMA's Logistics Interagency Logistics Course.

i. *Mentorship.* Mentorship of RC officers is very important due to assignment availability, timelines, and differing state requirements. Mentors do not have to be in the officer's rating chain or career field. Mentors are officers that the Soldier is comfortable with and can have fair and frank discussions about family, career, life goals, and the Army. Working with their mentor, an officer builds a career path that meets the officer's desires, aligns with realistic timelines, and meets the officer's expectations of a successful career and rewarding career.

j. *USAR Career Management.* Career Management Officers provide assistance in the development of officers with the correct skill sets to meet operational and functional requirements for the USAR. RC officers can contact their respective Career Management Officer/Talent Manager for updated information on career management and development.

(1) RC TPU. Career Management Officers at Army Reserve Career Group manage the RC TPU population. They can be reached at: <https://www.usar.army.mil/arcg/cmo/>

(2) RC IMA/IRR. Career Advisors at HRC manage the RC IMA/IRR population. They can be reached at: <https://www.hrc.army.mil/content/Army%20Reserve%20Officer%20Directory>

(3) RC AGR. Talent Managers at HRC manage the RC AGR population. *They can be reached at:* <https://www.hrc.army.mil/content/Officer%20Management%20Division%20Landing%20Page>

k. Lieutenant.

(1) The professional development objective for this phase is to develop functional expertise in the officer's basic branch. Logistics officers access into one of the three functional branches, Ordnance, Quartermaster, or Transportation. The first 4 years of an officer's career focuses on developing an officer's basic branch technical and tactical skills, as well as, vital leadership skills. The goal is to sharpen their understanding of the Army profession, gain leadership experience in company grade assignments, and building expertise in their basic branch.

(2) Promotion from 2LT to 1LT. 2LT Officers who meet the criteria in AR 135-155 will be considered for the rank of 1LT without review by a selection board at 18 months TIG. The officer's records will be screened for the following documents:

(a) DA 71, Oath of Office.

(b) Letter of Appointment as a Commissioned Officer.

(c) DA 1059-2, Service School Academic Evaluation Report.

(d) Officers who do not have the required documents in their records prior to the review will not be automatically rescreened. Officers must utilize their S1/G1/MPD or their Career Management Officer to open an inquiry with HRC promotions for reconsideration once the promotion criteria is met.

(3) Refer to the specific basic branch section for more details.

l. Captain.

(1) Education. For promotion to the rank of captain, a bachelor's degree is required. Mandatory PME during this phase is the completion of the RC CCC or LOG C3, which is a prerequisite for promotion to the rank of major.

(2) Branch Affiliation. Basic Branch Officers (OD, TC, and QM) are inducted into the Logistics branch after selection for promotion to captain and successful completion of RC CCC or LOG C3.

(a) Awarding of the 90A AOC and LG Branch is not completed automatically upon graduation of RC-CCC or LOG-C3. Officers must contact their Readiness Division, NGB, or Career Management Officer to update their records after meeting all the criteria.

(b) Officers outside of the Basic Branches (OD, TC, & QM) that have successfully completed RC CCC or LOG C3 cannot be awarded the 90A AOC and LG Branch without being approved for a branch transfer (see Branch Transfer section p).

(3) Key developmental assignments. Assignments in a company, battalion, or brigade organization should follow a progressive order. The only KD assignment for captains is company or detachment command. Company command is a maximum of 24 months (AGR) to 36 months (non-AGR), with the tour length set by the higher commander. A minimum of 12 months in the rank of 1LT(P) or CPT is required in command to receive KD credit. Branch immaterial commands are also available to receive KD credit. Company command is limited for AGR captains due to the scope of the AGR program. As such, AGR captains who are unable to command should pursue primary staff leadership positions, such as S3, S4, and deputy support operations to develop their leadership skills, (see Logistics Table 1).

