

Infantry (CMF 11) Career Progression Plan

Chapter 1. Duties

The Infantry is a unique branch, designed to close with the enemy by fire and maneuver, to destroy or capture them, and to repel their assault by fire, close combat, and counterattack. The Infantry is the only branch in the Army organized, equipped, and trained to accomplish this mission. Infantry leaders synchronize all elements of combat power to defeat the enemy. Infantry NCOs ensure Soldiers under their supervision receive individual training in their MOSs and basic Soldier skills. Infantry NCOs also train Soldiers to fight, win, and survive on the battlefield. NCOs are prepared to train, lead, and employ Infantry and other combat arms assets on the battlefield, across the full spectrum of military operations. The Infantry arrives on the battlefield by parachute or air assault, mechanized or wheeled vehicle, or on foot. Insertion means are dependent on the mission, enemy, terrain, weather, and time available. CMF 11 is comprised of three separate and distinct Military Occupational Specialties (MOS), MOS 11B Infantryman, MOS 11C Indirect Fire Infantryman, and MOS 11Z Infantry Senior Sergeant.

Chapter 2. Transformation

Infantry units and organizations transform in terms of design and equipment to adapt to changes in the operational environmental, adversarial capabilities, doctrine, and technology. Infantry Soldiers assigned to vehicular or non-vehicular, generating or operating force organizations, are all linked through the core CMF 11 competencies to one common mission: To close with and destroy the enemy through ground combat. Infantry Soldiers and NCOs must be adaptable and resilient, to rapidly respond to transformation and master the unique characteristics of each type of Infantry formation. Regardless of formation design, the building blocks of the Rifle Squad and Platoon and the key tactics, techniques, and procedures associated with each remain constant. Above all else, the culture of the Infantry requires its Soldiers to be mentally and physically strong and disciplined. The Infantry culture is the basis for the Army's warrior ethos and is rooted in the harsh realities of the battlefield, which, for the Infantry Soldier, is close, personal, and brutal.

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

a. Private E-1 (PVT): specialist (SPC)/corporal (CPL). The proponent recommends the following for self-development:

(1) Infantry Soldiers should seek self-development through reading materials listed in TC 7-22.7, the Chief of Infantry's Reading list, as well as publications related to the operation, employment, and maintenance of squad/section weapons and equipment.

(2) Volunteer and prepare themselves for appearance at Soldier boards, such as for "Soldier of the Quarter" and "Soldier of the Year". These events will broaden the Infantry Soldiers knowledge base, instill discipline, and improve their ability to communicate verbally.

(3) All PV1 through SPC/CPLs should strive to earn the Expert Infantryman Badge (EIB).

(4) Infantry Soldiers should seek to attend the Basic Leaders Course and complete SSD Level I at these ranks. Obtaining recognition as the Honor Graduate, Distinguished Honor Graduate or Commandant's List at the Basic Leaders or any course attended should be the goal of all Infantry Soldiers.

(5) Soldiers with general technical (GT) scores below 100 should seek to improve their scores through FAST, not only for self-improvement but to improve their options for reenlistment and to meet future functional or special skills course prerequisites.

(6) All Infantry Soldiers should take the opportunities provided by the Army through programs such as CLEP, DANTES, and ArmyIgnitED to increase their individual level of civilian education now and throughout all ranks. There is no requirement for enlisted personnel to earn a college degree; however, Soldiers employ and operate extremely complex technical equipment, in order to engage and destroy the enemy, while operating in a full spectrum environment. Based on this requirement, it is highly encouraged for all Soldiers to pursue college education to better prepare them for the modern battlefield environment, which requires an educated force.

b. Sergeant (SGT).

(1) SGTs should study and master the publications mentioned in skill level 1 as well as the following military publications: STP 21–24–SMCT, FM 6–22, FM 21–18, FM 3–55.93, all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(2) TC 7–22.7 contains suggested reading for SGTs. Many units as well as the SMA have suggested reading lists for Soldiers seeking self-development.

(3) NCO boards such as “NCO of the Quarter,” “Soldier of the Year,” and organizations such as the SGT Audie Murphy and SGT Morales Clubs broaden the knowledge base, instill discipline, and improve communication skills and leadership potential.

(4) All SGTs should strive to earn the EIB, volunteer to attend and successfully complete the Ranger Course, and complete SSD Level II.

(5) SGTs should continue to focus on their individual level of civilian education.

(6) Obtaining recognition as the Honor Graduate, Distinguished Honor Graduate or Commandant’s List at the Advanced Leaders or any course attended should be the goal of all Infantry SGTs.

c. Staff sergeant (SSG).

(1) SSGs should study and master the military publications mentioned in skill levels 1 and 2 as well as: AR 623–3; STP 21–24–SMCT; FM 3–20.21; FM 3–22.3; and all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) SSGs should continue to seek out suggested reading lists from mentors, commanders, and senior leaders.

(3) NCO boards such as “NCO of the Quarter,” “Soldier of the Year,” and organizations such as the SGT Audie Murphy and SGT Morales Clubs broaden the knowledge base, instill discipline, and improve communication skills and leadership potential.

(4) All SSGs should strive to earn the EIB, volunteer to attend and successfully complete the Ranger Course, Bradley Fighting Vehicle Master Gunner Course, and/or the Battle Staff NCO Course, and complete SSD Level III.

(5) SSGs should continue to focus on their individual level of civilian education.

(6) Obtaining recognition as the Honor Graduate, Distinguished Honor Graduate or Commandant’s List at the Maneuver Senior Leader or any course attended should be the goal of all Infantry SSGs.

d. Sergeant first class (SFC).

(1) As NCOs become more senior in rank, self-development becomes more important. Activities such as professional reading help the Senior Infantry NCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Publications such as AR 350–1, FM 1–02, AR 750–1, -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment are all important focuses of self-development.

(2) A SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army operations, and battle staff functions are essential at this rank.

(3) SFCs should have earned a minimum of 30 semester hours of college or post-secondary civilian education. College courses are not required for promotion, but can be a deciding factor when it comes to recognizing those that are most or highly qualified for advancement.

(4) All SFCs should strive to earn the EIB, volunteer to attend and successfully complete the Ranger Course, Bradley Fighting Vehicle Master Gunner Course, and/or the Battle Staff NCO Course, and complete SSD Level IV.*e. Master sergeant (MSG)/first sergeant (1SG).*

(1) In addition to those publications and reading lists mentioned in the ranks above, MSGs/1SGs should also study and master the following military publications: AR 601–280, AR 600–20, DA Pam 611–21, AR 840–10, and AR 220–1.

(2) MSGs/1SGs should have earned a minimum of 60 semester hours of college or post-secondary civilian education. College courses are not required for promotion, however limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM.

(3) All MSG/1SG should strive to earn the EIB and complete SSD Level V.

f. Sergeant major (SGM)/command sergeant major (CSM).

(1) SGMs/CSMs should read publications on the professional reading lists of their chains of command and senior leaders.

(2) SGMs/CSMs should have earned a minimum of 90 semester hours of college or post-secondary civilian education.

(3) All SGMs/CSMs should strive to earn the EIB and complete SSD Level VI.

