

Financial Management (CMF 36) Career Progression Plan

Chapter 1. Duties

The Financial Management (FM) missions are to ensure that proper financial resources are available to accomplish the Army's mission in accordance with commanders' priorities; analyze resource requirements, ensure commanders are aware of existing resource implications in order for them to make resource informed decisions, and then obtain necessary funding that allows the commander to accomplish the overall unit mission; and to support the sustainment of Army, Joint, and Multinational operations through the key contingency tasks. The role of the Finance Corps is to optimally resource commanders' requirements through competent execution of finance functions by acquiring, certifying, disbursing, and accounting of fiscal resources across the range of military operations. This role aids the joint force commander in achieving their assigned missions by providing a fiscal stewardship lens to the commander's decision-making process at all levels.

Chapter 2. Transformation

The Finance Corps' core values of patriotism, integrity, competence, and service are embodied in its commitment to the global combat force sustainment mission. Although the mission is highly technical, Finance and Comptroller (FC) Warriors are first and foremost Soldiers who are expected to remain physically fit, tactically proficient, and live the seven Army Values. In this regard, it is imperative that FC Soldiers are proficient in all Warrior Tasks and Battle Drills to defend themselves in hostile environments, take care of their Soldiers, and safely accomplish the mission. The primary focus of Financial Managers are to be subject matter experts (SMEs) on all aspects of Finance Operations and Resource Management. FC NCOs are responsible for leading, training, and advising in all aspects of the FC core competencies. FC leaders must keep abreast of new training opportunities and procedural changes as systems continue to rapidly evolve. FC Soldiers serve in G8 staff sections at echelons above brigade, brigade S8s, Finance Support Centers (FISCs), Financial Management Support Units (FMSUs), Finance Battalions (FIBNs), Finance Companies (FICOs), and Financial Management Support Detachments (FMSDs). Additionally, there are highly competitive assignment opportunities in unconventional organizations such as Special Operation Forces (SOF), Special Mission Units (SMU), or the White House Communications Agency (WHCA).

Chapter 3. Recommended Career Management Self-Development, by rank

a. Private – Specialist

(1) The quality and success of a junior enlisted Soldier's career is directly proportionate to the Soldier's commitment to excellence and leader involvement in their development. Soldiers committed to achieving goals should be ambitious yet coachable while developing leadership skills and gaining knowledge. Soldiers with a General Technical (GT) score below 110 should seek to improve it through Basic Skills Education Program (BSEP). A GT score 110 or above increase the chance of qualifying for broadening assignments.

(2) **Army Reading.** Soldiers should read and understand the following Army publications. (Army publications can be found on the Army Publishing Directorate website at [Army Publishing Directorate](#)): FM 1-06; FM 3-0; FM 4-0; FM 7-22; ADP 3-0; ADP 4-0; STP 21-1-SMCT; TC 3-21.5; TC 3-21.75; TC 3-22.9; TC 3-25.26; TC 4-02.1; TC 7-21.13; AR 670-1; DA PAM 600-25; DA PAM 670-1; all operator-level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) **Professional Reading.** The following links provide suggested readings for self-development: [The U.S. Army Chief of Staff's Professional Reading List | U.S. Army Center of Military History](#), [Sergeant Major of the Army \(SMA\) Book Club](#), and the [NCO Journal \(army.mil\)](#).

(4) **Civilian Education.** Civilian education is critical to self-development. Junior enlisted Soldiers are encouraged to enroll in [ArmyIgnitED](#), an Army program that gives Soldiers the opportunity to pursue a degree. [College Level Examination Program \(CLEP\)](#) and Defense Activity for Non-Traditional Education Support (DANTES) options are available to take exams to demonstrate mastery of a subject instead of taking the class. Junior enlisted Soldiers can also utilize the Joint Service Transcript (JST) to convert military training into civilian education credit hours.

(5) **Distributed Learning.** The [Army Learning Management System \(ALMS\)](#) and [FM myLearn](#) are distributed learning websites offering various products related to the finance and comptroller field, General Funds Enterprise Budget System (GFEBS), and other areas. A full list of training modules available on ALMS is listed [here](#). Additionally, Army eLearning [e-Learning Catalog.pdf \(army.mil\)](#) offers web-based courses in Information Technology, Business Leadership, and Professional Development.

(6) **Competition Boards.** Competition boards are an integral part of Soldier development. Boards teach junior enlisted Soldiers how to research, effectively communicate, and utilize critical thinking skills. It also provides a formal setting to demonstrate the ability to accurately interpret Army publications. Competition boards develop confidence by allowing junior enlisted Soldiers to interact with multiple senior leaders in a structured professional environment. Boards also offer special recognition which helps to distinguish Soldiers from their peers. Junior enlisted Soldiers should seek to compete in monthly unit level boards.

(7) **Credentialing Programs.** The Army Credentialing Opportunities On-Line (COOL) helps Army Service members find information on certifications and licenses related to their jobs and civilian careers. Junior enlisted Soldiers can acquire industry standard certifications with professional training and work experience while enhancing technical competence in their Military Occupational Specialty (MOS) and Additional Skill Identifiers (ASI). Some benefits of the COOL program are promotion points and college credits toward a degree from an accredited school. For more information on FC related certifications, visit the [Army COOL website](#). [Common Core certifications](#) are also listed. CMF 36 Star Credential: Certified Government Financial Manager (CGFM). Proponent Recommended Credentials: Microsoft Office Specialist (MOS): Microsoft Word Associate (Word and Word 2019); Resilience-Building Leadership Professional (RBLP); Certified Defense Financial Manager (CDFM); Certified Accounts Payable Associate (CAPA); Microsoft Certified: Power BI Data Analyst Associate; Microsoft Office Specialist (MOS); Excel Associate (Excel and Excel 2019); Microsoft Office Specialist (MOS): Outlook Associate (Outlook and Outlook 2019); Microsoft Office Specialist (MOS): PowerPoint Associate (PowerPoint and PowerPoint 2019); and Certified Lean Six Sigma Yellow Belt (ICYB).

(8) **Army Career Tracker.** The [Army Career Tracker \(ACT\)](#) is designed to create an integrated approach synchronizing development across all training domains. Junior enlisted Soldiers can use ACT to track professional goals as well as how they compare to their peers. Soldiers also have the ability to request mentorship from selected leaders. ACT can provide individual assessment feedback allowing junior enlisted Soldiers to view Army training, experiential learning, and education data. ACT also provides an efficient way to monitor career development while allowing leaders to track and advise subordinates on their leadership development. First line leaders must provide regular feedback on performance and assist junior enlisted Soldiers in

establishing and refining their Individual Development Plan (IDP). The [FC Career Map](#) can be downloaded from ACT in the Professional Development Model (PDM) module to assist with IDP preparation.

b. Corporal

(1) The Corporal (CPL) forms the foundation of the noncommissioned officer (NCO) ranks. The CPL rank is bestowed on Soldiers who serve as leaders within small teams. CPLs are charged with the care, training, education, and readiness of their team while maintaining and enforcing Army standards. The CPL rank will visually signal that the Soldiers who wear it have transitioned from the junior enlisted ranks to become members of the NCO corps.

(2) **Army Reading.** CPLs should read, understand, and apply information from the following Army publications (all Army publications can be found on the [Army Publishing Directorate](#) website): FM 1-06; ADP 3-0; ADP 4-0; ADP 7-0; ADP 1; ADP 6-22; ATP 5-19; FM 3-0; FM 4-0; FM 6-22; FM 7-22; [Leader Development Improvement Guide \(LDIG\)](#); STP 21-24-SMCT; TC 3-21.5; TC 3-21.75; TC 3-22.9; TC 3-25.26; TC 4-02.1; TC 7-22.7; AR 25-50; AR 600-8-22; AR 600-9; AR 600-8-19; AR 600-20; AR 600-25; AR 670-1; DA PAM 600-25; DA PAM 670-1; all operator-level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) **Professional Reading.** The following links provides suggested reading for self-development: [The U.S. Army Chief of Staff's Professional Reading List | U.S. Army Center of Military History](#), [Sergeant Major of the Army \(SMA\) Book Club](#), and the [NCO Journal \(army.mil\)](#).

(4) **Civilian Education.** As one enters the NCO ranks, civilian education becomes increasingly important in the leader development process. CPLs are encouraged to enroll in [ArmyIgnitED](#), an Army program that gives Soldiers the opportunity to pursue a degree. CPLs should be pursuing an Associate's degree. [College Level Examination Program \(CLEP\)](#) and Defense Activity for Non-Traditional Education Support (DANTES) options are available to take exams to demonstrate mastery of a subject instead of taking the class. CPLs can also utilize the Joint Service Transcript (JST) to convert military training into civilian education credit hours.

