

Military Intelligence (CMF 35) Career Progression Plan

Chapter 1 Duties

The Military Intelligence (MI) Branch contributes to Army and Joint Operations by performing tasks within the Intelligence Warfighting Function (IWfF). The core competencies of the IWfF are intelligence synchronization, intelligence operations, intelligence processing, exploitation, and dissemination (PED), and intelligence analysis. MI Professionals execute the core competencies in elements from small teams to echelons above corps. All MI Soldiers train and learn within each developmental domain to gain and maintain proficiency with common and critical tasks. Furthermore, it is the responsibility of leaders to plan, coordinate, facilitate time and resources, and assess the proficiency of Soldiers and training. As MI Soldiers progress through the ranks, they will have the opportunity to refine their technical, tactical, and leadership skills through the operational, institutional, and self-development domains. MI Soldiers serve in key leadership and developmental roles in diverse strategic and tactical assignments. It is the MI Noncommissioned Officers' (NCO) responsibility to train, manage, and lead their Soldiers in both tactical and technical competencies while developing them to be future leaders. A NCOIC, primarily a key developmental position, serves as the management and oversight NCO within assignments for a myriad of missions at different echelons. In these positions NCOs provide guidance and leadership to subordinates while developing expertise as an NCO in MI and the Army.

Chapter 2 Transformation

Military Intelligence is constantly assessing the evolving operational environments to drive the transformation of doctrine, training, equipment, and organizational design. MI Soldiers must be adaptable, resilient, and able to rapidly integrate into multi-domain operations. Understanding that we face complex and adaptive enemies, we must be proficient at operating at echelon and converging cross-domain capabilities while maximizing our human potential. Although the goal is to win in competition, we must be prepared to transition seamlessly and rapidly to conflict effectively, and win.

Chapter 3 Recommended Career Management and Self-Development Opportunities, by Rank

3-1. Private - Specialist/Corporal (PVT, PV2, PFC – SPC/CPL) (Skill Level (SL) 1)

a. The quality and success of any Soldier's career is in direct proportion to the Soldier's commitment to excellence, regardless of the mission. Skill Level 1 is the time to develop a strong foundational understanding of technical MOS tasks while seeking out opportunities to strengthen leadership skills. Meeting Army standards while maintaining and increasing personal readiness is the responsibility of every Soldier.

b. Soldiers should study the history of the MI Corps and the following military publications, at a minimum:

- ADPs 1-0, 2-0, 3-0, 5-0, 6-0
- FMs: 2-0, 3-0, 5-0, 6-0, 6-22, 7-22
- AR/DA PAMs: 381-10, 600-20, 670-1; STP 21-1-SMCT; ATP 2-01.3
- STP Series 34 for each MOS

- TCs: 2-19.01, Series 2-19.401-.405, 3-21.5, 3-21.75, 3-25.26, 7-21.13, 7-22.7
- ATP: 2-01.3, 7-22.02
- JP Series 2
- Manuals for assigned equipment

c. IAW AR 600-8-19, the Select-Train-Educate-Promote (STEP) program outlines that a Soldier must successfully complete the Distributed Leader Course (DLC) I and the Basic Leader Course (BLC) to promote to Sergeant. Achieving distinction while attending Professional Military Education (PME) and Noncommissioned Officer Professional Development System (NCOPDS) courses differentiates Soldiers from their peers.

d. Soldiers are encouraged to utilize Tuition and Credentialing Assistance for professional and self-development. The Army Credentialing Opportunities On-Line (COOL) site should be used to reference approved credentials for promotion points. All certifications found on the COOL site are authorized by TRADOC for promotion points IAW AR 600-8-19. Soldiers can also utilize the Defense Activity for Non-Traditional Education Support (DANTES) to seek educational opportunities.

e. Seeking opportunities to learn and succeed are encouraged and include competing in Soldier-of-the-Month Boards, volunteering for duties/details, and completing correspondence courses.

f. Corporal is the first NCO rank. Corporals will receive DA Form 2166-9-1a Support Forms IAW AR 623-3 for counseling and to begin familiarization with the evaluation process. It is recommended that Corporals improve their knowledge and practice of the Leadership Requirements Model and AR/DA PAM 623-3.

3-2. Sergeant (SGT) (Skill Level 2)

a. The SGT is the primary trainer of Soldiers, responsible for the health and welfare of their subordinates. They should strive to enhance their own Military Occupational Specialty (MOS) subject matter expertise, as well as that of their Soldiers, through all developmental domains.

b. The SGT should continue to master MI Corps history, the doctrine listed for Skill Level 1, and study the following:

- ADP 7-0
- FM 7-0
- AR/DA PAMs: 350-1, 350-58, 600-9, 600-100, 623-3, 600-25
- TCs: 7-21.13, 7-22.7
- ATPs: 6-22.1, 6-22.6
- JP Series: 3-6
- Use of the Army Training Network (ATN)

c. IAW with the STEP program, SGTs must complete DLC II and the Advanced Leader Course (ALC) to be promoted to Staff Sergeant. Achieving distinction while attending PME/NCOPDS courses differentiates Soldiers from their peers.

d. Sergeants are encouraged to continue to utilize Tuition and Credentialing Assistance for professional and self-development. Use of Army Education Centers, the COOL site, and DANTES site should be encouraged to seek and plan educational opportunities. At this stage, the Sergeant should be pursuing higher education, to include professional credentialing/certification.

3-3. Staff Sergeant (SSG) (Skill Level 3)

a. The SSG lead a squad through subordinate NCOs and serves as the subject matter expert (SME) in their MOS. The SSG build teams, trains, and educates Soldiers and subordinate NCOs to perform their mission and maintains the welfare of those within their purview.

b. The SSG seeks expertise with the doctrine and tools mentioned in Skill Levels 1 and 2 as well as their unit's Mission Essential Task List (METL) to drive lethality and readiness. Furthermore, Staff Sergeants should review the After-Action Reviews following SSG Evaluation Boards to seek specific guidance concerning management of their personnel records and performance trends within their peer group.

c. IAW with the STEP program, SSGs must complete DLC III and the Senior Leader Course (SLC) to be promoted to Sergeant First Class. Achieving distinction while attending PME/NCOPDS courses differentiates Soldiers from their peers. Staff Sergeants are strongly encouraged to utilize Tuition and Credentialing Assistance for professional and self-development. Use of Army Education Centers, the COOL site, and DANTES site should be encouraged to seek and plan educational opportunities. Consistently making progress towards continuing education differentiates Staff Sergeants from their peers.

3-4. Sergeant First Class (SFC) (Skill Level 4)

a. The SFC manages the intelligence mission while simultaneously leading through subordinate NCOs. The Sergeant First Class no longer seeks to be a SME, but rather is responsible for the training and expertise of the platoon through direct input to critical tasks, the unit METL, and long-range training calendars/plans.

b. The SFC has mastered the doctrine and tools previously mentioned while staying abreast of updates and revisions. They should also be knowledgeable with:

- All Army Actions (ALARACTs)
- Military Personnel (MILPERs) messages
- *How the Army Runs: A Senior Leader Reference Handbook*, U.S. Army War College

c. IAW with the STEP program, SFCs must complete DLC IV and the Master Leaders Course (MLC) to be promoted to Master Sergeant. Achieving distinction while attending PME/NCOPDS courses differentiates Soldiers from their peers.

d. Sergeants First Class are strongly encouraged to continue to utilize Tuition and Credentialing Assistance for professional and self-development. Use of Army Education Centers, the COOL site, and DANTES site should be encouraged to seek and plan educational opportunities. Consistently making progress towards continuing education is recommended and completion of higher educational goals differentiates SFCs from their peers.

3-5. Master Sergeant/First Sergeant (MSG/1SG) (Skill Level 5)

a. The Master Sergeant serves as a key enlisted member at staff levels for battalion and higher and understands all intelligence processes and how they are executed. The First Sergeant, laterally promoted from MSG, differs from the MSG by being charged with leadership responsibilities as the senior NCO in a company; responsible for building combat readiness at the company level.

b. The MSG/1SG will have knowledge of all previous doctrine and tools and ensure they understand their mission and the joint operating environment. Furthermore, they will be proficient concerning all Army and local programs to assist with readiness. They should also gain knowledge of the following doctrine: AR/DA PAMs: 601-280, 611-21, 840-10, 220-1.

c. IAW the STEP program, MSGs must complete DLC V and the Sergeants Major Academy (SGM-A) to promote to Sergeant Major. Achieving distinction while attending PME/NCOPDS courses differentiates Soldiers from their peers.

d. MSG/1SG are strongly encouraged to continue to utilize Tuition and Credentialing Assistance for professional and self-development. Use of Army Education Centers, the COOL site, and DANTES site should be encouraged to seek and plan educational opportunities. Consistently making progress towards continuing education and completion of higher educational goals is recommended and can differentiate them from their peers.

3-6. Sergeant Major/Command Sergeant Major (SGM/CSM) (Skill Level 6)

a. The Sergeant Major is the SME in their field that is responsible for coordination and synchronization in support of the IWfF and serves as the senior enlisted advisor at battalions and higher. Command Sergeant Major, laterally promoted from SGM, differs from the SGM in that they are charged with leadership responsibilities as advisors to battalion and higher-level commanders.

b. The SGM/CSM will have knowledge of all previous doctrine and tools and ensure they understand their unit's mission and the joint operating environment. Furthermore, they will be proficient concerning all Army and local programs to assist with readiness. Additionally, SGM/CSMs should maintain awareness of the geopolitical landscape and the implications for the IWfF.

c. IAW the STEP program, SGMs must complete DLC VI and Executive Leaders Course for senior nominative-position Command Sergeants Major/Sergeants Major who are either currently assigned to, or projected for assignment to, key positions as senior enlisted advisors and Staff Sergeants Major at the O7-8 command (executive) level.

d. SGM/CSM are strongly encouraged to continue to utilize Tuition and Credentialing Assistance for professional and self-development. Use of Army Education Centers, the COOL site, and DANES site should be encouraged to seek and plan educational opportunities. Upon completion of the Sergeants Major Academy (SGM-A), they should be simultaneously able to apply for completion of a degree program. Consistently making progress towards continuing education and completion of higher educational goals is recommended and can differentiate them from their peers.

Chapter 4

Military Occupational Specialty 35F, Intelligence Analyst

4-1. Major duties.

The intelligence analyst conducts all-source analysis. They develop the threat situation and fuse, produce, and disseminate all-source intelligence products to support Mission Command. They prepare periodic and special intelligence reports, plans, and briefings. They perform, coordinate, and/or direct the Intelligence Preparation of the Battlefield (IPB). They plan requirements, assess collection, and provide and coordinate intelligence support to targeting by developing the high value target (HVT) list - creating the target intelligence package. They perform combat assessments and determine second and third order effects of enemy actions. They receive, integrate, and disseminate intelligence reports. They develop information collection products to answer intelligence requirements. They develop information requirements and assess information collection efforts. They integrate information collection to include coordination with the operations officer for asset management and dissemination. The Intelligence Analyst also coordinates the flow of intelligence information between intelligence disciplines and supervises intelligence operations. They support and advise the command and staff on intelligence activities.

