

Engineer (CMF 12) Career Progression Plan

Chapter 1. Duties

Purpose. The U.S. Army Engineer Regiment supports maneuver forces today and face unique challenges, not only with the unpredictability of the Operational Environment (OE) in which they operate, but also in the adaption of the organizational restructuring of the Army as it continues to transform competing in large-scale combat. Engineers provide land component commanders with engineer capabilities required to assure the mobility of the force and achieve victory in any military operation. The Engineer CMF consists of 18 Military Occupational Specialties (MOS) supporting three interdependent disciplines: combat engineering, general engineering, and geospatial engineering. Engineers provide responsive and mission-tailored engineer capabilities and integrates engineer functions throughout the warfighting functions to generate combat power in combined arms activities.

Chapter 2. Transformation.

The Engineer Regiment is open to both male and female Soldiers, providing they meet the mandated minimum requirements under the Occupational Physical Assessment Test (OPAT) and High Physical Demands Tasks (HPDT) for the appropriate MOS in CMF / AOC 12. The Engineer Regiment requires NCOs to be versatile, flexible, adaptive leaders capable of critically thinking and solving complex problems. The NCO of 2020 and beyond must be a leader of immense personal character and virtue grounded in the Army Values and the Warrior Ethos. It's imperative that the cohort of noncommissioned officers embrace and leverage broadening opportunities to include but not limited to; credentialing, Training With Industry (TWI), Special Mission Units, and Strategic Broadening. The purpose of credentialing in the Army is to establish and implement a credentials, certification and licenses program to validate a Soldier's professional skills, training and work experiences and to bolster professional technical competence within the Army Engineer formation. Professional credentials, certification and licenses provide a clear and objective picture of a Soldier's competence, better the Soldier's capabilities, enhance duty performance and improve the U.S. Army's readiness. Credentials, certification and licenses add to a Soldier's personal and professional development and potentially enhance a Soldier's ability to secure meaningful employment after making the transition from active duty. Licensing, Credentialing and Certification programs promote lifelong learning and professional development opportunities throughout the Soldier for Life cycle. For more information on credentialing in the Army, refer to <https://www.cool.army.mil>. The Training with Industry (TWI) Program is a work- experience program to provide an extensive exposure to managerial techniques and industrial procedures within corporate America to selected officers and non- commissioned officers. Training received is normally not available either through the military school system or civilian university system. Following the participants' tenure at the commercial company, they are placed in a validated utilization assignment. The Army's main objective in sponsoring the TWI Program is to develop a group of Soldiers experienced in higher level managerial techniques and who have an understanding of the relationship of their industry as it relates to specific functions of the Army. Once the TWI student is integrated back into an Army organization, they can use this information to improve the Army's ability to interact and conduct business with industry. Participants may also be exposed to innovative industrial management practices, techniques, procedures, etc., which have applicability to, and benefit for, the Army. The Engineer Personnel Exchange Program (E-PEP) enables personnel to gain experiences and establish training relationships creating opportunities while sharing best practices and cultures between Engineer service components. This program is open to select personnel (O3/4/5, and E7) and exchanges personnel between the US Army Corps of Engineers (USACE), US Army Engineer School (USAES), US Naval Facilities Engineering Command Engineer (NAVFAC), US Naval Expeditionary Combat Command (NECC), and US Air Force Civil Engineer Center (AFCEC) for an assignment period of 24-36 months. SMU assignments are voluntary and require engineers to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when

compared to traditional engineer assignments. NCOs potentially could remain in these units for a majority of their careers. Due to the nature of the mission, an SMU is organized differently than a traditional Engineer unit. The TOE and MTOE documents for these units are classified, and standard duty positions cannot be published or evaluated in this publication. Promotion consideration for any Soldier assigned to an SMU should take into account their proven performance, additional responsibilities, and the distinct nature of the unit mission. When being considered for promotion, board members will need to exercise personal judgment, based upon the NCO's record, to determine their level of performance and potential to serve at the next higher grade. Duties and responsibilities of engineers assigned to an SMU encompass traditional engineering tactics, techniques, and procedures, as well as mission-specific tactics developed for unconventional operations. These may include, but are not limited to, the following: Support Special Operation Forces (SOF) elements in target support, unique breaching techniques, and other troop level training, conduct compartmented sensitive missions, coordinate with other Services, other Government agencies, and foreign government officials and provide personal protection for government dignitaries and other designated officials. There is no substitute for service in key developmental (KD) leadership positions other than those outlined in each rank/MOS section. The Engineer NCO has been empowered to visit their individual Professional Development Models (PDM) as they exist to enable the best possible decisions for the development of each NCO. This tool should also additionally be considered when mentoring or counseling subordinate Soldiers regardless of MOS or skill level.

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

The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. Soldiers who can balance their career and also seek to develop themselves through college are viewed favorably as they show good time management skills. College The College Level Examination Program (CLEP), DANTES, and eArmyU are available for those Soldiers unable to pursue formal civilian courses. Pursuing a college education is not a mandatory requirement but one that will place you above your peers. College education is a critical piece of the self-development program, and Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. The Army Correspondence Course Program (ACCP) also provides excellent educational advancements in continued education, leadership, and technical proficiency. Education opportunities can be found at the ACES Web site. CLEP and DANTES are other resources for converting previously acquired knowledge or training into college credit. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online and sometimes earn promotion points for technical certification. A list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

a. Private E-1-Specialist/Corporal

(1) Soldiers should study and master the following military publications: STP 21-1-SMCT, TC 7-21.13, FM 3-34, TM 3-34.85, AR 670-1, all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(2) The following are suggested for self-development: TC 7-22.7, AKO, Army Career Tracker (ACT), and <http://www.train.army.mil/>.

(3) Soldier boards such as for "Soldier of the Quarter" or "Year" awards broaden the knowledge base, instill discipline, and improve the Soldier's ability to communicate verbally.

b. Sergeant

(1) SGTs should study and master the publications mentioned in skill level 1, as well as the following military publications: STP 21–24–SMCT, FM 6–22, FM 3-34, FM 3–55.93, all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(2) The following are suggested for self-development: TC 7-22.7, Army Career Tracker (ACT), AKO, and <http://www.train.army.mil/>.

(3) Soldier boards such as for “NCO of the Quarter” or “Year” awards, and the SGT Audie Murphy or SGT Morales clubs, broaden the knowledge base, instill discipline, and improve the Soldier’s ability to communicate verbally.

c. Staff Sergeant

(1) These NCOs should study and master the following military publications: all publications referenced in skill levels 1 and 2, STP 21–24–SMCT, FM 3–22.3, FM 3-34, TM 3-34.85, ATP 3-34.20/22/23/40/80/81/84, all - 10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

(2) The following are suggested for self-development: TC 7–22.7, AKO, ACT, and <http://www.train.army.mil/>.

(3) SSGs should seek opportunities to pursue completion of an associate’s degree.

d. Sergeant First Class

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. SFCs should strive to complete a degree program or accumulate 2 years of college credit towards an associate’s degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: AR 350–1, AR 750–1, FM 3-34, ATP 3-34.20/22/23/40/80/81/84, all –10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment

(3) The following are suggested for self-development: TC 7–22.7, ACT, AKO, and <http://www.train.army.mil/>.

(4) The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an associate’s degree by 12 years of service and continue studies towards an upper-level degree. The SFC must continue to remain competent in technical fields, while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army OPS, and battle staff functions should be emphasized as essential to an SFC.

d. Master Sergeant/First Sergeant

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Professional reading and college courses help the SNCOs develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM; complete an associate’s degree and begin earning college credit towards a bachelor’s degree.

(2) Master Sergeant/First Sergeant should study and master the following military publications: FM 3-34, ATP 3-34.20/22/23/40/80/81/84, AR 601–280, AR 600–20, DA Pam 611–21, AR 840–10, AR 600-8-2, AR 220-45, AR 623-3, DA PAM 623-3, and AR 220–1.

(3) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. They should choose courses that help them understand how the Army operates, in order to influence and improve the Army’s systems and to help their organizations succeed.

e. Sergeant major/Command sergeant major

(1) The goal of the SGMs and CSMs is to possess a bachelor’s degree and work towards a

graduate degree in their chosen discipline. Professional reading and college courses help the SNCOs develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important, since the SGM or CSM will often represent the command or the Army in civic functions.

(2) The SGMs and CSMs should read publications on professional reading lists of their Chain of Command. They should take advantage of TC 7–22.7, AKO, ACT, and <http://www.train.army.mil/> which contain more reading material for self-development. Continued reading about world politics, geo-political issues, and field manuals relating to Army OPS and current battle doctrine expand a leader's knowledge.

Chapter 4. Military Occupational Specialty 12A, Engineer Senior Sergeant

a. Major Duties. The Engineer Senior Sergeant inspects and advises on bridging, rafting, and river crossing operations; supervises general engineering activities related to all construction and utility operations; formulates and maintains construction schedules; assists in the supervision of troops in assault operations; performs ground and aerial reconnaissance; advises engineer staff section personnel in matters involving combat engineer operations; assists the engineering officer in construction planning, scheduling, and material estimating; assists in the preparation of operation orders, standing operating procedures, and contingency plans; coordinates with staff agencies for engineer operational and tactical support; coordinates employment of engineer elements operating with infantry and armored units; inspects construction sites and enforces job specification and safety standards; collects, interprets, analyzes, evaluates, and disseminates intelligence data; provides staff supervision and principal noncommissioned officer direction to units engaged in performing engineering missions; inspects construction and training activities; supervises performance of combat engineering missions.

b. Prerequisites. See DA Pam 611–21, in the DA G-1 Smartbook, for details.

c. Goals for Development. To ensure the Engineers remain the bedrock of the Nation's fighting force, and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full spectrum of military operations.

(1) Sergeant major/Command sergeant major.

(a) Institutional training. Command Sergeants Major PCC (BDE/BN)

(b) Operational assignments. SGM/CSM is the capstone MOS for 12D, 12X and 12Z. Important assignments are Battalion (BN) or Brigade (BDE) CSM, BDE level or higher Operations Sergeant, and Chief Engineer NCO.

(c) Self-development. Distributed Leader Course/ (DLC 5).

(d) Additional training. Joint Engineer Operations Course (JEOC), Senior Enlisted Joint Professional Military Education II (SEJPME), and How the Army Runs Course.

(e) Special assignments. NCOA Commandant, CSM Observer-Coach/Trainer (OC/T), Brigade Engineer Battalion (BEB) OC/T, BDE CSM OC/T, BEB CSM Security Force Assistance Brigade (SFAB), Chief Instructor, Chief Instructor/Writer, Senior Training Developer, Chief Career Management NCO, Senior Operational Advisor, Army Congressional Fellowship, CSA Strategic Studies Group, HQDA Strategic Broadening Seminar Program, Information Assurance Scholarship Program, US Army Sergeants Major Academy Fellowship (Available to SGM who served in 6C/7C/7S positions), and Asymmetric Warfare Group (AWG).

(f) Army career degrees. See SOCAD Army Career Degree Program.

(g) GI Jobs. See GI Jobs COOL Web site.

Chapter 5. Military Occupational Specialty 12A, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the “PLAN” tab and then selecting “PROFESSIONAL DEVELOPMENT MODEL” tab.

Chapter 6. Military Occupational Specialty 12A, Reserve Component (RC)

The MOS 12A in the RC is managed the same as for the Active Component. (See Chapter 4)

Chapter 7. Military Occupational Specialty 12B, Combat Engineer

a. Major duties. Combat engineers conduct mobility, counter-mobility, and survivability operations in support of combat forces. The combat engineer works as a member of a team, squad, or platoon performing basic combat construction and reconnaissance missions. The combat engineer directs the construction of fighting positions and wire obstacles; conducts hasty and deliberate breaching operations; maintains and operates engineer wheeled and track vehicles; calculates, prepares, and installs priming and firing systems for demolitions.

b. Prerequisites. See DA Pam 611–21, in the DA G-1 Smartbook, for details.

c. Goals for development. To ensure the Engineers remain the bedrock of the Nation’s fighting force, and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full range of military operations.