Chapter 4. Military Occupational Specialty 11B (Infantryman).

a. Major duties. The Infantryman serves, leads, or supervises as a member of an Infantry organization that employs individual small arms weapons or heavy anti-armor crew-served weapons, either mounted or dismounted, in support of offensive and defensive combat operations. Commanders and CSMs ensure Soldiers are serving in appropriate developmental, broadening, and special assignments and know how these assignments affect promotion and career development. Developmental and training opportunities are not equal for all MOS 11B Soldiers and vary by unit of assignment. Not all MOS 11B Soldiers have the same opportunity to attend MOS-enhancing courses. Many NCOs, particularly those who have spent the majority of their assignments either outside the continental United States (OCONUS) or in Armored Brigade Combat Teams (ABCTs), may not have had the opportunity to attend the same schools as those in Infantry and Stryker Brigade Combat Teams (IBCT and SBCT), or those assigned in the continental United States (CONUS). Army selection boards must consider this when assessing the significance of completed military training courses in regards to potential for performance at the next higher grade. Potential should be regarded as the overall level of performance of assigned duties, coupled with a review of a Soldier's training listed in their official military personnel file (OMPF) and not just training listed on the ERB. Graduation from any school is not a substitute for performance of assigned duties, as there is a distinction between being a graduate of a school and being able to train and lead Soldiers. MOS 11B NCOs perform duties in positions requiring specialized training without ever attending a formal school. The Soldier's ability to adapt and develop required skills to perform their duties are indicators of competence, confidence, and agility, while also demonstrating the potential to serve in positions of greater responsibility. As Soldiers advance in their careers and assume leadership roles, they are faced with conditions unique to MOS 11B in regards to the availability of documented leadership positions which specifically affects SSGs and SFCs as follows:

(1) *Staff sergeant.* Historically, 50% or more of all MOS 11B SSG requirements are in broadening or special assignments. The majority of these positions have unique prerequisites that many 11B SSGs do not meet. MOS 11B NCOs will be DA Selected (non-volunteers) to serve in these assignments taking them out of operating force units and developmental assignments prior to meeting proponent recommended timelines. These prerequisites include performance, training, aptitude (intelligence), as well as moral and legal standards of conduct that exclude many of their peers. It is unfair to disadvantage these NCOs for promotion and selection due to reduced time in developmental assignments because they meet these higher standards. These SSGs should be considered as most or highly qualified for selection and promotion. (2) *Sergeant first class.* Less than 30% of all MOS 11B SFC positions are considered developmental (platoon sergeant positions). The majority of SFC requirements are broadening or special assignments in the generating force. As with SSGs, those selected to fill these

positions are primarily DA select and must meet prerequisites that their peers do not or cannot achieve. Within the operating force, ~30% of positions serve operations, intelligence, liaison, and other staff positions. When managing the professional development of MOS 11B SFCs, Commanders and CSMs must evaluate those in their organizations to ensure those that have the potential for service at higher grades, serve in the developmental assignments that provide the greatest opportunity for advancement.

b. Prerequisites. See DA Pam 611–21, in the HRC Smartbook, for current prerequisites.

c. Goals for Development.

Private E–1–Specialist/Corporal (11B10). Operates both mounted and dismounted to close with, and destroy, the enemy. Employs, operates, and maintains assigned weapons and equipment. Helps perform reconnaissance operations; employs, fires, and recovers antipersonnel and antitank mines; locates and neutralizes mines; performs self-extraction from a minefield; and orients a map. The MOS 11B Soldier also operates, mounts, dismounts, zeros, and engages targets using night vision sights; operates and maintains communications equipment, enters, and operates in a radio net; operates in a chemical, biological radiological or nuclear (CBRN) contaminated area; constructs and camouflages individual, crew served weapons, vehicle firing, and fighting positions. In addition, they build fortification and barriers, including minefields and obstacles; helps breach minefields and obstacles; constructs field expedient firing aids for Infantry weapons; and can recognize friendly and threatening armored vehicles. This Soldier performs as a member of a fire team during a movement to contact, reconnaissance, and security, an attack, defense, situational training exercises, and all Infantry dismounted battle drills; processes prisoners of war and captured documents; operates an Infantry fighting vehicle (IFV) over diverse terrain in varied visibility; and assists in target detection, identification, and round sensing.

(a) Institutional Training. MOS 11B Soldiers receive their Initial Entry Training (IET) at MOS 11B One Station Unit Training (OSUT). The primary focus of IET is to prepare MOS 11B Soldiers to serve within Rifle Squads. IET prepares an 11B Soldier to serve as a Rifleman or Grenadier. Functional and other institutional courses are designed to enhance the training for specific units or specific duty positions. PFC and above may attend the Basic Leaders Course which is a branch-immaterial course that allows the Soldier to acquire the leader skills, knowledge, and experience needed to lead team sized elements.

(b) Operational assignments. MOS 11B Soldiers through the grade of Private First Class (PFC) should serve in rifle, weapons, reconnaissance squads and be not assigned to positions such as IFV Driver or Gunner. These and other demanding positions all require SPCs as the minimum rank. This coding is intentional and is designed to allow unit leadership to observe and evaluate an individual's performance and capability before assigning into these positions. It also allows additional time for the development of basic Soldier skills and completion of organizational or institutional formal training. Examples of developmental assignments for MOS 11B PVT through PFC include (listed alphabetically): ammunition bearer, anti-armor specialist (Javelin), assistant machine-gunner, grenadier, RATELO, or rifleman. MOS 11B SPCs serve developmental assignments as an automatic rifleman, carrier driver, IFV driver or gunner, machine-gunner, or Stryker driver.

(c) Self-development. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Many opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Dedicating the time and effort to earn the EIB is an indicator of greater potential. See also Chapter 3.*(d) Additional training.* PVT through SPCs may attend one or more of the following courses; Advanced Situational Awareness-Basic, Airborne, Air Assault, Combatives Level 1 or 2, Light Leader, Long Range Marksman, Military Mountaineering, Ranger, Ranger Training Assessment, Ranger Assessment and Selection Program I, Short Range Marksmanship, and/or Sniper. PVTs through SPCs may also attend any number of

installation or unit specific courses such as Drivers Training, CBRN Defense, HAZMAT Course, Combat Life Saver, Field Sanitation, etc. All of these courses assist in the professional development of an MOS 11B Soldier.

(e) Special assignments. There are no special assignments for PVTs through SPC.

(1) Broadening Assignments. These include positions such as non-combat vehicle drivers or other positions in logistics, operations, and echelons above a rifle platoon. Additional assignments exist in the generating force and in non-standard duty positions in units such as the 3rd Infantry Group (the Old Guard) and the 75th Ranger Regiment.

(2) MOS Enhancing. All valid MOS 11B PFC-SPC documented positions contribute to the development of an MOS 11B PVT through SPC.

Sergeant (11B20). The SGT performs duties shown in the preceding level of skill and performs duties of a fire team leader in an Infantry rifle squad. The MOS 11B SGT will prepare sector sketches of vehicle or rifle team positions and sectors. Also, this SGT leads, supervises, and trains subordinate personnel; calls for and adjusts indirect fire; evaluates terrain and selects weapon emplacement; controls organic fires; and installs and recovers anti-handling devices on anti-tank mines and electrical and non-electrical demolition charges. Other duties: Supervises construction of hasty fortifications and receipt, storage, and issue of ammunition; records operational information on maps; indicates location, strength, tactical deployment, and emplacement of enemy and friendly units; and also receives and implements combat orders, directs deployment of personnel in offensive, defensive, and retrograde operations. This Infantryman requests, observes, and adjusts direct supporting fire; conducts battle damage assessment and repair; evaluates terrain and supervises the emplacement of sighting and firing all assigned weapons. Further, this SGT uses maps and map overlays, performs intersection and resection, and determines elevation and grid azimuths; knows threat formations and tactics through BN size elements; and prepares, operates, and maintains secure communications equipment. The SGT leads a fire team during a movement to contact, reconnaissance and security, an attack, defense, situational training exercises, and all Infantry dismounted battle drills. MOS 11B Sergeants also serve as anti-armor, IFV, and other vehicle gunners. In this role they must detect, acquire, identify, and engage targets.

(a) Institutional Training. All MOS 11B SGTs should attend the Ranger Course. SGTs attend the Advanced Leaders Course. This course provides Soldiers selected for promotion to SSG with an opportunity to acquire the leader, technical, and tactical skills, knowledge and experience needed to lead squad/platoon size units.

(b) Operational assignments. The primary developmental assignment for an MOS 11B SGT is as a Fire Team Leader in a Rifle Squad for 12 months. Unit manning levels may require an 11B SGT to serve in positions documented at higher ranks. Successful performance in an assignment in a leadership position one grade higher than the current rank of the NCO should be counted towards the total leadership time requirement for that higher grade and serve as an indicator of the ability versus the potential to serve at the higher rank.

(c) Self-development: MOS 11B SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Developing the necessary physical and mental strength and agility to complete the Ranger Course requires a level of personal commitment and sacrifice that sets an MOS 11B SGT above their peers as most qualified. Dedicating the time and effort to earn the EIB is an indicator of greater potential. See also Chapter 3.