4-2. Prerequisites

See DA Pam 611-21 for details. The Office of the Chief, Military Intelligence is the approving authority for all prerequisite waiver requests.

4-3. Goals for development

Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35F are

encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35F Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, Key Developmental, and Institutional assignments as well as movement between echelons and leadership and technical roles.

4-4. PVT - SPC/CPL - Intelligence Analyst (Skill Level 1)

a. Skills. The Skill level 1 Intelligence Analyst knows security protocols and measures in relation to national security, classification markings and storage of classified material. The Intelligence Analyst understands the Military Decision-Making Process (MDMP) and performs IPB. The SL1 35F uses current intelligence to create overlays that identify the limits of the area of operations (AO), the area of influence, and the area of interest. They perform analysis of military aspects and effects of terrain, while applying the effects of weather on operations, and considering civilian factors of area, structure, capabilities, organizations, people, and events (ASCOPE). They confirm threat capabilities and characteristics, while refining threat models, confirming threat objectives, and threat courses of action. The Intelligence Analyst creates enemy situation, doctrinal, and event templates and targeting products while developing initial information collection products to answer intelligence requirements. They understand how to create the intelligence annex to an operations order (OPORD) using all IPB products, the intelligence estimate, and current intelligence holdings, in addition to maintaining the Common Operation Picture (COP), and a running intelligence estimate. They provide intelligence support to targeting and Intelligence, Surveillance and Reconnaissance (ISR). They also understand how to organize and categorize targeting products and assist in the analysis and preparation of reports of captured enemy information. They know how to present periodic and special intelligence reports and briefings. The Intelligence Analyst is also able to provide a combat assessment of enemy forces by understanding the enemy order of battle and provide battle damage assessments to the commander using reports, ISR, and single source information. Lastly, the Intelligence Analyst can deploy their assigned Intelligence Information System (IIS) for integration into the Intelligence Architecture.

b. Operating Assignments:

- Intelligence Analyst
- Technical Intelligence (TECHINT) Analyst
- Open-Source Intelligence (OSINT) Analyst
- Special Missions Unit (SMU)
- Special Operations Support
- Ranger Regiment Support

c. Key Developmental Assignments: CPLs can serve in NCO-in-Charge (NCOIC) positions.

d. Institutional Assignments: There are no institutional assignments for SL1.

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- BLC
- Ranger School
- Airborne School
- Air Assault School

- Joint Targeting Course
- OSINT Fundamentals
- Basic OSINT Course
- OSINT Tools & Intel Training Security Managers Course
- Anti-Terrorism/Force Protection Level I
- Unit Armorer Course

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- Military Intelligence Training Strategy (MITS)
- MOS STP Operational Critical Task(s)

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Certified Defense All-Source Analysis Level 1
- Certified Information Security Manager
- CompTIA A+
- Microsoft Office Specialist

4-5. SGT - Intelligence Analyst (Skill Level 2)

a. Skills. In addition to performing duties in the preceding skill level, the SL2 Intelligence Analyst leads and provides training and guidance to subordinate Soldiers. They are normally responsible for garrison operations in relation to physical security, operation security, and personnel security. They provide oversight and feedback to their subordinates during IPB, to identify intelligence gaps that will refine the significant characteristics of the environment. They complete the Intelligence Annex to an OPORD, confirming all administrative components, format, detailed information and characteristics of the operational environment (OE). The SL2 Intelligence Analyst reviews their subordinates' work collectively to develop the named area of interest (NAI) matrix, overlay, and worksheet, ultimately creating the information collection plan in support of ISR. They use current IPB products, intelligence collection products, and message traffic to evaluate targeting products developed by their Soldiers to ensure relevance, accuracy, and completeness. They ensure that the high value individual/HVT information is accurate and detailed, cross-referencing current reporting and checking the developed patterns of life for pertinent information. They can provide a combat assessment of enemy forces by understanding the enemy order of battle. The Skill Level 2 Intelligence Analyst deploys the Intelligence Architecture plan, ensuring the intelligence section has access to the appropriate databases and that products are downloaded and stored IAW the approved naming convention.

b. Operating assignments:

- Intelligence Analyst
- TECHINT Analyst
- OSINT Analyst
- Collection Manager
- SMU
- Special Operations Support
- Security Force Assistance Brigade (SFAB)
- Ranger Regiment Support

c. Key Developmental Assignments:

- Team Leader

- NCOIC

d. Institutional Assignments:

- Drill Sergeant
- Instructor
- Recruiter
- Training Developer/Writer
- Defense Attaché

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL2 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- ALC
- Ranger School
- Airborne School
- Jump Master
- Air Assault School
- Joint Targeting Course
- OSINT Fundamentals
- Information Collection Planner Course (ICPC)
- Basic OSINT Course
- OSINT Tools & Intel Training Security Managers Course
- Enlisted Joint Professional Military Education (EJPME) I
- Anti-Terrorism/Force Protection Level I
- Unit Prevention Leaders (UPL) Course

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Certified Defense All-Source Analysis Level 1
- Certified Information Security Manager
- CompTIA A+
- Microsoft Office Specialist

4-6. SSG - Intelligence Sergeant (Skill Level 3)

a. Skills. In addition to performing duties in the preceding skill level, the Intelligence Sergeant leads and trains Soldiers through subordinate NCOs. The Intelligence Sergeant coordinates the development of intelligence products, intelligence support to the targeting process, and the intelligence architecture plan. Furthermore, the 35F SSG develops the information collection plan supporting tools and all source intelligence training.

b. Operating Assignments:

- Intelligence SGT
- TECHINT SGT
- OSINT SGT
- Collection Manager
- Targeting Analyst
- Security Manager
- SMU
- Special Operations Support
- SFAB
- Ranger Regiment Support
- Watch NCO

c. Key Developmental Assignments for SSG should be Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. 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:

- NCOIC
- Squad Leader

d. Institutional Assignments:

- Drill Sergeant
- Instructor
- Recruiter
- Training Developer/Writer
- Observer Coach/Trainer (OC/T)
- NCOA Small Group Leader
- Defense Attaché
- Research Development Test & Evaluation (RDT&E) NCO

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL3 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- Joint Targeting Course
- OSINT Tools & Intel Training Security Managers Course
- Anti-Terrorism/Force Protection Level I
- Master Resiliency Training (MRT)
- SLC
- Ranger School
- Airborne School
- Jump Master School
- Air Assault School
- Equal Opportunity Leader (EOR) Course
- SHARP Fundamentals Course
- EJPME I

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Certified Collection Management Professional - Fundamental (CCMP-F)
- Joint Intelligence Planner-Proficiency Level I (JIP-I)
- Certified Information Security Manager
- CompTIA A+
- Microsoft Office Specialist

4-7. SFC - Senior Intelligence Sergeant (Skill Level 4)

a. Skills. In addition to performing duties in the preceding skill level, the Senior Intelligence Sergeant executes and manages missions while training and leading subordinate NCOs. They direct All Source Intelligence operations, develop the intelligence architecture plan, and evaluate All Source Intelligence training.

b. Operating Assignments:

- SR INTEL SGT
- Collection Manager
- SR Targeting Analyst
- Security Manager
- Operations NCO
- SMU
- Special Operations Support
- SFAB
- Ranger Regiment Support
- Senior Watch NCO

c. Key Developmental Assignments:

- Platoon Sergeant
- NCOIC
- Detachment Sergeant
- Senior Enlisted Advisor/Leader (SEA/SEL)

d. Institutional Assignments:

- Senior Drill Sergeant
- Senior Instructor
- Recruiter
- Career Management NCO
- HR Professional Development NCO
- Training Developer/Writer
- OC/T
- NCOA Senior Small Group Leader
- Defense Attaché
- RDT&E NCO
- Inspector General (IG) NCO
- Sexual Assault and Response Coordinator-Victim Advocate (SARC-VA)
- Equal Opportunity Advisor (EOA)

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- MLC
- Ranger School
- Airborne School
- Jump Master School
- Air Assault School
- Digital Intel System Master Gunner Course (DISMG-C)
- Information Collection Planner Course (ICPC)
- Joint Analyst Interrogator Collaborator Course (JAICC)
- Security Managers Course, Collection Managers Course
- MRT
- SARC-VA Course
- Equal Opportunity Advisor (EOA) Course
- EJPME II

(2) Operational:

- Job Qualification Standards/Requirements
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- CCMP-F
- Joint Intelligence Planner-Proficiency Level I (JIP-I)
- Certified Threat Intelligence Analyst (CTIA)
- Certified Information Security Manager
- CompTIA Network +
- CompTIA Security +

Chapter 5

MOS 35F, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history, and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 6

MOS 35F, Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires to OPS Support and Effects, Force Sustainment, and general supporting forces. The

RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical and organizational limitations will determine the types of units in which RC Soldiers may serve. The RC NCOPDS satisfies PD and functional area requirements. This is the same for all components.

Chapter 7

MOS 35G, Geospatial Intelligence (GEOINT) Imagery Analyst

7-1. Major duties

The GEOINT Imagery Analyst conducts GEOINT analysis that supports unified land operations. Geospatial imagery analysis involves identifying, analyzing, and reporting targets observed on imagery from satellite and airborne systems. They are familiar with and understand the tasking, collecting, processing, exploiting, and disseminating process. The Imagery Analyst applies theory involved in analyzing radar, infrared, moving target indicator (MTI), light detection and ranging (LIDAR), spectral imagery, and geospatial information. They provide mission critical geospatial imagery derived intelligence in support of national, theater and tactical operations. The Imagery Analyst utilizes tactical, theater and national communication networks and the employment of GEOINT systems to support operations. The Imagery Analyst queries, filters, and retrieves a variety of combat information, such as spot reports, significant activities, reconnaissance reports, and patrol debriefs to support operations. Imagery analysts push GEOINT products and data down to ground forces conducting direct and indirect combat activities. The Imagery Analyst can identify and relay environmental hazards, civil considerations, and threat activity to units maneuvering through the battlefield. They constantly research their Section's AO to provide valuable input on the Operational Environment (OE) while conducting GEOINT support to IPB. The Imagery Analyst also interprets/analyzes Full Motion Video. They also provide support to lethal and nonlethal targeting operations through baseline or intermediate graphics, battle damage assessments and collateral damage estimates. Soldiers should devote their career to development and advancement in both leadership and technical expertise required to meet the Army's intelligence mission.

7-2. Prerequisites

See DA Pam 611–21 for details. The Office of the Chief, Military Intelligence is the approving authority for all prerequisite waiver requests.

7-3. Goals for development

Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35F are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35F Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, Key Developmental, and Institutional assignments as well as movement between echelons and leadership and technical roles.