(1) Private E–1–Specialist/Corporal.

(a) Institutional training. 12B Soldiers receive their Initial Entry Training (IET) at MOS 12B One Station Unit Training (OSUT). The primary focus of IET is to prepare MOS 12B Soldiers to serve within a Squad. IET prepares a 12B Soldier to serve as a combat engineer. Functional and other institutional courses are designed to enhance the training for specific units or specific duty positions. PFC and above may attend the Basic Leaders Course which is a branch-immaterial course that allows the Soldier to acquire the leader skills, knowledge, and experience needed to lead team sized elements.

(b) Operational assignments. The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Warrior Tasks and Drills. This can be acquired in TOE (tactical) assignments serving as a Combat Engineer, Assault Breacher Vehicle (ABV) Operator, Vehicle Operator, Armored Vehicle Launched Bridge (AVLB) Operator, Joint Assault Bridge (JAB) Operator, Vehicle Mounted Mine Detector (VMMD) Operator, and Heavy Vehicle Driver. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) Self-development. Complete the appropriate level of Distributed Leader Course (DLC) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Basic Airborne Course, Air Assault School, Rappel Master Course, Ranger School, Explosive Ordnance Clearing Agent Course, Mine Detection Dog Handlers Course, Combat Engineer Heavy Track Course, and Basic Combatives Course (Level I).

(e) Special assignments. Not Applicable.

(2) Sergeant.

(a) Institutional training. SGTs attend the Advanced Leaders Course. This course provides Soldiers selected for promotion to SSG with an opportunity to acquire the leadership, technical, and tactical skills, knowledge and experience needed to lead squad sized units. All MOS 12B SGTs should strive to attend the Sapper Leader Course.

(b) Operational assignments. SGTs should focus on developing tactical and technical leadership skills serving as Team Leader in the operational Army, honing technical expertise, and building a foundation of tactical knowledge. Other duty assignments in operational units that will increase the technical expertise and develop leadership abilities of the SGT are ABV Commander, JAB Commander, AVLB Commander, Mobility/Counter-mobility/Survivability

NCO, Reconnaissance Sergeant, Vehicle Commander, Recovery NCO, Training Management NCO, and Operations Sergeant.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Sapper Leader Course, Basic Airborne Course, Air Assault School, Jumpmaster School, RappelMaster Course, Ranger School, , Master Gunner Course, Master Gunner, Bradley Leader Course, Mine Detection Dog Handler Course, Master Fitness Trainer Course, Explosive Ordnance Clearance Agent Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II).

(e) *Special assignments.* Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Team Leader in the Operating Force. Defense Attaché System (DAS), Recruiter, Instructor, and Instructor/Writer, while career enhancing, generally do **not** allow for the same level of leadership development and should **not** be considered appropriate alternatives to key developmental positions. Commanders and CSMs must ensure SGTs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SGTs to serve in positions of increase responsibility. Soldiers who are serving in isolated areas requirespecial consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(3) *Staff Sergeant.*

(a) *Institutional training.* SSGs attend the Senior Leaders Course. This course provides Soldiers selected for promotion to SFC with an opportunity to acquire the leadership, technical, and tactical skills, knowledge and experience needed to lead platoon sized units. All MOS 12B SSGs should strive to attend the Sapper Leader Course.

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be an operational assignment as an engineer Squad Leader or Section Leader (K9) for a minimum of 24-36 rated months. These assignments during this phase oftheir career best posture the NCO for continued development and further refine both leadership skills, and tactical and technical expertise. SSGs who have acquired 24-36 rated months in either aSquad Leader position or Section Leader (K9), coupled with generating or broadening assignments, are considered most qualified for promotion. 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. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of the NCOs are Operations Sergeant, Assistant Operations Sergeant, Assistant Plans NCO, Reconnaissance Sergeant, and Recovery Supervisor.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Sapper Leader Course, Explosive Ordnance Clearance Agent Course, Basic Airborne Course, Air Assault School, Jumpmaster School, Rappel Master Course, RangerSchool, Bradley Leader Course, Sexual Harassment/Assault Response and Prevention (SHARP) Course, EqualOpportunity (EO) Course, Mine Detection Dog Handler Course, Combatives Master Trainer Course (Level III), Master Fitness Trainer Course, MasterResilience Training Course.

(e) *Special assignments.* Special assignments are those broadening assignments that provide a purposeful expansion of knowledge, capability and understanding through assignment

opportunities internal and external to the Army. These assignments are fundamental to the continued growth throughout the NCOs career life cycle. At this level the Sergeants focus should be technical and tactical proficiency. Broadening assignments are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing environments.

(f) Security Force Assistance Brigade (SAFB), Observer- Coach/Trainer (OC/T), Small Group Leader (SGL), Recruiter, Instructor, and Instructor/Writer, Defense Attaché System (DAS), White House Fellowship Program, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key developmental positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSGs to serve on battalion, brigade, and division staffs. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(4) *Sergeant First Class*

(a) *Institutional training.* SFCs attend the Master Leaders Course. This course provides Soldiers selected for promotion to MSG/1SG with an opportunity to acquire the leadership, technical, and tactical skills, knowledge and experience needed to lead company sized units. All MOS 12B SFCs should strive to attend the Sapper Leader Course.

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of a career should be an engineer Platoon Sergeant or Detachment Sergeant (K9) for a minimum of 24-36 rated months. The Platoon Sergeant's job, as the senior trainer in the platoon, is essential in the development of junior leaders. Successful assignments as either Platoon Sergeant or Detachment Sergeant (K9) enhance the combat leading ability of a SFC and increase the potential for promotion to Master Sergeant. SFCs who have acquired 24-36 rated months in either a Platoon Sergeant or Detachment Sergeant (K9) position, coupled with broadening assignments, are considered most qualified for promotion. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing this captured time has been documented on the rated Soldier's NCOER. Additional operational assignments that will enhance the technical expertise and develop the leadership level of the NCO are Operations Sergeant either at the company or battalion levels.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Basic Airborne Course, Air Assault School, Jumpmaster School, Ranger School, Pathfinder School, Sapper Leader Course, Rappel Master Course, Bradley Leader Course, Master Gunner Course, Explosive Ordnance Clearance Agent Course, Battle Staff NCO Course, Combatives Master Trainer Course (Level III), Counter Explosives Hazard Planning Course, Joint Engineer Operations Course, Equal Opportunity Advisor Course, Sexual Assault Response Coordinator Course, Master Resilience Training Course, Master Fitness Trainer, and Inspector General Course.

(e) *Special assignments.* Special assignments are those broadening assignments that provide a purposeful expansion of knowledge, capability and understanding through assignment opportunities internal and external to the Army. These assignments are fundamental to the continued growth throughout the NCOs career life cycle. At this level the Sergeants focus should be technical and tactical proficiency. Broadening assignments are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing environments.

- (f) Senior Drill Sergeant, Instructor (Sapper), and Tactical NCO at USMA may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Platoon Sergeant or Detachment Sergeant (K9) in the Operating Force. Observer-Coach/Trainer (OC/T), Security Force Assistance Brigade (SFAB), Assistant Inspector General, Equal Opportunity Advisor (EO), Sexual Assault Response Coordinators (SARC), Career Advisor, Career Management NCO, CSA Strategic Studies Group, HQDA Strategic Broadening Seminar Program, White House Fellowship, Senior Small Group Leader, Small Group Leader, Senior Instructor, Instructor, Instructor/Writer, Military Science Instructor, Training Developer, Schools NCO, Military Science Instructor, and Training Developer NCO, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to KD positions. Commanders and CSMs must ensure SFCs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SFCs to serve on battalion, brigade, and division staffs. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.
- (g) *Army career degrees*. See SOCAD Army Career Degree Program.
- (h) *GI Jobs*. See GI Jobs COOL Web site.

Chapter 8. Military Occupational Specialty 12B, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the "PLAN" tab and then selecting "PROFESSIONAL DEVELOPMENT MODEL" tab.

Chapter 9. Military Occupational Specialty 12B, Reserve Component (RC)

The MOS 12B in the RC is managed the same as for the Active Component. (See Chapter 7)

Chapter 10. Military Occupational Specialty 12C, Bridge Crewmember

- a. Major duties*. A bridge crewmember commands, serves, and assists as a member of a squad, section, or platoon. A bridge crewmember directs the loading, off-loading, assembly, and disassembly of float and fixed bridges for wet and dry gap crossing operations. A bridge crewmember operates and supervises the use of bridge erection boats and rafting operations, and installs and supervises the placement of keel and overhead anchorage systems. The bridge crewmember accomplishes these tasks while staying current in basic Soldiering skills, which is necessary for today's operating environment.
- b. Prerequisites*. See DA Pam 611-21, in the DA G-1 Smartbook, for details.
- c. Goals for development*.
- (1) *Private E-1-Specialist/Corporal*.
- (a) *Institutional training*. BLC.
- (b) *Operational assignments*. The focus during the early years of a bridge crewman's career should focus on building a strong base of technical expertise in equipment, basic MOS skills, and Warrior Tasks and Drills. This can be acquired in TOE (tactical) assignments serving as a Bridge Crewmember and Bridge Erection Boat Operator. Soldiers should seek responsibility and take advantage of opportunities to display leadership skills, initiative, and motivation.
- (c) *Self-development*. Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self-development, refer to Chapter 3.
- (d) *Additional training*. *Basic Airborne School*, *Air Assault School* and *Basic Combatives Course* (Level I), *Rappel Master Course*, and *Ranger School*.
- (e) *Special assignments*. Not Applicable.
- (2) *Sergeant*.

(a) *Institutional training.* SGTs attend the Advanced Leaders Course. This course provides Soldiers selected for promotion to SSG with an opportunity to acquire the leadership, technical, and tactical skills, knowledge and experience needed to lead squad sized units. All MOS 12C SGTs should strive to attend the Sapper Leader Course.

(b) *Operational assignments.* The focus during this phase of their career should be primarily as a Bridge Crew Chief. The NCO continues to develop and refine both leadership skills, and tactical and technical expertise. Other duty assignments in tactical units that will increase the technical expertise and develop the leadership level of the NCOs are Bridge Erection Boat Operator, and Assistant Reconnaissance Sergeant.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Sapper Leader Course, Ranger School, Air Assault School, Basic Airborne Course, Rappel Master Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Master Fitness Trainer Course, Battle Staff NCO Course, and Master Resilience Trainer Course.

(e) *Special assignments.* Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Bridge Crew Chief in the Operating Force. Defense Attaché System (DAS), Asymmetric Warfare Operational Support, and Recruiter, while career enhancing, generally do **not** allow for the same level of leadership development and should **not** be considered an appropriate alternative to key developmental positions.

(3) *Staff Sergeant.*

(a) *Institutional training.* . SSGs attend the Senior Leaders Course. This course provides Soldiers selected for promotion to SFC with an opportunity to acquire the leadership, technical, and tactical skills, knowledge and experience needed to lead platoon sized units. All MOS 12C SSGs should strive to attend the Sapper Leader Course.

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be an operational assignment as a Section Leader or Senior Boat Operator for a minimum of 24-36 rated months. These assignments during this phase of their career best posture the NCO for continued development and further refine both leadership skills, and tactical and technical expertise. SSGs who have acquired 24-36 rated months in either of the above noted positions,

coupled with generating or broadening assignments, are considered most qualified for promotion. 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.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Battle Staff NCO Course, Sapper Leader Course, Ranger School, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Combatives Master Trainer Course (Level III), Master Fitness Trainer Course, Master Resilience Training Course, Equal Opportunity Course, Sexual Harassment/Assault Response and Prevention Course, Air Assault School, Basic Airborne Course, Jumpmaster School, and Rappel Master Course.