(5) **Distributed Learning.** The [Army Learning Management System \(ALMS\)](#) and [FM myLearn](#) are distributed learning websites that offer various products related to finance and comptroller, General Funds Enterprise Budget System (GFEBs), and other areas. A full list of training modules available on ALMS is listed [here](#). Additionally, Army eLearning [e-Learning Catalog.pdf \(army.mil\)](#) offers web-based courses in Information Technology, Business Leadership, and Personal Development.

(6) **Competition Boards.** Competition boards are an integral part of leader development. Boards teach CPLs how to research, effectively communicate, and employ critical thinking skills. It also provides them a formal setting to demonstrate their ability to accurately interpret Army publications. Competition boards develop confidence by allowing CPLs to interact with senior leaders. Boards also offer special recognition which distinguish CPLs from their peers. CPLs should compete in monthly unit level boards.

(7) **Credentialing Programs.** The Army Credentialing Opportunities On-Line (COOL) helps Army Service members find information on certifications and licenses related to their jobs and civilian careers. NCOs can acquire industry standard certifications with professional training and work experience while enhancing technical competence in their Military Occupational

Specialty (MOS) and Additional Skill Identifiers (ASI). Some benefits of the COOL program are promotion points and college credits toward a degree from an accredited school. For more information on FC related certifications, visit the [Army COOL website](#). [Common Core certifications](#) are also listed. Star Credential: Certified Government Financial Manager (CGFM). Proponent Recommended Credentials: Microsoft Office Specialist (MOS): Microsoft Word Associate (Word and Word 2019); Certified Lean Six Sigma Yellow Belt (ICYB); Resilience-Building Leadership Professional (RBLP); Certified Accounts Payable Associate (CAPA); Certified Defense Financial Manager (CDFM); Microsoft Certified: Power BI Data Analyst Associate; Microsoft Office Specialist (MOS): Excel Associate (Excel and Excel 2019); Microsoft Office Specialist (MOS): Outlook Associate (Outlook and Outlook 2019); and Microsoft Office Specialist (MOS): PowerPoint Associate (PowerPoint and PowerPoint 2019).

(8) **Army Career Tracker.** The [Army Career Tracker \(ACT\)](#) serves as a single point-of-entry for career and leadership development providing an integrated approach supporting personal and professional development which capitalizes on lifelong learning. ACT allows users to manage career objectives and monitor progress towards career requirements and goals. Within ACT, users can read the latest news as well as evaluate their comparative career metrics on the graphical career dashboard. As leaders, CPLs can see their Soldier's information, including assignment history, completed and pending training, earned certifications, and MOS related career recommendations. ACT allows CPLs to create relevant recommendations for their Soldiers as part of their Individual Development Plan (IDP). Leaders must provide regular feedback on performance and assist Soldiers in establishing and refining their IDPs. The [FC Career Map](#) can be downloaded from ACT in the Professional Development Model (PDM) module to assist with IDP preparation.

c. Sergeant

(1) Sergeants (SGTs) are first and foremost the trainer of Soldiers and are critical leaders in organizations. To effectively train and lead Soldiers, NCOs must demonstrate a high degree of proficiency in MOS duties and leadership commensurate with their position. Career progression relies on their duty performance coupled with obtaining knowledge, skills, and behaviors related to leadership and MOS competency. SGTs typically serve as Team Leaders in FC organizations and may supervise four or more Soldiers.

(2) **Army Reading.** SGTs should read, understand, and apply information from the following Army publications (all Army publications can be found on the [Army Publishing Directorate](#) website): FM 1-06; ADP 3-0; ADP 4-0; ADP 7-0; ADP 1; ADP 6-22; ATP 5-19; FM 3-0; FM 4-0; FM 6-22; FM 7-22; [Leader Development Improvement Guide \(LDIG\)](#); STP 21-24-SMCT; TC 3-21.5; TC 3-21.75; TC 3-22.9; TC 3-25.26; TC 4-02.1; TC 7-22.7; AR 25-50; AR 600-8-22; AR 600-9; AR 600-8-19; AR 600-20; AR 600-25; AR 670-1; DA PAM 600-25; DA PAM 670-1; all operator-level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

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(4) **Civilian Education.** SGTs are strongly encouraged to continue academic pursuits while balancing NCO roles and responsibilities. SGTs should be pursuing an Associate's degree. [ArmyIgnitED](#), an Army program that gives Soldiers the opportunity to pursue a degree, as well as

[College Level Examination Program \(CLEP\)](#) and Defense Activity for Non-Traditional Education Support (DANTES) options are available to maximize opportunities for degree progress. SGTs should continue to utilize the Joint Service Transcript (JST) to convert military training into civilian education credit hours.

(5) **Distributed Learning.** The [Army Learning Management System \(ALMS\)](#) and [FM myLearn](#) are distributed learning websites offering various products related to the finance and comptroller field, General Funds Enterprise Budget System (GFEBs), and other areas. A full list of training modules available on ALMS is listed [here](#). Additionally, Army eLearning [e-Learning Catalog.pdf \(army.mil\)](#) offers web-based courses in Information Technology, Business Leadership, and Personal Development.

(6) **Competition Boards.** Competition boards reinforce an NCO's ability to research, effectively communicate, and employ critical thinking. Competition boards offer an assessment of an NCO's development, ability, and promotion potential. SGTs should compete in monthly unit level boards as well as professional club boards, such as Sergeant Audie Murphy and Sergeant Morales.

(7) **Credentialing Programs.** The Army Credentialing Opportunities On-Line (COOL) helps Army Service members find information on certifications and licenses related to their jobs and civilian careers. NCOs can acquire industry standard certifications with professional training and work experience while enhancing technical competence in their Military Occupational Specialty (MOS) and Additional Skill Identifiers (ASI). Some benefits of the COOL program are promotion points and college credits toward a degree from an accredited school. For more information on FC related certifications, visit the [Army COOL website](#). [Common Core certifications](#) are also listed. Star Credential: Certified Government Financial Manager (CGFM). Proponent Recommended Credentials: Microsoft Office Specialist (MOS): Word Associate (Word and Word 2019); Certified Lean Six Sigma Yellow Belt (ICYB); Resilience-Building Leadership Professional (RBLP); Certified Accounts Payable (CAPA); Certified Defense Financial Manager (CDFM); Microsoft Certified: Power BI Data Analyst Associate; Microsoft Office Specialist (MOS): Excel Associate (Excel and Excel 2019); Microsoft Office Specialist (MOS): Outlook and Outlook 2019; Microsoft Office Specialist (MOS): PowerPoint Associate (PowerPoint and PowerPoint 2019); and Certified Associate in Project Management (CAPM).

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d. Staff Sergeant

(1) Staff Sergeants (SSGs) must remain committed to organizational excellence while developing junior leaders to be proficient in their duties. SSGs typically serve as Squad Leader, Section Leader, or FST Leader in FC organizations often with five or more Soldiers under their direct leadership. Knowledge, skills, and behaviors in resource management are expanded at this skill

level with numerous opportunities to serve in brigade S8 positions. Additionally, most broadening opportunities are afforded at this rank. SSGs should actively seek a balance of broadening and operational assignments in preparation for the next grade.

(2) **Army Reading.** SSGs should read, interpret, and apply the following Army publications (all Army publications can be found on the [Army Publishing Directorate](#) website): FM 1-06; ADP 3-0; ADP 4-0; ADP 7-0; ADP 1; ADP 6-22; ATP 1-06.4; ATP 5-19; ATP 6-22.5; FM 3-0; FM 3-16; FM 6-22; FM 7-22; [Leader Development Improvement Guide \(LDIG\)](#); STP 21-24-SMCT; TC 3-21.5; TC 3-21.75; TC 3-22.9; TC 3-25.26; TC 4-02.1; TC 7-22.7; AR 25-50; AR 27-10; AR 220-1; AR 220-45; AR 350-1; AR 385-10; AR 600-8-2; AR 600-8-22; AR 600-9; AR 600-8-10; AR 600-8-19; AR 600-20; AR 600-25; AR 600-81; AR 600-85; AR 601-280; AR 600-100; AR 608-75; AR 608-99; AR 614-200; AR 623-3; AR 635-200; AR 670-1; AR 750-1; AR 840-10; DA PAM 600-25; DA PAM 670-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) **Professional Reading.** The following links provide suggested reading for self-development: [The U.S. Army Chief of Staff's Professional Reading List | U.S. Army Center of Military History](#), [Sergeant Major of the Army \(SMA\) Book Club](#), and the [NCO Journal \(army.mil\)](#).