7-4. PVT - SPC/CPL – GEOINT Imagery Analyst (Skill Level 1)

- a. Skills.** Skill level 1 Imagery Analysts primary job is exploiting and analyzing Imagery. They know security protocols and measures in relation to national security, classification markings and storage of classified material. They understand the capabilities of the platforms

and sensors available to their unit and which capability is best suited for Requests for Information (RFIs). They are familiar with the entire Tasking, Collection, Processing, Exploitation, and Dissemination (TCPED) process and which portion they are directly responsible for. This includes the exploitation, manipulation, and analysis of one or more images to extract information related information requirements. They can create Imagery Derived Products (IDPs). They understand the report writing process and can create GEOINT notes with necessary supervision. They can identify the tactical order of battle within their scope. They can navigate to the appropriate resources and databases necessary to support their GEOINT mission. They understand GEOINT's role in support of operations and the IPB process and are proactive with research of their respective AO/OE. They can establish communications in support of operations, which includes assembling and disassembling the communications suite.

b. Operating assignments:

- Imagery Analyst
- SMU
- Special Operations Support
- Ranger Regiment Support

c. Key Developmental Assignments: CPLs can serve in NCOIC positions.

d. Institutional: There are no institutional assignments for skill level 1.

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- BLC
- Ranger School
- Airborne School
- Intermediate Operations Course-GEOINT (IOC-G)
- Target Mensuration Only Course (TMO)
- Anti-Terrorism/Force Protection Level I
- Unit Armorer Course
- Air Assault School

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MITS
- MOS STP Operational Critical Task(s)

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- GEOINT Professional Certification Fundamentals (GPC-F)
- CompTIA A+
- Microsoft Office Specialist

7-5. SGT - GEOINT Imagery Analyst (Skill Level 2)

a. Skills. In addition to performing duties in the preceding skill level, the Skill level 2 Imagery Analyst leads and provides guidance to subordinate Soldiers. They coach and counsel

subordinate Soldiers as developing leaders. They implement GEOINT training IAW the commander's guidance, Training Support Package, the units' METL and collective tasks. They train their subordinates on how to query, filter, and retrieve a variety of combat information, such as spot reports, significant activities, reconnaissance reports, and patrol debriefs. They also train their subordinates on how to apply research and near real time/historical reports to support GEOINT operations and the IPB process. They enable the understanding of spatial and temporal relationships across the operational environment. They provide input based on imagery interpretation, or analysis, for the COP and MDMP. They prepare the GEOINT section to execute pre-mission requirements. They participate in operations to include the Processing, Exploitation, and Dissemination (PED) of intelligence IAW unit SOPs. They maintain the section's knowledge and information management process of GEOINT databases, ensuring data and intelligence is readily discoverable and accessible. They disseminate GEOINT relevant products and data down to ground forces. They have a baseline knowledge of how to analyze Full Motion Video. They provide support to lethal and nonlethal targeting operations through baseline or intermediate graphics, battle damage assessments and collateral damage estimates.

b. Operating Assignments:

- Imagery Analyst
- Collection Management
- SMU
- Special Operations Support
- Ranger Regiment
- SFAB

c. Key Developmental Assignments:

- NCOIC
- Team Leader

d. Institutional Assignments: Training Developer/Writer

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- ALC
- Ranger School
- Airborne School
- Jump Master
- Air Assault
- Intermediate Operations Course-GEOINT (IOC-G)
- Target Mensuration Only Course (TMO),
- GEOINT Requirements Management System (GRMS)
- EJPME I
- Anti-Terrorism/Force Protection Level I
- UPL Course

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks

- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- GPC-F
- GEOINT Professional Certification Imagery Analysis (GPC-IA)
- Certified Photogrammetric Technologist
- CompTIA A+
- Microsoft Office Specialist

7-6. SSG - GEOINT Imagery Sergeant (Skill Level 3)

a. Skills. In addition to performing duties in the preceding skill level, the Imagery Sergeant leads Soldiers through subordinate leaders. They coach, develop, and counsel subordinate leaders and Soldiers. They are responsible for the development of GEOINT training, including the identification of collective tasks to train during training events, drafting the training plan, and preparing to execute training that supports the units' collective tasks, METL, and meets the commander's intent. They perform quality assurance and quality control of GEOINT products and conduct knowledge management of GEOINT databases. They have in-depth knowledge of the platforms available to their organization and provide recommendations in the planning and use of imaging sensors included in the ISR Sync Matrix. They support Information Collection by providing recommendations to the Information Collection Plan to include, but not limited to, mission analysis, the initial collection plan, updates to the Information Collection Plan, and assessments to enable the collection strategy. They coordinate the integration of intelligence systems into the Intelligence Architecture by establishing the procedures for PED of GEOINT data, evaluating interoperability, and identifying gaps in the architecture. They are a subject matter expert of the TCPED process. The Imagery Sergeant monitors the GEOINT sections RFIs and ensures all products are disseminated in a timely manner. They reinforce that the Imagery Analyst will be proactive not reactive by constantly learning about their AO, OE, and their enemies' doctrinal Tactics, Techniques, and Procedures on the battlefield. For additional skills.

b. Operating Assignments:

- Imagery SGT
- Collection Management
- SMU
- Special Operations Support
- Ranger Regiment
- SFAB
- Watch NCO

c. Key Developmental Assignments for SSG should be Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. 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:

- NCOIC
- Squad Leader

d. Institutional Assignments:

- Drill Sergeant

- Instructor
- Recruiter
- Training Developer/Writer
- OC/T
- NCOA Small Group Leader
- Defense Attaché
- RDT&E NCO

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL3 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- SLC
- Ranger School
- Airborne School
- Jump Master
- Air Assault
- Joint Targeting Course
- Advanced Operation Course-GEOINT (AOC-G)
- ISR Sync Manager Course/Information Collection Planner Course (ICPC)
- Advanced GEOINT Production Course (AGPC)
- IOC-G
- TMO Course
- GRMS Course
- EJPME I
- Anti-Terrorism/Force Protection Level II
- MRT
- EOL
- SHARP Fundamentals Course

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- GPC-F
- GPC-IA
- Certified Photogrammetric Technologist
- Certified Collection Management Professional - Fundamental (CCMP-F)
- CompTIA A+
- Microsoft Office Specialist

7-7. SFC - Senior GEOINT Imagery Sergeant (Skill Level 4)

a. Skills. In addition to performing duties in the preceding skill level, the Senior Imagery Sergeant executes and manages missions while leading NCOs, who in-turn lead Soldiers. They coach, mentor, and counsel junior NCOs. They are responsible for the evaluation of GEOINT training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They have a dual understanding of GEOINT and Geospatial Engineering and how each MOS can provide valuable input for operations. They coordinate the process for GEOINT collection of information with higher, adjacent, and subordinate units to address PIRs, IRs and intelligence gaps. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWfF. They communicate the flow of intelligence information and supervise the GEOINT production process. They synchronize GEOINT missions that enable collaboration among strategic, operational, and tactical intelligence organizations by enabling intelligence reach, collaborative analysis, data storage, processing and analysis, and intelligence support to operations. The Senior Imagery Sergeant supervises and manages all aspects of the TCPED process.

b. Operating assignments:

- SR Imagery SGT
- Collection Management
- SMU
- Special Operations Support
- Ranger Regiment
- SFAB
- Senior Watch NCO

c. Key Developmental Assignments:

- NCOIC
- Platoon SGT
- Detachment SGT
- SEA/SEL

d. Institutional:

- SR Drill Sergeant
- SR Instructor
- Recruiter
- Career Management NCO
- HR Professional Development NCO
- SR Training Developer/Writer
- Observer Coach/Trainer
- NCOA Senior Small Group Leader
- Defense Attaché
- IG NCO
- SARC-VA
- EOA

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- MLC
- Ranger School

- Airborne School
- Jump Master
- Assault School
- Joint Targeting Course
- AOC-G
- ICPC
- AGPC
- IOC-G
- TMO Course
- GRMS Course
- EJPME I
- Anti-Terrorism/Force Protection Level II
- MRT
- EO
- SHARP

(2) Operational:

- Job Qualification Standards/Requirements
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- GPC-F
- GPC-IA
- Certified Photogrammetric Technologist
- CCMP-F
- GEOINT Professional Certification GEOINT Collection (GPC GC-II)
- CompTIA A+
- Microsoft Office Specialist

Chapter 8

MOS 35G, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>

Chapter 9

MOS 35G, Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical and organizational limitations will determine the types of units in which RC Soldiers may serve. The

RC NCOPDS satisfies PD and functional area requirements. This is the same for all components.

Chapter 10

MOS 35L, Counterintelligence Special Agent

10-1. Major duties

Counterintelligence (CI) Special Agents conduct national security criminal investigations, operations, collections, analysis and production, and technical services to detect, identify, counter, exploit or neutralize the Foreign Intelligence Entity (FIE) and international terrorist threats to the United States Army and Department of Defense. The CI Special Agent investigates national security crimes, often working jointly with other investigating agencies to support DOD requirements. The CI Special Agent conducts educational briefings to inform commanders and Soldiers on insider, local and regional CI threats and required reporting procedures. They possess advanced interpersonal and communication skills and a firm understanding of investigative and report writing procedures. They should devote their career to development and advancement in both leadership and technical expertise required to meet the Army's intelligence mission. CI Special Agents are encouraged to seek as much assignment diversity as possible. While most authorizations are in INSCOM, FORSCOM units also shape a CI Soldier's career.

10-2. Prerequisites.

See DA Pam 611–21 for details. The Office of the Chief, Military Intelligence is the approving authority for all prerequisite waiver requests.

10-3. Goals for development

Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35L are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35L Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, Key Developmental, and Institutional assignments as well as movement between echelons and leadership and technical roles.

10-4. PVT - SPC/CPL - Counterintelligence Special Agent (Skill Level 1)

a. Skills. Skill level 1, the CI Agent is responsible for assisting lead agents during CI investigations and other operational activities in support of CI investigative activities. They perform duties in support of the Covering Agent Program and are responsible for the delivery of the Army's Threat Awareness and Reporting Program (TARP) to Army audiences. They appropriately respond to CI related incidents, execute initial collection, and prepare initial reports.

b. Operating Assignments: CI Agent

c. Key Developmental Assignments: CPLs can serve in NCOIC positions.

d. Institutional Assignments: There are no institutional assignments for skill level 1.

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog,

the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- BLC
- Ranger School
- Airborne School
- Air Assault
- Anti-Terrorism/Force Protection Level I
- Unit Armorer Course

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MITS
- MOS STP Operational Critical Task(s)

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Certified Protection Professional
- Certified Information Security Manager
- CompTIA A+
- Microsoft Office Specialist

10-5. SGT Counterintelligence Special Agent (Skill Level 2)

a. Skills. In addition to performing duties in the preceding skill level, the Skill level 2 CI Agent leads and provides training and guidance to subordinate Soldiers. They are responsible for supervising and conducting covering agent duties. They take part in CI investigations and collection of evidence in support of CI investigative activities. They assist in the preparation and presentation of periodic and intelligence reports, plans, and briefings. The CI Agent provides awareness training and develops CI support plans. They perform duties in support of the Covering Agent Program and are responsible for the delivery of the Army's Threat Awareness and Reporting Program (TARP) to Army audiences.

b. Operating Assignments: CI Agent

c. Key Developmental Assignments:

- Team Leader
- NCOIC

d. Institutional Assignments: There are no institutional assignments for skill level 2.

