

Public Affairs Functional Area

1. Introduction

a. Mission. Army Public Affairs (PA) fulfills the Army's obligation to keep the American people and the Army informed. PA operations help establish the conditions that lead to trust and confidence in America's Army in peacetime and war.

b. Command Relationship. The public affairs officer (PAO) is the commander's principal advisor and counselor on public affairs. As a skilled communicator and member of the commander's personal staff, the PAO must be closely and continuously involved in the operations, staff coordination, and communication processes to support mission command.

c. Core Tasks.

- (1) Provide advice and counsel to the commander/principal.
- (2) Conduct public affairs planning.
- (3) Conduct public affairs training.
- (4) Conduct media facilitation.
- (5) Conduct public communication.
- (6) Counter misinformation and disinformation.
- (7) Conduct assessments.

d. Inform. Public affairs is the primary capability supporting the commander's task to inform. This task provides information to global and domestic audiences that accurately describes operations or provide information pertinent to selected audiences in the area of operations (AO). Public affairs provides the public with facts so they can increase their knowledge or make their own decisions. Providing credible, accurate, and timely information serves as the best means to counter misinformation, disinformation, and propaganda. Maintaining trust, transparency, and credibility is critical when providing public information.

e. Proponent information. The Chief, Public Affairs (CPA) is the proponent for Functional Area 46 (FA46). The Army Public Affairs Center (APAC), Fort Meade, MD is the CPA's executive agent for proponent actions.

f. FA eligibility and accession. FA46 positions are organic from brigade through theater army, and FA46 officers lead public affairs units and serve in various operating and generating force and joint assignments. Regular Army (RA) officers are normally accessed and selected through the Voluntary Transfer Incentive Program (VTIP) (See DA PAM 600-3 Chapter 3 for additional information). U.S. Army Human Resources Command (HRC) normally conducts two VTIP cycles per year. Officers should refer to the most recently published MILPER message, appendices, and IN/OUT charts for specifics on eligibility, requirements, and procedures. RA officers with less than seven (7) years of time-in-service (TIS) need not be key developmental (KD) qualified in their basic branch prior to applying for a VTIP board. For RA officers with more than seven (7) years TIS, it is strongly recommended that officers be KD complete in their basic branch to be competitive for selection to Major. All officers able to complete 12 months in a PA assignment prior to their Major board will be considered KD complete for FA46. To transfer from a basic branch into FA46, officers must:

- (1) Complete the Public Affairs & Communication Strategy Qualification Course (PACS-Q)

through the Defense Information School (DINFOS), Fort Meade, MD, within 18 months of approval of transfer to FA46.

(2) Be culturally astute, strategic thinkers, expert communicators with integrity, and possess the potential for Advanced Civilian Schooling (ACS), Training with Industry (TWI), fellowships, and work with international, national, and local civic and community leaders, media and media agencies, and other U.S. governmental agencies.

(3) Possess a high degree of physical fitness and be immediately worldwide deployable.

(4) Hold a secret clearance prior to attending the FA46 qualification course.

2. FA46 Talent Management.

a. Readiness. The Army's Talent Management program seeks to enhance readiness by aligning individual capability with the Army's needs while optimizing human performance and engagement. FA46 seeks to establish talent priorities and manage accession based on an officer's intelligence, knowledge, skills, and behaviors.

b. Desired Intelligences. Officers applying to FA46 should demonstrate these personnel intelligences.

(1) Linguistic. The intelligence of words. Engenders the ability to argue, persuade, entertain, or instruct with the spoken or written word. Clear writers, voracious readers.

(2) Interpersonal. The ability to understand and work with other people. Requires a capacity to perceive and be responsive to moods, temperaments, intentions, and desires of others. Can view the world from the perspective of others—possessing an ability to empathize with others. Excellent networkers, negotiators, trainers, teachers.

(3) Spatial. Abilities to perceive, transform, and recreate differing aspects of the visual-spatial world. Acute sensitivity to visual details, capable of rapid visualization, ability to draw, sketch, and orient to three dimensions with ease.

c. Desired Skills, Knowledge, and Behaviors. The following narratives outline the optimal skills, knowledge, and behaviors needed to be a successful FA46 officer.