(4) **Civilian Education.** Civilian education at this grade becomes even more critical to self and professional development. Degree completion at this rank further highlights commitment to lifelong learning as well as promotion potential. SSGs should have an Associate's degree and pursuing a Bachelor's degree. SSGs are encouraged to use [ArmyIgnitED](#), [College Level Examination Program \(CLEP\)](#) and Defense Activity for Non-Traditional Education Support (DANTES) options to maximize accumulation of credits towards a degree. SSGs should continue to utilize the Joint Service Transcript (JST) to convert military training into civilian education credit hours.

(5) **Distributed Learning.** The [Army Learning Management System \(ALMS\)](#) and [FM myLearn](#) are great distributed learning websites that offer various products in financial management, General Funds Enterprise Budget System (GFEBs), and other areas. A full list of training modules available on ALMS is listed [here](#). Additionally, Army eLearning [e-Learning Catalog.pdf \(army.mil\)](#) offers web-based courses in Information Technology, Business Leadership, and Personal Development.

(6) **Competition Boards.** Competition boards remain an integral part of leader development for SSGs. Boards display the SSG's prowess at research ability, effective communication, and critically thinking. Additionally, it will set an example for subordinates to follow. SSGs should seek to compete in unit level boards as well as exclusive clubs such as the Sergeant Audie Murphy and Sergeant Morales.

(7) **Credentialing Programs.** The Army Credentialing Opportunities On-Line (COOL) helps Army Service members find information on certifications and licenses related to their jobs and civilian careers. Soldiers can acquire industry standard certifications with professional training and work experience while enhancing technical competence in their Military Occupational Specialty (MOS) and Additional Skill Identifiers (ASI). A benefit of the COOL program is college credits toward a degree from an accredited school. For more information on FC related certifications, visit the [Army COOL website](#). [Common Core certifications](#) are also listed. Star Credential: Certified Government Financial Manager (CGFM). Proponent Recommended Credentials: Certified Defense Financial Manager (CDFM); Microsoft Office Specialist (MOS): Microsoft Word Associate

(Word and Word 2019); Certified Lean Six Sigma Yellow Belt (ICYB); Resilience-Building Leadership Professional Coach (RBLP)-C; Certified Accounts Payable Professional (CAPP); Certified Financial Planner (CFP); Microsoft Certified: Power BI Data Analyst Associate; Microsoft Office Specialist (MOS): Excel Associate (Excel and Excel 2019); Microsoft Office Specialist (MOS); Outlook Associate (Outlook and Outlook 2019); Microsoft Office Associate (MOS); PowerPoint Associate (PowerPoint and PowerPoint 2019); and Certified Associate in Project Management (CAPM).

(8) **Army Career Tracker.** The [Army Career Tracker \(ACT\)](#) provides an integrated approach that synchronizes development across all training domains. SSGs can use ACT to track professional goals, mandatory training requirements, and how they compare to their peers. SSGs can also request mentors and leaders. ACT provides an efficient way to monitor career development while allowing them to track and advise subordinates on leadership development. SSGs should use ACT to access up-to-date information on squad readiness. Leaders must provide regular feedback on performance and assist Soldiers in establishing and refining their Individual Development Plan (IDP). The [FC Career Map](#) can be downloaded from ACT in the Professional Development Model (PDM) module to assist with IDP preparation.

e. Sergeant First Class

(1) Sergeants First Class (SFCs) are senior NCOs in the Army profession. SFCs should focus less on individual accomplishments and more on team building and providing value to the organization. Self-development activities, like professional reading and college courses, are paramount in developing leadership skills needed to coach, teach, and mentor Soldiers. SFCs should assist with the training of junior officers. SFCs will become staff members in division and higher echelon G8s. Knowledge, skills, and behaviors in resource management expand more at this skill level.

(2) **Army Reading.** SFCs should read, interpret, and apply the following Army publications (Army publications can be found on the [Army Publishing Directorate](#) website): FM 1-06; ADP 3-0; ADP 4-0; ADP 7-0; ADP 1; ADP 6-22; ATP 1-06.1; ATP 1-06.2; ATP 1-06.3; ATP 1-06.4; ATP 5-19; ATP 6-22.5; FM 3-0; FM 3-07; FM 3-16; FM 6-22; FM 7-0; FM 7-22; ; [Leader Development Improvement Guide \(LDIG\)](#); STP 21-24-SMCT; TC 3-21.5; TC 3-21.75; TC 3-22.9; TC 3-25.26; TC 4-02.1; TC 7-22.7; AR 25-50; AR 27-10; AR 220-1; AR 220-45; AR 350-1; AR 385-10; AR 600-8-2; AR 600-8-22; AR 600-9; AR 600-8-10; AR 600-8-19; AR 600-20; AR 600-25; AR 600-81; AR 600-85; AR 601-280; AR 600-100; AR 608-75; AR 608-99; AR 614-200; AR 623-3; AR 635-200; AR 670-1; AR 750-1; AR 840-10; DA PAM 600-25; DA PAM 670-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) **Professional Reading.** The following links provides suggested reading for self-development: [The U.S. Army Chief of Staff's Professional Reading List | U.S. Army Center of Military History](#), [Sergeant Major of the Army \(SMA\) Book Club](#), and the [NCO Journal \(army.mil\)](#).

(4) **Civilian Education.** SFCs should have a home college in [ArmyIgnitED](#) and are encouraged to have completed a Bachelor's degree and are actively pursuing a Master' degree. SFCs should educate their Soldiers on the [College Level Examination Program \(CLEP\)](#) and Defense Activity for Non-Traditional Education Support (DANTES) to further their education and Joint Service Transcript (JST) to convert their military training to civilian education credit hours.

(5) **Distributed Learning.** The [Army Learning Management System \(ALMS\)](#) and [FM myLearn](#)

are distributed learning websites offering various products in financial management, General Funds Enterprise Budget System (GFEBS), and other areas. A full list of training modules available on ALMS is listed [here](#). Additionally, Army eLearning [e-Learning Catalog.pdf \(army.mil\)](#) offers web-based courses in Information Technology, Business Leadership, and Personal Development.

(6) **Competition Boards.** SFCs should continue to compete in unit and professional club boards, such as Sergeant Audie Murphy and Sergeant Morales. Additionally, they should seek leadership positions with these organizations to ensure continuity as well as promote the importance of this time-honored tradition.

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f. Master Sergeant/First Sergeant

(1) Master Sergeants/First Sergeants (MSGs/1SGs) should be subject matter experts in doctrine as they are responsible for shaping organizations and implementing systems to maintain proficiency. MSGs/1SGs should possess leadership skills that develop and influence organizational leadership. To remain highly competitive, MSGs/1SGs should continue to develop leadership skills. At this level, knowledge, skills, and behaviors in finance operations and resource management are expanded.

(2) **Army Reading.** MSGs/1SGs should read, interpret, and apply the following Army publications (all Army publications can be found on the [Army Publishing Directorate](#) website): FM 1-06; ADP

3-0; ADP 4-0; ADP 7-0; ADP 1; ADP 6-22; ATP 1-06.4; ATP 5-19; ATP 6-22.5; FM 3-0; FM 3-07; FM 3-16; FM 6-22; FM 7-0; FM 7-22; [Leader Development Improvement Guide \(LDIG\)](#); STP 21-24-SMCT; TC 3-21.5; TC 3-21.75; TC 3-22.9; TC 3-25.26; TC 4-02.1; TC 7-22.7; AR 25-50; AR 27-10; AR 220-1; AR 220-45; AR 350-1; AR 385-10; AR 600-8-2; AR 600-8-22; AR 600-9; AR 600-8-10; AR 600-8-19; AR 600-20; AR 600-25; AR 600-81; AR 600-85; AR 601-280; AR 600-100; AR 608-75; AR 608-99; AR 614-200; AR 623-3; AR 635-200; AR 670-1; AR 750-1; AR 840-10; DA PAM 600-25; DA PAM 670-1; and all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

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(5) **Distributed Learning.** MSGs/1SGs with subordinates having a General Technical (GT) score below 110 should enroll them in BSEP. A GT score of 110 or higher increases their chance of qualifying for broadening assignments. MSGs/1SGs should encourage their subordinates to seek additional knowledge. The [Army Learning Management System \(ALMS\)](#) and [FM myLearn](#) are great distributed learning websites offering a variety of products in financial management, General Funds Enterprise Budget System (GFEBs), and other areas. A full list of training modules available on ALMS is listed [here](#). Additionally, Army eLearning [e-Learning Catalog.pdf \(army.mil\)](#) offers web-based courses in Information Technology, Business Leadership, and Personal Development.