(4) Broadening assignments. The PDM focuses on the need to broaden an officer's knowledge, skills, and behaviors at each grade in logistical expertise across the entirety of an officer's career. Developing a captain's knowledge base in the functional and multifunctional force is the intent at junior captain. After command, there are numerous venues to broaden officers. These are vital to developing an officer's abilities for field grade level abilities. The goal is a series of assignments that challenge the officer in tactical and technical sustainment and expose them to operating and generating forces. Opportunities for broadening are listed below:

(a) Career division staff / Career Management Office (CMO).

(b) CTC trainer or staff officer.

- (c) Doctrine or Training developer.
- (d) Joint, multinational staff officer or coalition trainer or staff officer.
- (e) Once TASS instructor of course or manager.
- (f) USAREC.

(5) Broadening also includes scholarship, fellowship, and internship programs allowing higher education and opportunities to serve in strategic-level positions, see paragraph 4c(3).

(6) Self-development. Captains must take the initiative to gain knowledge and experience for assignments of greater responsibility at the field grade level. Self-development and improvement of officer skills can be obtained through the use of Battle Command Knowledge System-LOGNet and the Sustainment Knowledge Net (SKN) to keep skills current. Officers are encouraged to take additional training courses when resources permit.

(a) Support Operations Course. This course further develops multifunctional skills normally associated with an assignment to a support operations section. The course generally focuses on training captains, majors, and senior NCOs in multifunctional support operations at the tactical level.

(b) Officers should be well-versed in all ERP Systems and command and control systems, such as the Command Post of the Future (CPOF), Joint Capabilities Release-Logistics (JCR-LOG), Movement Tracking System (MTS), and especially the Global Combat Support System-Army (GCSS-A).

(7) Desired experience. The key for a captain is successful completion of company or detachment command. There is no substitute for command. The goal is to provide RC captains with 24 months command time in a company or detachment. When not in command, assignments should be optimally split between the operating force and generating forces with a mix of multifunctional and functional positions. As officers progress from company grade to field grade, assignments grow increasingly multifunctional.

m. *Major*. Selection for major is based on performance and demonstrated potential for further service in positions of greater responsibility. These qualities are measured by the officer's performance, assignment history, and level of development.

(1) Education. The PME requirement is completion of the Command and General Staff Officers Course. This is a one-time, merit-based selective board process that provides JPME 1 and MEL 4. Regardless of component, Officers (CPT(P) or MAJ) who meet the criteria in AR 350-1 may be selected for 10-month residency at the Command and General Staff College or 14-week satellite campus opportunities on a best-qualified basis. The Director, ARNG exercises staff supervision over the selection system for ARNG officers and the HRC exercises supervision of selection for USAR officers. Resident course seats are offered to officers selected by a central selection board conducted annually. Officers not selected, complete training via distance learning. Completion of the Command and General Staff Course through the methods listed meet the officer's MEL 4 and JPME 1 requirements. Officers must complete the Common Core in order to promote to lieutenant colonel. Completion of both the Common Core and Advanced Operations Course are required for eligibility for promotion to colonel. ILE schools and colleges are listed below:

- (a) U.S. Army Command and General Staff College.
- (b) U.S. Air Command and Staff College.
- (c) U.S. Marine Corps Command and Staff College.
- (d) U.S. Navy College of Command and Staff.
- (e) Western Hemisphere Institute for Security Cooperation.
- (f) Foreign equivalent schools approved by the Chairman of the Joint Chiefs of Staff.
- (g) One Army School System Battalion active duty for training (ADT)/inactive duty training (IADT) format phases.

(h) Distance learning programs.

(i) School of Advanced Military Studies Program. TPU officers who compete and are selected to the SAMS course serve a 2-year utilization tour upon completion of the course. Their assignment is based upon guidance from the Chief, Army Reserve. AGR graduates are assigned by the assignment officer with input from the HRC SAMS manager. NGB, through the states, will manage utilization tours of ARNG officers.

(2) Key developmental assignments. RC majors should serve in KD assignments for a maximum of 24 months (AGR) to 48 (non-AGR) months to further develop leadership skills and prepare for battalion command. The following assignments are considered to be KD assignments at the major level. Key development equivalents for RA are listed in paragraph 2.