(d) Additional training. In addition to the courses listed for the previous ranks, the MOS 11B SGT may attend the following institutional Courses: Advanced Military Mountaineer (summer and winter), Advanced Situational Awareness-Advanced, Army Reconnaissance Course, Bradley Transition, Combatives Master Trainer, Dismounted Counter-IED Tactics Master Trainer, Jumpmaster, Marksmanship Master Trainer, Military Free Fall Parachutist, Mountain Planners, Rappel Master, Pathfinder, Reconnaissance and Surveillance Leaders, Rough

Terrain Evacuation, Sniper Employment Leader, and/or Special Forces Combat Dive Qualification.

(e) Special assignments. Not all special assignments are considered broadening or MOS enhancing by the proponent. Although not documented on requirements documents, Army requirements may require MOS 11B SGTs to be assigned as detailed Recruiters. A limited number of 11B SGTs will serve in the U.S. Army Accessions Support Brigade as members of the Marksmanship Training Unit (USAMTU) or the Parachute Team (USAPT).

(1) Broadening Assignments. Although documented for SSGs, Army requirements may dictate MOS 11B SGTs serve as Drill Sergeants, Instructor/Writers, or Observer/Controller-Trainers (OC-T) in the Generating Force. MOS 11B SGTs should strive to serve the majority of their tenure in operating force units.

(2) MOS Enhancing Assignments. MOS 11B SGTs may serve in positions within scout sniper, and assault/anti-armor platoons, sections, or squads. These assignments further develop the technical, tactical, and leadership skills and prepare an 11B SGT for positions of greater responsibility. Service in these positions complement but do not replace the foundation provided by service as a fire team leader. A limited number of opportunities exist within Special Mission Units (SMUs) for MOS 11B SGTs. These assignments are voluntary and require Infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when compared to traditional Infantry assignments.

Staff Sergeant (11B30). MOS 11B SSGs performs duties shown in the preceding level of skill; leads an Infantry squad, heavy anti-armor weapons section, and/or a reconnaissance (scout) team or IFV section during combat operations; and supervises tactical deployment of assigned element or weapon system in offensive, defensive, and retrograde operations. The 11B SSG provides tactical and technical guidance to subordinates, and professional support to both subordinates and superiors in completing their duties; receives and issues orders; and coordinates actions of the element with adjacent and support elements, and organic and supporting firepower. Further, this Infantryman ensures collection and proper reporting of intelligence data to unit; adjusts aerial fire support; analyzes terrain; and conducts tactical operations for a squad, heavy anti-armor section, operation of a patrol base, and CBRN operations. Other duties: Maintains operational security (OPSEC); prepares, operates, and maintains secure communications equipment; prepares an anti-armor section sketch; and leads a squad, and a heavy anti-armor section, during movement to contact, perform reconnaissance and secure an attack, defense situational training exercises, and all Infantry mounted and dismounted battle drills.

(a) Institutional Training. MOS 11B SSGs should attend the Ranger Course. In addition, MOS 11Bs SSGs should actively seek to attend the Bradley Fighting Vehicle Master Gunner and the Battle Staff NCO Course. Commanders at the BCT and below level should prioritize attendance at these courses to increase the professional development of their 11B SSGs. NCOs that possess the knowledge, skills, and abilities associated with these courses are better prepared to lead across the entire spectrum of Infantry units and assignments. MOS 11B SSGs selected for promotion will attend the Senior Leaders Course (SLC). Although intended to be a branch-specific course that provides an opportunity for Soldiers selected for promotion to Sergeant First Class (SFC) to acquire the leader, technical, and tactical skills, knowledge and experience needed to lead platoon/company size units, all Infantry NCOs attend the Maneuver SLC.

(b) Operational assignments. The primary developmental assignment for an MOS 11B SSG is to serve no less than 24 months in an operational leadership position, with a minimum of 12 months of that service as a Rifle Squad Leader in an A, I, or SBCT. A SSG that serves as a Rifle Squad Leader for 12 months and then serves 12 months or more as a Rifle Platoon Weapons Squad Leader, a Battalion or Squadron Sniper Squad Leader, a Scout or Reconnaissance Platoon / Detachment Squad Leader, or as an ABCT Bradley Section Leader or IBCCT Weapons Company Assault Platoon Section Leader meets this requirement. MOS 11B Staff Sergeants are considered to be Minimally MOS Qualified and eligible to be awarded PDPC-ASI "6H" with a total of 24 months operational leadership time as defined above. Only service as a SSG will be counted towards the 24-month requirement. Service as a SGT (E5) does not count toward the 24-month requirement. An MOS 11B SSG should demonstrate their ability to lead in both the operating and generating force assignments. Beginning at SSG, the requirements to serve in the generating force are greater those in the operating force. Many MOS 11Bs SSGs will serve and receive evaluations in positions requiring NCOs of higher ranks. Successful performance in these assignments is an indicator of their ability versus the potential to serve at the higher rank. Their performance in these positions should also be recognized by promotion and selection boards at all levels.

(c) Self-development. Developing the individual traits required to complete the Ranger and/or BFV Master Gunner Course requires a level of personal commitment and sacrifice that sets an MOS 11B SSG above their peers. Dedicating the time and effort to earn the EIB is an indicator of mastery of the skills required to conduct Infantry missions. MOS 11B SSGs that transition between different BCT types must actively seek to acquire the skills required to perform at the highest level. Institutional and organizational training may not be available or be inadequate to prepare the NCO for these assignments. Commanders and CSMs must ensure that NCOERs reflect these NCOs ability to develop new and complex skills. The NCO that fails to develop the skills required to perform in new organizations may be less adaptive and agile than their peers. See also Chapter 3.

(d) Additional training. In addition to the individual skill courses listed for PVT through SGT, MOS 11B SSGs will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. These courses include; Army Basic Instructor, Battle Staff NCO, BFV Master Gunner, Bradley Training Assessment, Foundation Training Developer, Heavy Weapons Leader, Joint Firepower Qualification, Military Free Fall Parachutist, Special Forces Combat Dive Qualification, Special Forces Combat Diving Supervision, SBCT Transition, Stryker Master Gunner, Systems Approach to Training Basic, and/or Training Developer (Middle Manager).

(e) Special Assignments. A significant number of MOS 11B SSGs will serve in assignments with little or no correlation to duties within the MOS or CMF. These positions are vital to the Army and require the assignment of MOS 11B SSGs with above average performance records as well as higher aptitude scores, and no history of even minor legal/moral issues. These include service as Recruiter's, and Warrior Transition Unit (WTU) Squad Leaders. Although the Infantry only comprises approximately 13% of the Active Component SSG requirements, they fill in excess of 25% of the WTU Squad Leaders and over 22% of the detailed Recruiters. MOS 11B SSGs may be assigned special duties at echelons above brigade that are not documented on requirements documents for MOS 11B (e.g. Senior Leader Drivers, Enlisted Aides, etc.). These Soldiers are selected due to their unique qualifications, skills, and prior exceptional performance. These NCOS should be considered highly qualified and not discriminated against due to MOS mismatches on evaluation reports.

(1) Broadening Assignments: Many MOS 11B SSGs serve as Drill Sergeants, Instructor/Writers, Observer/Controller-Trainers (OC-T), in the Generating Force or in a Security Force Assistance Brigade (SFAB). The majority of MOS 11B SSGs do not meet the minimum prerequisites for assignment to these positions. The majority of MOS 11B NCOs serving in the positions are DA

select and were levied out of proponent directed MOS specific operational assignments to meet the needs of the Army. Those that continue to perform at an exceptional level in these assignments should not be penalized by selection or promotion boards and be recognized as most qualified for selection and promotion.