(1) Skills. FA46 enhances the public's trust in the military through precise, credible, and timely dissemination of information. PAOs must be able to analyze a large amount of information to explain that situation, in context, to the public. As spokespersons, PAOs must articulate a commander's intent, vision, and mission to the public. PA professionals must understand the uniqueness of each medium used to communicate with the public. FA46 officers are skilled at building relationships — particularly with reporters — and connecting with a variety of domestic and international audiences outside the military. PAOs think strategically and positively affect military operations through the skillful leveraging of information and the media. FA46 officers must engender the confidence of senior commanders and work as staff/team members at all levels of the Joint, Interagency, Intergovernmental and Multinational environment. FA46 officers must use critical thinking, sound judgment, and creativity to develop appropriate responses and well-written arguments.

(2) Knowledge. The FA46 community is comprised of a mix of officers from many branches with a breadth of tactical and operational expertise who are grounded in the strategic understanding necessary to advise commanders and staff on the best ways to engage the internal and external public. A solid educational foundation in the humanities, social sciences, global area studies, communications, media, and marketing/advertising is critical in the ability to leverage the power of information and media in military operations. Continuous learning of emerging communication technologies and platforms is a must.

(a) Relevant Education. Advertising; Broadcasting; Civil Governance; Cultural Studies;

English; Foreign Area Studies; History; International Relations; Journalism; Languages; Literature; Marketing; Mass Communications; Political Science; Public Administration/Management; Public Diplomacy; Public Policy; Psychology; Sociology or degrees in other relevant/similar disciplines.

(b) *Relevant Training/Experience.* Company grade branch qualification with post-command staff experience is highly desired; prior professional work experience and/or accreditation in an associated field is a plus (ex: former journalist; Accredited in Public Relations). Successful completion of DINFOS PACS-Q is required prior to the initial FA46 assignment.

d. *Behaviors.* The FA46 career field values PAOs who are perceptive, precise, credible, and diplomatic.

e. *Talent Priorities.* FA46 officers describe the following talents as important for their careers:

- (1) Communicator. Precise, efficient, and compelling in both written and spoken word.
- (2) Interpersonal. Skilled in developing appropriate relationships. Able to connect with others to effect positive change.
- (3) Perceptive. Effectively discerns the deeper meaning or significance of observations; able to explain strategic implications of tactical events.
- (4) Cross-Culturally Fluent. Aware of and able to operate across different cultural settings (e.g., organizational, demographic, ethnographic, and generational).
- (5) Problem Solver. Able to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.
- (6) Multi-tasker. Rapidly processes and prioritizes multiple demands simultaneously. Takes appropriate action when multiple things compete for his or her attention.
- (7) Project Manager. Able to determine requirements, develop work processes, delegate responsibilities, and lead teams to desired outcomes.
- (8) Detail-Focused. Thorough, perceptive, and precise in all matters. Possesses a keen eye and notices everything.
- (9) Innovative. Creative, inquisitive, and insightful. Easily identifies new solutions and catalyzes change.
- (10) Technologically Adept. Understands and effectively uses the latest communications technologies.

3. Critical Officer Developmental Assignments

a. *General.* All FA 46 officers begin their careers in one of the Army's accession branches and attend Basic Officer Leadership Course-Branch (BOLC-B) and the Captains Career Course in their accession branch. Between the officer's 4th and 14th year of commissioned service and completion of company-level command or a KD assignment in their basic branch, the officer may apply to the VTIP to transfer into FA 46. FA 46 officers who are most competitive for promotion, schooling, and DA-centralized selection boards are those officers who have served successfully as a PAO in operational units. FA 46 officers should always seek positions as the primary PAO to a commander and spokesperson for a command.

b. *Captain.* All captain assignments are entry-level public affairs billets where new 46As can develop their trade in planning, executing, or providing counsel in the public affairs function. All Public Affairs Captain positions are considered KD, qualifying an officer as captain and making them competitive for selection to major.

(1) *Education.* FA46 captains must attend the 9-week resident PACS-Q at DINFOS, Fort Meade, MD prior to their first Public Affairs assignment.

(2) *Self-Development.* FA46 captains should conduct individual study, research, professional

reading, practice, and self-assessment, in accordance with their independent development plan and professional goals. This may include the U.S. Army Chief of Staff's Professional Reading List, as well as civilian Public Affairs training and credentialing opportunities with the Public Relations Society of America, International Association of Business Communicators, Toastmasters, or similar professional organizations.

c. Majors. VTIP FA46 majors must attend the 9-week, resident PACS-Q at DINFOS, Fort Meade, MD, prior to their first Public Affairs assignment.

(1) Education.