- (a) Logistics planner (SI P1 authorized).
- (b) Division transportation officer.
- (c) Executive officer.
- (d) Major level command.
- (e) S3 or operations officer (major or lieutenant colonel authorized).
- (f) Detachment commander (major authorized with AR 600-20 authorities).
- (g) S4 (major or lieutenant colonel authorized).
- (h) Support operations officer.

(3) Broadening assignments. Once officers have completed their KD assignment, it is preferred that those officers seek broadening assignments in academic, unified action partner, and strategic enablers or sustainment staff positions at brigade level or higher. Officers may consider Army scholarship, fellowship, and internship programs as well. See section 4k (3). The following assignments are broadening:

- (a) Army sustainment command staff officer.
- (b) ASCC, SDDC, or Defense Logistics Agency staff positions.
- (c) Assistant Professor of Military Science or service school instructor.
- (d) Army sponsored fellowship, internship, or scholarship with follow-on assignment.
- (e) Capabilities, doctrine, or training developer.
- (f) CTC trainer or staff officer.
- (g) Detailed Inspector General.
- (h) HQDA, USARC, NGB, OCAR, or combatant command staff officer.
- (i) Interagency. ARNG, or National Guard joint staff officer.
- (j) Joint, multinational, or coalition trainer or staff officer.
- (k) USMA or ROTC instructor or tactical officer.

(4) Self-development. Self-development is the responsibility of every officer and ranges from professional reading to aggressively seeking out positions of increased responsibility. Officers are encouraged to continue to broaden their experience by doing the following: establish a professional reading program, participate in their regimental association, participate in civilian professional logistics organizations, become a certified professional logistician, obtain a civilian degree in logistics-related fields, complete logistics-related correspondence courses, complete courses in joint logistics at ALU, and conduct research and write articles for professional logistics publications. Majors may also apply for additional professional development education (APDE) courses, such as the RC National Security Course and Defense Strategy Course. These are available by application through an annual central selection boards.

(5) Desired experience. A variety of assignments across the logistics spectrum, as well as a combination between operating and generating forces, enhance an officer's developmental experiences.

n. *Lieutenant Colonel*. Lieutenant Colonels are in the refinement stages of their career. Lieutenant Colonels are strongly encouraged to seek command whenever possible through command selection boards. Positions as primary staff officers also met the criteria for development of required skill sets.

(1) Education. The RC Lieutenant Colonel must complete Command and General Staff Officers Course Common Core and the Advanced Operations Course prior to promotion to colonel. Selectees for command attend the prescribed PCC(s). Resident and distance learning education for Command and General Staff Officers Course and SSCs are centrally selected through an annual board. Officers are also encouraged to complete graduate-level education in an appropriate discipline.

(2) Key developmental assignments. KD assignments for lieutenant colonels are a CSL KD position or a key leadership billet in a MTOE or TDA unit for 24 to 36 months. Not every officer commands at the battalion level. However, all officers are encouraged to compete for command to remain competitive for promotion. When possible, lieutenant colonels should also seek primary staff leadership assignments.

The following assignments are considered to be KD assignments at the lieutenant colonel level or equivalents:

- (a) Battalion commander.
- (b) ARNG or NGB branch or division chief (lieutenant colonel authorized).
- (c) Chief of staff (lieutenant colonel authorized).
- (d) Command Inspector General.
- (e) DCO or XO (lieutenant colonel authorized).
- (f) Division or corps G4 (lieutenant colonel authorized).
- (g) ESC, TSC, ASCC or AMC primary staff officer.
- (h) Joint or multinational primary staff officer.
- (i) Support operations officer (lieutenant colonel authorized).