(e) *Special assignments.* Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of either a Section Leader or Senior Boat Operator in the Operating Force. Observer-Coach/Trainer (OC/T), , Defense Attaché System (DAS), White House Fellowship Program, Small Group Leader (SGL),

Recruiter, Instructor, and Instructor/Writer, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key developmental positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSGs to serve on battalion, brigade, and division staffs. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(4) Sergeant First Class.

(a) Institutional training. SFCs attend the Master Leaders Course. This course provides Soldiers selected for promotion to MSG/1SG with an opportunity to acquire the leadership, technical, and tactical skills, knowledge and experience needed to lead company sized units. All MOS 12C SFCs should strive to attend the Sapper Leader Course.

(b) Operational assignments. The critical key developmental (KD) assignment focus during this phase of a career should be an engineer Platoon Sergeant for a minimum of 24-36 rated months. The Platoon Sergeant's job, as the senior trainer in the platoon, is essential in the development of junior leaders. Successful assignments as Platoon Sergeant enhance the combat leading ability of a SFC and increase the potential for promotion to Master Sergeant. SFCs who have acquired 24-36 rated months in a Platoon Sergeant position, coupled with broadening assignments, are considered most qualified for promotion. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing this captured time has been documented on the rated Soldier's NCOER. Additional operational assignments that will enhance the technical expertise and develop the leadership level of the NCO are Operations Sergeant either at the company or battalion level.

(c) Self-development. Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Sapper Leader Course, Ranger School, Air Assault School, Basic Airborne Course, Jumpmaster School, and Rappel Master Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Combatives Master Trainer (Level III), Battle Staff NCO Course, Joint Engineer Operations Course, Equal Opportunity Advisor Course, Sexual Harassment/Assault Response and Prevention Course, Inspector General Course, and Master Fitness Trainer Course, Master Resilience Trainers Course.

(e) Special assignments. Senior Drill Sergeant or Tactical NCO at USMA may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Platoon Sergeant in the Operating Force. Observer-Coach/Trainer (OC/T), , Assistant Inspector General, Equal Opportunity Advisor (EO), Sexual Assault Response Coordinators (SARC), Career Advisor, Career Management NCO, CSA Strategic Studies Group, HQDA Strategic Broadening Seminar Program, White House Fellowship, Senior Small Group Leader, Small Group Leader, Senior Instructor, Instructor, Instructor/Writer, Military Science Instructor, Training Developer, and Schools NCO, while career enhancing, generally do **not** allow for the same level of leadership development and should **not** be considered appropriate alternatives to KD positions. Commanders and CSMs must ensure SFCs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SFCs to serve on battalion, brigade, and division staffs. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(f) Army career degrees. See SOCAD Army Career Degree Program.

(g) GI Jobs. See GI Jobs COOL Web site.

Chapter 11. Military Occupational Specialty 12C, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the "PLAN" tab and then selecting "PROFESSIONAL DEVELOPMENT MODEL" tab.

Chapter 12. Military Occupational Specialty 12C, Reserve Component (RC)

The MOS 12C in the RC is managed the same as for the Active Component. (See Chapter 10)

Chapter 13. Military Occupational Specialty 12D, Diver

a. Major duties. Engineer Divers perform or supervise SCUBA and Surface-Supplied diving operations to a depth of 190FSW in support of General Engineering, Combat Engineering, Geospatial Survey, and Defense Support of Civil Authorities (DSCA). The Engineer Diver works as a member of a diving section, team, or detachment performing underwater port construction and rehabilitation, harbor clearance, ship's husbandry, salvage, demolition, reconnaissance, river crossing, hydrographic survey, and hyperbaric life support operations. The Engineer Diver prepares rigging and lifting devices for salvage of submerged objects; prepares patching materials and pumps for salvage of vessels; directs or supervises preparation and operation of diving power equipment to include underwater hydraulics, underwater cutting and welding, and underwater special tools; supervises, calculates, and emplaces demolitions; conduct underwater inspections and surveys to include hydrographic, side scan sonar, and remotely operated vehicle surveys.

b. Prerequisites. See DA Pam 611–21, in the DA G-1 Smartbook, for details.

c. Goals for development. To ensure the Engineers remain the bedrock of the Nation's fighting force and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full range of military operations.

(1) Private E–1–Specialist/Corporal.

(a) Institutional training. SPCs attend the Basic Leaders Course. This course provides Soldiers selected for promotion to SGT with an opportunity to acquire the leadership, technical, and tactical skills, knowledge and experience needed to lead team sized units.

(b) Operational assignments. The focus during early years of a career should be on building a strong base of technical expertise in underwater skills and diving equipment maintenance, basic MOS skills, and common Warrior Tasks and Drills. This can be accomplished with assignments to an engineer diving team serving as (12D) diver. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) Self-development. Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Air Assault School, Basic Airborne Course, and Basic Combatives Course (Level I)

(e) Special assignments. Not Applicable.

(2) Sergeant.

(a) Institutional training. ALC.

(b) Operational assignments. The focus during this phase of a career should be on obtaining the Salvage Diver Certification IAW DA Form 7690 (Salvage Diver Qualification Worksheet) and performing Lead Diver duties on a TOE diving detachment. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience.

(c) Self-development. Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Master Fitness Trainer (MFT), and Project

Management Professional (PMP) Certification., PADI Instructor Development Course, PADI Advanced Open Water Certification, Entry Level Tender/Diver, Air Diver Certification, Air Diver Supervisor Certification.

(e) *Special assignments.* Defense Attaché System(DAS), and Operations NCO.

(3) *Staff Sergeant.*

(a) *Institutional training.* SLC.

(b) *Operational assignments.* The focus during this phase of their career should be on obtaining the Diving Supervisor Certification IAW DA Form 7691 (First Class Diver Qualification Worksheet) and performing 24-36 rated months as either a Diving Supervisor or a Recovery Supervisor on an operational diving unit. The Diving Supervisor and Recovery Supervisor positions will increase experience and develop leadership skills needed to pass the Master Diver Certification Board. SSGs who have acquired 24-36 rated months in a Diving Supervisor or Recovery Supervisor position, coupled with a generating or broadening assignment are considered most qualified for promotion. Soldiers serving in a key developmental (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.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Air Assault School, Basic Airborne Course, Tactical Combatives Course (Level II), Rappel Master Course, Jumpmaster School, Sexual Harassment Assault Response and Prevention (SHARP) Course, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Army Reconnaissance, and Project Management Professional (PMP) Certification PADI Instructor Development Course, PADI Advanced Open Water Certification, Entry Level Tender/Diver, Air Diver Certification, Air Diver Supervisor Certification..

(e) *Special assignments.* Drill Sergeant may fulfill the NCO's requirement for a KD position if the NCO has not had an opportunity to serve in the capacity of Diving Supervisor or Recovery Supervisor in the Operating Force. Asymmetric Warfare Operational Support, Defense Attaché System (DAS), Training With Industry (TWI) Program, White House Fellowship Program, Recruiter, and Instructor/Writer and Recruiter, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key developmental positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(4) *Sergeant First Class.*

(a) *Institutional training.* MLC.

(b) *Operational assignments.* The focus during this phase of their career should be on obtaining the Master Diver Badge, certification acquired by completing the Master Diver Certification Board within 12 months of their promotion to SFC and performing 24-36 rated months as either a Senior Diving Supervisor or a Reconnaissance Team NCOIC on an operational diving unit. The Senior Diving Supervisor position and Reconnaissance Team NCOIC are essential for conducting high-risk diving operations in a diving unit. These Soldiers are the senior trainers for the development of junior Soldiers on the team. SFCs who have acquired 24-36 rated months in a Senior Diving Supervisor or Reconnaissance Team NCOIC position are considered qualified for promotion. SFCs who have acquired 18 rated months in a Senior Diving Supervisor or Reconnaissance Team NCOIC position, coupled with a generating or broadening assignment, are considered most qualified for promotion. Soldiers serving in a key

developmental (KD) position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards the KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Air Assault School, Basic Airborne Course, Combatives Master Trainer Course (Level III), Rappel Master Course, Jump Master School, Master Fitness Trainer (MFT) Course, Joint Engineer Operations Course (JEOC), Equal Opportunity Advisor Course (EOA), Sexual Harassment Assault Response and Prevention (SHARP) Course, Master Resilience Training (MRT) Course, Inspector General (IG) Course, Army Reconnaissance, and Project Management Professional (PMP) Certification.

(e) *Special assignments.* Drill Sergeant/ Senior Drill Sergeant may fulfill the NCO's requirement for a key developmental leadership position if the NCO has not had an opportunity to serve in the capacity of Senior Diving Supervisor or Reconnaissance Team NCOIC in the Operating Force. Asymmetric Warfare Operational Support, Asymmetric Warfare Operational Specialist, CSA Strategic Studies Group, HQDA Strategic Broadening Seminar Program, Training With Industry Program, White House Fellowship, Diver Liaison NCO, Instructor/Writer, and Skill Developer, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to KD leadership development positions. Commanders and CSMs must ensure SFCs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(5) *Master Sergeant/First Sergeant.*

(a) *Institutional training.* Sergeants Major Course.

(b) *Operational assignments.* The focus during this phase of their career should be the performance of duties as a First Sergeant for 24-36 rated months. The only leadership opportunities for both the First Sergeant are assignments to Engineer Diving Detachments with 25 personnel or less. However, responsibilities for these positions are significant due to the planning and complexity of diving operations and their inherently dangerous nature. 1SG/MSGs who have acquired 24-36 rated months in a First Sergeant position, coupled with a generating or broadening assignment, are considered most qualified for promotion to SGM. Soldiers serving in a key developmental (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.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Air Assault School, Basic Airborne Course, Tactical Combatives Course (Level II), Combative Master Trainer Course (Level III), Rappel Master Course, Jump Master School, Course (Level III), Master Fitness Trainer (MFT) Course, Joint Engineer Operations Course (JEOC), Equal Opportunity Advisor Course (EOA), Project Management Professional (PMP) Certification, Army Reconnaissance Course, Sexual Harassment/Assault Response and Prevention (SHARP) Course, Master Resilience Training (MRT) Course, and Inspector General (IG) Course.

(e) *Special assignments.* Chief Diving Supervisor of Engineers may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of First Sergeant position in the Operating Force. CSA Strategic Studies Group, HQDA

Strategic Broadening Seminar Program, Training with Industry Program, and White House Fellowship, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to KD leadership development positions. Commanders and CSMs must ensure MSGs/1SGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(f) *Army career degrees.* See SOCAD Army Career Degree Program.

(g) *GI Jobs.* See GI Jobs COOL Web site.

(6) *Sergeant Major/Command Sergeant Major.* See MOS 12A.

Chapter 14. Military occupational specialty 12D, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the “PLAN” tab and then selecting “PROFESSIONAL DEVELOPMENT MODEL” tab.

Chapter 15. Military occupational specialty 12D, Reserve Component

The MOS 12D is not available to Reserve Component Soldiers.

Chapter 16. Military Occupational Specialty 12G, Quarrying Specialist (Reserve Component only)

a. *Major duties.* The Quarrying Specialist works in a squad, section, or platoon performing basic horizontal construction. Duties start with operating electric, pneumatic, and internal combustion powered machines used in drilling, crushing, grading, and cleaning gravel and rock; detonates explosives to blast rock in quarries and at construction sites.

b. *Prerequisites.* See DA Pam 611–21, in the DA G-1 Smartbook, for details.

c. *Goals for development.* To ensure the Engineers remain the bedrock of the Nation’s fighting force and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full range of military operations.

(1) *Private E–1–Specialist/Corporal.*

(a) *Institutional training.* BLC.

(b) *Operational assignments.* The focus during the early years of a career should be spent on building a strong base of technical expertise in horizontal construction, basic MOS skills, and common Warrior Tasks and Drills. This can be accomplished with assignments to an Engineer Battalion serving as a Quarry Machine Operator. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Basic Airborne School, Air Assault School, Ranger School, Basic Combatives Course (Level I) Course.