(a) FA46 majors must complete Military Education Level 4 (MEL-4) to be educationally qualified for selection to lieutenant colonel. High performing officers will be selected by a DA board to attend the 10-month resident Command and General Staff Officers College (CGSOC) at Fort Leavenworth, KS. The DA board will also identify which FA46 officers will complete CGSOC through the 14-week CGSOC Common Core-Satellite course at either Fort Leavenworth, Fort Belvoir, or Redstone Arsenal. Currently, PACS-Q is the FA46 MEL-4 Advanced Operations Course credentialing course. Upon completion of both PACS-Q and CGSOC-CC or a sister service/approved foreign-nation resident course, 46As will be coded B1 on their personnel records and awarded Joint Professional Military Education (JPME) Phase I credit.

(b) FA46 majors should seek a graduate degree in strategic communication to be most competitive amongst their peers. Graduate program coursework should focus on practical skills and how communication theories and research are integrated into strategic communication initiatives.

(2) Assignments. FA46 majors serve primarily in operational assignments and should aggressively seek key assignments in which they are the principal spokesperson for operational units, staff for higher echelon operational units, or Mobile Public Affairs Detachment commanders. However, all major billets are KD.

(3) Self-Development.

(a) FA46 majors should seek opportunities to attend the DINFOS Joint Contingency Public Affairs Course, Joint Intermediate Public Affairs Course, the Advanced Military Studies Program at the School of Advanced Military Studies, Red Team Leader or Member course at the University of Foreign Military and Cultural Studies, or any other courses that increases an officer's ability to advise organizational principals, synchronize communications at the operational and strategic levels, develop Public Affairs Guidance, and plan and lead Public Affairs operations.

(b) FA46 majors should continue pursuing civilian Public Affairs training and credentialing opportunities with the Public Relations Society of America, International Association of Business Communicators, Toastmasters, and similar professional organizations.

d. Lieutenant Colonel. FA46 officers are that are ILE (common core and PACS-Q) complete are eligible to compete in the operations support functional category for promotion to colonel if they have 24 months cumulative Public Affairs experience prior to consideration for promotion to colonel.

(1) Education. Lieutenant colonels are expected to complete/compete for:

- (a) Joint Intermediate Public Affairs Course
- (b) Joint Contingency Public Affairs Course
- (c) Complete JPME II
- (d) Senior Service College (SSC) selection.

(2) Assignments. FA46 lieutenant colonels are generally assigned to senior staff positions, where they can fully use their knowledge of the Army and their FA. PAOs who have demonstrated high potential will be assigned to flag officer level commands and nominative positions on headquarters, DoD, and joint staffs. Lieutenant colonels are encouraged to seek Public Affairs assignments within joint commands to gain joint and combined command exposure and experience. All

authorized lieutenant colonel public affairs positions are KD, with 24 months of experience qualifying an officer for consideration for promotion to colonel.

(3) Self-Development. Lieutenant colonels are expected to:

(a) *Complete, if not completed already, the Joint Intermediate Public Affairs and Joint Contingency Public Affairs courses.*

(b) Highly encouraged to apply for and complete the Joint and Combined Warfighting School at the Joint Forces Staff College.

(c) Complete a graduate degree in a Public Affairs related discipline.

(d) Complete civilian Public Affairs credentials such as Public Relations Society of America or International Association of Business Communicators, and similar professional organizations.

e. Colonel. Public Affairs colonels are the senior practitioners and are considered the experts in the functional area. FA46 colonels primarily serve as PAOs to general/flag officers (GO/FO) and senior executive civilians at major Army and DoD commands and agencies. All authorized 46A positions are KD and will qualify PA colonels for consideration for the most senior leadership and management positions the Army can offer.

(1) Education. All FA46 colonels should complete SSC (MEL-1) in residence at the Army War College (AWC), National Defense University (NDU), or any other sister service senior college; or in non-residence through the Department of Distance Education (DDE) through the AWC.

(2) Assignments. FA46 colonels are generally assigned to senior staff positions, where they can fully use their knowledge of the Army and their FA. PAOs who have demonstrated high potential will be assigned to GO/FO level commands and nominative positions on headquarters, DoD and joint staffs. Colonels are encouraged to seek Public Affairs assignments within joint commands to gain joint and combined command exposure and experience.

(3) Key/Developmental. FA46 Colonels serve as senior leaders providing wisdom, experience, vision, and mentorship mastered over many years.