(2) MOS Enhancing Assignments. MOS 11B SSGs should strive to serve in a diverse variety of leadership and staff positions at the BCT and below level after completion of their operational assignment as a Rifle Squad Leader. Serving as an Assault or Bradley Section Leader, Scout or Weapons Squad Leader, or in critical staff positions such as Bradley Master Gunner and Operations Sergeant significantly contribute to the development of an 11B SSG. NCOs that serve in these positions in addition may require additional training at courses that may be both physically and mentally demanding and have low graduation rates. MOS 11B SSGs that complete these courses should be considered above their peers in terms of abilities and potential. MOS 11B SSGs may serve in SMUs and never serve outside of non-Department of the Army Special Roster (DASR) positions. These assignments are voluntary and require Infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and in many cases, NCOs will remain in these units for a majority of their careers. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The organizational documents and requirements for these units may be classified and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to use personal judgment, based upon the NCO's record, to determine their level of performance and potential to serve at the next higher grade. Duties of infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques, and procedures as well as mission specific tactics developed for unconventional operations, which may include, but are not limited to the following; lead and supervise special operations elements in advanced marksmanship, close quarters battle, unique breaching techniques, and other troop level training; conduct direct action, SR, and other compartmented sensitive missions; coordinate with other Services, other Government agencies, and foreign government officials; gather intelligence and conduct intelligence assessments; provide personal protection for government dignitaries and other designated officials.

Sergeant First Class (11B40). This is the highest grade an MOS 11B Soldier can obtain. The MOS 11B SFC performs duties shown in preceding level of skill and performs duties as an Infantry, scout, and/or an anti-armor/assault platoon sergeant, or a battle staff NCO in the operations or intelligence sections of battalion and higher organizations. The MOS 11B SFC helps the platoon leader control the platoon in mounted and dismounted combined arms maneuver; helps disseminate intelligence information to unit and staff sections; helps plan, organize, direct, supervise, train, coordinate, and report activities of subordinate elements. The MOS 11B SFC provides tactical and technical guidance to subordinates and professional support to both subordinates and superiors as they accomplish their duties; supervises the occupation of an assembly area; and employs NBC defensive teams. The SFC plans for, supervises preparation of, and conducts CBRN operations; performs battle damage assessment; supervises platoon maintenance activities; supervises receipt, storage, and distribution of ammunition, supplies, equipment, and rations to subordinate elements; and develops a platoon training plan. Further, the MOS 11B SFC helps produce and administer staff journals, files, records, and reports; helps coordinate and implement combat operations, training programs, and administrative and communications procedures; and helps organize and operate the tactical operations center (TOC). This Infantryman knows threat organization and tactics through regiment level; he plans for, coordinates resources for, and sets up a multipurpose range complex for qualification exercises.

(a) *Institutional Training.* MOS 11B SFC should attend the Ranger Course. In addition, MOS 11Bs SFCs should actively seek to attend the Bradley Fighting Vehicle Master Gunner and the Battle Staff NCO Course. Commanders at the BCT and below level should prioritize attendance at these courses to increase the professional development of their 11B SFCs. NCOs that possess the knowledge, skills, and abilities associated with these courses are better prepared to lead across the entire spectrum of Infantry units and assignments. MOS 11B SFCs will attend the Master Leader Course (MLC), which is specifically designed to prepare all SFCs for the increase leadership and management responsibilities required prior to promotion to Master Sergeant/First Sergeant.

(b) *Operational assignments.* The primary developmental assignment for an MOS 11B SFC is as a Platoon Sergeant (PSG) in an authorized PSG position for 24 months in an A, I or SBCT. MOS 11B Sergeants First Class are considered to be Minimally MOS Qualified and eligible to be awarded PDPC-ASI "7H" with a total of 24 months operational leadership time as defined above. Only service as a SFC will be counted towards the 24-month requirement. Service as a SSG (E6) does not count toward the 24-month requirement

(c) *Self-development.* Similar to the other MOS 11B NCO positions, self-development should be focused on those skills that improve the ability to serve and lead at the platoon level. Developing the individual traits required to complete the Ranger and/or BFV Master Gunner Course requires a level of personal commitment and sacrifice that sets an MOS 11B SFC above their peers as most or highly qualified for selection and promotion. MOS 11B SFCs should take advantage of civilian education opportunities when the operational tempo allows particularly when serving in the generating force. MOS 11B SFCs that transition between different BCT types must actively seek to acquire the skills required to perform at the highest level.

Institutional and organizational training may not be available or be inadequate to prepare the NCO for these assignments. Commanders and CSMs must ensure that NCOERs reflect these NCOs ability to develop new and complex skills. The NCO that fails to develop the skills required to perform in new organizations may be less adaptive and agile than their peers. See also Chapter 3.

(d) *Additional training.* In addition to those courses listed for the ranks below SFC, training specifically designed for the MOS 11B SFC is directly tied to service in special or broadening duty positions. These courses may include the Equal Opportunity Advisor Course or language training related to a specific duty position or assignment.

(e) *Special assignments.* MOS 11B SFCs serve in special assignments in Inspector General and Equal Opportunity positions. These positions are DA select and the NCOs levied are required to meet specific prerequisites. MOS 11B SFCs may be assigned special duties at echelons above brigade that are not documented on requirements documents for MOS 11B (e.g. Senior Leader Drivers, Enlisted Aides, etc.). These Soldiers are selected due to their unique qualifications, skills, and prior exceptional performance. These NCOS should be considered highly qualified and not discriminated against due to MOS mismatches on evaluation reports.

(1) *Broadening Assignments.* Many MOS 11B SFCs serve as Drill Sergeants, Instructor/Writers, Observer/Controller-Trainers (OC-T), and NCOPDS Small Group Leaders in the Generating Force or in an SFAB. The majority of MOS 11B SFCs do not meet the minimum prerequisites for assignment to the majority of these positions. As with MOS 11B SSGs, the majority of MOS 11B NCOs serving in these positions are DA select and were levied out of proponent directed MOS specific operational assignments to meet the needs of the Army. Those that continue to perform at an exceptional level in these assignments should not be penalized by selection or promotion boards and be recognized as most qualified.

(2) *MOS Enhancing.* MOS 11B SFCs serve in operations and intelligence positions in a diverse variety of positions in the Army from Battalion through Army Service Component Command as well as in joint task forces and headquarters. As a feeder MOS for MOS 11Z (Infantry Senior

Sergeant) these assignments are critical in the development of MOS 11B SFCs to serve at the next higher grade and at echelons above company level. MOS 11B SFCs may also serve in SMUs (see SSG MOS enhancing.)

d. Army career degrees. The Army Career Degree (ACD) program is matched to technical MOSs. The mission and role of the Infantryman, “close with the enemy by fire and maneuver, to destroy or capture them, and to repel their assault by fire, close combat, and counterattack”, has no lawful civilian equivalent. There are no Army Career Degrees associated with MOS 11B Infantryman at this time. Refer to the ArmyIgnitED webpage for the most accurate information.

e. GI Jobs. None at this time. Refer to the GIJobs website for the most current information.

Chapter 5. Military occupational specialty 11B professional development model.

Access to the “Career Maps” is found on the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

Chapter 6. Military occupational specialty 11B Reserve Component

a. Whenever possible, duty assignments for career progression should parallel those of the Active Component (AC), although geographical limitations and a lack of access to Generating Force assignments will determine in what capacity an RC Infantryman serves throughout their career.

b. USAR. USAR Soldiers may serve as RC drill sergeants; however, geographical location in relation to these units will determine assignment feasibility. Recruiting assignments are closed to traditional USAR Soldiers; however, opportunities exist within the AGR program that allows service in this capacity, as well as other supporting assignments in an active duty status. USAR Soldiers can also volunteer for specified periods of active duty to complete specific missions, being released upon completion of the mission to a traditional reserve status. Commanders and CSMs should make every effort to ensure their Soldiers are afforded the same additional training opportunities as the Active Component, as this practice allows their Soldiers to readily integrate into AC formations having similar skill sets and experiences as their AC counterparts. The USAR has one tactical Infantry battalion in its structure. 40% of all USAR MOS 11B requirements are staff positions in echelons above BCT level.