(6) **Competition Boards.** MSGs/1SGs should assume mentorship roles in professional clubs such as Sergeant Audie Murphy or Sergeant Morales. MSGs/1SGs should encourage their subordinates to compete in monthly unit level competition boards. MSGs/1SGs should also encourage NCOs to compete in professional club boards.

(7) **Credentialing Programs.** The Army Credentialing Opportunities On-Line (COOL) helps Army Service members find information on certifications and licenses related to their jobs and civilian careers. Soldiers can acquire industry standard certifications with professional training and work experience while enhancing technical competence in their Military Occupational Specialty (MOS) and Additional Skill Identifiers (ASI). A benefit of the COOL program is college credit towards a degree from an accredited school. For more information on FC related certifications, visit the [Army COOL website](#). [Common Core certifications](#) are also listed. Star Credential: Certified Government Financial Manager (CGFM). Proponent Recommended Credentials: Certified Defense Financial Manager (CDFM); Certified Associate in Project Management (CAPM); Microsoft Office Specialist (MOS): Microsoft Word Associate (Word and Word 2019); Certified Lean Six Sigma Green Belt (ICGB); Certified Accounts Payable Professional (CAPP); Certified Financial Planner (CFP); Microsoft Certified: Power BI Data Analyst Associate; Microsoft Office Specialist (MOS): Excel Associate (Excel and Excel 2019); Microsoft office Specialist (MOS): Outlook Associate (Outlook and Outlook 2019); Microsoft Office Specialist (MOS): PowerPoint Associate (PowerPoint and PowerPoint 2019); and Resilience-Building Leadership Professional Trainer (RBLP-T).

(8) **Army Career Tracker.** The [Army Career Tracker \(ACT\)](#) serves as a single point-of-entry for career and leadership development providing an integrated approach supporting personal and professional development which capitalizes on lifelong learning. ACT allows users to manage career objectives and monitor progress towards requirements and goals. Within ACT, users can read the latest news as well as evaluate their comparative career metrics on graphical dashboards. As leaders, MSGs/1SGs can see their Soldier's information to include assignment history, completed and pending training, certifications, and MOS related career recommendations. As part of the Individual Development Plan (IDP) strategy, ACT gives MSGs/1SGs the capability to create recommendations for their Soldiers. MSGs/1SGs must provide feedback on performance and assist Soldiers with establishing and refining their IDPs. To assist with IDP preparation, the [FC Career Map](#) can be downloaded from ACT in the Professional Development Model (PDM) module.

g. Sergeant Major/Command Sergeant Major

(1) The Sergeant Major (SGM)/ Command Sergeant Major (CSM) is the senior enlisted advisor for their organization. The SGM/CSM must be committed to achieving excellence by remaining familiar with all aspects of Finance. This level of leadership requires SGMs/CSMs to expand their knowledge and expertise beyond the CMF in each training domain. SGMs/CSMs must be familiar with all CMFs within their organization. This requires the use of various resources and self-study to ensure SGMs/CSMs are grounded in each MOS's doctrine, tactics, techniques, and procedures. SGMs/CSMs should have organizational leadership skills while enhancing strategic leadership skills through professional development at the FMSU, FISC, battalion, brigade, and division. Limited authorizations and highly competitive promotion criteria to nominative positions require SGMs/CSMs to continuously develop and broaden themselves to remain competitive. SGMs/CSMs are considered the master trainer and subject matter expert across a wide range of areas. SGMs/CSMs should also develop an understanding of internal Army functions, how the Army operates at the strategic level. This requires SGMs/CSMs to be well-read and continuously identifying and improving areas for self-development.

(2) **Professional Reading.** The following links provide suggested reading for self-development: [The U.S. Army Chief of Staff's Professional Reading List | U.S. Army Center of Military History](#), [Sergeant Major of the Army \(SMA\) Book Club](#), and the [NCO Journal \(army.mil\)](#).

(3) **Civilian Education.** SGMs/CSMs are strongly encouraged to have a Master's Degree. SGMs/CSMs should educate their subordinates on the [College Level Examination Program \(CLEP\)](#) and Defense Activity for Non-Traditional Education Support (DANTES) to further their education and the Joint Service Transcript (JST) to convert their military training to civilian education credit hours.

(4) **Distributed Learning.** SGMs/CSMs should encourage subordinates to always seek knowledge. [Army Learning Management System \(ALMS\)](#) and [FM myLearn](#) are distributed learning websites that offer various products in financial management, General Funds Enterprise Budget System (GFEBs), and other areas. A full list of training modules available on ALMS is listed [here](#).

(5) **Credentialing Programs.** The Army Credentialing Opportunities On-Line (COOL) helps Army Service members find information on certifications and licenses related to their jobs and civilian careers. Soldiers can acquire industry standard certifications with professional training and work experience while enhancing technical competence in their Military Occupational Specialty (MOS) and Additional Skill Identifiers (ASI). For more information on FC related certifications, visit the

[Army COOL website](#). [Common Core certifications](#) are also listed. Star Credential: Certified Government Financial Manager (CGFM). Proponent Recommended Credentials: Certified Defense Financial Manager (CDFM); Certified Associate in Project Management (CAPM); Microsoft Office Specialist (MOS): Microsoft Word Associate (Word and Word 2019); Certified Lean Six Sigma Green Belt (ICGB); Certified Accounts Payable Professional (CAPP); Certified Financial Planner (CFP); Microsoft Certified: Power BI Data Analyst Associate; Microsoft Office Specialist (MOS): Excel Associate (Excel and Excel 2019); Microsoft Office Specialist (MOS): Outlook Associate (Outlook and Outlook 2019); Microsoft Office Specialist (MOS): PowerPoint Associate (PowerPoint and PowerPoint 2019); and Resilience-Building Leadership Professional Trainer (RBLP-T).

(6) **Army Career Tracker.** The [Army Career Tracker \(ACT\)](#) serves as a single point-of-entry for career and leadership development by providing an integrated approach to personal and professional development which capitalizes on lifelong learning. ACT allows users to manage career objectives and monitor progress of requirements and goals. Users can read the latest news and evaluate their comparative career metrics on graphical career dashboards from the ACT. As leaders, SGMs/CSMs can see their Soldier's information to include assignment history, completed and pending training, certifications, and MOS related career recommendations. As part of the Individual Development Plan (IDP) strategy, ACT allows SGMs/CSMs to create recommendations for their Soldiers. SGMs/CSMs must provide feedback on performance and assist Soldiers in establishing and refining their IDPs. The [FC Career Map](#) can be downloaded from ACT in the Professional Development Model (PDM) module to assist with IDP preparation.

Chapter 4. Military Occupational Specialty 36B Financial Management Technician

a. **Major duties.** Performs or supervises duties specific to the following FC processes: budgeting; disbursing; accounting of government funds; payment for travel and commercial vendor services; pay support of Soldiers and foreign national employees; protecting funds from fraud, waste, and abuse; conduct manpower assessments; analyze commander's tasks and priorities to ensure proper financial resources are available to accomplish the mission and internal control operations. Must maintain the highest degree of integrity, honesty, and favorable character.

b. **Prerequisites.** For details, see [Group: Smartbook DA PAM 611-21 |milBook Home \(milsuite.mil\)](#).

c. **Goals for Development.** At each rank, FC Soldiers must meet certain standards in terms of schooling, operational assignments, and self-development. Meeting these standards ensures Soldiers acquire the skills, knowledge, and behaviors needed to remain proficient and competitive. Early assignments to finance units and budget positions provide the necessary environments to establish a solid technical foundation. At each level, Soldiers should pursue education and leadership positions.

(1) Private – Specialist

(a) **Institutional Training.** Institutional Training are Army centers and schools that provide initial, functional, and professional military education. The basic knowledge gleaned in the intuitional Army develops further through the operational domain. Completion of Distributed Leader Course (DLC) I is an eligibility requirement for recommendation to SGT. Graduation of the Basic Leader Course (BLC) is a promotion requirement to SGT. Completion of BLC is a promotion pin-on requirement for Soldiers who are promoted to SGT. If a Soldier

has been recommended for promotion to the rank of SGT, upon graduation from BLC, the SPC will be laterally appointed to and will wear the rank of CPL until promoted to SGT. The primary zone establishes a point in time when Soldiers should be ready (that is, trained, in good standing, and meets Army standards) to assume positions of increased responsibility. The secondary zone creates an accelerated promotion opportunity for Soldiers who excel and clearly are ahead of their peers. Time requirement for promotion consideration as of the date the board convenes: secondary zone: 16 months time in service (TIS), 4 months time in grade (TIG); and primary zone: 34 months TIS, 10 months TIG. Minimum time requirement for promotion pin-on as of the first day of the promotion month: secondary zone: 18 months TIS, 6 months TIG; and primary zone: 36 months TIS, 12 months TIG.