(4) Self-Development. Colonels should continue to pursue professional experience by participation and leadership in the Public Relations Society of America or the International Association of Business Communicators, and pursue Joint, interagency, intergovernmental, and multinational assignments, exercises, and operations. Additionally, FA46 colonels are strongly recommended to conduct research on strategic communications issues and seek to have their research published in a peer-reviewed journal. Research-based self-development not only enhance the analytical and critical thinking skills of officers but also furthers the professionalization of the Public Affairs career field.

f. Joint assignments. FA46 officers can be assigned to joint duty assignment (JDA) positions within Joint and Defense organizations. Most, but not all, 46A authorized billets at Joint and Defense organizations are coded skill identifier (SI) Joint duty assignment (3A). For those positions not coded as SI 3A, officers should reference CJCSI 1330.05B *Joint Officer Management Procedures* (dated 6 July 2020) for guidance to submit qualifying joint experience for credit consideration. Officers who obtained JMPE II credit and meet the requirements for the awarding of SI 3A will be designated as a fully Joint Qualified Officer and will be awarded the corresponding SI 3L. Public Affairs officers should not expect to be assigned to joint duty assignment list (JDAL) positions prior to serving in two public affairs billets, with at least one at the grade of O-4 and above. Public Affairs officers are encouraged to seek opportunities for attendance at joint courses taught by DINFOS and the NDU Joint Forces Staff College in preparation to fill a joint assignment. Some FA46 officers will not serve in a JDAL assignment, therefore, the absence of a joint assignment will not preclude their selection to both lieutenant colonel and colonel.

g. Assignment preference and precedence.

(1) Assignment sequencing. Prior to their first FA46 assignment, all officers will receive their initial functional area training at DINFOS. All Public Affairs officer assignments require graduation from PACS-Q. Additionally, a Defense Media Activity assignment requires successful completion of the DINFOS Broadcast Management Course. It is extremely important that an officer's first FA46 assignment be a position where the officer is personally supervised or mentored by a senior PA officer in addition to working with PA NCOs.

(2) Precedence. Some FA46 billets are designated as ACS or TWI utilization tours. Officers who have completed ACS or TWI will be assigned to those positions immediately following completion of the program. The CG, HRC is the approval authority to delay utilization tours no later than the second assignment after completing TWI/ACS. These Army Educational Requirements System positions do not preclude other officers from being assigned. However, they are a priority fill for program participants and are closely monitored for compliance.

4. Assignment Preferences.

Most Public Affairs assignments are 36 months and will be synchronized with unit life-cycle management to the maximum extent possible. Tours could be longer in areas with a high concentration of Public Affairs positions. Command Select List (CSL) and KD billet tours are 24 months. OCONUS locations will continue to require tour lengths specific to those regions. This strategy will allow officers to attend Public Affairs functional area training enroute to their Public Affairs assignments as required.

5. Duration of Critical Officer Life-Cycle Assignments

a. Key Public Affairs functional area positions. Public Affairs Detachment commanders should serve for 18 to 24 months. Mobile Public Affairs Detachment commanders should serve for 24 months. Unless assigned to a short tour area, Public Affairs assignments should be a minimum of 24 months. FA46 maintains one CSL position: Theater Public Affairs Support Element commander. Other senior public affairs billets, such as corps, theater army, and Army Command (ACOM) Public Affairs Officer, are highly competitive but are not designated as CSL billets.

b. Public Affairs functional area life cycle. Figure 2 depicts the Total Army Public Affairs life-cycle model.

- (1) *Public Affairs goal.* The goal of FA46 development is to provide the Army with a qualified, credentialed Public Affairs professional and advisor to the commander and provide the individual officer with a rewarding, successful career within the Operational Support Functional Category.
- (2) Reference Figure 1 – FA46 Career Map at <https://actnow.army.mil> / Plan / Professional Development Model / Cohort – Officer / MOS – 46A Public Affairs Officer, General / Printable Career Map for 46A.

The Professional Development Model (PDM) provides a standardized framework and all-inclusive career enhancing information to Civilians, supervisors, and personnel managers for the professional development of DA Civilian employees. The PDM serves as the professional reference for a successful DA Civilian career while providing information and guidance on assignments, competencies, leader development, education, and training. Professional development models are created for each CP by the Career Program.