(e) *Special assignments.* Not Applicable.

(2) *Sergeant.*

(a) *Institutional training.* ALC.

(b) *Operational assignments.* SGTs should focus on building a strong base of technical expertise in TOE assignments, developing Soldier leadership skills and honing technical skills as a Quarry Machine Operator and Blaster. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional

information on self- development, refer to Chapter 3.

(d) Additional training. Air Assault School, Basic Combatives Course (Level I), and Tactical Combatives Course (Level II), Jumpmaster School, Rappel Master Course, Project Management Professional (PMP) Certification.

(e) Special assignments. Not Applicable.

(3) Staff Sergeant.

(a) Institutional training. SLC.

(b) Operational assignments. The critical key developmental (KD) assignment focus during this phase of a career should be in an operational assignment as a Quarry Foreman for a minimum of 24-36 rated months. SSGs who have acquired 24-36 rated months in quarry foreman position, coupled with broadening assignments, are considered most qualified for promotion. 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.

(c) Self-development. Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Air Assault School, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Combatives Master Trainer Course (Level III), Army Reconnaissance, and Project Management Professional (PMP) Certification.

(e) Special assignments. Not Applicable.

(f) Army career degrees. See SOCAD Army Career Degree Program.

(g) GI Jobs. See GI Jobs COOL Web site.

(4) Sergeant fFrst Class. See MOS 12N4O.

Chapter 17. Military occupational specialty 12G, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the "PLAN" tab and then selecting "PROFESSIONAL DEVELOPMENT MODEL" tab.

Chapter 18. Military Occupational Specialty 12H, Construction Engineering Supervisor

a. Major duties. The Construction Engineering Supervisor serves as a member of a squad, section, or platoon. Duties start with supervising construction repair and utility service installation of buildings. The Construction Engineering Supervisor is responsible for concrete placement, culvert placement and installation; construction of fixed bridges; and directs and supervises demolition operations.

b. Prerequisites. See DA Pam 611–21, in the DA G-1 Smartbook, for details.

c. Goals for development. To ensure the Engineers remain the bedrock of the Nation's fighting force and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full range of military operations.

(1) Staff Sergeant.

(a) Institutional training. SLC.

(b) Operational assignments. The critical key developmental (KD) assignment focus during this phase of their career should be an operational assignment as a Construction Squad Leader, General Construction Supervisor, Construction Section Leader, or Construction Engineer Security Force Assistance Brigade (SFAB) for a minimum of 24-36 rated months. These assignments during this phase of their career best posture the NCO for continued development and further refine leadership skills, tactical and technical expertise. SSGs who have acquired 24-36 rated months in either of the above positions, coupled with generating or broadening assignments, are considered most qualified for promotion. 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. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of the NCOs are Construction Inspector, Construction Operations Sergeant, Construction Engineer and Assistant Construction NCO.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Combatives Master Trainer Course (Level III), Rappel Master Course, Jumpmaster School, Ranger School, Sexual Harassment/Assault Response and Prevention (SHARP) Course, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Equal Opportunity (EO) Course, Bradley Commander and Gunner Certification Course, Army Reconnaissance, and Project Management Professional (PMP) Certification.

(e) *Special assignments.* Special assignments are those broadening assignments that provide a purposeful expansion of knowledge, capability and understanding through assignment opportunities internal and external to the Army. These assignments are fundamental to the continued growth throughout the NCOs career life cycle. At this level the Sergeants focus should be technical and tactical proficiency. Broadening assignments are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing environments.

(f) Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Construction Squad Leader or Construction Supervisor in the Operating Force. Asymmetric Warfare Operational Support, Security Force Assistance Brigade (SFAB), Defense Attaché System (DAS), White House Fellowship Program, Observer- Coach/Trainer (OC/T), Small Group Leader (SGL), Recruiter, Instructor, and Instructor/Writer, while career enhancing, generally do **not** allow for the same level of leadership development and should **not** be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSGs to serve on battalion, brigade, and division staffs. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(2) *Sergeant First Class.*

(a) *Institutional training.* MLC.

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be an operational assignment as either a Platoon Sergeant, Senior Construction Supervisor, or Detachment Sergeant for a minimum of 24-36 rated months. These assignments during this phase of their career best posture the NCO for continued development and further refine leadership skills, tactical and technical expertise. SFCs who have acquired 24-36 rated months in either of the above positions, coupled with generating or broadening assignments, are considered most qualified for promotion. 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. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of the NCOs are Construction Operations Sergeant, Construction NCO, Engineer NCO, and Construction Inspector.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Combatives Master Trainer Course (Level III), Master Fitness Trainer (MFT) Course, Rappel Master Course, Jump Master School, Ranger School, Joint Engineer Operations Course (JEOC), Equal Opportunity Advisor Course (EOA), Sexual Harassment Assault Response Coordinator (SHARP) Course, Master Resilience Training (MRT) Course, and Inspector General (IG) Course, Bradley Commander and Gunner Certification Course, Army Reconnaissance, and Project Management Professional (PMP) Certification.

(e) Special assignments. Senior Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of either a Platoon Sergeant, Senior Construction Supervisor, or Detachment Sergeant in the Operating Force. Asymmetric Warfare Operational Support, Defense Attaché System (DAS), Security Force Assistance Brigade (SFAB), White House Fellowship Program, Observer-Coach/Trainer (OC/T), Small Group Leader (SGL), Recruiter, Instructor, and Instructor/Writer, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SFCs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SFCs to serve on battalion, brigade, and division staffs. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(f) Army career degrees. See SOCAD Army Career Degree Program.

(g) GI Jobs. See GI Jobs COOL Web site.

(3) Master Sergeant/First Sergeant. See MOS 12X.

Chapter 19. Military occupational specialty 12H, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the "PLAN" tab and then selecting "PROFESSIONAL DEVELOPMENT MODEL" tab.

Chapter 20. Military occupational specialty 12H, Reserve Component (RC)

The MOS 12H in the RC is managed the same as in the Active Component. (See Chapter 18)

Chapter 21. Military Occupational Specialty 12K, Plumber

a. Major duties. The Plumber serves as a member of a squad, team, section, or platoon. Duties start with installing and repairing pipe systems and fixtures and petroleum pipeline systems, reading and interpreting drawings, plans, and specifications to determine layout and identify types and quantities of materials required. The Plumber is responsible for conducting inspections of plumbing facilities and ensuring employment of proper safety procedures.

b. Prerequisites. See DA Pam 611–21, in the DA G-1 Smartbook, for details.

c. Goals for development. To ensure the Engineers remain the bedrock of the Nation's fighting force, and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full range of military operations.

(1) Private E–1–Specialist/Corporal.

(a) Institutional training. BLC.

(b) Operational assignments. The focus during the early years of a career should focus on building a strong base of technical expertise in vertical construction, basic MOS skills, and common Warrior Tasks and Drills. This can be accomplished with assignments to an engineer battalion, serving as a (12K) Plumber. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) *Self-development*. Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self-development, refer to Chapter 3.

(d) *Additional training*. Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), and Ranger School.

(e) *Special assignments*. Not Applicable.

(2) *Sergeant*.

(a) *Institutional training*. ALC.

(b) *Operational assignments*. SGTs should focus on building a strong base of technical expertise in TOE assignments, developing Soldier leadership skills and honing technical skills as a Plumber or Pipefitter. At every opportunity NCOs should seek the positions that allow them to gain leadership experience.

(c) *Self-development*. Complete the appropriate level of Distributed Leader Course (DLC) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self-development, refer to Chapter 3.

(d) *Additional training*. Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), and Project Management Professional (PMP) Certification

(e) *Special assignments*. Asymmetric Warfare Operational Support and Defense Attaché System (DAS), Operations NCO and Training Management NCO.

(f) *Army career degrees*. See SOCAD Army Career Degree Program.

(g) *GI Jobs*. See GI Jobs COOL Web site.

(3) *Staff Sergeant*. See MOS 12H.

Chapter 22. Military occupational specialty 12K, Professional Development ModelThe career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the “PLAN” tab and then selecting “PROFESSIONAL DEVELOPMENT MODEL” tab.

Chapter 23. Military occupational specialty 12K, Reserve Component (RC)

The MOS 12K in the RC is managed the same as for the Active Component. (See Chapter 21)

Chapter 24. Military Occupational Specialty 12M, Firefighter

a. Major duties. The Firefighter supervises or provides fire prevention and protection, firefighting, technical rescue, urban search and rescue and hazardous materials (HazMat) response capabilities to prevent or minimize injury, loss of life, and property and the environment throughout a range of military operations. *Prerequisites*. See DA Pam 611–21, in the DA G-1 Smartbook, for details.

b. Goals for development. To ensure the Engineers remain the bedrock of the Nation’s fighting force, and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full range of military operations.

(1) *Private E–1–Specialist/Corporal*.

(a) *Institutional training*. BLC.

(b) *Operational assignments*. The focus during the early years of a career should be on building a strong base of technical expertise in firefighting and rescue techniques, basic MOS skills, and common Warrior Tasks and Drills. This can be accomplished with assignments to firefighting teams, serving as (12M) Firefighter. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation. Soldiers who have demonstrated task proficiency and taken the initiative towards self-development are considered most qualified for promotion.

(c) *Self-development*. Complete the appropriate level of Distributed Leader Course (DLC/), Driver/Operator Pumper, Mobile Water Supply, and/or Driver/Operator ARFF, (See AR 420-1, chapter 25) in order to meet the prerequisites for attendance at specified NCOPDS. For

additional information on self- development, refer to Chapter(d) *Additional training*. Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Fire Officer I, Fire Instructor I, Incident Safety Officer, Hazardous Material Technician, Public Safety Telecommunicator I/II, Wildland Firefighter I and II, Rescue Technician I, Technical Rescuer I-Confined Space Rescue I & II, Confined Space Rescue I and II, Rope Rescue I and II, Structural Collapse Rescue I and II, Trench Rescue I and II, and Vehicle and Machinery Rescue I and II, National Incident Management System (NIMS) 100 and 200, Certified Fire Inspector I Course.(e) *Special assignments*. Assignment to the 911th Technical Rescue Company after successful completion of operational assignment tour.

(2) *Sergeant*.

(a) *Institutional training*. ALC.

(b) *Operational assignments*. SGTs should focus on building a strong base of technical expertise in TOE assignments, developing Soldier leadership skills and honing technical skills as a Lead Firefighter. Another duty assignment in operational units that will increase the technical expertise and develop the leadership level of the NCOs is Team Leader. At every opportunity NCOs should seek the positions that allow them to gain leadership experience.

(c) *Self-development*. Complete the appropriate level of Distributed Leader Course (DLC) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

Additional training. Air Assault School, Basic Airborne Course, Ranger School, Basic Combative Course (Level I), Tactical Combatives Course (Level II), Hazardous Material Technician, Public Safety Telecommunicator I/II, Wildland Firefighter I and II, Rescue Technician I, Technical Rescuer I-Confined Space Rescue I & II, Confined Space Rescue I and II, Rope Rescue I and II, Structural Collapse Rescue I and II, Trench Rescue I and II, and Vehicle and Machinery Rescue I and II, National Incident Management System 100, 200, 700, and 800, , and Project Management Professional (PMP) Certification, , OSHA 30 HR Training for Construction.

(d) *Special assignments*. Asymmetric Warfare Operational Support and Defense Attaché System (DASand Assignment to the 911th Technical Rescue Company after successful completion of Lead Firefighter operational assignment tour.

(3) *Staff Sergeant*.

(a) *Institutional training*. SLC.

(b) *Operational assignments*. The critical key developmental (KD) assignment focus during this phase of a career should be in an operational assignment as a Station Chief or Squad Leader for a minimum of 24-36 rated months. Other duty assignments in operational units that will increasethe technical expertise and develop the leadership level of the NCOs are Fire Inspector. SSGs who have acquired 24-36rated months in in above KD positions coupled with broadening assignments are considered most qualified for promotion. 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.