(b) **Operational Assignments.** Operational assignments encompasses all activities that allow leaders to learn through experiences. Optimizing leader development in the operational domain requires a deliberate approach to leader progression in the context of training events and operational deployments, where leaders apply what they have learned from schools to a wide variety of situations and environments. Experience is obtained in operational assignments by serving in the following positions: Disbursing Clerk, Accounting Clerk, Vendor Services Clerk, FM Clerk, Pay Clerk, Disbursing Tech, FM Tech, and Vendor Services Tech in a Financial Management Support Unit (FMSU), Finance Support Center (FISC), or Finance Battalion (FIBN).

(c) **Self-Development.** Self-development encompasses what Soldiers do to pursue personal and professional goals. Self-development is continuous and begins with the motivated Soldier, supplemented by a concerted team effort. Part of the team effort is quality feedback from multiple sources, including peers, subordinates, and superiors to assist in establishing self-development goals and self-improvement courses of action. Successful self-development concentrates on the key attributes of the leader: character, presence, and intellect. Junior enlisted Soldiers should accomplish the following milestones: DLC I; DoD FM Certification Level 1 (40 Continuing Education and Training [CETs]/2 years with at least 2 years of DoD FM experience); Soldier-level board competitions (Unit Soldier of the Month, Quarter, and/or Year Boards/Battalion/Brigade/Finance Corps); additional training opportunities and professional readings.

(d) **Additional Training.** This training is considered functional as it enhances the MOS and unit's capabilities such as: General Fund Enterprise Budget System (GFEBS) Distributed Learning Courses; GFEBS Cost Management;; Airborne (SQI P); Air Assault (ASI 2B); Ranger (SQI G); Enlisted Aide (ASI Z5); Digital Training Management System (DTMS) Course; Unit Armorer Course; and Drivers Training.

(e) **Special Awards.** Junior enlisted Soldiers are eligible to receive the following accolade(s): MG Nathan Towson Regimental Medallion (Finance Corps Soldier of the Year) and CSM Daisy Cavey Brown Leadership Award (Distinguished Leadership Awardee for AIT).

(f) **Professional Clubs and Organizations.** Junior enlisted Soldiers are eligible to join the following professional military clubs and organizations: [Finance Corps Association](#); [American Society of Military Comptrollers](#); and [Association of the United States Army](#).

(2) Corporal

(a) **Institutional Training.** Institutional Training are Army centers and schools that provide initial, functional, and professional military education. The basic knowledge gleaned in

the intuitional Army develops further through the operational domain. Completion of DLC I is an eligibility requirement for recommendation to SGT. Graduation of BLC is a promotion requirement to SGT. Completion of BLC is a promotion pin-on requirement for Soldiers who are promoted to SGT. The primary zone establishes a point in time when Soldiers should be ready (that is, trained, in good standing, and meets Army standards) to assume positions of increased responsibility. The secondary zone creates an accelerated promotion opportunity for Soldiers who excel and clearly are ahead of their peers. Time requirement for promotion consideration as of the date the board convenes: secondary zone: 16 months TIS, 4 months TIG; and primary zone: 34 months TIS, 10 months TIG. Minimum time requirement for promotion pin-on as of the first day of the promotion month: secondary zone: 18 months TIS, 6 months TIG; and primary zone: 36 months TIS, 12 months TIG. Effective 1 July 2021, the CPL rank will be worn only by Soldiers who are both recommended for promotion by a unit promotion board and graduate of BLC, regardless of the grade of position to which they are assigned.

(b) **Operational Assignments.** Leaders undergo the most development in operational assignments. Operational assignments encompasses all activities that allow leaders to learn through experiences. Optimizing leader development in the operational domain requires a deliberate approach to leader progression in the context of training events and operational deployments, where leaders apply what they have learned from schools to a wide variety of situations and environments. CPLs develop knowledge, skills, and behaviors (KSBs) through developmental assignments and experiences. CPLs can obtain these KSBs and experiences in operational assignments serving in the following positions: Disbursing Tech, FM, Tech, and Vendor Services Tech in a Finance Battalion; FMSU; and FISC. Non-traditional finance assignments in the Special Operations Forces (SOF), Special Mission Units (SMUs), and the White House Communication Agency (WHCA) are also available.

(c) **Self-Development.** Self-development encompasses what NCOs do to pursue personal and professional goals. Self-development is continuous and begins with the motivated NCO, supplemented by a concerted team effort. Part of the team effort is quality feedback from multiple sources, including peers, subordinates, and superiors to assist in establishing self-development goals and self-improvement courses of action. Successful self-development concentrates on the key attributes of the leader: character, presence, and intellect. CPLs should accomplish the following milestones in this domain: DLC II; DoD FM Certification Level 1 (40 Continuing Education and Training [CETs]/2years with at least 2 years of DoD FM experience); NCO-level board competitions (NCO of the Month, Quarter, and Year Boards for Unit/Battalion/Brigade/Finance Corps); additional training opportunities and professional readings.

(d) **Additional Training.** This training is considered functional as it enhances the MOS and unit's capabilities such as: General Fund Enterprise Budget System (GFEBS) Distributed Learning Courses; GFEBS Cost Management;; Airborne (SQI P); Air Assault (ASI 2B); Ranger (SQI G); Enlisted Aide (ASI Z5); Unit Prevention Leader (UPL) Course; Bus Drivers Training; Unit Armorer Course; and Digital Training Management System (DTMS) Course.

(e) **Special Awards.** CPLs are eligible to receive the following accolade(s): MG Nathan Towson Regimental Medallion (Finance Corps NCO of the Year).

(f) **Professional Clubs and Organizations.** CPLs are eligible to become members of the following professional military clubs and organizations: [Finance Corps Association](#); [American Society of Military Comptrollers](#); [Association of the United States Army](#); Sergeant Audie Murphy

Club; and Sergeant Morales Club (Europe only).

(3) Sergeant

(a) **Institutional Training.** Institutional Training are Army centers and schools that provide initial, functional, and professional military education. The basic knowledge gleaned in the intuitional Army develops further through the operational domain. Completion of DLC II is an eligibility requirement for recommendation to SSG. Graduation of the Advanced Leader Course (ALC) is a promotion requirement to SSG. Completion of ALC is a promotion pin-on requirement for Soldiers who are promoted to SSG. The primary zone establishes a point in time when Soldiers should be ready (that is, trained, in good standing, and meets Army standards) to assume positions of increased responsibility. The secondary zone creates an accelerated promotion opportunity for Soldiers who excel and clearly are ahead of their peers. Time requirement for promotion consideration as of the date the board convenes: secondary zone: 46 months TIS, 6 months TIG; and primary zone: 70 months TIS, 16 months TIG. Minimum time requirement for promotion pin-on as of the first day of the promotion month: secondary zone: 48 months TIS, 8 months TIG; and primary zone: 72 months TIS, 18 months TIG.

(b) **Operational Assignments.** The operational domain is where leaders undergo most of their development. Operational assignments encompasses all activities that allow leaders to learn through experiences. Optimizing leader development in the operational domain requires a deliberate approach to leader progression in the context of training events and operational deployments, where leaders apply what they have learned from schools to a wide variety of situations and environments. SGTs will develop their knowledge, skills, and behaviors (KSBs) through developmental assignments and experiences. SGTs can obtain these KSBs and experiences in operational assignments serving in the following positions: Disbursing Analyst; Vendor Services Analyst; FM Analyst; and Team Leader in a Finance Battalion; FMSU; and FISC. Non-traditional finance assignments in the Special Operations Forces (SOF), Special Missions Units (SMUs), and the White House Communication Agency (WHCA) are also available.

(c) **Self-Development.** Self-development encompasses what NCOs do to pursue personal and professional goals. Self-development is continuous and begins with the motivated NCO, supplemented by a concerted team effort. Part of the team effort is quality feedback from multiple sources, including peers, subordinates, and superiors to assist in establishing self-development goals and self-improvement courses of action. Successful self-development concentrates on the key attributes of the leader: character, presence, and intellect. SGTs should accomplish the following milestones in this domain: DLC II; DoD FM Certification Level 2 (60 Continuing Education and Training [CETs]/2years with at least 4 years of FM experience, with 2 years in DoD FM); additional training opportunities, professional readings, and NCO-level board competitions (NCO of the Month, Quarter, and Year Boards for Unit/Battalion/Brigade/Finance Corps).