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL2 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- ALC
- Ranger School
- Airborne School
- Air Assault
- Joint Counterintelligence Training Academy Courses
- Defense Cyber Intelligence Training Academy Courses

- Joint CI/HUMINT Analysis & Targeting Course
- EJPME I
- UPL

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MITS
- MOS STP Operational Critical Task(s)

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Associate Protection Professional (APP)
- Certified Counterintelligence Threat Analyst (CCTA)
- CompTIA A+
- Microsoft Office Specialist

10-6. SSG - Counterintelligence Sergeant (Skill Level 3)

a. Skills. In addition to performing duties in the preceding skill level, the CI Sergeant leads Soldiers through subordinate leaders. They are responsible for the development of CI training, including the identification of collective tasks to train during training events, drafting the training plan, and preparing to execute training that supports the units' collective tasks, METL, and meets the commander's intent. They conduct CI investigations and collection of evidence in support of CI investigative activities. They perform activities worldwide covering the five functional areas, provide guidance, and train subordinate NCOs and Soldiers. The CI Sergeant also facilitates in providing awareness training and developing CI support plans, and they conduct duties as the evidence custodian. They also write, edit, and disseminate CI reports and plans as directed. They receive, review, produce and disseminate intelligence products. For additional skills, refer to paragraph 15-3.

b. Operating Assignments: CI Sergeant

c. Key Developmental Assignments for SSG should be Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. 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:

- Squad Leader (Counterintelligence Team Leader)
- NCOIC

d. Institutional Assignments:

- Drill Sergeant
- Recruiter
- Observer Coach/Trainer
- NCOA Small Group Leader
- Instructor
- Capability Developer
- Doctrine Writer/Developer

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL3 Soldier. Seeking additional training and education, beyond what

is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- SLC
- Ranger School
- Airborne School
- Jump Master
- Air Assault
- Joint Counterintelligence Training Academy Courses
- Defense Cyber Intelligence Training Academy Courses
- Antiterrorism Force Protection Level II Course
- Battle Staff
- EJPME I
- Operation Security Certification
- CI Investigations in a Cyber Environment Course
- J2X/G2X Course
- Cyber Insider Threat Analyst Course
- MRT
- EOL
- SHARP Fundamentals Course

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Certified Information Systems Security Professional (CISSP)
- Certified Threat Intelligence Analyst (CTIA)
- CompTIA A+
- Microsoft Office Specialist

10-7. SFC - Senior Counterintelligence Sergeant (Skill Level 4)

a. Skills. In addition to performing duties in the preceding skill level, the Senior CI Sergeant executes and manages missions while leading NCOs, who in-turn lead Soldiers. They are responsible for the evaluation of CI training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They review CI related reports and plans and assist in writing, editing, and submitting requests for special investigative techniques and special operational concepts. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWFF. The Senior CI Sergeant performs CI Coordinating Authority (CICA) and 2X staff management for subordinate CI elements. They provide technical control and oversight while conducting source and operational management. . For additional skills, refer to paragraph 15-3.

b. Operating Assignments: Senior CI Sergeant

c. Key Developmental Assignments:

- Platoon Sergeant
- NCOIC
- Detachment Sergeant
- SEA/SEL

d. Institutional Assignments:

- Senior Drill Sergeant
- Recruiter
- Senior Observer Coach/Trainer
- Senior Small Group Leader
- Senior Instructor
- Capability Developer
- HR Professional Development NCO
- Career Management NCO
- Senior Doctrine Writer/Developer

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- MLC
- Ranger School
- Airborne School
- Jump Master
- Air Assault
- Joint Counterintelligence Training Academy Courses
- Defense Cyber Intelligence Training Academy Courses
- Antiterrorism Force Protection Level II Course
- Battle Staff
- EJPME II
- Operation Security Certification
- CI Investigations in a Cyber Environment Course
- J2X/G2X Course
- Cyber Insider Threat Analyst Course
- MRT
- EOA
- SARC-VA

(2) Operational:

- Job Qualification Standards/Requirements
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- CTIA
- Joint Intelligence Planner-Proficiency Level I (JIP-I)

- Security Asset Protection Professional Certification (SAPPC)
- CompTIA A+
- Microsoft Office Specialist

Chapter 11

MOS 35L, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 12

MOS 35L, Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical and organizational limitations will determine the types of units in which RC Soldiers may serve. The RC NCOPDS satisfies PD and functional area requirements. This is the same for all components.

Chapter 13

Military occupational specialty 35M, Human Intelligence Collector

13-1. Major duties

Army Human Intelligence (HUMINT) Collectors perform interrogations, source operations, debriefings, screenings, and intelligence liaison in all conflict phases in support of multi-domain operations at every echelon. HUMINT Collectors identify adversarial elements, activities, intentions, capabilities, and locations through the questioning of people in the Operational Environment (OE). They perform HUMINT collection in English and foreign languages. They question enemy prisoners of war and other detainees, enemy deserters, internally displaced persons, liaison contacts, friendly forces, people in the OE with a unique capability to gather information, and other strategic sources. HUMINT Collectors prepare, edit, and disseminate intelligence and technical reports. They use Army HUMINT computer information systems and communications equipment to address intelligence requirements and to gain situational understanding while planning and conducting HUMINT operations. They also utilize and manage interpreters when applicable. HUMINT Collectors use analytic techniques, tools, and databases to develop, execute, and assess HUMINT operations. The HUMINT Collector uses classified databases and publicly available information for research; they employ security measures to reduce signatures. They conduct coordination in English and foreign languages with host-nation and coalition agencies.

13-2. Prerequisites

See DA Pam 611-21 for details. The Office of the Chief, Military Intelligence is the approving authority for all prerequisite waiver requests.

13-3. Goals for development

Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35M are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35M Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, Key Developmental, and Institutional assignments as well as movement between echelons and leadership and technical roles.

13-4. PVT – SPC/CPL - HUMINT Collector (Skill Level 1)

a. Skills. Skill Level 1 HUMINT Collectors under supervision, perform interrogations, source operations, debriefings, and screenings in support of multi-domain operations to answer intelligence collection requirements. They perform HUMINT collection in English and foreign languages. They can integrate a linguist in support of operations to ensure mission objectives are met. They prepare and submit intelligence and technical reports using Army HUMINT Intelligence Architecture and communications equipment. A HUMINT Soldier uses analytic techniques, tools, and databases to develop and execute HUMINT collection in support of the IWFF. The HUMINT Soldier uses classified databases and publicly available information for research while employing collection security measures to reduce the signature of HUMINT collection. They can perform multi-disciplined intelligence analysis in support of HUMINT operations and assist in generating critical findings to refine ongoing collection operations. They conduct HUMINT operations at every echelon in accordance with (IAW) applicable laws, policies, treaties, regulations, and unit SOP. Human Intelligence Collectors must also remain in compliance with AR 11-6 (The Army Language Program).

b. Operating assignments:

- HUMINT Collector
- Interrogator
- Strategic Debriefing
- Operational Management Team Member

c. Key Developmental Assignments: CPLs can serve in NCOIC positions.

d. Institutional Assignments: There are no institutional assignments for skill level 1.

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- Ranger School
- Airborne School
- Air Assault School
- Defense Strategic Debriefing Course (DSDC)
- OSINT Fundamentals
- Unit Armorer Course

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks

- MITS
- MOS STP Operational Critical Task(s)

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- American Council on the Teaching of Foreign Languages (ACTFL) (LPT, OPI, and OPIc)
- CompTIA A+
- Microsoft Office Specialist

13-5. SGT – HUMINT Collector (Skill Level 2)

a. Skills. In addition to mastering SL1 skills, the 35M SGT provides purpose, motivation, and direction to subordinates through relevant and realistic training and leadership. They coach and counsel subordinate Soldiers as developing leaders. They can recognize pertinent information to be utilized in operations to identify opportunities for cross-cueing and dissemination to outside entities. The HUMINT Collector performs controlled source operations, interrogations, debriefings, intelligence liaison duties, and prioritizes HUMINT sources for questioning. They perform HUMINT collection in English and foreign languages. They supervise language proficiency training and manage assigned interpreters. The HUMINT Collector prepares, edits, and submits intelligence and technical reports using Army HUMINT Intelligence Architecture and communications equipment. They supervise and conduct analysis and research to develop and execute HUMINT collection missions. The HUMINT Collector supervises and employs collection security measures to reduce the signature of HUMINT collection operations. They conduct briefings to internal and external entities to provide a broader understanding of the capabilities of HUMINT and to coordinate HUMINT collection operations. Human Intelligence Collectors must also remain in compliance with AR 11-6 (The Army Language Program).

b. Operating Assignments:

- HUMINT Collector
- Interrogator
- Strategic Debriefing
- Operational Management Team Member
- Special Forces Support
- Ranger Regiment Support
- Defense HUMINT Services
- SFAB
- SMU

c. Key Developmental Assignments:

- Team Leader
- NCOIC

d. Institutional:

- Drill Sergeant
- Small Group Leader
- Instructor/Writer
- Military Language Instructor
- Defense Attaché
- Recruiter
- Command Language Program Manager (CLPM)

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL2 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is

recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- Ranger School
- Airborne School
- Air Assault
- Source Operations Course (SOC)
- Joint Interrogation Management Course
- Joint CI and HUMINT Analyst Targeting Course (JCHATC)
- Basic, Intermediate, and Advanced Defense Language Institute Courses
- UPL Course

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Certified Counterintelligence Threat Analyst (CCTA)
- American Council on the Teaching of Foreign Languages (ACTFL) (LPT, RPT, OPI, and OPIc)
- CompTIA Network +
- Microsoft Office Specialist

13-6. SSG – Human Collection Sergeant (Skill Level 3)

a. Skills. In addition to performing duties shown in the proceeding skill level, the HUMINT Collection Sergeant leads Soldiers through subordinate leaders. They coach, develop, and counsel subordinate leaders and Soldiers. They are responsible for the development of HUMINT training, including the identification of collective tasks to train during training events, draft training plans, and preparing to execute training that supports the units' collective tasks, METL, and meets the commander's intent. They supervise source operations, interrogations, debriefing, intelligence liaison, and prioritization of HUMINT sources for questioning. They perform HUMINT collection in English and foreign languages. HUMINT Collection Sergeants can recognize information of interest to Counterintelligence and notify leadership of potential threats. They prepare, edit, review, and disseminate intelligence and technical reports using Army HUMINT Intelligence Architecture and communications equipment. They can perform multi-disciplined intelligence analysis in support of HUMINT operations and generate critical findings to refine ongoing collection operations. HUMINT Collection Sergeants oversee collection security measures to reduce the signature of HUMINT collection. They manage the production of intelligence and operational products from available individual assessments and threats, vulnerabilities, and opportunities in support of all phases of HUMINT operations across all domains. For additional skills, refer to paragraph 15-3. Human Intelligence Collectors must also remain in compliance with AR 11-6 (The Army Language Program).

b. Operating Assignments.