c. ARNG. The ARNG has a unique dual mission, with both Federal (Title 10) and State (Title 32) responsibilities. During peacetime, the Governor, through the State Adjutant General, commands ARNG forces. The Governor can call the ARNG into action during local or statewide emergencies, including, but not limited to severe storms, drought, forest fires, floods, and civil disturbances. In addition, the President of the United States can activate the ARNG to participate in Federal missions. When federalized, ARNG units are commanded by the Commander in Chief of the theater in which they are operating. The ARNG is a key element in the U.S. Army’s multicomponent unit force, training with RA and USAR units to ensure all three components work as a fully integrated team. Outside of their Title 32 State-specific mission, the mission and duties for ARNG Infantry units are identical to those of the RA. Due to force structure, not all ARNG Soldiers have an opportunity to serve in Generating Force assignments. Recruiting assignments are closed to traditional ARNG Soldiers; however, opportunities exist within the Title 10/Title 32 AGR program that allows service in this capacity, as well as other supporting assignments in an active duty status. ARNG Soldiers can also volunteer for specified periods of active duty to complete specific missions, being released upon completion of the mission to a traditional drilling status. In addition, state where unit vacancies exist, an MOS 11B Soldiers may serve as a Recruit Sustainment Program (RSP) NCO, Regional Training Institute/multifunctional training BN instructor, State Counter Drug Task Force, or other assignments specific to the State. Unlike the USAR, 90% of ARNG authorizations are in A, I, and SBCTs.

d. Specialized training. Based on the dual mission of the ARNG, Soldiers and NCOs should be required to complete training through other State and Federal entities that better prepare them to execute their State active duty mission (for example, Federal Emergency Management

Agency (FEMA) Emergency Response Courses, Forest-Fire Fighting training, First Responder training, and so forth). In addition, State offices should make every effort to ensure their Soldiers are afforded the same additional training opportunities as the AC, as this practice allows their Soldiers to readily integrate into RA formations, having similar skill sets and experiences as their AC counterparts.

e. Promotion requirements. Additional promotion requirements and standards specific to the ARNG are regulated by AR 600–8–19 and polices outlined in NGR 600–200.

f. Reclassification. USAR and ARNG Soldiers that want to reclassify in to MOS 11B must complete formal military training. The highest rank allowed to transition into MOS 11B without a waiver from the proponent is non-promotable SSG. Personnel attending MOS 11B Infantry Transition or Reclassification Courses must complete MOS specific High Physical Demand Tasks to the approved documented standards in order to graduate the course and be awarded a CMF 11 MOS. See DA Pam 611-21 for current reclassification guidelines.

Chapter 7. Military Occupational Specialty 11C (Indirect Fire Infantryman)

a. Major duties. The indirect fire infantryman serves as a supervisor or as a member of a mortar squad, section, or platoon. Employs crew and individual weapons in offensive, defensive, and retrograde ground combat tactical OPS. Commanders and CSMs ensure Soldiers are serving in appropriate developmental, broadening, and special assignments and know how these assignments affect promotion and career development. Developmental and training opportunities are not equal for all MOS 11C Soldiers and vary by unit of assignment. Not all MOS 11C Soldiers have the same opportunity to attend MOS-enhancing courses. Many NCOs, particularly those who have spent the majority of their assignments either outside the continental United States (OCONUS) or in Armored Brigade Combat Teams (ABCTs), may not have had the opportunity to attend the same schools as those in Infantry and Stryker Brigade Combat Teams (IBCT and SBCT), or those assigned in the continental United States (CONUS). Army selection boards must consider this when assessing the significance of completed military training courses in regards to potential for performance at the next higher grade. Potential should be regarded as the overall level of performance of assigned duties, coupled with a review of a Soldier's training listed in their official military personnel file (OMPF) and not just training listed on the ERB. Graduation from any school is not a substitute for performance of assigned duties, as there is a distinction between being a graduate of a school and being able to train and lead Soldiers. MOS 11C NCOs perform duties in positions requiring specialized training without ever attending a formal school. The Soldier's ability to adapt and develop required skills to perform their duties are indicators of competence, confidence, and agility, while also demonstrating the potential to serve in positions of greater responsibility. As Soldiers advance in their careers and assume leadership roles, they are faced with conditions unique to MOS 11C in regards to the availability of documented leadership positions which specifically affects SSGs and SFCs as follows:

(1) *Staff Sergeants.* Historically, 30% or more of all MOS 11C SSG requirements are in broadening or special assignments. The majority of these positions have unique prerequisites that many 11C SSGs do not meet. MOS 11C NCOs will be DA Selected (non-volunteers) to serve in these assignments taking them out of operating force units and developmental assignments prior to meeting proponent recommended timelines. These prerequisites include performance, training, aptitude (intelligence), as well as moral and legal standards of conduct that exclude many of their peers. It is unfair to disadvantage these NCOs for promotion and selection due to reduced time in developmental assignments because they meet these higher standards.

(2) *Sergeant first class.* Approximately 50% of all MOS 11C SFC positions are considered developmental (platoon sergeant/section leader positions) with the other half being classified as broadening or special assignments in the generating force. As with SSGs, those selected to fill these positions are primarily DA select and must meet prerequisites that their peers do not or

cannot achieve. All authorized positions in the operating force are in Platoon Sergeant or Section Leader positions. MOS 11C SFCs are not documented to serve in roles traditionally found in MOS 11C such as those in operations, intelligence, liaison, and other staff positions.

b. Prerequisites. See DA Pam 611–21, in the HRC Smartbook, for current prerequisites.

c. Goals for Development

Private E–1–Specialist/Corporal (11C10). The Indirect fire infantryman employs, fires, and recovers antipersonnel and antitank mines; performs self-extraction from a mine field; locates and neutralizes mines; navigates from one point on the ground to another; orients a map; operates and maintains communications equipment; and operates in a radio net. The indirect fire infantryman operates in a CBRN-contaminated area; emplaces and recovers early warning devices; constructs and camouflages an individual and crew-served weapons firing position, as well as a mortar firing position; and maintains mortars and fire control equipment. The indirect fire infantryman performs safety checks on mortars, and as a member of a mortar squad, provides indirect fire support.

(a) Institutional Training. MOS 11C Soldiers receive their Initial Entry Training (IET) at MOS 11C One Station Unit Training (OSUT). The primary focus of IET is to prepare MOS 11C Soldiers to serve within a mortar squad. IET prepares an 11C Soldier to serve as an ammunition bearer or assistant gunner. Although all 11C OSUT Soldiers must take and pass the gunners exam, further training in the unit is required before assuming gunner's duties. Unit leaders should utilize the developmental time between initial entry and promotion to SPC to evaluate and prepare MOS 11C Soldiers to serve as gunners or mortar carrier drivers. PFC and above may attend the Basic Leaders Course which is a branch-immaterial course that allows the Soldier to acquire the leadership skills, knowledge, and experience needed to lead team sized elements.

(b) Operational assignments. MOS 11C PVT through SPC are only authorized in duty positions within mortar platoons. Soldiers should progressively move through the following duty positions to prepare themselves for advancement to SGT: Ammunition Bearer, Assistant Gunner, Gunner, Mortar Carrier Driver, RATELO, and/or Vehicle Driver.

(c) Self-development. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Many opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Dedicating the time and effort to earn the EIB is an indicator of greater potential. See also Chapter 3.

(d) Additional training. PVT through SPC may attend one or more of the following courses; Advanced Situational Awareness-Basic, Airborne, Air Assault, Combatives Level 1 or 2, Military Mountaineering, Ranger, Ranger Training Assessment, and/or Ranger Assessment and Selection Program I. PVTs through SPCs may also attend any number of installation or unit specific courses such as Drivers Training, CBRN Defense, HAZMAT Course, Combat Life Saver, Field Sanitation, etc. All of these courses assist in the professional development of an MOS 11C Soldier.

(e) Special assignments. There are no special assignments for MOS 11C PVT through SPC.

(1) Broadening Assignments. There are no broadening assignments for MOS 11C Soldiers at these ranks.

(2) MOS Enhancing. All valid MOS 11C PFC-SPC documented positions contribute to the development of an MOS 11C PVT through SPC.

Sergeant (11C20). The MOS 11C SGT performs duties shown in the preceding level of skill; leads and controls mortar squads; supervises and trains subordinate personnel; provides tactical and technical guidance to subordinates and professional support to subordinates and superiors in the accomplishment of their duties; and supervises the construction of mortar positions. The MOS 11C SGT records operational information on maps; receives and implements combat orders; directs deployment of personnel in offensive, defensive, and retrograde operations; requests, observes, and adjusts indirect supporting fire; and supervises

subordinate personnel in all phases of individual and mortar equipment maintenance. Further, the MOS 11C SGT uses maps and map overlays, performs intersection and resection, and determines elevations and grid azimuth; prepares fire plans, target lists and overlays; prepares and computes firing data using below pivot point and grid method; reciprocally lays mortars; and prepares a mortar ballistic computer for operation.