(c) *Self-development*. Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training*. Air Assault School, Basic Airborne Course, Ranger School, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Sexual Harassment/Assault Response and Prevention (SHARP) Course, Equal Opportunity Advisor (EOA) Course, Basic Combative Course (Level I), Tactical Combatives Course (Level II), Combatives Master Trainer Course (Level III), Rappel Masters Course, Jump Master School, Hazardous Material Technician, Hazardous Materials/Weapons of Mass Destruction Incident Commander, Public Safety Telecommunicator I/II, Wildland Firefighter I and II, Rescue Technician I, Technical Rescuer I-Confined Space Rescue I & II, Confined Space Rescue I

and II, Rope Rescue I and II, Structural Collapse Rescue I and II, Trench Rescue I and II, and Vehicle and Machinery Rescue I and II, and Project Management Professional (PMP) Certification, Certification, OSHA 30 HR Training for Construction..

(e) Special assignments. Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Station Chief or Squad Leader in the Operating Force. Asymmetric Warfare Operational Support, Defense Attaché System (DAS), White House Fellowship Program, Recruiter, Assignment to the 911th Technical Rescue Company after successful completion of Station Chief operational assignment tour and Instructor/Writer, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(4) Sergeant First Class.

(a) Institutional training. MLC.

(b) Operational assignments. The critical key developmental (KD) assignment focus during this phase of their career should be in a Headquarters Firefighting Team detachment serving as a Fire Chief, Chief Firefighter Supervisor/Training Developer or a Platoon Sergeant for a minimum of 24-36 rated months. SFCs who have acquired 24-36 rated months as a Fire Chief, Chief Firefighter Supervisor/Training Developer, or Platoon Sergeant, coupled with broadening assignments, are considered most qualified for promotion. Soldiers serving in a KD position commensurate to the next high 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.

(c) Self-development. Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self-development, refer to Chapter 3.

(d) Additional training. Ranger School, Air Assault School, Basic Airborne Course, Basic Combative Course (Level I), Tactical Combatives Course (Level II), Combatives Master Trainer Course (Level III), Rappel Masters Course, Jumpmaster School, Master Resilience Trainer (MRT) Course, Master Fitness Trainer (MFT) Course, Equal Opportunity Advisor (EOA) Course, Sexual Harassment/Assault Response and Prevention (SHARP) Course, Hazardous Material Technician, Hazardous Materials/Weapons of Mass Destruction Incident Commander, Public Safety Telecommunicator I/II, Wildland Firefighter I and II, Rescue Technician I, Technical Rescuer I-Confined Space Rescue I & II, Confined Space Rescue I and II, Rope Rescue I and II, Structural Collapse Rescue I and II, Trench Rescue I and II, and Vehicle and Machinery Rescue I and II, Army Reconnaissance, Inspector General (IG) Course, and Project Management Professional (PMP) Certification, OSHA 30..

(e) Special assignments. Drill Sergeant Chief Firefighter Supervisor/Training Developer, and BEB Fire Chief Observer-Coach/Trainer (OC/T) may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Fire Chief or Platoon Sergeant in the Operating Force. Sexual Assault Response Coordinator (SARC), Brigade Victim Advocate (VA), Equal Opportunity Advisor (EO), Assistant Inspector General, Asymmetric Warfare Operational Support, Asymmetric Warfare Operational Specialist, CSA Strategic Studies Group, HQDA Strategic Broadening Seminar Program, White House Fellowship, PSG Observer-Coach (O/C), Instructor, and Instructor/Writer, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to KD positions. Commanders and CSMs must ensure SFCs being

placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(f) *Army career degrees.* See SOCAD Army Career Degree Program.

(g) *GI Jobs.* See GI Jobs COOL Web site.

(5) *Master Sergeant First Sergeant.* See MOS 12X.

Chapter 25. Military occupational specialty 12M, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the “PLAN” tab and then selecting “PROFESSIONAL DEVELOPMENT MODEL” tab.

Chapter 26. Military occupational specialty 12M, Reserve Component (RC)

The MOS 12M in the RC is managed the same as for the Active Component. (See Chapter 24)

Chapter 27. Military Occupational Specialty 12N, Horizontal Construction Engineer

a. *Major duties.* The Horizontal Construction Engineer serves as a member of a squad, team, section, or platoon. Duties start with operating heavy equipment at an apprentice level and progresses to construction equipment supervisor level. The Horizontal Construction Engineer is responsible for construction projects, obstacle emplacement, and counter obstacle operations involving construction equipment.

b. *Prerequisites.* See DA Pam 611–21, in the DA G-1 Smartbook, for details.

c. *Goals for development.* To ensure the Engineers remain the bedrock of the Nation’s fighting force, and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full range of military operations.

(1) *Private E–1–Specialist/Corporal.*

(a) *Institutional training.* BLC.

(b) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in horizontal construction, basic MOS skills, and common Warrior Tasks and Drills. This can be accomplished with assignments to an Engineer battalion serving as a (12N) Horizontal Construction Engineer. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Crane Operator Course, Water Well Drilling Technicians Course, Sapper Leaders Course,

(e) *Special assignments.* Not Applicable.

(2) *Sergeant.*

(a) *Institutional training.* ALC.

(b) *Operational assignments.* SGTs should focus on building a strong base of technical expertise in TOE assignments, developing Soldier leadership skills and honing technical skills as a Horizontal Construction Sergeant or Heavy Vehicle Driver. At every opportunity NCOs should seek the positions that allow them to gain leadership experience.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Crane Operator Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), and Tactical Combatives Course (Level II), Sapper Leaders

Course, Water Well Drilling Technicians Course, Bradley Commander and Gunner Certification Course, Project Management Professional (PMP) Certification, Ranger School, Rappel Master Course, Master Fitness Trainer Course, Battle Staff NCO Course, and Master Resilience Trainer Course.

(e) *Special assignments.* Asymmetric Warfare Operational Support, Defense Attaché System (DAS), Training Management NCO and Tactical Processing NCO.

(3) *Staff Sergeant.*

(a) *Institutional training.* SLC.

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be an operational assignment as a Squad Leader, Horizontal Construction Supervisor or Section Sergeant for a minimum of 24-36 rated months. These assignments during this phase of their career best posture the NCO for continued development and further refine leadership skills, tactical and technical expertise. SSGs who have acquired 24-36 rated months in the above positions, coupled with generating or broadening assignments, are considered most qualified for promotion. 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. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of the NCOs are Construction Foreman, and Construction Inspector.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self-development, refer to Chapter 3.

(d) *Additional training.* Sapper Leaders Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Combatives Master trainer Course (Level III), Rappel Master Course, Jump Master School, Ranger School, Sexual Harassment Assault Response and Prevention (SHARP) Course, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Project Management Professional (PMP) Certification, Bradley Commander and Gunner Certification Course, and Army Reconnaissance.

(e) *Special assignments.* Drill Sergeant, may fulfill the NCO's requirement for a key developmental leadership position if the NCO has not had an opportunity to serve in the capacity of Squad Leader, Horizontal Construction Supervisor, or Section Sergeant in the Operating Force. Asymmetric Warfare Operational Support, Defense Attaché System (DAS), Training With Industry (TWI) Program, Observer-Coach/Trainer (OC/T), Small Group Leader, Recruiter, and Instructor/Writer, while career enhancing, generally do **not** allow for the same level of leadership development and should **not** be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(4) *Sergeant First Class.*

(a) *Institutional training.* SLC and MLC.

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be an operational assignment as a Platoon Sergeant or Detachment Sergeant for a minimum of 24-36 rated months. These assignments during this phase of their career best posture the NCO for continued development and further refine leadership skills, tactical and technical expertise. SFCs who have acquired 24-36 rated months in the above position, coupled with generating or broadening assignments, are considered most qualified for promotion. 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. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of the NCOs are Senior Horizontal Construction Supervisor, Construction Inspector, Construction Foreman, Team NCO (SFAB) and Operations Sergeant at the company and battalion levels.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Combatives Master Trainer Course (Level III), Master Fitness Trainer (MFT) Course, Rappel Master Course, Jump Master School, Joint Engineer Operations Course (JEOC), Equal Opportunity Advisor Course (EOA), Sexual Harassment Assault Response Coordinator (SHARP) Course, Master Resilience Training (MRT) Course, Inspector General (IG) Course, Bradley Commander and Gunner Certification Course, Water Well Drilling Technicians Course, Project Management Certification, Army Reconnaissance, and Sapper Leaders Course. *Special assignments.* Special assignments are those broadening assignments that provide a purposeful expansion of knowledge, capability and understanding through assignment opportunities internal and external to the Army. These assignments are fundamental to the continued growth throughout the NCOs career life cycle. At this level the Sergeants focus should be technical and tactical proficiency. Broadening assignments are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing environments.

(e) Senior Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Platoon Sergeant in the Operating Force. Asymmetric Warfare Operational Support, Defense Attaché System (DAS), Security Force Assistance Brigade (SFAB), Training With Industry (TWI) Program, White House Fellowship Program, Observer-Coach/Trainer (OC/T), Small Group Leader (SGL), Recruiter, Instructor, and Instructor/Writer, while career enhancing positions, generally do not allow for the same level of leadership development opportunities and should not be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SFCs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SFCs to serve on battalion, brigade, and division staffs. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(f) *Army career degrees.* See SOCAD Army Career Degree Program.

(g) *GI Jobs.* See GI Jobs COOL Web site.

(5) *Master Sergeant/First Sergeant.* See MOS 12X.

Chapter 28. Military occupational specialty 12N, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the "PLAN" tab and then selecting "PROFESSIONAL DEVELOPMENT MODEL" tab.

Chapter 29. Military occupational specialty 12N, Reserve Component (RC)

The MOS 12N in the RC is managed the same as for the Active Component. (See Chapter 27)

Chapter 30. Military Occupational Specialty 12P, Prime Power Production Specialist

a. *Major duties.* The prime power production specialist serves as a member of a team, squad, section, or platoon, performing electrical assessments, electrical facilities maintenance, QA/QC operations. Duties start with supervising, operating, installing, and performing organizational and

sustainment level maintenance on electric power plants consisting of medium voltage power generation sets and associated auxiliary systems in support of overseas contingency bases, Forward Base Mode (FBM) sites, and Theatre High Altitude Air Defense System (THAADs) sites. Other duties include LNO and technical advisor to FEMA and other federal organizations.

b. Prerequisites. See DA Pam 611–21, in the DA G-1 Smartbook, for details.

c. Goals for development. To ensure the Engineers remain the bedrock of the Nation's fighting force and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full range of military operations.

(1) Sergeant.

(a) Institutional training. ALC.

(b) Operational assignments. SGTs should focus on building a strong base of technical expertise in TOE assignments, developing Soldier leadership skills, and honing technical skills as a Power Station Electrician, Power Station Instrumentation Technician, Power Plant Operator, or a Power Station Mechanic. At every opportunity NCOs should seek positions that allow them to gain leadership experience. Soldiers serving in a key developmental (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.

(c) Self-development. Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Power Line Distribution Course Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I) and Tactical Combatives Course (Level II), Project Management Professional (PMP) Certification.

(e) Special assignments. Defense Attaché System (DAS).

(2) Staff Sergeant.

(a) Institutional training. SLC.

(b) Operational assignments. The critical key developmental (KD) assignment focus during this phase of career should be in an operational assignment as a Senior Power Station Electrician, Senior Power Station Mechanic, Senior Power Station Instrumentation Technician, or Senior Power Plant Operator for a minimum of 24-36 rated months. SSGs who have acquired 24-36 rated months in one or more of the above positions, coupled with broadening assignments, are considered most qualified for promotion. 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.

(c) Self-development. Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Combatives Master trainer Course (Level III), Rappel Master Course, Jump Master School, Ranger School, Sexual Harassment Assault Response and Prevention (SHARP) Course, Equal Opportunity Advisor (EOA), Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Project Management Professional (PMP) Certification, and Bradley Commander and Gunner Certification Course.