(3) Broadening assignments. When command is not available, officers should seek broadening assignments. The following assignments are broadening:

- (a) Army sustainment command staff officer.
- (b) ARNG or NGB staff officer.
- (c) Capabilities, doctrine, or training branch chief.
- (d) Chief of plans for sustainment.
- (e) Course director of One Army Schools System program.
- (f) CTC senior trainer.
- (g) Division or corps staff.
- (h) Defense Logistics Agency senior staff officer.
- (i) ESC, TSC, ASCC or AMC section or branch chief.
- (j) Fellowships with follow-on assignments.
- (k) Governmental or state liaison officer.
- (l) HRC or proponency branch chief.
- (m) HQDA or combatant command's staff.
- (n) ROTC Professor of Military Science, Command and General Staff Officers Course or service school instructor.

(o) USARC staff officer.

(4) Self-development. Lieutenant colonels should continue to expand their professional reading program, participate in civilian professional organizations, become a certified professional logistician, conduct research, and write articles for professional logistics publications, and obtain a postgraduate degree in a logistics discipline. Lieutenant colonels may also apply for APDE courses, such as the RC National Security Course, Defense Strategy Course, and Canadian Security Studies Program. These are available by application through an annual central selection board.

(5) Desired experience. The desired experience for lieutenant colonels is battalion commander of a MTOE or TDA unit for 24 a maximum of months (AGR) to 36 months (non-AGR). Every lieutenant colonel will not command at the battalion level, but the goal is to provide the officer professional development, institutional training, and assignments that develop an officer for leadership roles at the next level.

o. *Colonel*. Colonels are in the refinement stages of their career. Officers will be expected to mentor junior officers on the importance of maintaining Logistics branch proficiency through multiple experiences and encourage officers to obtain additional multifunctional training when appropriate. Colonels are also the Army's talent managers and are expected to enhance Army readiness through this initiative.

(1) Education. Although no specific mandatory educational requirements exist for colonels, officers are encouraged to complete SSC, resident, distance learning, Sister Service resident, or Foreign Command Staff College. Selectees for command at colonel attend the prescribed PCC(s).

(2) Key developmental assignments. The KD assignment for RC colonels is centrally selected brigade/group command assignments for 24 months (AGR) to 36 months (non-AGR). Key assignments for colonels include the following:

- (a) Brigade, group, or immaterial command or key CSL billet.
- (b) ARNG or NGB primary staff officer (colonel authorized).
- (c) Chief of staff (colonel authorized).

- (d) Command Inspector General.
- (e) Corps G4 (colonel authorized).
- (f) DCO or XO (colonel authorized).
- (g) ESC, TSC, ASCC or AMC primary staff officer.
- (h) Joint or multinational primary staff officer.
- (i) Support operations officer (colonel authorized).
- (j) USARC primary staff officer.

(3) Broadening assignments. When command is not available, officers should seek broadening assignments as outlined in paragraph 4h. The following assignments are broadening:

- (a) AMC staff officer.
- (b) NGB or National Guard state or joint level staff officer.
- (c) ASCC or corps staff officer.
- (d) Combatant command staff officer.
- (e) DCS, G-4 logistics staff officer.
- (f) DCS, G-3/5/7 staff officer.
- (g) Intragency, Joint, multinational, or coalition staff officer.
- (h) Life-cycle management officer.
- (i) Senior professional military or reserve advisor.
- (j) TSC branch chief.
- (k) ARNG State level staff officer.
- (l) USARC primary staff officer.

(4) Self-development. Colonels continue to expand their professional reading program, participate in civilian professional logistics organizations, become a certified professional logistician, conduct research, and write articles for professional logistics publications, and obtain a postgraduate degree in a logistics discipline. Officers strive to complete SSC, resident or non-resident.