(a) Institutional Training. MOS 11C SGTs should complete the *Infantry Mortar Leaders Course (IMLC)* and *Advanced Leaders Course*. These courses provides MOS 11C SGTs with the opportunity to acquire the leader, technical, and tactical skills, knowledge and experience needed to lead mortar squads and sections as a SSG. Although there are no documented requirements for MOS 11C SGTs to attend the *Ranger Course* outside the 75th Ranger Regiment, all are highly encouraged to attend. MOS 11C NCOs compete against MOS 11B NCOs for selection to MOS 11Z (Infantry Senior Sergeant) and selection panels may consider them less qualified than their MOS 11B peers who have graduated from the *Ranger Course*.

(b) Operational assignments. The primary developmental assignment for an MOS 11C SGT is as a *Mortar Squad Leader* for a minimum of 18 months. MOS 11C SGTs should spend about 75 percent of their assignments in the operational Army at BN level and below.

(c) Self-development. MOS 11C SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Developing the necessary physical and mental strength and agility to complete the *Ranger Course* requires a level of personal commitment and sacrifice that sets an MOS 11C SGT above their peers as most or highly qualified for selection and promotion. Dedicating the time and effort to earn the EIB is an indicator of greater potential. See also Chapter 3.

(d) Additional training. In addition to the individual skill courses listed for PVT through SPC, MOS 11C SGTs may attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions as prescribed by the chain of command.

(e) Special assignments. Not all special assignments are considered broadening or MOS enhancing by the proponent. Although not documented on requirements documents, Army requirements may require MOS 11C SGTs to be assigned as detailed Recruiters.

(1) Broadening Assignments. There are no broadening assignments for an MOS 11C SGT.

(2) MOS Enhancing. 11C SGTs may also serve as *Fire Direction Center (FDC)* computer operators.

Staff sergeant (11C30). Performs duties shown in preceding level of skill. Leads a mortar section or squad depending on the organization. Provides tactical and technical guidance to subordinates, and professional support to both subordinates and superiors in accomplishing their duties. Receives and issues orders. Coordinates indirect fire support for the mortar. Ensures collection and proper reporting of intelligence data to unit. Supervises a firing section and various work details. Analyzes terrain, conducts tactical operations for a squad and CBRN operations. Maintains OPSEC. Prepares, operates, and maintains secure communications equipment. Reciprocally lays mortars. Consolidates and re-organizes a mortar squad. Supervises FDC personnel.

(a) Institutional Training. All MOS 11C SSGs should complete IMLC. As noted above, all 11C SSGs should attend the *Ranger course*. MOS 11C SSGs selected for promotion will attend the *Senior Leaders Course (SLC)*. Although intended to be a branch-specific course that provides an opportunity for Soldiers selected for promotion to *Sergeant First Class (SFC)* to acquire the leader, technical, and tactical skills, knowledge and experience needed to lead platoon/company size units, all Infantry NCOs attend the *Maneuver SLC*.

(b) Operational assignments. The duty positions for MOS 11C NCOs can be confusing as there are similar duty titles with different grade requirements. Leaders must ensure that the duties and responsibilities are clearly defined in the NCO's evaluations to provide clarity to promotion and selection boards. The primary developmental position for an MOS 11C SSG is as a *Section Leader* in the mortar platoon of a *Combined Arms Battalion* in an ABCT or an *Infantry Battalion*

in an I or SBCT, as a Section Leader in an IBCT Rifle Company mortar section, or as a Squad Leader in the mortar section of an Cavalry Troop or Squadron, for 24 months. MOS 11C Staff Sergeants are considered to be Minimally MOS Qualified and eligible to be awarded PDPC-ASI "6H" with a total of 24 months operational leadership time as defined above. Only service as a SSG will be counted towards the 24-month requirement. Service as a SGT (E5) does not count toward the 24-month requirement. An MOS 11C SSG should demonstrate their ability to lead in both the operating and generating force assignments. Many MOS 11Cs SSGs will serve and receive evaluations in positions requiring NCOs of higher ranks. Successful performance in these assignments is an indicator of their ability versus the potential to serve at the higher rank. Their performance in these positions should also be recognized by promotion and selection boards at all levels.

(c) *Self-development.* Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Developing the individual traits required to complete the Ranger and/or IMLC requires a level of personal commitment and sacrifice that sets an MOS 11C SSG above their peers as most or highly qualified for selection and promotion. Dedicating the time and effort to earn the EIB is an indicator of mastery of the skills required to conduct Infantry missions. Additional 11C specific military publications include FM 3–22.90 and FM 3–22.91. MOS 11C SSGs that transition between different BCT types must actively seek to acquire the skills required to perform at the highest level. Institutional and organizational training may not be available or be inadequate to prepare the NCO for these assignments. Commanders and CSMs must ensure that NCOERs reflect these NCOs ability to develop new and complex skills. The NCO that fails to develop the skills required to perform in new organizations may be less adaptive and agile than their peers. See also Chapter 3.

(d) *Additional training.* In addition to the individual skill courses listed for PVT through SGT, MOS 11C SSGs may attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions as prescribed by the chain of command such as the; Army Basic Instructor, Battle Staff NCO, Foundation Training Developer, Joint Firepower Qualification, Jumpmaster, SBCT Transition, Systems Approach to Training Basic, and/or Training Developer (Middle Manager).

(e) *Special assignments.* A significant number of MOS 11C SSGs will serve in assignments with little or no correlation to duties within the MOS or CMF. These positions are vital to the Army and require the assignment of MOS 11C SSGs with above average performance records as well as higher aptitude scores, and no history of even minor legal/moral issues. These include service as Recruiter's. MOS 11C SSGs may be assigned special duties at echelons above brigade that are not documented on requirements documents for MOS 11C (e.g. Senior Leader Drivers, Enlisted Aides, etc.). These Soldiers are selected due to their unique qualifications, skills, and prior exceptional performance. These NCOS should be considered highly qualified for selection and promotion and not discriminated against due to MOS mismatches on evaluation reports.

(1) *Broadening Assignments.* Many MOS 11C SSGs serve as Drill Sergeants, Instructor/Writers, Small Group Leaders, or Observer/Controller-Trainers (OC-T) in the Generating Force. The majority of MOS 11C SSGs do not meet the minimum prerequisites for assignment to these positions. The majority of MOS 11C NCOs serving in the positions are DA select and were levied out of proponent directed MOS specific operational assignments to meet the needs of the Army. Those that continue to perform at an exceptional level in these assignments should not be penalized by selection or promotion boards and be recognized as most qualified for selection and promotion.

(2) *MOS Enhancing.* Service as an FDC Chief significantly adds to the development of an MOS 11C SSG. Since there are no positions for SSGs outside of mortar platoons and sections, Commanders and CSM should ensure that all SSGs have the opportunity to serve in these

positions. A complete and thorough understanding of FDC operations is critical to service at the next higher grade. MOS 11C SSGs may serve in SMUs and never serve in outside non-Department of the Army Special Roster (DASR) positions. These assignments are voluntary and require Infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and in many cases, NCOs will remain in these units for a majority of their careers. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The organizational documents and requirements for these units may be classified and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to use personal judgment, based upon the NCO's record, to determine their level of performance and potential to serve at the next higher grade. Duties of indirect fire infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques, and procedures as well as mission specific tactics developed for unconventional operations, which may include, but are not limited to the following; lead and supervise special operations elements in advanced marksmanship, close quarters battle, unique breaching techniques, and other troop level training; conduct direct action, SR, and other compartmented sensitive missions; coordinate with other Services, other Government agencies, and foreign government officials; gather intelligence and conduct intelligence assessments; provide personal protection for government dignitaries and other designated officials.