(d) **Additional Training.** This training is considered functional as it enhances the MOS and unit's capabilities such as: Business Analytics Course; GFEBS Cost Management; Planning, Programming, Budgeting and Execution (PPBE); ; Airborne (SQI P); Air Assault (ASI 2B); Ranger (SQI G); Enlisted Aide (ASI Z5); Unit prevention Leader (UPL) Course; Bus Drivers Training; Unit Armorer Course; Digital Training Management System (DTMS) Course; and Enlisted Joint Professional Military Education (EJPME) I.

(e) **Special Awards.** SGTs are eligible to receive the following accolade(s): MG Nathan

Towson Regimental Medallion (Finance Corps NCO of the Year); CSM Robert W. Johns Leadership Award (Distinguished Leadership Awardee for ALC).

(f) **Professional Clubs and Organizations.** SGTs are eligible to become members of the following professional military clubs and organizations: [Finance Corps Association](#); [American Society of Military Comptrollers](#); [Association of the United States Army](#); Sergeant Audie Murphy Club; and Sergeant Morales Club (Europe only).

(g) **Special Assignments.** Special assignments are those broadening assignments that provide a purposeful expansion of knowledge, skills, and behaviors through assignment opportunities. Broadening assignments are fundamental to continued growth throughout an NCO's career and are crucial in developing leaders with experience and skills able to operate in changing environments. These assignments include: Drill Sergeant; Recruiter; Special Mission Unit; Special Operations Forces; White House Communications Agency; and Enlisted Aide.

(4) Staff Sergeant

(a) **Institutional Training.** Institutional Training are Army centers and schools that provide initial, functional, and professional military education. The basic knowledge gleaned in the institutional Army develops further through the operational domain. Completion of DLC III is an eligibility requirement for promotion consideration to SFC. Graduation of the Senior Leader Course (SLC) is a promotion requirement to SFC. Completion of SLC is a promotion pin-on requirement for Soldiers who are promoted to SFC. Time in grade requirement (non-waivable) for selection to SFC is 48 months as a SSG with a time in service requirement of 6 years. Soldiers incur a 3-year (36-month) service obligation upon promotion to SFC. The service remaining requirement begins on the effective date of promotion.

(b) **Operational Assignments.** The operational domain is where leaders undergo most of their development. Operational assignments encompasses all activities that allow leaders to learn through experiences. Optimizing leader development in the operational domain requires a deliberate approach to leader progression in the context of training events and operational deployments, where leaders apply what they have learned from schools to a wide variety of situations and environments. SSGs will develop knowledge, skills, and behaviors (KSBs) through developmental assignments and experiences. SSGs can obtain these KSBs and experiences in operational assignments serving in the following: Squad Leader (Key Leadership Position); Section Leader (Key Leadership Position); SR FM Analyst (Key Developmental Position); SR Vendor Services (CVS) Analyst (Key Developmental Position); SR Disbursing Analyst (Key Developmental Position); SR Budget Analyst (Key Developmental Position) within a Finance Battalion; FMSU; and FISC.

(c) **Self-Development.** Self-development encompasses what NCOs do to pursue personal and professional goals. Self-development is continuous and begins with the motivated NCO, supplemented by a concerted team effort. Part of the team effort is quality feedback from multiple sources, including peers, subordinates, and superiors to assist in establishing self-development goals and self-improvement courses of action. Successful self-development concentrates on the key attributes of the leader: character, presence, and intellect. SSGs should accomplish the following milestones in this domain: DLC III; DoD FM Certification Level 2 (60 Continuing Education and Training [CETs]/2years with at least 4 years of FM experience, with 2 years in DoD FM); additional training opportunities and professional readings; and NCO-level

board competitions (NCO of the Month, Quarter, and Year Boards for Unit/Battalion/Brigade/Regiment).

(d) **Additional Training.** This training is considered functional as it enhances the MOS and unit's capabilities such as: GFEBs Cost Management; Planning, Programming, Budgeting, and Execution (PPBE); Unit Prevention Leader (UPL) Course; Victim Advocate Course; Equal Opportunity Leader (EOL) Course; Battle Staff NCO (ASI 2S); Airborne (SQI P); Ranger (SQI G); Air Assault (ASI 2B); Master Fitness Trainer (MFT) (ASI P5); Master Resilience Trainer Course (MRTC) (ASI 8R); Master Driver; Enlisted Aide Training (ASI Z5); Combat Advisor Training Course (CATC); SHARP Foundation Course (ASI 1B); SARC/VA Career Course (ASI 1H); Enlisted Joint Professional Military Education (EJPME) I; Business Analytics Course; and Army Comptroller Course (ACC);.

(e) **Special Awards.** SSGs are eligible to receive the following accolade(s): MG Nathan Towson Regimental Medallion; CSM Paul L. Morrisette Leadership Award (Distinguished Leadership Awardee for SLC); Army Recruiter Gold Badge; Army Master Recruiter Badge; Basic Army Instructor Badge; Senior Army Instructor Badge.

(f) **Professional Clubs and Organizations.** SSGs are eligible to become members of the following professional military clubs and organizations: [Finance Corps Association](#); [American Society of Military Comptrollers](#); [Association of the United States Army](#); Sergeant Audie Murphy Club; and Sergeant Morales Club (Europe only).

(g) **Special Assignments.** Special assignments are those broadening assignments that provide an expansion of knowledge, skills, and behaviors through assignment opportunities. Broadening assignments are fundamental to continued growth throughout an NCO's career and are crucial in developing leaders with experience and skills able to operate in changing environments. These assignments include: Drill Sergeant; Instructor (AIT); Recruiter; NCOA Small Group Leader (ALC); Training Developer; SARC/VA; SHARP; and Enlisted Aide. Non-traditional finance assignments in Special Operations Forces (SOF), Security Force Assistance Brigade (SFAB), Special Missions Unit (SMU), and the White House Communication Agency (WHCA) are also available.

(h) **Promotion Selection Indicators:** In addition to evaluating performance, consider the following indicators to identify "Most Qualified" (MQ) SSGs when evaluating promotion potential to the rank of Sergeant First Class (SFC):

- (1) **Leadership positions: MQ:** 24 months of successful duty as a Squad Leader or Section Leader; 12 months of successful duty in a broadening assignment with MQ/HQ rating and highly numerated ranking. The only exception to the 24 months are NCOs who have successfully performed at the next higher grade [as indicated by evaluation(s)].
- (2) **Physical Fitness: MQ:** ACFT Score of 540 or above with 80 in each event.
- (3) **Military Education: MQ:** Leadership Award; Distinguished Honor Graduate; Honor Graduate; Commandant's List; or Superior Academic Achievement.
- (4) **Civilian Education: MQ:** Associate's Degree.
- (5) **Training:** Special consideration should be given to SSGs who have completed

training beyond required NCOPDS and DLC. **MQ:** Drill Sergeant (SQI X); Recruiter (SQI 4); Master Fitness Trainer (ASI P5); Combat Advisor Training Course; Airborne (SQI P); Air Assault (ASI 2B); Ranger (SQI G); Master Resilience Training (ASI 8R); Equal Opportunity Leader; Battle Staff (ASI 2S); SHARP Foundation Course (ASI 1B); SARC/VA Course (ASI 1H); Common Faculty Development-Instructor Course (SQI 8).

(6) **MQ – Other Indicators:** Sergeant Audie Murphy; Sergeant Morales; NCO of the Year; Drill Sergeant of the Year; Instructor of the Year; Army Comptroller Course; Business Analytics Course.

(5) Sergeant First Class

(a) **Institutional Training.** Institutional Training are Army centers and schools that provide initial, functional, and professional military education. The basic knowledge gleaned in the institutional Army develops further through the operational domain. Completion of DLC IV is an eligibility requirement for promotion consideration to MSG. Completion of the Master Leader Course (MLC) is a promotion requirement to MSG. Completion of MLC is a promotion pin-on requirement for Soldiers who are promoted to MSG. Time in grade requirements (non-waivable) for selection to MSG is 36 months as a SFC with a time in service requirement of 8 years. Soldiers incur a 3-year (36-month) service obligation upon promotion to MSG. The service remaining requirement begins on the effective date of promotion.

(b) **Operational assignments.** The operational domain is where leaders undergo most of their development. Operational assignments encompasses all activities that allow leaders to learn through experiences. Optimizing leader development in the operational domain requires a deliberate approach to leader progression in the context of training events and operational deployments, where leaders apply what they have learned from schools to a wide variety of situations and environments. SFCs will develop their knowledge, skills, and behaviors (KSBs) through developmental assignments and experiences. SFCs can obtain these KSBs and experiences in operational assignments serving in the following positions: Detachment Sergeant (Key Leadership Position); FM Manager (Key Developmental Position); IC Manager (Key Developmental Position); Disbursing Manager (Key Developmental Position); Budget Manager (Key Developmental Position) in a FISC; FMSU; or Finance Battalion.