PDM NAVIGATOR

1 SELECT A PDM:
 COHORT: Officer
 COMPONENT: ALL COMPONENTS
 MOS: 46A - Public Affairs, General
 SKILL: LT
 RESET TO YOUR PDM

2 SELECT A CAREER PROGRESSION:
 LT → Next Level → Next Level

3 SELECT A PDM CATEGORY OR "FROM LEADERS & MENTORS" TO VIEW RECOMMENDATIONS BELOW:
 OPERATIONAL DOMAIN

EMAIL PDM ADMINISTRATOR FOR CMF 46 MANUALLY CREATE GOAL PRINTABLE CAREER MAP FOR 46A

Figure 1: Navigation to Public Affairs Career Map – Army Career Tracker (<https://actnow.army.mil>)



ACT Career Map - 46A

Generated by Army Career Tracker Reporting
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Report generated on: Aug 29, 2023

		LT	CPT	MAJ	LTC	COL
OPERATIONAL DOMAIN	KEY DEVELOPMENTAL ASSIGNMENTS		<ul style="list-style-type: none"> Company/Battery/Troop CDR All Captain Public Affairs Positions 	All Major Public Affairs positions	All Lieutenant Colonel Public Affairs positions	All Colonel Public Affairs positions
INSTITUTIONAL DOMAIN	PME	<ul style="list-style-type: none"> Basic Officer Leaders Course 	<ul style="list-style-type: none"> Captains Career Course Public Affairs and Communications Strategy Qualification Course (PACS-Q) 	<ul style="list-style-type: none"> Public Affairs and Communications Strategy Qualification Course (PACS-Q) ILC/Command and General Staff Officers Course Joint Intermediate Public Affairs Course Joint Contingency Public Affairs Course Advanced Military Studies Program Defense Strategy Course Strategic Broadening Seminar 	<ul style="list-style-type: none"> Joint Intermediate Public Affairs Course Joint Contingency Public Affairs Course Pre-Command Course (TPASE) Senior Service College Joint and Combined Warfighting School (JPME II) Strategic Broadening Seminar 	<ul style="list-style-type: none"> Senior Service College Joint and Combined Warfighting School (JPME II) Strategic Broadening Seminar
	PME ACTIVE		<ul style="list-style-type: none"> Advanced Civil Schooling 	<ul style="list-style-type: none"> Advanced Civil Schooling 		
	PME GUARD			<ul style="list-style-type: none"> Reserve Component National Security Course (RCNSC) 	<ul style="list-style-type: none"> Reserve Component National Security Course (RCNSC) 	
	PME RESERVE			<ul style="list-style-type: none"> Reserve Component National Security Course (RCNSC) 	<ul style="list-style-type: none"> Reserve Component National Security Course (RCNSC) 	
	FUNCTIONAL TRAINING	<ul style="list-style-type: none"> Ranger Airborne Air Assault 	<ul style="list-style-type: none"> Ranger Airborne Air Assault Tactical Information Operations Planner (ASI P4) 	<ul style="list-style-type: none"> Ranger Airborne Air Assault Tactical Information Operations Planner (ASI P4) 		
SELF-DEVELOPMENT DOMAIN: GUIDED				<ul style="list-style-type: none"> Graduate School 	<ul style="list-style-type: none"> Graduate School Post-Graduate School 	<ul style="list-style-type: none"> Graduate School Post-Graduate School

Figure 2: Public Affairs Officer Career Map/Life-cycle Model

6. Warrant Officer Development

There are no warrant officers in FA46.

7. Public Affairs Reserve Component (RC) Officers

a. *General Career Development.* RC FA46 officer development objectives and qualifications parallel those of the RA. Because most public affairs units are in the RC, RC PAOs can expect to mobilize and deploy in support of Army and joint missions. This requires equivalent development for RA FA46 officers. RC officers do not necessarily single track within FA46 due to the various locations of public affairs units. However, recurring assignments, supporting education, and deployments within FA46 career field are essential to be qualified and experienced as an RC FA46 officer.

b. FA46 Reserve Components Qualification and Development. The development and qualification of RC officers will be equivalent to the RA. RC FA46 officers should seek the same developmental opportunities as their RA counterparts, or equivalent opportunities available in the ARNG and USAR. Greater use of distance learning approaches may be used to ensure the delivery of required training and education to RC officers. RC officers will not be awarded FA46 until successful completion of Phase II of the Public Affairs and Communications Strategy Qualification (PACS-Q) Course – Advanced Distributed Learning or the resident PACS-Q. Successful completion of PACS-Q – ADL or PACS-Q is required prior to the assumption of command of an SRC 45 unit. PACS-Q – ADL must be completed within 3 years of enrollment. RC officers enrolled in the PACS-Q – ADL may serve in a non-command FA46 billet prior to completion. USAR FA46 officers assigned to Broadcast Operations Detachments should attend the Broadcast Management Course following the PAQC-ADL or PAQC completion.