- HUMINT Collection Sergeant
- Interrogator
- Strategic Debriefing Sergeant

- Special Forces Support
- Ranger Regiment Support
- Defense HUMINT Services
- HUMINT Operations Management Team
- SFAB
- SMU
- G2X

c. Key Developmental Assignments for SSG should be Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. 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:

- Squad Leader (HUMINT Collection Team Leader)
- NCOIC

d. Institutional Assignments.

- Drill Sergeant/AIT Platoon Sergeant
- Observer Coach/Trainer
- Small Group Leader
- Instructor/Writer
- Military Language Instructor
- Defense Attaché
- Recruiter
- SERE Instructor
- Training Developer
- DTRA Linguist
- CLPM

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- Ranger School
- Airborne School
- Jump Master
- Air Assault
- Defense Advance Tradecraft Course (DATC)
- Joint Senior Interrogator Course (JSIC)
- J2X Operations Course
- Basic, Intermediate, and Advanced Defense Language Institute Courses
- Battle Staff
- EOL
- SHARP Fundamentals Course
- SOC
- DSDC
- JCHATC

- JMIC
- EJPME I

(2) Operational:

- Job Qualification Standards/Requirements
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Certified Counterintelligence Threat Analyst (CCTA)
- Certified Human Trafficking Investigator (CHTI)
- American Council on the Teaching of Foreign Languages (ACTFL) (LPT, RPT, OPI, and OPIc)
- CompTIA Security +
- Microsoft Office Specialist

13-7. SFC – Senior Human Collection Sergeant (Skill Level 4)

a. Skills. In addition to performing duties in the proceeding skill level, the Senior HUMINT Collector executes and manages missions while leading NCOs, who in-turn lead Soldiers. They are responsible for the evaluation of HUMINT training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They manage collective HUMINT operations. They provide oversight and technical asset management to ensure intelligence collection requirements are prioritized based on criticality to the mission and allocate the appropriate HUMINT assets to conduct collection activity. They manage source operations, debriefing operations, intelligence liaison activities, interrogation operations, and screening operations. The Senior HUMINT Collector integrates cultural intelligence and analysis into HUMINT operations. They serve as an advisor to the command and staff on HUMINT operations, training, and policies and procedures. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWfF. They integrate HUMINT considerations into MDMP to maximize effectiveness of HUMINT activities. The Senior HUMINT Collector coordinates external capabilities to support HUMINT operations. Human Intelligence Collectors must also remain in compliance with AR 11-6 (The Army Language Program).

b. Operating Assignments.

- Senior HUMINT Collection Sergeant
- Senior Interrogator
- Senior Strategic Debriefing Sergeant
- Special Forces Support
- Ranger Regiment Support
- Defense HUMINT Services
- SFAB
- SMU

c. Key Developmental Assignments:

- Platoon Sergeant
- Detachment Sergeant
- SEL/SEA
- NCOIC

d. Institutional Assignments.

- Senior Drill Sergeant

- Senior Observer Coach/Trainer
- NCOA Senior Small Group Leader
- Senior Instructor/Writer
- Senior Military Language Instructor
- Defense Attaché
- Recruiter
- SERE Instructor
- Training Developer
- DTRA Linguist
- HRC PD NCO
- Career Management NCO
- IG NCO
- SARC-VA
- EOA

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- Ranger School
- Airborne School
- Jump Master
- Air Assault
- Joint CI and HUMINT Management Course (JCHMC)
- J2X Operations Course
- Basic, Intermediate, and Advanced Defense Language Institute Courses
- Battle Staff
- DATC
- JIMC
- JSIC
- JCHATC
- EJPME I/II

(2) Operational:

- Job Qualification Standards/Requirements
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Below is a snapshot of technical and professional certifications and credentials. Certification and credentialing in concert with degree planning immaterial of concertation's/major

- Certified Counterintelligence Threat Analyst (CCTA)
- Certified Human Trafficking Investigator (CHTI)
- American Council on the Teaching of Foreign Languages (ACTFL) (LPT, RPT, OPI, and OPIc)
- Lean Six Sigma
- Project Manager

Chapter 14

MOS 35M, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 15

MOS 35M, Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical and organizational limitations will determine the types of units in which RC Soldiers may serve. The RC NCOPDS satisfies PD and functional area requirements. This is the same for all components.

Chapter 16

MOS 35N, Signals Intelligence Analyst

16-1. Major duties

The Signals Intelligence (SIGINT) Analyst performs and supervises analysis and reporting of intercepted foreign communications and non-communications signals at all echelons and within all domains. They assist in the collection management process and produce intelligence reports supporting each portion of the intelligence cycle. They perform and manage SIGINT support to the targeting process and IPB. The SIGINT analyst writes and verifies critical information (CRITIC) reports. As cryptarchs, they identify aspects of and oversee the use of the electromagnetic spectrum (EMS) and deconflict cyberspace and electronic warfare (EW) operations within it. They deploy SIGINT equipment and integrate it into the intelligence architecture.

16-2. Prerequisites

See DA Pam 611–21 for details. The Office of the Chief, Military Intelligence is the approving authority for all prerequisite waiver requests.

16-3. Goals for development

Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35N are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35N Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, Key Developmental, and Institutional assignments as well as movement between echelons and leadership and technical roles.

16-4. PVT – SPC/CPL – Signals Intelligence Analyst (Skill Level 1)

a. Skills. Skill Level 1 SIGINT Analysts perform analysis on collected and processed SIGINT information. They know how to apply classification procedures to SIGINT Information and comply with the Intelligence Oversight Program. They understand the capabilities of the platforms and resources available and which capability used will best answer the commander's PIRs. They identify elements of electromagnetic spectrum theory, cyberspace and EW operations, digital network intelligence, and components of communications infrastructure information. They identify capabilities of SIGINT collection assets and deploy mission specific SIGINT equipment. They perform traffic analysis and assist in the fusion of non-communications SIGINT. They produce time-sensitive reports, serialized SIGINT reports, technical working aids, and database updates of reconstructed communication networks. They produce products in support of IPB, and the targeting process.

b. Operating Assignments:

- SIGINT Analyst
- Digital Network Exploitation Analyst (DNEA)

c. Key Developmental Assignments: CPLs can serve in NCOIC positions.

d. Institutional Assignments: There are no institutional assignments for skill level 1.

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- Ranger School
- Airborne School
- Air Assault School
- OSINT Fundamentals
- Basic OSINT Course
- OSINT Tools & Intel Training Security Managers Course
- NSA Cryptologic Continuing Education Program (MCCEP) Phase 1-4
- Military Intern SIGINT Analyst Program (MINSAP)
- Middle Enlisted Cryptologic Career Advancement Program (MECCAP)
- Tactical SIGINT Course
- Aerial Precision Guidance (APG) Course
- Unit Armorer Course

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- GIAC Certified Incident Handler
- Certified Information Security Manager
- Microsoft Office Specialist

- Information Assurance (IA) Technician Level I - III

16-5. SGT - Signals Intelligence Analyst (Skill Level 2)

a. Skills. The 35N SGT, in addition to mastering all SL1 duties, trains and leads subordinate Soldiers. They verify classification of SIGINT Information. They provide products and solutions based on SIGINT analysis for the COP and the MDMP. They are responsible for daily SIGINT operations to include the collection, processing, exploitation, and dissemination of intelligence products in support of the commander's PIRs. They verify time-sensitive reports, serialized SIGINT reports, technical working aids, and database updates of reconstructed communication networks. They provide SIGINT support to the targeting process and aid in integration of SIGINT with other command post organizations with interest in the electromagnetic spectrum. They produce SIGINT tasking from SIRs/essential elements of information and validate reconstructed networks. The Skill level 2 SIGINT Analyst focuses on the analysis and dissemination of SIGINT products, understanding the role of SIGINT in support of operations, training Soldiers, and reviewing Soldier's products, enforcing the standards for oversight and compliance programs, auditing the use of SIGINT databases, and validating reporting.

b. Operating Assignments:

- SIGINT Analyst
- SFAB
- SMU
- Special Forces Support
- Ranger Regiment Support
- DNEA

c. Key Developmental Assignments:

- Team Leader
- NCOIC

d. Institutional:

- Drill Sergeant
- Instructor/Writer
- Recruiter
- Defense Attaché

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL2 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- Ranger School
- Airborne School
- Air Assault School
- OSINT Fundamentals
- Basic OSINT Course
- OSINT Tools & Intel Training Security Managers Course
- MCCEP Phase 1-2
- MINSAP
- MECCAP
- Tactical SIGINT Course
- APG Course

- UPL Course
- (2) Operational:**
 - Job Qualification Standards/Requirements
 - Sergeant's Training Time
 - ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
 - MOS STP Operational Critical Tasks
 - MITS
 - NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- GIAC Certified Incident Handler (GCIH)
- Certified Information Security Manager
- CompTIA A+
- CompTIA Network+
- Microsoft Office Specialist

16-6. SSG – Signals Analyst Sergeant (Skill Level 3)

a. Skills. In addition to performing duties in the preceding skill level, the SIGINT Sergeant leads Soldiers through subordinate leaders. They are responsible for the development of SIGINT training. They are responsible for the production and quality control of SIGINT products. They have in-depth knowledge of the recourses available to their organization and provide recommendations and capability briefs in the planning and use of SIGINT sensors included in the ISR Sync Matrix. They manage SIGINT support to the targeting process, integrate SIGINT requirements into the information collection process, de-conflict SIGINT/EW operations, manage SIGINT support to IPB, and manage integration of SIGINT with other command post organizations with interest in the electromagnetic spectrum. They verify non-communications SIGINT Analysis and release time-sensitive reports, serialized SIGINT reports, technical working aids, and database updates of reconstructed communication networks. They monitor RFIs and ensures all products are disseminated in a timely manner.

b. Operating assignments:

- SIGINT Sergeant
- SFAB
- SMU
- Special Forces Support
- Ranger Regiment Support
- NSA/CSS
- DNEA

c. Key Developmental Assignments for SSG should be Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. 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.