(c) **Self-development.** Self-development encompasses what NCOs do to pursue personal and professional goals. Self-development is continuous and begins with the motivated NCO, supplemented by a concerted team effort. Part of the team effort is quality feedback from multiple sources, including peers, subordinates, and superiors to assist in establishing self-development goals and self-improvement courses of action. Successful self-development concentrates on the key attributes of the leader: character, presence, and intellect. SFCs should accomplish the following milestones in this domain: NCO-level board competitions (NCO of the Quarter/Year Boards for Unit/Battalion/Brigade/Regiment); DLC IV; and DoD FM Certification Level 3 (80 Continuing Education and Training [CETs]/2years with at least 8 years of FM experience, with 2 years in DoD FM and least one 3-month developmental assignment).

(d) **Additional training.** This training is considered functional as it enhances the MOS and unit's capabilities such as: GFEBs Cost Management; Planning, Programming, Budgeting and Execution (PPBE); Battle Staff NCO (ASI 2S); Airborne (SQI P); Air Assault (ASI 2B); ; Master Fitness Trainer (MFT) (ASI P5); Master Resilience Training Course (MRTC) (ASI 8R); SHARP

Foundation Course (ASI 1B); Ranger (SQI G); Enlisted Joint Professional Military Education (EJPME) I; broadening seminars; SARC/VA Career Course (ASI 1H); Enlisted Aide Training (ASI Z5); Advanced Business Analytics Course; Army Comptroller Course (ACC) and Executive Comptroller Course (ECC).

(e) **Special Awards.** SFCs are eligible to receive the following accolade(s): MG Nathan Towson Regimental Medallion; Basic Army Instructor Badge; Senior Army Instructor Badge, Master Army Instructor Badge.

(f) **Professional Clubs and organizations.** SFCs are eligible to become members of the following professional military clubs and organizations: [Finance Corps Association](#); [American Society of Military Comptrollers](#); [Association of the United States Army](#); Sergeant Audie Murphy Club; and Sergeant Morales Club (Europe only).

(g) **Special assignments.** Special assignments are those broadening assignments that provide an expansion of knowledge, skills, and behaviors through assignment opportunities. Broadening assignments are fundamental to continued growth throughout the NCO's career and are crucial in developing leaders with a range of experience and skills able to operate in changing environments. Broadening assignments include: Talent Management NCO; SR Instructor (AIT); Enlisted Aide; Training Developer; Special Operations Forces; Special Mission Unit; FM SR Trainer (OST); Career Management NCO (Proponency); Training with Industry (TWI); White House Communications Agency; Inspector General (IG) NCO; Recruiter; Master Resilience Trainer; NCOA Small Group Leader (SLC); Victim Advocate; Sexual Assault Response Coordinator; SHARP; and Defense Comptrollership Program (DCP).

(h) **Promotion Selection Indicators:** In addition to evaluating performance, consider the following indicators to identify "Most Qualified" (MQ) SFCs when evaluating promotion potential to the rank of Master Sergeant (MSG):

(1) **Leadership Positions: MQ:** 24 months of successful duty as a Detachment Sergeant; at least 12 months of successful duty in a broadening assignment with MQ/HQ rating and highly numerated ranking. The only exception to the 24 months is for NCOs who have successfully performed at the next higher grade [as indicated by evaluation(s)]. Drill Sergeant and SLC Small Group Leader (SGL) time is equivalent to Detachment Sergeant time.

(2) **Physical Fitness: MQ:** ACFT Score of 540 or above with 80 in each event.

(3) **Military Education: MQ:** Leadership Award; Distinguished Honor Graduate; Honor Graduate; Commandant's List; Superior Academic Achievement.

(4) **Civilian Education: MQ:** Bachelor's Degree.

(5) **Training:** Special consideration should be given to those NCOs who have completed training beyond required NCOPDS and DLC. **MQ:** Drill Sergeant (SQI X); Recruiter (SQI 4); Ranger (SQI G); Airborne (SQI P); Air Assault (ASI 2B); Master Fitness (ASI P5); Battle Staff NCO (ASI 2S); Master Resilience Training Course (ASI 8R); Inspector General Course; Common Faculty Development- Instructor Course (SQI 8).

(6) **MQ – Other Indicators :** Sergeant Audie Murphy; Sergeant Morales; FC NCO of the Year; NCO of the Year; Drill Sergeant of the Year; Instructor of the Year.

(6) Master Sergeant / First Sergeant

(a) **Institutional Training.** Institutional Training are Army centers and schools that provide initial, functional, and professional military education. The basic knowledge gleaned in the intuitional Army develops further through the operational domain. Completion of DLC V is mandatory and must be accomplished before you are eligible for promotion to MSG in the primary zone otherwise you will be subject to a HQDA bar to continued service. Primary zone eligibility for promotion to MSG is met once you have accumulated 36 months time in grade and 10 years active federal service. SGM-A qualifies you for promotion pin-on and meets prerequisites for attendance at specified NCOPDS. Completion of Sergeants Major Academy is required to be considered for promotion to Sergeant Major.

(b) **Operational assignments.** The operational domain is where leaders undergo most of their development. It encompasses training and experiences in deployable units. Operational assignments encompasses all activities that allow leaders to learn through experiences. Optimizing leader development in the operational domain requires a deliberate approach to leader progression in the context of training events and operational deployments, where leaders apply what they have learned from schools to a wide variety of situations and environments. MSGs/1SGs will develop their knowledge, skills, and behaviors (KSBs) through developmental assignments and experiences. MSGs/1SGs can obtain these KSBs and experiences in operational assignments serving in the following positions: First Sergeant (Key Leadership Position); FM Inspector (Key Developmental Position); and FM Advisor (Key Developmental Position) in Finance Battalion; FMSU; or FISC.

(c) **Self-Development.** Self-development encompasses what NCOs do to pursue personal and professional goals. Self-development is continuous and begins with the motivated NCO, supplemented by a concerted team effort. Part of the team effort is quality feedback from multiple sources, including peers, subordinates, and superiors to assist in establishing self-development goals and self-improvement courses of action. Successful self-development concentrates on the key attributes of the leader: character, presence, and intellect. MSGs/1SGs should accomplish the following milestones in this domain: DLC V; DoD FM Certification Level 3 (80 Continuing Education and Training [CETs]/2years with at least 8 years of FM experience, with 2 years in DoD FM and least one 3-month developmental assignment); and additional training opportunities and professional readings.

(d) **Additional Training.** This training is considered functional as it enhances the MOS and unit's capabilities such as: Intermediate Data Analytics Course; ; GFEBs Cost Management; Planning, Programming, Budgeting and Execution (PPBE); Executive Comptroller Course; Senior Resource Managers Course; Battle Staff NCO (ASI 2S); Airborne (SQI P); Air Assault (ASI 2B); Ranger (SQI G); Enlisted Aide Training (ASI Z5); broadening seminars; Master Fitness Trainer (ASI P5); Master Resilience Training Course (MRTC) (ASI 8R); SHARP Foundation Course (ASI 1B); SARC/VA Career Course (ASI 1H); Company Commander & First Sergeant Pre-Command Course; and Enlisted Joint Professional Military Education (EJPME) I & II.

(e) **Special Awards.** MSGs/1SGs are eligible to receive the following accolade(s): MG Nathan Towson Regimental Medallion; Distinguished Member of the Regiment (DMR); Senior Army Instructor Badge, Master Army Instructor Badge.

(f) **Professional Clubs and organizations.** Professional Clubs: MSGs/1SGs are eligible to become members of the following professional military clubs and organizations: [Finance Corps Association](#); [American Society of Military Comptrollers](#); and [Association of the United States](#)

[Army](#); Sergeant Audie Murphy Club.

(g) **Special Assignments.** Special assignments are those broadening assignments that provide an expansion of knowledge, skills, and behaviors through assignment opportunities. Broadening assignments are fundamental to continued growth throughout an NCO's career and are crucial in developing leaders with experience and skills able to operate in changing environments. Broadening assignments include: Course Director (AIT); Special Missions Unit; Special Operations Forces; Inspector General (IG) NCO; Equal Opportunity Advisor; FM SR Trainer (OST); SARC/VA; SHARP; Enlisted Aide; Defense Comptrollership Program (DCP).

(h) **Promotion Selection Indicators:** In addition to evaluating performance, consider the following indicators to identify "Most Qualified" (MQ) MSGs/1SGs when evaluating promotion potential to the rank of Sergeant Major (SGM):

(1) **Leadership: MQ:** 24 months of successful duty as a First Sergeant; a broadening assignment with MQ/HQ rating and highly numerated ranking. The only exception to the 24 months is for MSGs/1SGs who have successfully performed at the next higher grade [as indicated by evaluation(s)].