Sergeant first class (11C40). The MOS 11C SFC performs duties shown in the preceding level of skill; leads a mortar or Infantry weapons platoon; and helps plan (to include fire planning), organize, direct, supervise, train, coordinate, and report activities of subordinate mortar sections and squads. The SFC provides tactical and technical guidance to subordinates, and professional support to subordinates and superiors in accomplishing their duties; supervises occupation of an assembly area; employs an NBC defensive team; and plans for, supervises preparation of, and conducts NBC OPS. The MOS 11C SFC performs battle damage assessments; develops a platoon training plan; and conducts graphic resection and hasty surveys.

(a) Institutional Training. This is the highest grade an MOS 11C Soldier can obtain. All MOS 11C SFCs should complete IMLC and strive to complete the Ranger course and /or the Battle Staff NCO Course. Commanders at the BCT and below level should prioritize attendance at these courses to increase the professional development of their 11C SFCs. NCOs that possess the knowledge, skills, and abilities associated with these courses are better prepared to lead across the entire spectrum of Infantry units and assignments. MOS 11C SFCs will attend the Master Leader Course (MLC), which is specifically designed to prepare all SFCs for the increased leadership and management responsibilities required prior to promotion to Master Sergeant/First Sergeant.

(b) Operational assignments. The primary developmental position for an MOS 11C SFC is as a Mortar Platoon Sergeant in a Combined Arms or Infantry Battalion or as a Section Leader in a Cavalry Troop or Squadron for 24 months. The duties and responsibilities of both of these positions are similar in scope. Cavalry Troops and Squadron level mortar units do not have Platoon Leaders assigned and the Section Leader fills the role of advisor to the Commander. MOS 11C Sergeants First Class are considered to be Minimally MOS Qualified and eligible to be awarded PDPC-ASI "7H" with a total of 24 months operational leadership time as defined above. Only service as a SSG will be counted towards the 24 month requirement. Service as a SSG (E6) does not count toward the 24-month requirement. *(c) Self-development.* Similar to the other MOS 11C NCO positions, self-development should be focused on those skills that improve the ability to serve and lead at the platoon level. Developing the individual traits required to complete the Ranger Course and/or IMLC requires a level of personal commitment

and sacrifice that sets an MOS 11C SFC above their peers as most or highly qualified for selection and promotion. MOS 11C SFCs should take advantage of civilian education opportunities when the operational tempo allows particularly when serving in the generating force. Dedicating the time and effort to earn the EIB is an indicator of mastery of the skills required to conduct Infantry missions and serves as a mark of technical excellence. MOS 11C SFCs that transition between different BCT types must actively seek to acquire the skills required to perform at the highest level. Institutional and organizational training may not be available or be inadequate to prepare the NCO for these assignments. Commanders and CSMs must ensure that NCOERs reflect these NCOs ability to develop new and complex skills. The NCO that fails to develop the skills required to perform in new organizations may be less adaptive and agile than their peers. See also Chapter 3.

(d) Additional training. MOS 11C SFCs may attend the Pathfinder Course in addition to those courses listed for the ranks below SFC or training specifically designed for the MOS 11B SFC is directly tied to service in special or broadening duty positions. These courses may include the Equal Opportunity Advisor Course or language training related to a specific duty position or assignment.

(e) Special assignments. MOS 11C SFCs serve in special assignments in Equal Opportunity (EO) positions. These positions are DA select and the NCOs levied are required to meet specific prerequisites. MOS 11C SFCs may be assigned special duties at echelons above brigade that are not documented on requirements documents for MOS 11C (e.g. Senior Leader Drivers, Enlisted Aides, etc.). These Soldiers are selected due to their unique qualifications, skills, and prior exceptional performance. These NCOS should be considered highly qualified and not discriminated against due to MOS mismatches on evaluation reports.

(1) Broadening Assignments. As with SSGs, many MOS 11C SFCs serve as Drill Sergeants, Instructor/Writers, Military Science Instructors, Observer/Controller-Trainers (OC-T), and NCOPDS Small Group Leaders in the Generating Force or in an SFAB. The majority of MOS 11C SFCs do not meet the minimum prerequisites for assignment to the majority of these positions. As with MOS 11C SSGs, the majority of MOS 11C NCOs serving in these positions are DA select and were levied out of proponent directed MOS specific operational assignments to meet the needs of the Army. Those that continue to perform at an exceptional level in these assignments should not be penalized by selection or promotion boards and be recognized as most qualified for selection and promotion.

(2) MOS Enhancing. There are no documented positions for MOS 11C SFCs outside of mortar platoons and sections. Due to operational requirements or personnel shortages, Commanders and CSMs may assign MOS 11C SFCs into operations and intelligence billets in a diverse variety of units in the Army from Battalion through Army Service Component Command as well as in joint task forces and headquarters. As a feeder MOS for MOS 11Z (Infantry Senior Sergeant) these assignments provide critical exposure and developmental opportunities for an 11C they may not otherwise receive. MOS 11C SFCs may also serve in SMUs (see SSG MOS enhancing.)

d. Army career degrees. The Army Career Degree (ACD) program is matched to technical MOSs. The mission and role of the Infantryman, “close with the enemy by fire and maneuver, to destroy or capture them, and to repel their assault by fire, close combat, and counterattack”, has no lawful civilian equivalent. There are no Army Career Degrees associated with MOS 11C Infantryman at this time. Refer to the ArmyIgnitED webpage for the most accurate information.

e. GI Jobs. None at this time. Refer to the GIJobs website for the most current information.

Chapter 8. Military occupational specialty 11C professional development model

Access to the “Career Maps” is found on the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

Chapter 9. Military occupational specialty 11C, Reserve Components

a. The mission and duties for ARNG and USAR indirect fire infantrymen are identical to those in the Active Component. See chapter 6 for RC specific assignment and training information. All MOS 11C authorizations in USAR and 99% of the ARNG authorizations are in A, I, or SBCT single IBCT Infantry Battalion.

b. **Reclassification:** USAR and ARNG Soldiers that want to reclassify in to MOS 11C must complete formal military training. The highest rank allowed to transition into MOS 11C without a waiver from the proponent is non-promotable SGT. Personnel attending MOS 11C MOS Transition Course must complete MOS specific High Physical Demand Tasks to the approved documented standards in order to graduate the course and be awarded a CMF 11 MOS. See DA Pam 611-21 for current reclassification guidelines.

Chapter 10. Military occupational specialty 11Z (Infantry senior sergeant/sergeant major/command sergeant major)

a. *Major duties.* The infantry senior sergeant at the MSG/1SG level normally serves as the principal NCO at the company level as a 1SG, or as the principal NCO in the operations or intelligence positions in a diverse variety of units in the Army from Battalion through Army Service Component Command as well as in joint task forces and headquarters. The MOS 11Z provides leadership, tactical and technical guidance, professional support to subordinates, and recommendations to superiors in accomplishing their duties. At the SGM/CSM level, the infantry senior sergeant normally serves as the principal NCO in a Combined Arms or Infantry battalion or higher, and supervises the processing of operations and intelligence information in a battalion or higher-level units. The MOS 11Z SGM/CSM plans, coordinates, and supervises activities pertaining to organization, training, and combat operations. The MOS 11Z edits and prepares tactical plans, training materials, and coordinate implementation of operations, training programs, and communications activities.

b. *Prerequisites.* See DA Pam 611–21, in the HRC Smartbook, for current prerequisites.

c. *Goals for Development*

Master Sergeant/First Sergeant.

(a) *Institutional Training.* MOS 11Z MSG may attend a diverse variety of training based on the requirements of their duty positions. They may attend any of the courses listed for MOS 11B and 11C as well a unit and installation specific training. MSGs selected for promotion will attend the US Army Sergeant Major Academy.

(b) *Operational assignments.* The primary developmental position for an MOS 11Z MSG is as a First Sergeant (1SG) for a period of 24 months. MOS 11Z Master Sergeants are considered to be Minimally MOS Qualified and eligible to be awarded PDPC-ASI “8H” with a total of 24 months operational leadership time as defined above. Only service as an SFC will be counted towards the 24-month requirement. Service as a SGT (E7) does not count toward the 24-month requirement. Those MOS 11Z NCOs that serve 12 months as a company 1SG plus 12 months as an HHC 1SG are considered most qualified for selection and promotion. This position qualifies a MSG to perform duties as the senior NCO of an operating or generating force unit and enhances their leadership skills. Without an assignment as a 1SG, the opportunity for promotion to SGM is limited.