c. Exception to Policy. FA46 qualification requirements may be waived only with the concurrence of the CPA. Exception to policy requests should be forwarded through the appropriate RC Public Affairs headquarters for review before reaching the APAC for a final decision. Applications for an exception to the policy of FA46 qualification requirements shall show a demonstrated proficiency in all public affairs tasks (see paragraph 2c.) at the officer's assigned grade level. Requests for an exception to the policy of FA46 qualification requirements may additionally cite the applicants:

- (1) Civilian education – e.g., bachelor's or higher in a communications field
- (2) Civilian experience in a related communications field
- (3) Prior military public affairs assignments, including evaluations of PA task proficiency.
- (4) Samples of PA products, e.g., communications plans, articles, speeches, press releases, etc.

d. Public Affairs RC Assignments. RC FA46 officer assignments are similar to the RA with some inherent component unique differences. Many RC FA46 positions parallel the RA, including assignments at a Theater Public Affairs Support Element, Mobile Public Affairs Detachment, Public Affairs Detachment, and PAO and staff PA positions at the division-level, Theater Support Command PA officer, and IMA or ADOS assignments at joint and defense organizations. The FA46 position unique to the RC is the Joint Force Headquarters Command PAO (Army National Guard only)

8. 46A Officer Career Map Key Terms

a. Operational Domain of Leader Development. The operational domain of leader development is defined as the group of experience gained through on-the-job training in a variety of Public Affairs assignments and additional duties to prepare 46A officers to lead and train Soldiers both in garrison, and ultimately, in combat (DA PAM 600-3, p.6).

(1) *KD Assignments – General.* Positions deemed critical by the HQDA CPA for providing experience across the Army strategic mission. Additionally, KD positions are those positions considered fundamental to the development of a PAO's capabilities and competencies to provide expert advice to commanders and other senior leaders, manage public and visual information activities, and lead public affairs Soldiers during home-station and deployed assignments.

(2) *KD Assignments – Active.* Those KD positions are unique to the RA (COMPO 1) or to only one other component.

(3) *KD Assignments – Guard.* Those KD positions are unique to the National Guard component (COMPO 2) or to only one other component.

(4) *KD Assignments – Reserve.* Those KD positions are unique to the Army Reserve component (COMPO 3) or only one other component.

(5) *Developmental/Broadening Assignments – General.* All 46A positions are considered

developmental and should in some aspect enhance warfighting skills, increase an officer's level of responsibility, develop their understanding of interoperability among Army systems, and/or expose them to the public affairs enterprise that will contribute to the success as an innovative and adaptive leader (p. 12). Broadening assignments, on the other hand, are designed to offer 46A officer's opportunities to work, learn, and contribute outside of their perspective and individual level of understanding for the betterment of both the individual officer and Army institution, writ large.

(6) *Developmental/Broadening Assignments – Active*. Those developmental or broadening positions are unique to the RA (COMPO 1) or to only one other component.

(7) *Developmental/Broadening Assignments – Guard*. Those developmental or broadening positions are unique to the National Guard component (COMPO 2) or only one other component.

(8) *Developmental/Broadening Assignments – Reserve*. Those developmental or broadening positions are unique to the Army Reserve component (COMPO 3) or only one other component.

b. Institutional Domain of Leader Development. Experience that culminates in the acquisition of knowledge and/ or skills at an Army-designated place of training and education—including resident and non-resident instruction, individual study (e.g., computer-based instruction), and when appropriate, civilian education.

(1) *Professional Military Education*. Formal Army education is implemented to develop officers with expertise and knowledge appropriate to their grade, branch/functional area, and occupational specialty that advances their knowledge of the art and science of war (p. 23). PME is a progressive education system that prepares leaders for increased responsibilities and successful performance at the next higher level (AR 350-1, p. 235).

(2) *Functional Training*. Training is designed to qualify leaders and Soldiers for assignment to duty positions that require specific functional skills and knowledge (p. 231).

c. Self-Development Domain of Leader Development. Experiences and knowledge gained from a planned, continuous, career-long process to enhance a 46A officer's competencies and potential for progressively more complex and higher-level assignments (p. 236).

(3) *Self-Development – Guided*. Recommended, but optional, learning that will prepare 46A officers to respond to changing technical, functional, and leadership responsibilities throughout their careers (p. 4)

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