- Squad Leader
- NCOIC

d. Institutional:

- Drill Sergeant

- OC/T
- Small Group Leader
- Instructor/Writer
- Recruiter
- Defense Attaché
- Training Developer
- Capability Developer
- VA
- EOL

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL3 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- Ranger School
- Airborne School
- Jumpmaster School
- Air Assault School
- OSINT Tools & Intelligence Training Security Managers Course
- MCCEP Phase 1-4
- MINSAP
- MECCAP
- Tactical SIGINT Course
- APG Operator Course
- Battle Staff Course
- EOL
- SHARP Fundamentals Course
- EJPME I

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Certified Information Security Manager
- CompTIA Network+
- CompTIA Security+
- Microsoft Office Specialist

16-7. SFC – Senior Signals Analyst Sergeant (Skill Level 4)

a. Skills. In addition to performing duties in the preceding skill level, the Senior SIGINT Sergeant executes and manages missions while leading subordinate NCOs. They are responsible for the evaluation of SIGINT training and provide guidance on the development of

the training plan in support of the units' collective tasks, METL, and the commander's intent. They coordinate the process for SIGINT collection of information with higher, adjacent, and subordinate units to address PIRs, IRs and intelligence gaps. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWfF. They generate a SIGINT operational readiness strategy and administer the CRITIC testing and evaluation program.

b. Operating Assignments:

- Senior SIGINT Analyst SGT
- SFAB
- SMU
- Special Forces Support
- Ranger Regiment Support

c. Key Developmental Assignments:

- Platoon Sergeant
- SEA / SEL
- Detachment Sergeant
- NCOIC

d. Institutional:

- Senior Drill Sergeant
- Senior OC/T
- Senior Small Group Leader
- Defense Attaché
- Recruiter
- Training Developer
- Capability Developer
- HR Professional Development NCO
- Career Management NCO
- IG NCO
- SARC-VA
- EOA

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- Ranger School
- Airborne School
- Jumpmaster
- Air Assault School
- NSA Site Operations NCO
- DNEA Supervisor
- OSINT Tools & Intel Training Security Managers Course
- MCCEP Phase 1-4
- MINSAP
- MECCAP
- Tactical SIGINT Course
- APG Operator Course

- Battle Staff Course
- MRT
- EOLC
- EJPME I/II

(2) Operational:

- Job Qualification Standards/Requirements
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Certified Information Security Manager
- CompTIA Security+
- CompTIA Network+
- Microsoft Office Specialist

Chapter 17

MOS 35N, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 18

MOS 35N, Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical and organizational limitations will determine the types of units in which RC Soldiers may serve. The RC NCOPDS satisfies PD and functional area requirements. This is the same for all components.

Chapter 19

MOS 35P, Signals Intelligence Voice Interceptor

19-1. Major duties

The Signals Intelligence Voice Interceptor performs detection, acquisition, geolocation, identification, and exploitation and analysis of foreign communications at all echelons using SIGINT, and/or EW systems, and through access to extended SIGINT enterprise databases. The SIGINT Voice Interceptor identifies, copies, translates, transcribes and/or produces summaries of foreign communications. They perform analysis and ISR synchronization to

support mission requirements. Success in this MOS requires demonstrated potential in their control language proficiency, technical skills, and leadership abilities.

19-2. Prerequisites

See DA Pam 611–21 for details. The Office of the Chief, Military Intelligence is the approving authority for all prerequisite waiver requests.

19-3. Goals for development

Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35P are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35P Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, Key Developmental, and Institutional assignments as well as movement between echelons and leadership and technical roles.

19-4. PVT – SPC/CPL - SIGINT Voice Interceptor (Skill Level 1)

a. Skills. Level 1 SIGINT Voice Interceptors collect, analyze, process, exploit, and disseminate information collected via organic SIGINT collection and exploitation equipment, or through access to extended SIGINT enterprise databases. They translate text and voice-based target language material and perform initial analysis of target communications. SIGINT Voice Interceptors use organic collection assets or may be required to construct field crafted collection antennas for collection purposes. They identify target communications Signals of Interest through target language recognition, extract communications details that meet targeting criteria, and must identify information that meets time-sensitive reporting and CRITIC criteria – all while complying with the SIGINT oversight and compliance programs. They are familiar with their systems and the unit PIR/SIRs to support the IWfF. SIGINT Voice Interceptors must also remain in compliance with AR 11-6 (The Army Language Program).

b. Operating Assignments: SIGINT Voice Interceptor

c. Key Developmental Assignments: CPLs can serve in NCOIC positions.

d. Institutional: There are no institutional assignments for skill level 1.

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- Ranger School
- Airborne School
- Air Assault School
- MCCEP Phase 1-2
- Basic, Intermediate, and Advanced Defense Language Institute Courses
- Tactical SIGINT Course
- APG Operator Course
- OSINT Fundamentals
- Basic OSINT Course
- Unit Armorer Course

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- ACTFL (LPT and RPT)
- CompTIA A+
- Microsoft Office Specialist

19-5. SGT - SIGINT Voice Interceptor (Skill Level 2)

a. Skills. In addition to mastering duties in the preceding skill level, the Skill level 2 SIGINT Voice Interceptor trains and leads subordinate Soldiers. They execute daily SIGINT operations related to the processing, and exploitation of foreign communications whether collected by organic assets, or accessed over extended SIGINT enterprise databases, and enable SIGINT support to the targeting process. When operating organic collection systems, they must survey and establish the collection sites to be used by the collection teams. They are responsible for planning and directing access to SIGINT systems while reporting the status of those systems to higher echelons. They are responsible for maintaining the language training plans for their subordinates. SL2 2 SIGINT Voice Interceptors enforce the standards for oversight and compliance programs, audit the use of SIGINT databases, and validate SIGINT reporting. They are directly responsible for the team and equipment associated with SIGINT training and collection missions.

b. Operating Assignments:

- SIGINT Voice Interceptor
- SFAB
- SMU
- Special Forces Support
- Ranger Regiment Support

c. Key Developmental Assignments:

- Team Leader
- NCOIC

d. Institutional:

- Small Group Leader
- Instructor/Writer
- Training Developer
- Training NCO
- Military Language Instructor
- Defense Attaché
- Recruiter
- CLPM

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL2 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog,

the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- Ranger School
- Airborne School
- Air Assault School
- MCCEP Phases 1-2
- Basic, Intermediate, and Advanced Defense Language Institute Courses
- Tactical SIGINT Course
- Foundry Low Level Voice Intercept (LLVI) Course
- APG Operator Course
- OSINT Fundamentals
- Basic OSINT Course
- OSINT Tools & Intel Training Security Managers Course
- UPL Course

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- ACTFL (LPT and RPT)
- Certified Collection Management Professional-Fundamentals (CCMP-F)
- CompTIA A+
- Microsoft Office Specialist

19-6. SSG – SIGINT Voice Interceptor Sergeant (Skill Level 3)

a. Skills. In addition to performing duties in the preceding skill level, the SIGINT Voice Interceptor Sergeant leads Soldiers through subordinate leaders. They are responsible for the development of SIGINT training, including the identification of collective tasks to train during training events, drafting the training plan, and preparing to execute training that supports the units' collective tasks, METL, and meets the commander's intent. They are responsible for developing COMINT collection and PED tasks. They are responsible for providing supporting analysis to the production of an Electronic Order of Battle and validate SIGINT reporting. They conduct audits of SIGINT databases to ensure compliance with all oversight and compliance programs. They must understand their Soldiers and their equipment in order to properly plan and execute their training and mission requirements.

b. Operating Assignments:

- SIGINT Voice Interceptor Sergeant
- Senior Transcriber
- DTRA Linguist
- Transcription/Translation Supervisor
- SFAB
- SMU
- Special Forces Support
- Ranger Regiment Support

c. Key Developmental Assignments for SSG should be Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. 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:

- Squad Leader
- NCOIC

d. Institutional Assignments:

- Drill Sergeant
- Observer Coach/Trainer
- Small Group Leader
- Instructor/Writer
- Military Language Instructor
- Defense Attaché
- Recruiter
- Training Developer
- CLPM

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL3 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- Ranger School
- Airborne School
- Jump Master School
- Air Assault School
- MCCEP Phase 1-4
- Basic, Intermediate, and Advanced Defense Language Institute Courses
- Tactical SIGINT Course
- Foundry LLVI Course
- APG Course
- OSINT Fundamentals
- NSA Military Language Analyst Program (MLAP)
- OSINT Tools & Intel Training Security Managers Course
- Battle Staff Course
- EOL
- SHARP Fundamentals Course
- EJPME I

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS

- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- ACTFL (LPT and RPT)
- Certified Professional Supervisor (CPS)
- Certified Risk Manager (CRM)
- Certified Collection Management Professional-Fundamentals (CCMP-F)
- CompTIA A+
- Microsoft Office Specialist

19-7. SFC – Senior SIGINT Voice Interceptor (Skill Level 4)

a. Skills. In addition to performing duties in the preceding skill level, the Senior SIGINT Voice Interceptor Sergeant executes and manages missions while leading NCOs, who in-turn lead Soldiers. They are responsible for the evaluation of SIGINT training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They have the additional responsibility to plan, manage, and direct the SIGINT mission. This includes coordinating organic and non-organic intelligence assets, planning SIGINT operations, directing and de-conflicting multi-team SIGINT language collection and PED operations.

b. Operating assignments:

- Senior SIGINT Voice Interceptor
- Special Operations Team – Alpha NCOIC
- Senior Transcriber
- SFAB
- SMU
- Special Forces Support
- Ranger Regiment Support
- NSA Military Language Analyst Professional (MLAP)
- NSA Site Cryptologic Linguist
- NSA/CSS Site Senior Transcriber
- NSA/CSS TOPI Senior Cryptologic Linguist
- E-MIB Cryptologic Support Team (CST)
- E-MIB/BCT Collection and PED Sections

c. Key Developmental:

- Platoon Sergeant
- NCOIC

d. Institutional:

- Career Management NCO
- Senior Drill Sergeant
- Senior Observer Coach/Trainer
- NCOA Senior Small Group Leader
- Senior Instructor/Writer
- Senior Military Language Instructor
- Defense Attaché
- Recruiter
- Training Developer
- DTRA Linguist
- HRC PD NCO
- IG NCO
- SARC-VA

- EOA
- BDE CLPM

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- Ranger School
- Airborne School
- Jump Master School
- Air Assault School
- MCCEP Phase 1-4
- Basic, Intermediate, and Advanced Defense Language Institute Courses
- Tactical SIGINT Course
- Foundry LLVI Course
- APG Course
- OSINT Fundamentals
- NSA Military Language Analyst Program (MLAP)
- OSINT Tools & Intel Training Security Managers Course
- Battle Staff Course
- EJPME II

(2) Operational:

- Job Qualification Standards/Requirements
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- ACTFL (LPT and RPT)
- Certified Executive Leader (CEL)
- Certified Professional Supervisor (CPS)
- Certified Risk Manager (CRM)
- Certified Collection Management Professional-Fundamentals (CCMP-F)
- CompTIA A+
- Microsoft Office Specialist

Chapter 20

MOS 35P, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 21

MOS 35P, Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical and organizational limitations will determine the types of units in which RC Soldiers may serve. The RC NCOPDS satisfies PD and functional area requirements. This is the same for all components.

Chapter 22

MOS 35S, Signals Collector/Exploitation Analyst

22-1. Major duties

Conducts and supervises tasking, survey, collection, geolocation, processing, and exploitation of foreign signals through Technical SIGINT (TechSIGINT) and Communication Intelligence (COMINT) analysis and dissemination supporting multi-domain electromagnetic spectrum operations at the tactical, operational, and strategic levels across National, Joint, Coalition, and Army echelons; assists in the collection management process; operates and employs cryptologic equipment.

22-2. Prerequisites

See DA Pam 611–21 for details. The Office of the Chief, Military Intelligence is the approving authority for all prerequisite waiver requests.