(e) Special assignments. Defense Attaché System (DAS), Recruiter, Instructor/Writer, Training Developer, and Facilities Project Coordinator, while career enhancing, generally do **not** allow for the same level of leadership development and should **not** be considered appropriate alternatives to key leadership developmental positions. Instructor and Small Group Leader perform duties as Platoon Sergeant and will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER.

Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the Army Futures Command United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(3) *Sergeant First Class*

(a) *Institutional training*. MLC.

(b) *Operational assignments*. The critical key developmental (KD) assignment focus during this phase of their career should be in a Prime Power company, as a Prime Power Supervisor for a minimum of 24-36 rated months. Additional operational assignments that will enhance the technical expertise and develop the leadership skills of the NCO is Intelligence Sergeant, and Operations Sergeant. SFCs who have acquired 24-36 rated months in a Prime Power Supervisor, coupled with Broadening assignments, are considered most qualified for promotion. 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.

(c) *Self-development*. Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self-development, refer to Chapter 3.

(d) *Additional training*. Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Combatives Master trainer Course (Level III), Rappel Master Course, Jump Master School, Ranger School, Sexual Harassment Assault Response and Prevention (SHARP) Course, Equal Opportunity Advisor (EOA) Course, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Project Management Professional (PMP) Certification, and Bradley Commander and Gunner Certification Course.

(e) *Special assignments*. Sexual Assault Response Coordinator (SARC), Brigade Victim Advocate (VA), Equal Opportunity Advisor (EO), Assistant Inspector General, Asymmetric Warfare Operational Support, Asymmetric Warfare Operational Specialist, CSA Strategic Studies Group, HQDA Strategic Broadening Seminar Program, White House Fellowship, Training Developer, and Instructor/Writer, while a career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key leadership developmental positions. Instructor and Small Group Leader perform duties as Platoon Sergeant and will receive credit towards their KD requirements, providing that this captured time has been documented on the rated Soldier's NCOER.

Commanders and CSMs must ensure SFCs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(f) *Army career degrees*. See SOCAD Army Career Degree Program.

(g) *GI Jobs*. See GI Jobs COOL Web site.

(4) *Master Sergeant First Sergeant*. See MOS 12X.

Chapter 31. Military Occupational Specialty 12P, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the "PLAN" tab and then selecting "PROFESSIONAL DEVELOPMENT MODEL" tab.

Chapter 32. Military Occupational Specialty 12P, Reserve Component (RC)

The MOS 12P in the RC is managed the same as for the Active Component. (See Chapter 30)

Chapter 33. Military Occupational Specialty 12Q, Transmission and Distribution Specialist (Reserve Component only)

a. Major duties. The Transmission and Distribution Specialist supervises, or installs and maintains, electrical distribution systems, and also performs duties as a member of a transmission and distribution team. The Transmission and Distribution Specialist Duties start with installing electrical transmission and distribution systems and performing exterior services. The transmission and Distribution Specialist plans and supervises construction and maintenance of electrical transmission and distribution systems; estimates manpower, equipment, and material requirements for electrical construction; and advises on electrical construction and maintenance procedures and capabilities.

b. Prerequisites. See DA Pam 611–21, in the DA G-1 Smartbook, for details.

c. Goals for development. To ensure the Engineers remain the bedrock of the Nation's fighting force and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full range of military operations.

(1) Private E–1–Specialist/Corporal.

(a) Institutional training. BLC.

(b) Operational assignments. The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Warrior Tasks and Drills. This can be accomplished with assignments to an Engineer Battalion serving as an (12Q) Exterior Electrician Lineman. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) Self-development. Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Bradley Commander and Gunners Certification Course.

(e) Special assignments. Not Applicable.

(2) Sergeant.

(a) Institutional training. ALC.

(b) Operational assignments. SGTs should focus on building a strong base of technical expertise in TOE assignments, developing Soldier leadership skills, and honing technical skills as an Exterior Electrician Lineman. At every opportunity NCOs should seek the positions that allow them to gain leadership experience.

(c) Self-development. Complete the appropriate level of Distributed Leader Course

(d) (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(e) Additional training. Air Assault School, Basic Airborne Course, Ranger School, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Bradley Commander and Gunner Certification Course, and Project Management Professional (PMP) Certification.

(f) Special assignments. Defense Attaché System (DAS).

(3) Staff Sergeant.

(a) Institutional training. SLC.

(b) Operational assignments. The critical key developmental (KD) assignment focus during this phase of career should be in an operational assignment as an Assistant Team Chief for a minimum of 24-36 rated months. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of the NCOs are Senior Exterior Electrician, Senior Lineman. SSGs who have acquired 24-36 rated months in an Assistant Team Chief position coupled with broadening assignments are considered most qualified for promotion. 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.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self-development, refer to Chapter 3.

(d) *Additional training.* Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Combatives Master trainer Course (Level III), Rappel Master Course, Jump Master School, Ranger School, Sexual Harassment Assault Response and Prevention (SHARP) Course, Equal Opportunity Advisor (EOA), Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Project Management Professional (PMP) Certification, and Bradley Commander and Gunner Certification Course.

(e) *Special assignments.* Defense Attaché System (DAS).

(4) *Sergeant First Class.*

(a) *Institutional training.* MLC.

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be in an Engineer Battalion, serving as an Electrical Team Chief (12Q) for a minimum of 24-36 rated months. Additional operational assignment that will enhance the technical expertise and develop the leadership skills of the NCOs is Operations Sergeant, Detachment Sergeant and Platoon Sergeant. SFCs who have acquired 24-36 rated months as an Electrical Team Chief coupled with broadening assignments, are considered most qualified for promotion. 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.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self-development, refer to Chapter 3.

(d) *Additional training.* Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Combatives Master trainer Course (Level III), Rappel Master Course, Jump Master School, Ranger School, Sexual Harassment Assault Response and Prevention (SHARP) Course, Equal Opportunity Advisor (EOA), Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Project Management Professional (PMP) Certification, Bradley Commander and Gunner Certification Course, and Joint Engineer Operations Course (JEOC).

(e) *Special assignments.* Sexual Assault Response Coordinator (SARC), Brigade Victim Advocate (VA), Equal Opportunity Advisor (EO), Assistant Inspector General, Asymmetric Warfare Operational Support, Asymmetric Warfare Operational Specialist, CSA Strategic Studies Group, HQDA Strategic Broadening Seminar Program, Training With Industry Program, and White House Fellowship.

(f) *Army career degrees.* See SOCAD Army Career Degree Program.

(g) *GI Jobs.* See GI Jobs COOL Web site.

(5) *Master Sergeant/ First Sergeant* See MOS 12X.

Chapter 34. Military Occupational Specialty 12Q, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the "PLAN" tab and then selecting "PROFESSIONAL DEVELOPMENT MODEL" tab.

Chapter 35. Military Occupational Specialty 12R, Interior Electrician

a. *Major duties.* The Interior Electrician serves as a member of a squad, section, or platoon performing basic vertical construction. Duties start with supervising or performing installation and maintenance of interior electrical systems and equipment. The Interior Electrician is

responsible for also planning electrical systems layouts using drawings, plans, specifications, and wiring diagrams.

b. Prerequisites. See DA Pam 611–21, in the DA G-1 Smartbook, for details.

c. Goals for development. To ensure the Engineers remain the bedrock of the Nation's fighting force, and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full range of military operations.

(1) Private E–1–Specialist/Corporal.

(a) Institutional training. BLC.

(b) Operational assignments. The focus during the early years of a career should be on building a strong base of technical expertise in vertical construction, basic MOS skills, and common Warrior Tasks and Drills. This can be accomplished with assignments to an engineer battalion serving as an Interior Electrician. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) Self-development. Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Air Assault School, Basic Airborne Course, and Basic Combatives Course (Level I).

(e) Special assignments. Not Applicable.

(2) Sergeant.

(a) Institutional training. ALC.

(b) Operational assignments. SGTs should focus on building a strong base of technical expertise in TOE assignments, developing Soldier leadership skills and honing technical skills as an Interior Electrician. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience.

(c) Self-development. Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Air Assault School, Basic Airborne Course, Ranger School, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Bradley Commander and Gunner Certification Course, and Project Management Professional (PMP) Certification.

(e) Special assignments. Asymmetric Warfare Operational Support, Defense Attaché System (DAS), and Training Management NCO.

(f) Army career degrees. See SOCAD Army Career Degree Program.

(g) GI Jobs. See GI Jobs COOL Web site.

(3) Staff Sergeant. See MOS 12H.

Chapter 36. Military Occupational Specialty 12R, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the "PLAN" tab and then selecting "PROFESSIONAL DEVELOPMENT MODEL" tab.

Chapter 37. Military occupational specialty 12R, Reserve Component (RC)

The MOS 12R in the RC is managed the same as in the Active Component. (See Chapter 35)

Chapter 38. Military Occupational Specialty 12T, Technical Engineering Specialist

a. Major duties. The Technical Engineering Specialist participates in construction site development, to include technical investigation, surveying, and drafting. Develops construction plans and specifications and performs quality control inspections.

b. Prerequisites. See DA Pam 611–21, in the DA G-1 Smartbook, for details.

c. Goals for development. To ensure the Engineers remain the bedrock of the Nation's fighting force and continue to provide dynamic and flexible NCOs to the force who are prepared to win

on any battlefield across the full range of military operations.

(1) Private E-1–Specialist/Corporal.

(a) Institutional training. BLC.

(b) Operational assignments. The focus during the early years of a career should be on building a strong base of technical expertise in general construction, basic MOS skills, and common Warrior tasks and Drills. This can be accomplished with assignments to an engineer battalion serving as a Technical Engineering Specialist. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) Self-development. Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Air Assault School, Basic Airborne Course, and Basic Combatives Course (Level I), Bradley Commander and Gunner Certification Course.

(e) Special assignments. Not Applicable.

(2) Sergeant.

(a) Institutional training. ALC.

(b) Operational assignments. SGTs should focus on building a strong base of technical expertise in TOE-unit assignments, developing Soldier leadership skills and honing technical skills as a Technical Engineer Sergeant or a Technical Topographic Survey Sergeant. At every opportunity NCOs should seek the positions that allow them to gain leadership experience.

(c) Self-development. Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Air Assault School, Basic Airborne Course, Ranger School, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Bradley Commander and Gunner Certification Course, and Project Management Professional (PMP) Certification.

(e) Special assignments. Asymmetric Warfare Operational Support, Defense Attaché System (DAS), and Training Management NCO.

(3) Staff Sergeant

(a) Institutional training. SLC.

(b) Operational assignments. The critical key developmental (KD) assignment focus during this phase of a career should be in an operational assignment as a Technical Engineer NCO for a minimum of 24-36 rated months. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of a technical engineering specialist is a Technical Topographic Survey NCO. SSGs who have acquired 24-36 rated months in a Technical Engineer NCO or Technical Topographic Survey NCO position, coupled with other diverse assignments, are considered most qualified for promotion. 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.

(c) Self-development. Complete the appropriate level of Distributed Leader Course (DLC) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Air Assault School, Basic Airborne Course (Level I), Tactical Combatives Course (Level II), Combatives Master Trainer Course (Level III), Rappel Master Course, Jump Master School, Sexual Harassment Assault Response and Prevention (SHARP) Course, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Bradley Commander and Gunner Certification Course, Project Management Professional (PMP) Certification, Army Reconnaissance, and Equal Opportunity Advisor (EOA) Course.

(e) **Special assignments** Special assignments are those broadening assignments that provide a purposeful expansion of knowledge, capability and understanding through assignment opportunities internal and external to the Army. These assignments are fundamental to the continued growth throughout the NCOs career life cycle. At this level the Sergeants focus should be technical and tactical proficiency. Broadening assignments are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing environments Drill Sergeant may fulfill the NCO's requirement for a key developmental leadership position if the NCO has not had an opportunity to serve in the capacity of Technical Engineer NCO in the Operating Force. Asymmetric Warfare Operational Support, Defense Attaché System (DAS), Security Force Assistance Brigade (SFAB), Small Group Leader, Instructor, Training Developer, and Horizontal Construction OC/T, while a careerenhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key leadership developmental positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(4) *Sergeant First Class.*

(a) *Institutional training.* MLC.