(5) Desired experience. The desired experience for colonels is command of a MTOE or TDA unit for 24 months (AGR) to 36 months (non-AGR). Not every colonel will command, but the goal is to provide the officer professional development, institutional training, and assignments that will develop RC colonels across the full spectrum of the levels of war.

p. *Branch transfer.* USAR and ARNG officers may branch transfer into the Logistics branch up to the rank of major with time in grade remaining that facilitates the ability to serve in a major 90A billet prior to lieutenant colonel promotion. It is this combination of education in conjunction with captain- and/or major-level experiences that allow officers to be effective senior multifunctional logisticians. All requests for branch transfer are reviewed on a case-by-case basis. Branch transfer or predetermination applications for officers entering the ARNG or USAR from other services should be submitted through their State AG, NGB, HRC, or USAR Command, to the Logistics Branch Proponency Office for review and approval. Applications must include certificates of completion for logistics courses, unit validation of position for assignment, and the officer must highlight multifunctional logistics experience if not explicit on the candidate's ORB.

(1) Military education requirements listed below:

(a) Captain. Complete a LG Captain Career Course (RC CCC or LOG C3). Officers who completed a non-Logistics Captain Career Course must complete the Support Operations Course (SOC)

(b) Major. Complete the Theater Sustainment Planners Course (TSPC) in addition to the captain requirements.

(c) Lieutenant Colonel and Colonel. Officers in the rank above major are not considered for branch transfer. (see Branch Transfer section p)

(d) All branch transfer candidates must affiliate with one of the Logistics basic branches; Quartermaster, Transportation, or Ordnance by completing one of the approved functional branch qualification courses. To affiliate with Ordnance Corps complete the online Ordnance Officer Branch Qualification course 4-9-C20-91A at <https://www.atrs.army.mil/atrrscc/>; to affiliate with Transportation Corps complete the online: Senior Transportation Officer Qualification 8C-F46 at www.lms.army.mil; to

affiliate with the Quartermaster Corps submit the LG CCC phase one Sustainment Learning Assessment (SLA) certificate www.lms.army.mil.

(2) Positional requirements listed below:

(a) USAR/ARNG organizations submitting an officer's branch transfer requests must provide a paragraph and line number with a valid 90A coded position in a MTOE or TDA organization.

(b) The officer is currently serving in or is billeted to serve at least 18 months in a valid 90A coded position.

(c) Positions coded as 01A or 02A are branch immaterial and do not constitute an authorization to change the officer's branch to Logistics.

(d) Officers may not transfer into the Logistics branch for the purpose of promotions or competing for command positions.

(3) ARNG requests for branch transfer are routed through the officer's chain of command to the appropriate state processing agency. The state processing agency forwards the request to the National Guard Bureau (NGB). NGB will forward the applications to the Logistics Branch Proponency Office at USACASCOM for evaluation and eligibility determination.

(a) USAR officers apply through their appropriate chain of command who in turn sends the applications to the Operational, Functional, Training, and Support (OFTS) commands. The OFTS will forward the applications to the Logistics Branch Proponency Office for evaluation and eligibility determination. IRR, IMA, and AGR officers apply through HRC Officer Personnel Management Directorate.

(b) Requests must include certificates of completion for PME requirements and a unit validation of positional assignment. The Logistics Branch Proponency Office will produce a quarterly consolidated approval memorandum for the OFTS and NGB officers accepted into the Logistics branch.

(4) Officers are not branch transferred into a basic branch of Quartermaster, Transportation, or Ordnance. Officers are awarded the regimental affiliation of their appropriate transition course, 90A88, 90A91, or 90A92.

(5) Approved officers are designated as 90A logisticians in the Logistics branch. The officer's primary AOC is 90A. The officer's secondary AOC and regimental affiliation is the functional basic branch course completed; Quartermaster, Ordnance, or Transportation. The 90A primary AOC positions are coded as 90A00 and the secondary AOC positions are coded as either 90A88, 90A91, or 90A92. The officer holds the aforementioned primary and secondary AOCs throughout the remainder of their career. The Logistics branch AOC 90A is not awarded as a secondary AOC. The officer's previous branch then moves to Section 1 of the officer's ORB as previous branch/AOC. When an officer transfers out of the Logistics branch they may not transfer back into the Logistics branch again at/above the rank of lieutenant colonel.

Logistics Figure 2. RC Logistics Branch Professional Development Model