22-3. Goals for development

Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35P are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35P Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, Key Developmental, and Institutional assignments as well as movement between echelons and leadership and technical roles.

22-4. PVT – SPC/CPL - Signal Collector/Exploitation Analyst

a. Skills. Skill level 1 Signals Collector/Exploitation Analysts Conducts basic TechSIGINT and COMINT analysis of foreign signals at echelon in support of National, Joint, Coalition, and Army requirements to determine signal parameters for identification and processing utilizing cryptologic equipment. Surveys the multi-domain electromagnetic spectrum to characterize and locate target analog and digital signals; prepares logs and technical reports for dissemination and coordination.

b. Operating Assignments: SIGNALS COLL/ANALYST

c. Key Developmental Assignments: CPLs can serve in NCOIC positions.

d. Institutional Assignments: There are no institutional assignments for skill level 1.

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the

knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- BLC
- Ranger School
- Airborne School
- Air Assault School
- OSINT Fundamentals
- Basic OSINT Course
- MCCEP Phases 1-4
- MECCAP
- Tactical SIGINT Course
- APG Operator Course
- Unit Armorer Course
- MOSAP, MSAP, MESAP
- Physical Security Course

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MITS
- MOS STP Operational Critical Task(s)

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- GCIH
- Intelligence Fundamentals Professional Certification
- Certified Ethical Hacker
- CompTIA A+
- Microsoft Office Specialist
- Degree planning immaterial of concentration/major

22-5. SGT – Signals Collection/Exploitation Analyst (Skill Level 2)

a. Skills. Performs duties shown in preceding skill level, supervises, and develops Soldiers. Conducts intermediate level TechSIGINT and COMINT analysis to determine parameters for processing. Leads missions, determines SIGINT selection sites, and maintains mission related databases in support of signal survey and collection missions.

b. Operating Assignments:

- SIGNALS COLL/ANALYST
- COMMINT Analyst
- FISINT Analyst
- ELINT Analyst
- Space Company/Detachment/Brigade

c. Key Developmental Assignments:

- Team Leader
- NCOIC

d. Institutional Assignments:

- Instructor/Writer

- Training NCO
- Defense Attaché

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL2 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- ALC
- Ranger School
- Airborne School
- Air Assault School
- OSINT Tools & Intel Training Security Managers Course
- MCCEP Phase 1-4
- MINSAP
- MECCAP
- Tactical SIGINT Course
- APG Operator Course
- MOSAP, MSAP, MESAP
- Intermediate Communications Signals Analysis (451)
- UPL Course
- Equal Opportunity Leader

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Certified Information Security Manager
- CompTIA Network+

22-5. SSG – Signals Collection/Exploitation Sergeant (Skill Level 3)

a. Skills. Performs duties shown in preceding skill level and provides guidance to subordinate Soldiers. Leads TechSIGINT and COMINT missions, implements certification, and conducts advanced analysis to determine parameters for processing. Maintains dataflow configuration for mission related databases in support of SIGINT information needs and requirements at echelon. Develops collection tasking, drafts SIGINT mission management documentation, and publishes related reports.

b. Operating Assignments:

- SIGNALS COLL/ANALYST SGT
- ELINT Analyst
- COMMINT Analyst
- Space Company/Detachment/Brigade
- Special Mission Units

c. Key Developmental Assignments for SSG should be Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. 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.

- Squad Leader
- NCOIC

d. Institutional Assignments:

- Recruiter
- Training NCO
- Small Group Leader
- Training Developer
- Test and Evaluation NCO
- Defense Attaché

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL3 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- SLC
- Ranger School
- Battle Staff Course
- Jump Master School
- Air Assault School
- MECCAP
- MOSAP, MSAP, MESAP
- Intermediate Communications Signals Analysis (451)
- Advanced Communications Signals Analysis (452)
- MRT
- EOL
- SHARP Fundamentals Course
- EJPME I

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Certified Collection Management Professional
- Global Information Assurance Certification Python Coder

22-6. SFC – Senior Signals Collection/Exploitation Sergeant (Skill Level 4)

a. Skills. Performs duties shown in preceding skill level; leads, plans tactical and strategic TechSIGINT and COMINT operations. Develops training certification programs, validates SIGINT dataflow, reviews mission management documentation, publishes technical findings of SOIs, and releases collection tasking in support of SIGINT information needs and requirements at echelon.

b. Operating Assignments:

- SR SIG COLL/ANALYST SGT
- SR TECH INTEL ANALYST
- SR Watch NCO
- Special Mission Units

c. Key Developmental Assignments:

- Platoon Sergeant
- SEA/SEL
- Detachment Sergeant
- NCOIC

d. Institutional Assignments:

- Senior Instructor
- Senior Small Group Leader
- Career Management NCO
- HR Professional Development NCO

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- SLC
- Ranger School
- Jump Master School
- Air Assault School
- MECCAP
- MOSAP, MSAP, MESAP
- Intermediate Communications Signals Analysis (451)
- Advanced Communications Signals Analysis (452)
- MRT
- SARC-VA
- EOA
- IG NCO
- EJPME II

(2) Operational:

- Job Qualification Standards/Requirements
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Project Management
- Lean Six Sigma – Yellow/Green/Black Belt

Chapter 23

MOS 35S, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 24

MOS 35S, Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical and organizational limitations will determine the types of units in which RC Soldiers may serve. The RC NCOPDS satisfies PD and functional area requirements. This is the same for all components.

Chapter 25

MOS 35T, Military Intelligence Systems Maintainer/Integrator

25-1. Major duties.

The Military Intelligence Systems Maintainer/Integrator configures, monitors, integrates, maintains, troubleshoots, repairs, and manages IISs, equipment, transmission media, and networks. The 35T conducts Program of Record and Non-Standard Equipment integration into Intelligence Architecture compatible with Mission Command systems and architecture. The MI Systems Maintainer/Integrator performs computer hardware and software programming, installation, and configuration for aerial and ground IISs. They provide field and sustainment level maintenance to multi-functional, multi-user, data and information gathering, intelligence processing, peripheral, and associated systems and devices in deployed and fixed sensitive compartmented information facilities. The 35T performs and supervises the planning, employment, configuration, integration, monitoring and maintenance of complex computer-controlled networks and national cryptologic systems to enable the IWfF to provide support to the Intelligence Community in multiple domains and operational environments.

25-2. Prerequisites

See DA Pam 611–21 for details. The Office of the Chief, Military Intelligence is the approving authority for all prerequisite waiver requests.

25-3. Goals for development

Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35T are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35T Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, Key Developmental, and Institutional assignments as well as movement between echelons and leadership and technical roles.

25-4. PVT – SPC/CPL - Military Intelligence Systems Maintainer/Integrator (Skill Level 1)

a. Skills. Skill level 1 MI Systems Maintainer/Integrators apply power, computer, network, communications/signal, receiver, elements of troubleshooting theories to IISs. They integrate into an intelligence architecture and perform maintenance on and administration of intelligence workstations, servers, networks devices, sensors, and communications aerial and ground systems. They deploy intelligence satellite communication systems. Lastly, the 35T performs shop operations as directed through standard operating procedures.

b. Operating Assignments:

- MI SYS MAINT/INTGR
- Special Mission Units

c. Key Developmental Assignments: CPLs can serve in NCOIC positions.

d. Institutional Assignments: There are no institutional assignments for Skill Level 1.

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- BLC
- Ranger School
- Airborne School
- Air Assault School
- Unit Armorer Course
- Test, Measurement, Diagnostic Equipment Coordinator
- Global Combat Support System – Army (GCSS-A) Common Core
- Anti-Terrorism/Force Protection Level I
- Information Assurance (IA) Technician Level II

(2) Operational:

- Job Qualification Standards/Requirements
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Certified Information Security Manager
- Microsoft Office Specialist
- Certified Personal Trainer

- Electronics Associate DC
- Lean Six Sigma Yellow Belt

25-5. SGT – Military Intelligence Systems Maintainer/Integrator (Skill Level 2)

a. Skills. The 35T SGT, in addition to mastering the SL1 skills, trains and provides purpose, motivation, and direction to subordinate Soldiers. Furthermore, they lead the integration of aerial and ground intelligence systems into an intelligence architecture. They also lead shop operations.

b. Operating Assignments:

- MI SYS MAINT/INTGR
- Special Mission Units
- Shop Foreman
- Quality Assurance/Quality Control NCOIC
- Production Control NCOIC

c. Key Developmental Assignments:

- Team Leader
- NCOIC

d. Institutional Assignments: Defense Attaché

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL2 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- ALC
- Ranger School
- Airborne School
- Air Assault School
- UPL Course
- GCSS-A Maintenance Supervisor
- Digital Intelligence Systems Master Gunner Course (DISMG-C)
- IA Management Level I
- Additional Duty Safety Officer Course

(2) Operational:

- Job Qualification Standards/Requirements
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development: Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Ethical Hacker
- Certified Art Therapist
- Global Information Assurance Certification Python Coder
- Lean Six Sigma Green Belt

25-6. SSG - Military Intelligence Systems Maintainer/Integrator Sergeant (Skill Level 3)

a. Skills. The SSG 35T, in addition to mastering the SL1-2 skills, coach, counsel and mentor subordinate NCOs. They also manage the integration of aerial and ground intelligence

systems into an intelligence architecture. Additionally, they manage shop operations and the technical training and certification program for the 35Ts within their unit.

b. Operating assignments:

- MI SYS MAINT/INTGR SGT
- Special Mission Units
- Intelligence Maintenance Support Activity (IMSA) NCOIC
- SFAB

c. Key Developmental Assignments for SSG should be Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. 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:

- Squad Leader
- NCOIC

d. Institutional:

- Drill Sergeant
- Recruiter
- Small Group Leader
- Instructor
- Observer Coach/Trainer
- Defense Attaché
- Operations Noncommissioned Officer

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL3 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- SLC
- Ranger School
- Airborne School
- Air Assault School
- Battle Staff Course
- MRT
- IA Technician Level III
- SHARP Fundamentals Course
- EOL
- OSINT Fundamentals
- EJPME I

(2) Operational:

- Job Qualification Standards/Requirements
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Project Management
- Certified Online Instruction
- Lean Six Sigma Black Belt

25-7. SFC – Senior Military Intelligence Systems Maintainer/Integrator (Skill Level 4)

a. Skills. In addition to mastery of the preceding skills at SL1-3, 35T SFCs evaluate the integration of aerial and ground intelligence systems and shop operations. They coordinate with sustainment organizations to ensure the success of maintenance operations with the IMSA. Furthermore, they evaluate the technical training and certification program managed by the SSG and counsel senior leaders on the employment, training, and personnel required for intelligence systems.

b. Operating assignments:

- SR MI SYS MAINT/INTGR
- Special Mission Units
- Intelligence Maintenance Support Activity (IMSA) NCOIC

c. Key Developmental Assignments:

- Platoon Sergeant
- SEA/SEL
- Detachment Sergeant
- NCOIC

d. Institutional:

- Senior Drill Sergeant
- Senior Small Group Leader
- Senior Instructor
- Observer Coach/Trainer
- Defense Attaché
- HR Professional Development NCO
- Career Management NCO

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- MLC
- Ranger School
- Airborne School
- Air Assault School
- Battle Staff Course
- IA Manager Level I
- MRT
- SARC-VA
- EOA
- EJPME II

(2) Operational:

- Job Qualification Standards/Requirements

- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Cisco Certified Network Professional
- Project Management

Chapter 26

MOS 35T, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 27

MOS 35T, Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical and organizational limitations will determine the types of units in which RC Soldiers may serve. The RC NCOPDS satisfies PD and functional area requirements. This is the same for all components.