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be in an Engineer Battalion serving as a Senior Technical Engineer NCO for a minimum of 24-36 rated months. An additional operational assignment that will enhance the technical expertise and develop the leadership skills of the NCO is Senior Technical Topographic Survey NCO. SFCs who have acquired 24-36 rated months in a Senior Technical Engineer NCO position, coupled with broadening assignments, are considered most qualified for promotion. 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.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course (DLC) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Air Assault School, Basic Airborne Course (Level I), Basic Combatives Course (Level I), Tactical Combatives Course (Level II Combatives Master Trainer Course (Level III), Master Fitness Trainer (MFT) Course, Rappel Master Course, Jump Master School, Joint Engineer Operations Course (JEOC), Equal Opportunity Advisor Course (EOA), Sexual Harassment/Assault Response and Prevention (SHARP) Course, Master Resilience Training (MRT) Course, Inspector General (IG) Course, Bradley Commander and Gunner Certification Course, Project Management Professional (PMP) Certification, Army Reconnaissance, and Operational Contract Support Course.

(e) *Special assignments.* Sexual Assault Response Coordinator (SARC), Brigade Victim Advocate (VA), Equal Opportunity Advisor (EO), Inspector General Assistant, Asymmetric Warfare Operational Support, Asymmetric Warfare Operational Specialist, CSA Strategic Studies Group, HQDA Strategic Broadening Seminar Program, White House Fellowship, Instructor Writer, Training Developer, and Senior Training Management NCO, while career enhancing, generally do **not** allow for the same level of leadership development and should **not** be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SFCs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(f) *Army career degrees.* See SOCAD Army Career Degree Program.

- (g) *GI Jobs*. See GI Jobs COOL Web site.
- (5) *Master Sergeant/First Sergeant*. See MOS 12X.

Chapter 39. Military Occupational Specialty 12T, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the “PLAN” tab and then selecting “PROFESSIONAL DEVELOPMENT MODEL” tab.

Chapter 40. Military occupational specialty 12T, Reserve Component (RC)

The MOS 12T in the RC is managed the same as for the Active Component. (See Chapter 38)

Chapter 41. Military Occupational Specialty 12V, Concrete and Asphalt Equipment Operator (Reserve Component only)

NOTE: ODCS G-1 (DAPE-PRP) has approved a proposal submitted by the U.S. Army Engineer School and Regimental Headquarters to delete MOS 12V and transfer positions and personnel to MOS 12H, 12N and 12W. Implementation instructions will be announced by memorandum, Notification of Future Change (NOFC) E-1710-27 and posted in the electronic DA Pam 611-21, MilSuite/Smartbook. Effective date for deletion of MOS 12V was 01 October 2019.

- a. Major duties*. The Concrete and Asphalt Equipment Operator serves in a squad, section, or platoon. Duties start with operating all equipment used in concrete and asphalt production and paving; producing concrete with a concrete mobile mixer; and assists in the erection and operation of asphalt producing plants.
- b. Prerequisites*. See DA Pam 611–21, in the DA G-1 Smartbook, for details.
- c. Goals for development*. To ensure the Engineers remain the bedrock of the Nation’s fighting force and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full range of military OPS.
 - (1) *Private E–1–Specialist/Corporal*.
 - (a) *Institutional training*. BLC.
 - (b) *Operational assignments*. The focus during the early years of a career should be on building a strong base of technical expertise in horizontal construction, basic MOS skills, and common Warrior tasks and Drills. This can be accomplished with assignments to Engineer Battalion serving as a (12V) Concrete and Asphalt Equipment Operator. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.
 - (c) *Self-development*. Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

- (d) *Additional training*. Basic Combatives Course (Level I), Bradley Commander and Gunner Course
- (e) *Special assignments*. Not Applicable.
- (2) *Sergeant*.
 - (a) *Institutional training*. ALC.
 - (b) *Operational assignments*. SGTs should focus on building a strong base of technical expertise in TOE assignments, developing Soldier leadership skills and honing technical skills as a Concrete and Asphalt Equipment Operator or Heavy Vehicle Driver. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience.
 - (c) *Self-development*. Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.
 - (d) *Additional training*. Air Assault School, Basic Airborne Course, Ranger School, Basic

Combatives Course (Level I), Tactical Combatives Course (Level II), Bradley Commander and Gunner Certification Course, and Project Management Professional (PMP) Certification.

(e) *Special assignments.* Defense Attaché System (DAS).

(3) *Staff Sergeant.*

(a) *Institutional training.* SLC.

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of a career should be in an operational assignment as a Paving Operations Supervisor for a minimum of 24-36 rated months. SSGs who have acquired 24-36 rated months in a Paving Operations supervisor, coupled with broadening assignments are, considered most qualified for promotion. 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.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Air Assault School, Basic Airborne Course (Level I), Tactical Combatives Course (Level II), Combatives Master Trainer Course (Level III), Rappel Master Course, Jump Master School, Sexual Harassment Assault Response and Prevention (SHARP) Course, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Bradley Commander and Gunner Certification Course, Project Management Professional (PMP) Certification, Army Reconnaissance, and Equal Opportunity Advisor (EOA) Course.

(e) *Special assignments.* Defense Attaché System (DAS) and Recruiter, while career enhancing, generally do not allow for the same level of leadership development and should not be considered an appropriate alternative to key leadership development positions.

(f) *Army career degrees.* See SOCAD Army Career Degree Program.

(g) *GI Jobs.* See GI Jobs COOL Web site.

(4) *Sergeant First Class.* See MOS 12N40.

Chapter 42. Military Occupational Specialty 12V, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the "PLAN" tab and then selecting "PROFESSIONAL DEVELOPMENT MODEL" tab.

Chapter 43. Military Occupational Specialty 12W, Carpentry and Masonry Specialist

a. *Major duties.* The Carpentry and Masonry Specialist serves as a member of a squad, section, or platoon performing basic vertical construction. Performs general heavy carpentry, structural steel, and masonry duties, to include fabrication and other structural assemblies; interprets construction drawings and blueprints; and directs and assists operational maintenance on assigned equipment.

b. *Prerequisites.* See DA Pam 611–21, in the DA G-1 Smartbook, for details.

c. *Goals for development.* To ensure the Engineers remain the bedrock of the Nation's fighting force and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full range of military operations.

(1) *Private E–1–Specialist/Corporal.*

(a) *Institutional training.* BLC.

(b) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in vertical construction, basic MOS skills, and common Warrior Tasks and Drills. This can be accomplished with assignments to an engineer battalion serving as a Carpentry and Masonry Specialist. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

- (c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.
- (d) *Additional training.* Air Assault School, Basic Airborne Course, and Basic Combatives Course (Level I).
- (e) *Special assignments.* Not Applicable.
- (2) *Sergeant.*
- (a) *Institutional training.* ALC.
- (b) *Operational assignments.* SGTs should focus on building a strong base of technical expertise in TOE-unit assignments, developing Soldier leadership skills and honing technical skills a Carpentry and Masonry Sergeant. Additional duty assignments that will increase the technical expertise and develop the leadership level of the NCOs are Construction Operations Sergeant, and S3 NCO. At every opportunity NCOs should seek the positions that allow them to gain leadership experience.
- (c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.
- (d) *Additional training.* Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Ranger School, and Project Management Professional (PMP) Certification.
- (e) *Special assignments.* Asymmetric Warfare Operational Support, Defense Attaché System (DAS), Operations NCO and Training Management NCO.
- (f) *Army career degrees.* See SOCAD Army Career Degree Program.
- (g) *GI Jobs.* See GI Jobs COOL Web site.
- (3) *Staff Sergeant.* See MOS 12H.

Chapter 44. Military Occupational Specialty 12W, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the “PLAN” tab and then selecting “PROFESSIONAL DEVELOPMENT MODEL” tab.

Chapter 45. Military Occupational Specialty 12W, Reserve Component (RC)

The MOS 12W in the RC is managed the same as for the Active Component. (See Chapter 43)

Chapter 46. Military Occupational Specialty 12X, General Engineering Supervisor

- a. *Major duties.* The general engineering supervisor supervises general engineering activities related to all construction and utility operations; assists Engineer Officers in construction planning, scheduling, and material estimates; provides staff supervision and principal NCO direction to units engaged in performing general engineering missions; inspects construction and training activities. In a company, a 12X First Sergeant is the senior enlisted Soldier in charge of the professional development, training, and welfare of the enlisted force in the company.
- b. *Prerequisites.* See DA Pam 611–21, in the DA G-1 Smartbook, for details.
- c. *Goals for development.* To ensure the Engineers remain the bedrock of the Nation’s fighting force and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full range of military operations.
- (1) *Master Sergeant/First Sergeant.*
- (a) *Institutional training.* Sergeants Major Course.
- (b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be an assignment as First Sergeant or Detachment NCOIC for a minimum of 24-36 months. Without a tour as First Sergeant, the opportunity for promotion to Sergeant Major is limited. First Sergeants who have acquired at least 124-36 rated months,

coupled with generating or broadening assignments, are considered most qualified for promotion. 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. Other operational assignments for Master Sergeants are Operations Sergeant, Construction Operations Sergeant, General Engineering Supervisor, Construction Inspector, and Maintenance Supervisor.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Basic Airborne Course, Air Assault School, Jumpmaster School, Rappel Master Course, Battle Staff NCO Course, Ranger School, Joint Engineer Operations Course (JEOC), Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Combatives Master Trainers Course (Level III), Master Fitness Trainer (MFT) Course, Equal Opportunity Advisor (EOA) Course, Sexual Harassment/Assault Response and Prevention (SHARP) Course, Master Resilience Training (MRT) Course, and Inspector General (IG) Course, Project Management Professional (PMP) Certification, and Army Reconnaissance.

(e) *Special assignments.* Senior Career Management NCO, CSA Strategic Studies Group, HQDA Strategic Broadening Seminar Program, White House Fellowship, Engineer NCOIC (Special Operations Command), Senior Engineer NCO (Special Operations Aviation Command, Asymmetric Warfare Operational Support, Asymmetric Warfare Operational Specialist, Sexual Assault Response Coordinator (SARC), Brigade Victim Advocate (VA), Assistant Inspector General, Equal Opportunity Advisor (EOA), Senior Research Development Test & Evaluation (RDTE) NCO, Operational Advisor, Defense Attaché System, Brigade Engineer Battalion (BEB) Senior Construction Engineer Observer-Coach/Trainer (OC/T), Senior Instructor/Writer, Instructor/Writer and Senior Combat Development NCO.

(f) *Army career degrees.* See SOCAD Army Career Degree Program.

(g) *GI Jobs.* See GI Jobs COOL Web site.

(2) *Engineer Senior Sergeant.* See MOS 12A.

Chapter 47. Military Occupational Specialty 12X, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the "PLAN" tab and then selecting "PROFESSIONAL DEVELOPMENT MODEL" tab.

Chapter 48. Military Occupational Specialty 12X, Reserve Component (RC)

The MOS 12X in the RC is managed the same as for the Active Component. (See Chapter 46)

Chapter 49. Military Occupational Specialty 12Y, Geospatial Engineer

a. *Major duties.* The Geospatial Engineer perform a variety of duties in support of their respective command: Army Service Component Command (ASCC), corps, division, and brigade. Soldiers at all levels perform duties ranging from data extraction (feature extraction from imagery), database management (managing the inputs to and data stored within the Theater Geospatial Database), along with supporting the command's mission command/leadership requirements: supplying and managing SSGF (Standard, Sharable, and Geospatial Foundation) to and for the recognized COE (Common Operational Environment) using the Army Geospatial Enterprise (AGE). Geospatial Engineers at the corps, division, and brigade levels also include a focus on operational and tactical level analysis. Soldiers at this level of command support the combatant commanders and their staffs with tactical decision aids and other GEOINT products in support of combat operations, disaster relief, humanitarian support, and treaty enforcement. ASCC level Geospatial Engineers contribute to GEOINT

activities by supporting intelligence missions/requirements. Geospatial Engineering activities at the ASCC level also encompass providing to and provisioning data from the Multinational Geospatial Co-Production Program (MGCP) program. Soldiers at this level of command also support Joint Task Forces in support of rapid response missions, combat operations, disaster relief, humanitarian support, and treaty enforcement.

b. Prerequisites. See DA Pam 611–21, in the DA G-1 Smartbook, for details.

c. Goals for development.