(2) **Physical Fitness: MQ:** ACFT Score of 540 or above with 80 in each event.

(3) **Military Education: MQ:** Leadership Award; Distinguished Honor Graduate; Honor Graduate; Commandant's List; Superior Academic Achievement.

(4) **Civilian Education: MQ:** Master's Degree.

(5) **Training:** Special consideration should be given to those NCOs who have completed training beyond required NCOPDS and DLC. **MQ:** Master Fitness Course (ASI P5); Master Resilience Training Course (ASI 8R); Inspector General Course; Equal Opportunity Advisor Course; Common Faculty Development-Instructor Course (SQI 8); SHARP Foundation Course (ASI 1B); SARC/VA Career Course (ASI 1H); Executive Comptroller Course; Intermediate Data Analytics Course.

(6) **MQ – Other Indicators:** Executive Comptroller Course; MG Nathan Towson Medallion (Regimental Award).

(7) Sergeant Major/Command Sergeant Major

(a) **Institutional Training.** Institutional Training are Army centers and schools that provide initial, functional, and professional military education. The basic knowledge gleaned in the institutional Army develops further through the operational domain.

(b) **Operational assignments.** Operational assignments encompasses all activities that allow leaders to learn through experiences. Optimizing leader development in the operational domain requires a deliberate approach to leader progression in the context of training events and operational deployments, where leaders apply what they have learned to a variety of situations and environments. Experience in the operational domain is essential for leader development. They can acquire these experiences in both MTOE and TDA assignments serving in the following positions: Senior FM Advisor (Key Developmental) in a FISC; FMSU; G8.

(c) **Self-Development.** Self-development encompasses what NCOs do to pursue personal and professional goals. Self-development is continuous and begins with the motivated NCO, supplemented by a concerted team effort. Part of the team effort is quality feedback from multiple sources, including peers, subordinates, and superiors to assist in establishing self-development goals and self-improvement courses of action. Successful self-development

concentrates on the key attributes of the leader: character, presence, and intellect. SGMs should accomplish the following milestones in this domain: DLC VI; DoD FM Certification Level 3 (80 Continuing Education and Training [CETs]/2years with at least 8 years of FM experience, with 2 years in DoD FM and least one 3-month developmental assignment); and additional training opportunities and professional readings.

(d) **Additional Training.** This training is considered functional as it enhances the MOS and unit's capabilities such as: Advanced Business Analytics Certification; Planning, Programming, Budgeting and Execution (PPBE); Senior Resource Managers Course; Airborne (SQI P); Air Assault (ASI 2B); Executive Comptroller Course; How the Army Runs; broadening seminars; Force Management Course; Enlisted Joint Professional Military Education (EJPME) I & II; and SARC/VA Career Course (ASI 1H).

(e) **Special Awards.** SGMs/CSMs are eligible to receive the following accolade(s): MG Nathan Towson Regimental Medallion; Distinguished Member of the Regiment (DMR); and BG Robert C. Goetz Medallion.

(f) **Professional Clubs and Organizations.** SGMs/CSMs are eligible to become members of the following professional military clubs and organizations: [Finance Corps Association](#); [American Society of Military Comptrollers](#); and [Association of the United States Army](#).

(g) **Special Assignments.** Special assignments are those broadening assignments that provide an expansion of knowledge, skills, and behaviors through assignment opportunities. Broadening assignments are fundamental to continued growth throughout an NCO's career and are crucial in developing leaders with experience and skills able to operate in changing environments. These assignments include: Chief, Career Management (Proponency); Chief Instructor (SGM-A); Special Mission Unit; Special Operations Forces; FM SR Trainer (OST); Fellowship; Defense Comptrollership Program (DCP).

(h) **Promotion Selection Indicators:** In addition to evaluating performance, consider the following indicators to identify "Most Qualified" (MQ) SGMs/CSMs when evaluating promotion potential for centralized selection list (CSL) and nominative positions:

- (1) **Leadership: MQ:** 18-24 months as a Senior FM Advisor in a FISC/FMSU; Battalion/Brigade CSM with MQ/HQ rating and highly numerated ranking.
- (2) **Physical Fitness: MQ:** ACFT Score of 540 or above with 80 in each event.
- (3) **Military Education: MQ:** Distinguished Honor Graduate; Honor Graduate; Commandant's List; Superior Academic Achievement.
- (4) **Civilian Education: MQ:** Master's Degree.
- (5) **Training:** Special consideration should be given to those NCOs who have completed training beyond required NCOPDS and DLC. **MQ:** Executive Comptroller Course; Force Management Course.
- (6) **MQ – Other Indicators:** Enlisted Joint Professional Military Education; Advance Business Analytics Certification.

Chapter 5. Military Occupational Specialty 36B Professional Development Model

The career map can be accessed and downloaded from the Army Career Tracker (ACT) at <https://actnow.army.mil>.

Chapter 6. Military Occupational Specialty 36B National Guard and Reserve Component

a. **Major duties.** National Guard (NG) and Reserve Component (RC) Soldiers play an important role in the Finance Operations and Resource Management mission. Technical competency training is critical to the wartime effectiveness of the mission. NG/RC Finance and Comptroller Soldiers make-up 67% of the total Finance Corps population and deploy in the same capacity as AC Soldiers.

(1) The ARNG has a unique dual mission, with both Federal (Title 10) and State (Title 32) responsibilities. During peacetime, the Governor, through the State Adjutant General, commands ARNG forces. The Governor can call the ARNG into action during local or statewide emergencies, including, but not limited to severe storms, drought, forest fires, floods, and civil disturbances. In addition, the President of the United States can activate the ARNG to participate in Federal missions. When federalized, ARNG units are commanded by the Commander in Chief of the theater in which they are operating. The ARNG is a key element in the U.S. Army's multicomponent unit force, training with RA and USAR units to ensure all three components work as a fully integrated team. Outside of their Title 32 State-specific mission, the mission and duties for ARNG Finance units are identical to those of the RA. The ARNG CMF 36 field is managed identically to that of the RA, with the following exceptions outlined below in (e.).

b. **Qualification.** To qualify for the 36B MOS, RC Soldiers must complete the Finance Technician Course conducted by the U.S. Army Finance and Comptroller School or a RC training institution designated by the U.S. Army Finance and Comptroller School. All other entry standards apply. Duty assignments for career progression are the same for RC as for the Active Component (AC).

c. **Reclassification.** To reclassify as a Finance Technician, Soldiers must first complete the Finance Technician Course conducted by the U.S. Army Finance and Comptroller School or a One Army School System training institution designated by the U.S. Army Finance and Comptroller School. Master Sergeants and above will need to request a waiver to attend the course. SGTs and SSGs who reclassify but have not completed the Advanced Leader Course (ALC) must attend Finance and Comptroller ALC. SSGs and SFCs who reclassify and have not completed the Senior Leader Course (SLC) must attend Finance and Comptroller SLC.

d. **Career progression.** NG/RC career progression should parallel Active Component (AC) to the maximum extent possible (see chapter 3 above). Promotion requirements and standards specific to the ARNG are regulated by AR 600–8–19 and policies outlined in NGR 600–200.

e. **Special Assignments.** Due to force structure, ARNG Soldiers have no opportunity to serve in Generating Force assignments. Recruiting assignments are closed to traditional ARNG Soldiers; however, opportunities exist within the Title 10/Title 32 AGR program that allows service in this capacity, as well as other supporting assignments in an active duty status. ARNG Soldiers can also volunteer for specified periods of active duty to complete specific missions, being released upon completion of the mission to a traditional drilling status. In addition, state policies should encourage service in the following capacity when geographically feasible:

- (1) Various United States Property and Fiscal Office (USP&FO) assignments.
- (2) Recruit Sustainment Program (RSP) NCO.
- (3) Regional Training Institute/multifunctional training BN instructor.
- (4) State Counter Drug Task Force.

(5) Other assignments within the State, which are specific to Resource Management.

f. **Additional training.** Based on the dual mission of the ARNG, Soldiers and NCOs should be required to complete training through other State and Federal entities that better prepare them to execute their State active duty mission (for example, Federal Emergency Management Agency (FEMA) Emergency Response Courses, First Responder training, and so forth). In addition, State offices should make every effort to ensure their Soldiers are afforded the same additional training opportunities as the RA, as this practice allows their Soldiers to readily integrate into RA formations, having similar skill sets and experiences as their RA counterparts. Successful completion of additional skill identifier (ASI) producing schools, including, but not limited to Battle Staff Operations and Master Resilience Trainer, can provide additional skill sets that can be used during State active duty missions when military assets are being employed in relief efforts.