Chapter 28

MOS 35Z50, Intelligence Master Sergeant (Skill Level 5)

28-1. Major duties

The Intelligence Master Sergeant serves as the principal NCO in a company as a 1SG, or as the principal NCO in staff sections of BN and higher echelons in tactical, operational, strategic, and joint level environments. The MSG/1SG provides leadership and tactical and technical guidance to peers and subordinates, as well as providing recommendations and insight to superiors in the accomplishment of their duties. They edit and prepare plans, training materials, and coordinate the implementation of operations, training programs, and communication activities. They review intelligence related publications, policies, procedures, and prepare recommended changes and updates to support present and future operations. They compare, review, and request force manning and structure authorization documents with intelligence scope, mission and function to recommend revisions or requisitions.

28-2. Prerequisites

See DA Pam 611-21 for details. The CMF Personnel Proponent Office is the approving authority for all prerequisite waiver requests.

28-3. Goals for development.

The Intelligence Master Sergeant should always strive to exceed the standard regardless of the position currently held. Boards select Most Qualified and Highly Qualified leaders with a balanced, diverse career of assignments and duty positions, enhanced the professionalism as Intelligence leaders by ever-increasing civilian and military education levels, and displayed a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Most Qualified and Highly Qualified performance in MOS 35Z50 is demonstrated through exceeding the standards of proficiency and potential in leadership and technical skills and seeks diversity in assignment type and duty positions. Diversity of duty assignments may consist of Operating, Key Developmental, and Institutional assignments as well as movement between echelons and leadership and technical roles.

28-4. MSG/1SG- Intelligence Master Sergeant (Skill Level 5)

a. Skills:

(1) MSG: The Intelligence Master Sergeant is responsible for all aspects of the previous skill levels duties and responsibilities related to all intelligence disciplines. They must achieve mastery of the knowledge and experience gained throughout their career. The Intelligence Master Sergeant leads, manages, and trains company and battalion level intelligence activities. They operate at the service, joint, inter-agency, inter-governmental, and multi-national levels of intelligence operations. They provide oversight and experience of all aspects of the IWfF. They manage intelligence readiness, the intelligence cycle, and empower the intelligence enterprise through organizational expertise and operational guidance in the areas of MI systems implementation and intelligence support. The Intelligence Master Sergeant synchronizes intelligence efforts with operational requirements to achieve unity of effort to meet the commander's intent. They review, evaluate, prepare, and execute asset and personnel deployment, employment, and redeployment.

(2) 1SG: The 1SG is the senior enlisted advisor to the Commander at the Company level. They are responsible for maintaining and enforcing standards, ensuring training objectives are met, developing the Soldiers in the unit, all administrative functions, and ensuring the health, welfare, and morale of the unit and their Families. The 1SG is the senior trainer at the company level and synchronizes the company's training plan with the unit's METL, CTLs, and WTBDs by driving the implementation of the 8-Step Training Model. The 1SG evaluates individual and collective training, providing key insight to the commander. They monitor and ensure unit readiness and are key in the development and enforcement of the unit's physical fitness program. The 1SG serves as a coordinator for training and resources, as well as the lead integrator with outside organizations and entities. They design, implement, and manage an NCO leader development program and are the standard bearer for their organization while serving as a role model for all Soldiers, NCOs, and Officers.

b. Operating assignments:

- Intelligence Master Sergeant
- SMU
- SFAB

c. Key Developmental:

- First Sergeant
- SEA/SEL
- Division/Corps ACE NCOIC
- BCT S2 NCOIC
- BN/BDE Operations S3 NCOIC
- Mission Manager
- Chief RDT&E NCOIC

d. Institutional:

- Senior Career Management NCO

- Senior HR Professional Development NCO
- NCOA Deputy Commandant
- Chief Observer Coach/Trainer
- Joint Intelligence Centers and/or Activities
- Chief Instructor/Writer
- Chief Training Developer
- Defense Attaché

e. Military Training/Education by Domain: Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL5 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- Company Commander/First Sergeant Pre Command Course
- Sergeants Major Academy
- Ranger School
- Airborne School
- Air Assault School
- Battle Staff Course
- DISMG-C
- Special Technical Operations Planner Course (STO)
- How the Army Runs Course
- EJPME II

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN – Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development: Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Professional and Executive Level Credentialing
- Project Manager
- Microsoft Office Specialist

**Chapter 29
MOS 35Z5O, Career Development Model**

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

**Chapter 30
MOS 35Z5O, Reserve Component**

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical and organizational limitations will determine the types of units in which RC Soldiers may serve. The RC NCOPDS satisfies PD and functional area requirements. This is the same for all components.

Chapter 31

MOS 35Z60, Intelligence Sergeant Major (Skill Level 6)

31-1. Major duties

The Intelligence Sergeant Major enables Mission Command by serving as the principle enlisted advisor at BDE and above organizations, as well as service, joint, inter-agency, inter-governmental, and multinational levels of intelligence operations in support of unified land operations. They provide oversight and experience inclusive of all aspects of the IWfF. They manage intelligence readiness, the intelligence cycle and empowers the intelligence enterprise through operational guidance, technical expertise, and the integration of All Source, CI, SIGINT, HUMINT, GEOINT, and intelligence systems maintenance at all echelons. They synchronize intelligence efforts with operational requirements to achieve unity of effort and meet the commander's intent. They review, evaluate, prepare, and execute intelligence asset and personnel deployment, employment, and redeployment. They compare intelligence MTOE and TDA authorizations and recommend revisions. They supervise and oversee the implementation of Intelligence Architecture, to include the conduct of Military Intelligence systems maintenance and test operations. Success in this MOS requires demonstrated expertise in a variety of progressive assignments including leadership, key billet, and staff positions at the tactical, operational, and strategic levels. Attaining MOS 35Z requires demonstrated potential in both technical skills and leadership abilities. Success also requires the Intelligence Sergeant Major to seek as much assignment diversity as possible with duty in both tactical and strategic assignments, DIV and Corps assignments, CONUS and OCONUS assignments, and MTOE and TDA assignments. Soldiers selected to perform at this level must have a working knowledge and understanding of all intelligence functions and OPS to provide the requisite level of advisement to their commander or staff officer formations.

31-2. Prerequisites

See DA Pam 611–21 for details.

31-3. Goals for development

The Intelligence Sergeant Major should always strive to exceed the standard regardless of the position currently held. Boards select Most Qualified and Highly Qualified leaders with a balanced, diverse career of assignments and duty positions, enhanced the professionalism as Intelligence leaders by ever-increasing civilian and military education levels, and displayed a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. Most Qualified and Highly Qualified performance in MOS 35Z60 is demonstrated through exceeding the standards of proficiency and potential in leadership and technical skills and seeks diversity in assignment type and duty positions. Diversity of duty assignments may consist of Operating, Key Developmental, and Institutional assignments as well as movement between echelons and leadership and technical roles.

31-4. SGM/CSM- Intelligence Sergeant Major (Skill Level 6)

a. Skills:

(1) SGM: The Intelligence Sergeant Major enables Mission Command by serving as a principle enlisted advisor/leader at the service, joint, inter-agency, inter-governmental, and multi-national levels of intelligence operations understanding Army and Joint Doctrine. They provide oversight and experience inclusive of all aspects of the IWfF and all intelligence disciplines. They manage intelligence readiness and the intelligence synchronization across all echelons. They assist in the management of professional military education and personnel assignments internal to the organization. They perform talent management and mentor subordinate units. The SGM compares, reviews, and requests force manning and structure authorization documents, with intelligence scope, mission, and function, to recommend revisions or requisitions. They build relationships and teams within the organization to streamline processes and facilitate rapid resolution of issues and conflicts and extend influence outside the organization. They edit and prepare plans, training materials, and coordinate the implementation of operations, training programs, and communication activities. They review intelligence related publications, policies, procedures, and prepare recommended changes and updates to support present and future operations.

(2) CSM: The CSM is the senior NCO in the command at battalion and higher levels. They are the principal advisor to the commander, providing advice and making recommendations to the commander and staff in matters pertaining to the organization. They provide oversight and experience inclusive of all aspects of the IWfF and all intelligence disciplines. They understand Mission Command and execute the commander's intent through disciplined initiative, supporting the commander's priorities. They engage key stakeholders and foster strong relationships, across echelons, with agencies within the community and build relationships with peer units and higher headquarters to champion the unit up and out. They carry out and enforce policies and standards on performance, training, appearance and conduct of the organization. They focus on key training objectives and are present and engaged with the unit's training and operations, all while eliminating or minimizing training distractions. The CSM is responsible for the enlisted talent management of their organization to maintain directed levels of individual readiness. They design, implement, and manage an NCO leader development program and are the standard bearer for their organization while serving as a role model for all Soldiers, NCOs, and Officers. They communicate effectively, able to easily explain strategic and operational policy to the tactical level.

b. Operating assignments:

- Intelligence Sergeant Major
- Intelligence SGM
- BN/BDE CSM
- Garrison CSM
- Joint SEA/SEL
- Special Operations support
- SMU
- SFAB

c. Key Developmental:

- G2/J2 SGM
- BN/BDE CSM
- Garrison CSM
- BDE OPS SGM
- Ranger Regiment Support
- Nominative Positions

d. Institutional:

- Chief Career Management NCO
- HRC Branch/Division SGM
- USAMA Intelligence Fellowship
- Congressional Fellowship
- Chief Instructor/Writer
- NCOA Commandant
- Chief Observer Coach/Trainer
- Joint Intelligence Centers and/or Activities

e. Military Training/Education by Domain: Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL6 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker website, at a minimum, for developmental opportunities.

(1) Institutional:

- Pre-Command Course (PCC)
- Nominative Leader Course (NLC)
- Ranger School
- Airborne School
- Air Assault School
- DISMG-C
- How the Army Runs Course
- SEJPME II
- Keystone

(2) Operational:

- Job Qualification Standards/Requirements
- Sergeant's Training Time
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development: Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Professional and Executive Level Credentialing
- Project Management
- Microsoft Office Specialist

Chapter 32
MOS 35Z6O, Career Development Model

Access to the Career Map is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: <https://actnow.army.mil>.

Chapter 33
MOS 35Z6O, Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of types of forces from Maneuver and Fires, to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical and organizational limitations will determine the types of units in which RC Soldiers may serve. The RC NCOPDS satisfies PD and functional area requirements. This is the same for all components.