(c) *Self-development.* MOS 11Z MSGs should focus on those skills that improve the ability to serve and lead at the company and higher level. MSG/1SGs should take advantage of civilian education opportunities when the operational tempo allows particularly when serving in the generating force or in operational force assignments at echelons above the brigade. MOS 11Z MSGs will more than likely transition between different BCT types must actively seek to acquire the skills required to perform at the highest level. Institutional and organizational training may not be available or be inadequate to prepare the NCO for these assignments. Commanders and CSMs must ensure that NCOERs reflect these NCOs ability to develop new and complex skills. The NCO that fails to develop the skills required to perform in new organizations may be less adaptive and agile than their peers. See also Chapter 3.

(d) *Additional training.* Additional training required for MOS 11Z MSG will be dictated by the NCOs chain of command.

(e) *Special assignments.* MOS 11Z MSG serve in special assignments in Inspector General and Equal Opportunity positions. These positions are DA select and the NCOs levied are required to meet specific prerequisites. MOS 11Zs may be assigned special duties at echelons above brigade that are not documented on requirements documents for MOS 11Z (e.g. Senior Enlisted Advisors, Aides to Senior CSMs, etc.). These Soldiers are selected due to their unique qualifications, skills, and prior exceptional performance. These NCOs should be considered highly qualified and not discriminated against due to MOS mismatches on evaluation reports.

(1) *Broadening Assignments.* Many MOS 11Z MSGs serve as Instructor/Writers, Military Science Instructors (ROTC), Observer/Controller-Trainers (OC-T), and NCOPDS Small Group Leaders in the Generating Force or in an SFAB. The majority of MOS 11Z MSGs do not meet the minimum prerequisites for assignment to the majority of these positions. As with MOS 11B and 11C NCOs, the majority of MOS 11Z NCOs serving in these positions are DA select and were levied out of proponent directed MOS specific operational assignments to meet the needs of the Army. Those that continue to perform at an exceptional level in these assignments should not be penalized by selection or promotion boards and be recognized as most qualified for selection and promotion.

(2) *MOS enhancing.* Many MOS 11Z MSGs serve as Operations or Intelligence Sergeants at echelons throughout the Army as well as joint, interagency, intergovernmental, and multinational (JIIM) headquarters. MSG/1SGs may serve in SMUs and never serve outside of non-Department of the Army Special Roster (DASR) positions. These assignments are voluntary and require Infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and in many cases, NCOs will remain in these units for a majority of their careers. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The organizational documents and requirements for these units may be classified and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to use personal judgment, based upon the NCO's record, to determine their level of performance and potential to serve at the next higher grade. Duties of infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques, and procedures as well as mission specific tactics developed for unconventional operations, which may include, but are not limited to the following; lead and supervise special operations elements in advanced marksmanship, close quarters battle, unique breaching techniques, and other troop level training; conduct direct action, SR, and other compartmented sensitive missions; coordinate with other Services, other Government agencies, and foreign government officials; gather intelligence and conduct intelligence assessments; provide personal protection for government dignitaries and other designated officials.

Sergeant Major/Command Sergeant Major.

(a) *Institutional Training.* MOS 11Z SGM/CSMs may attend a diverse variety of training based on the requirements of their duty positions. They may attend any of the courses listed for MOS 11B and 11C as well as a unit and installation specific training. SGM selected for CSM will attend the Command Sergeant Major Development Program.

(b) *Operational assignments.* The primary developmental position for an MOS 11Z E9 is as an Operations Sergeant Major for a period of 24 months. These SGMs should be considered most qualified for selection to CSM.

(c) *Self-development.* MOS 11Z SGMs should focus on those skills that improve the ability to serve and lead at the battalion and higher level. They should take advantage of civilian education opportunities when the operational tempo allows particularly when serving in the

generating force or in operational force assignment at echelons above the brigade. MOS 11Z SGMs/CSMs will more than likely transition between different BCT types must actively seek to acquire the skills required to perform at the highest level. Institutional and organizational training may not be available or be inadequate to prepare the NCO for these assignments.

Commanders and CSMs must ensure that NCOERs reflect these NCOs ability to develop new and complex skills. The NCO that fails to develop the skills required to perform in new organizations may be less adaptive and agile than their peers. See also Chapter 3.

(d) Additional training. Additional training required for MOS 11Z MSG will be dictated by the NCOs chain of command.

(e) Special assignments. MOS 11Z SGMs serve in special assignments in Inspector General and Equal Opportunity positions. These positions are DA select and the NCOs levied are required to meet specific prerequisites. MOS 11Zs may be assigned special duties at echelons above brigade that are not documented on requirements documents for MOS 11Z (e.g. Senior Enlisted Advisors, Aides to Senior CSMs, etc.). These Soldiers are selected due to their unique qualifications, skills, and prior exceptional performance. These NCOS should be considered highly qualified and not discriminated against due to MOS mismatches on evaluation reports.

(1) Broadening Assignments. Many MOS 11Z SGMs serve as Instructor/Writers, Military Science Instructors (ROTC), Observer/Controller-Trainers (OC-T), and NCOPDS Small Group Leaders in the Generating Force or in an SFAB. The majority of MOS 11Z SGMs do not meet the minimum prerequisites for assignment to the majority of these positions. As with MOS 11B and 11C NCOs, the majority of MOS 11Z NCOs serving in these positions are DA select and were levied out of proponent directed MOS specific operational assignments to meet the needs of the Army. Those that continue to perform at an exceptional level in these assignments should not be penalized by selection or promotion boards and be recognized as most qualified for selection and promotion.

(2) MOS enhancing. Many MOS 11Z SGMs serve as Operations or Intelligence Sergeants at echelon throughout the Army as well as joint, interagency, intergovernmental, and multinational (JIIM) headquarters. SGMs/CSMs may serve in SMUs and never serve outside of non-Department of the Army Special Roster (DASR) positions. These assignments are voluntary and require Infantrymen to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and in many cases, NCOs will remain in these units for a majority of their careers. Due to the nature of the mission, an SMU is organized differently than a traditional Infantry unit. The organizational documents and requirements for these units may be classified and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to use personal judgment, based upon the NCO's record, to determine their level of performance and potential to serve at the next higher grade. Duties of infantrymen assigned to an SMU encompass traditional Infantry tactics, techniques, and procedures as well as mission specific tactics developed for unconventional operations, which may include, but are not limited to the following; lead and supervise special operations elements in advanced marksmanship, close quarters battle, unique breaching techniques, and other troop level training; conduct direct action, SR, and other compartmented sensitive missions; coordinate with other Services, other Government agencies, and foreign government officials; gather intelligence and conduct intelligence assessments; provide personal protection for government dignitaries and other designated officials.

d. Army career degrees. The Army Career Degree (ACD) program is matched to technical MOSs. The mission and role of the Infantryman, "close with the enemy by fire and maneuver, to destroy or capture them, and to repel their assault by fire, close combat, and counterattack", has

no lawful civilian equivalent. There are no Army Career Degrees associated with MOS 11C Infantryman at this time. Refer to the ArmyIgnitEd webpage for the most accurate information.
e. GI Jobs. None at this time. Refer to the GIJobs website for the most current information.

Chapter 11. Military occupational specialty 11Z professional development model

Access to the “Career Maps” is found on the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

Chapter 12. Military occupational specialty 11Z, Reserve Components

a. The mission and duties for ARNG and USAR Infantry Senior Sergeant are identical to those in the Active Component. See paragraph 4-6 for RC specific assignment and training information. The majority of all USAR and ARNG 11Z authorizations are in in USAR and 99% of the ARNG authorizations are in A, I, or SBCTs. The remainder are operations sergeants in various units and echelons.

b. Reclassification: USAR and ARNG NCOs may not reclassify into MOS 11Z without a waiver from the proponent. There is no formal training that inculcates into the Soldier the requisite knowledge, skills, abilities, and other characteristics garnered through operational assignments and infantry specific training and education that an MOS 11B or 11C Soldier experience throughout their career. See DA Pam 611-21 for current reclassification guidelines.