(1) Private E–1–Specialist/Corporal.

(a) Institutional training. BLC.

(b) Operational assignments. The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Warrior Tasks and Drills. This can be acquired in TOE (tactical) assignments serving as a Geospatial Engineer by collecting and processing military geographic information from remote sensed imagery, digital data, existing geospatial products, and other collateral data sources. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) Self-development. Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Basic Airborne Course, Air Assault School, and Basic Combatives Course (Level I), and Ranger School.

(e) Special assignments. *Special assignments are those broadening assignments that provide a purposeful expansion of knowledge, capability and understanding through assignment opportunities internal and external to the Army. These assignments are fundamental to the continued growth throughout the NCOs career life cycle. At this level the Sergeants focus should be technical and tactical proficiency. Broadening assignments are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing environments.*

(2) Sergeant.

(a) Institutional training. ALC.

(b) Operational assignments. Sergeants should focus on developing tactical and technical leadership skill sets, serving as a Geospatial Engineer Sergeant in the operational Army, honing technical expertise, and building a foundation of tactical knowledge. Duty assignments at brigade, division, corps geospatial teams or at a Geospatial Planning Cell (GPC) at the Army Service Component Command (ASCC) level should be sought out to hone technical expertise and build a foundation of tactical knowledge.

(c) Self-development. Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Basic Airborne Course, Air Assault School, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), and Ranger School.

(e) Special assignments. *Special assignments are those broadening assignments that provide a purposeful expansion of knowledge, capability and understanding through assignment opportunities internal and external to the Army. These assignments are fundamental to the continued growth throughout the NCOs career life cycle. At this level the Sergeants focus should be technical and tactical proficiency. Broadening assignments are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing environments.* t Defense Attaché System(DAS) and Training Management NCO.

(3) Staff Sergeant.

(a) Institutional training. SLC.

(b) Operating assignments. The critical key developmental (KD) assignment focus during this phase of their career should be in operational assignment as a Squad Leader or Senior

Geospatial Engineer Sergeant for a minimum of 24-36 rated months. Staff Sergeants must continue to develop and refine their leadership skills, tactical, and technical expertise. SSGs who have acquired 24-36 rated months as either a Squad Leader or a Senior Geospatial Engineer Sergeant coupled with broadening assignments are considered most qualified for promotion. 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.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Ranger School, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Combatives Master Trainer Course (Level III), Rappel Master Course, Jumpmaster School, Sexual Harassment/Assault Response and Prevention (SHARP) Course, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Joint Professional Certification Fundamentals (GPC-F), Army Reconnaissance, and Equal Opportunity Advisor (EOA) Course.

(e) *Special assignments.* *Special assignments are those broadening assignments that provide a purposeful expansion of knowledge, capability and understanding through assignment opportunities internal and external to the Army. These assignments are fundamental to the continued growth throughout the NCOs career life cycle. At this level the Sergeants focus should be technical and tactical proficiency. Broadening assignments are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing environments.*

(f) Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Squad Leader or Senior Geospatial Engineer Sergeant in the Operating Force. Asymmetric Warfare Operational Support, Defense Attaché System (DAS), White House Fellowship Program, Small Group Leader (SGL), Recruiter, Instructor, and Training Developer, while career enhancing, generally do **not** allow for the same level of leadership development and should **not** be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSGs to serve on brigade, division, and corps staffs.

(4) *Sergeant First Class.*

(a) *Institutional training.* MLC.

(b) *Operational assignments.* The critical Key and Developmental (KD) assignment focus during this phase of a career should be in tactical assignments as the Senior Geospatial Engineer Sergeant for a minimum of 24-36 rated months. Successful assignments as Senior Geospatial Engineer Sergeant enhance the tactical ability of a SFC and increase the potential for promotion. The majority of Master Sergeant TOE-unit positions are at the division and corps levels and will benefit by having an NCO selected to them who has had abundant time serving in various types of BCTs. 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.

(c) *Self-development.* Complete the appropriate level of Distributed Leader Course (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) *Additional training.* Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Combatives Master trainer Course (Level III), Rappel Master Course, Jumpmaster School, Ranger School, Sexual Harassment/Assault Response and Prevention (SHARP) Course, Equal Opportunity Advisor (EOA), Master Fitness

Trainer (MFT) Course, Master Resilience Training (MRT) Course, Project Management Professional (PMP) Certification, Professional Certification Fundamentals (GPC-F), Geospatial Professional Certification - Geospatial Analysis (GPC-GA-II), and Joint Engineer Operations Course (JEOC).

(e) Special assignments. . Special assignments are those broadening assignments that provide a purposeful expansion of knowledge, capability and understanding through assignment opportunities internal and external to the Army. These assignments are fundamental to the continued growth throughout the NCOs career life cycle. At this level the Sergeants focus should be technical and tactical proficiency. Broadening assignments are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing environments Senior Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Senior Geospatial Engineer Sergeant in the Operating Force. Career Advisor NCO, Asymmetric Warfare Group, Defense Attaché System, White House Fellowship, CSA Strategic Studies Group, HQDA Strategic Broadening Seminar program, Senior Small Group Leader, Instructor, and Training Developer, while career enhancing, generally do **not** allow for the same level of leadership development and should **not** be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SFCs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SFCs to serve on corps, division, and brigade staffs.

(5) Master Sergeant/First Sergeant.

(a) Institutional training. Sergeants Major Course.

(b) Operational assignments. The critical Key and Development (KD) assignment and primary focus for a Master Sergeant is Senior Geospatial Engineer Operations Sergeant at the division and corps levels. In a company, a 12Y First Sergeant is the senior enlisted Soldier in charge of the professional development, training, and welfare of the enlisted force in the company. First Sergeant A well-rounded NCO will have served in EAB, division, and corps positions, throughout their career, in a variety of units (SOF, airborne, air assault, armored, etc.). . 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.

(c) Self-development. Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Basic Airborne Course, Air Assault School, Jumpmaster School, Rappel Master Course, Battle Staff NCO Course, Ranger School, Joint Engineer Operations Course (JEOC), Basic Combatives Course (Level I), Tactical Combatives Course (Level II), Combatives Master Trainers Course (Level III), Master Fitness Trainer (MFT) Course, Equal Opportunity Advisor (EOA) Course, Sexual Harassment/Assault Response and Prevention (SHARP) Course, Master Resilience Training (MRT) Course, and Inspector General (IG) Course, Project Management Professional (PMP) Certification, Professional Certification Fundamentals (GPC-F), Geospatial Professional Certification - Geospatial Analysis (GPC-GA-II), and Army Reconnaissance.

(e) Special assignments. Special assignments are those broadening assignments that provide a purposeful expansion of knowledge, capability and understanding through assignment opportunities internal and external to the Army. These assignments are fundamental to the continued growth throughout the NCOs career life cycle. At this level the Sergeants focus should be technical and tactical proficiency. Broadening assignments are crucial in developing leaders with a wider range of experiences and skills who can operate in

ever-changing environments Senior Instructor, Senior Career Management NCO, Senior Combat Development NCO, Defense Attaché System, White House Fellowship, , HQDA Strategic Broadening Seminar Program, Assistant Inspector General, and Equal Opportunity Advisor (EO).

Chapter 50. Military Occupational Specialty 12Y, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the “PLAN” tab and then selecting the “PROFESSIONAL DEVELOPMENT MODEL” tab.

Chapter 51. Military Occupational Specialty 12Y, Reserve Component (RC)

The MOS 12Y in the RC is managed the same as for the Active Component. (See Chapter 49)

Chapter 52. Military occupational specialty 12Z, Combat Engineering Senior Sergeant

a. Major duties. In a company, the 1SG is the senior enlisted Soldier responsible for the combat readiness, safety, training, health, welfare, operational conduct, and professional development of all assigned soldiers. The Master Sergeant advises engineer staff section personnel at Battalion level and higher on matters involving combat engineer operations; coordinates employment of engineer elements operating with the maneuver units; inspects construction sites and enforces job specification and safety standards; and collects, interprets, analyzes, evaluates, and disseminates intelligence data. The combat engineering senior sergeant inspects and advises on bridging, rafting, and river crossing operations, formulates and maintains construction schedules.

b. Prerequisites. See DA Pam 611–21, in the DA G-1 Smartbook, for details.

c. Goals for development.

(1) Master Sergeant/First Sergeant.

(a) Institutional training. Sergeants Major Course.

(b) Operational assignments. The critical Key and Developmental (KD) assignment focus during this phase of their career should be an assignment as First Sergeant for a minimum of 24-36 months. Without a tour as First Sergeant, the opportunity for promotion to Sergeant Major is limited. First Sergeants who have acquired at least 24-36 rated months, coupled with generating orbroadening assignments, are considered most qualified for promotion. 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. Serving as a Operations Sergeant in an SFAB may also fulfill the requirement for key development if the NCO has served at least a minimum of 12 months (1 year) in a leadership position at a previous conventional assignment. Other operational assignments for Master Sergeants are Operations Sergeant, Intel Sergeant, Chief Bridge NCO, Senior Engineer NCO.

(c) Self-development. Complete the appropriate level of Distributed Leader Course/ (DLC/) in order to meet the prerequisites for attendance at specified NCOPDS. For additional information on self- development, refer to Chapter 3.

(d) Additional training. Bradley Leader Course, Engineer Explosive Ordnance Clearance Agent Course, Joint Engineer Operations Course, Battle Staff NCO Course, Equal Opportunity Advisor Course, Master Fitness Trainer Course, Counter Explosive Hazards Planner, Intermediate Search Course, Route Reconnaissance and Clearance Leadership Course (R2C2-L), Basic Airborne Course, Air Assault School, Rappel Master Course, Ranger School, Pathfinder School, and Jumpmaster School.

(e) Special assignments. *Special assignments are those broadening assignments that provide a purposeful expansion of knowledge, capability and understanding through assignment opportunities internal and external to the Army. These assignments are fundamental to the continued growth throughout the NCOs career life cycle. At this level the*

Sergeants focus should be technical and tactical proficiency. Broadening assignments are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing environments. Defense Attaché System, CSA Strategic Studies Group, HQDA Strategic Broadening Seminar Program, White House Fellowship, Asymmetric Warfare Operational Advisor, Assistant Inspector General, Equal Opportunity Advisor (EO), Senior Career Advisor, Senior Research Development Test & Evaluation NCO, Operational Advisor, Brigade Operations Sergeant NCOIC, BEB Senior Observer-Coach/Trainer (OC/T), Security Force Assistance Brigade (SFAB), Senior Military Science Instructor, Chief Instructor/Writer, and Senior Combat Development NCO.

(f) Army career degrees. See SOCAD Army Career Degree Program.

(g) GI Jobs. See GI Jobs COOL Web site.

(2) Engineer Senior Sergeant. See MOS 12A.

Chapter 53. Military Occupational Specialty 12Z, Professional Development Model

The career map can be found on the Army Career Tracker website (<https://actnow.army.mil>) under the “PLAN” tab and then selecting “PROFESSIONAL DEVELOPMENT MODEL” tab.

Chapter 54. Military Occupational Specialty 12Z, Reserve Component (RC)

The MOS 12Z in the RC is managed the same as for the Active Component. (See Chapter 52)