

## Psychological Operations (CMF 37) Career Progression Plan

### Proponent Note

The Psychological Operations (PO) Regiment, Career Management Field (CMF) 37, consists of the Regular Army (RA) component (COMPO) 1 and the United States Army Reserve (USAR) COMPO 3 to include Active Guard Reserve (AGR), Soldiers and Noncommissioned Officers (NCO). Accessions, training, education, career development, and mission support differ greatly between components. A limited number of non-accessions Army National Guard / Army National Guard of the United States (ARNG / ARNGUS) COMPO 2 authorizations / positions exist; however, these positions are generally filled by USAR COMPO 3 personnel during organizational mobilizations or deployments.

1. *Current Naming convention:* Psychological Operations (PO). This is used when referring to CMF 37 personnel, the Branch, the Regiment and PO echelons of command (for example, Psychological Operations Group [POG], Psychological Operations Battalion [POB], Psychological Operations Company [POC], Regional / Tactical Psychological Operations Detachment [RPD / TPD], Regional / Tactical Psychological Operations Team [RPT / TPT], Specialized Psychological Operations Team [SPT]).
2. *Previous Naming convention for the Regular Army only:* Military Information Support (MIS). This was used from 2010 - 2017 when referring to PO echelons of command that perform the function of Military Information Support Operations (MISO) (for example, Military Information Support Group [MISG], Military Information Support Task Force [MISTF], Military Information Support Battalion [MISB], Regional / Tactical Military Information Support Company [MISC], Regional / Tactical Military Information Support Detachment [RMD / TMD], Regional / Tactical Military Information Support Team [RMT / TMT], Special Military Information Support Team [SMT]). This naming convention is no longer utilized.
3. *Reference:* FM 3-53 Military Information Support Operations.

### Chapter 1. Duties

In their doctrinal role, Psychological Operations creates and reinforces desired behaviors in selected foreign individuals and groups to achieve military and U.S. national objectives across the range of military operations (military engagement, security cooperations, deterrence, crisis response, limited contingency operations, and large-scale combat operations). As the Department of Defense's (DOD's) primary capability specifically organized, trained, manned, and equipped to influence foreign Target Audiences (TAs), PO forces provide a low visibility means for influencing foreign audiences, hostile governments, and regimes, supporting, or reducing support to insurgencies and limiting conflicts that could potentially destabilize our allies and partners. They are trained for, specialize in, and excel in influence and deception activities. PO Soldiers possess the requisite specialized knowledge, skills, abilities, behaviors, and capabilities to influence the behavior of select foreign TAs in the operational environment (OE). Their efforts are a force multiplier that help deter and

prevent conflict. The two primary PO activities are Military Information Support Operations (MISO) and DoD Deception Activities, additionally PO Soldiers execute Inter-organizational activities and Civil Authority Information Support (CAIS) missions as required. For more information on PO forces and operations, refer to FM 3-53.

PO Soldiers are employed in support of commanders at all echelons. PO Soldiers often deploy as members of small units in permissive, semi-permissive, uncertain, and hostile areas far from logistics support bases, in support of theater operations which often involve geopolitical implications. RA PO units typically work in a combined arms or joint roles with other Special Operations Forces (SOF) from the tactical to strategic level. USAR PO units typically support conventional forces at the tactical level.

## **Chapter 2. Transformation**

The unique skills of PO Soldiers and NCOs are more relevant in today's globally connected environment than ever before. As the operational and generating PO force transforms to provide improved operational support to Combatant Commanders (CCDR), Component commands, maneuver commanders, and other government departments, they will be empowered to accomplish more than ever before. PO Soldiers must continue to adapt to the ever-changing OE and situations by utilizing evolving technologies and systems (social media platforms, electronic warfare systems, communication technologies, etc.), while maintaining the skills and ability to be operationally effective in their absence (e.g., low / no-tech systems, face-to-face, print, radio, etc.). PO Soldiers must master their individual critical tasks and unit collective tasks. Moreover, they must be adept at the use of mediums and unequalled in the creation of messages and content. A PO Soldier or NCO must be doctrinally competent and culturally astute, fully versed, and competent in the latest tactics, techniques, and procedures (TTP) and be capable of adapting to the OE to ensure mission success. PO Soldiers and NCOs must be knowledgeable of associated systems and processes that add precision to influence activities and the capacity to characterize and calculate information and influence based effects. Knowledge of supporting and supported units' missions, capabilities, and services is paramount to achieving desired effects on a TA.

## **Chapter 3. Recommended Career Management Self-Development**

**Proponent Note:** The following information and guidance applies to PO Soldiers and NCOs of all ranks, skill levels, and COMPOs unless otherwise annotated, for self-development and continuing education opportunities to improve knowledge and skills:

### *1. Leadership.*

The demanding, geopolitically sensitive, and often high-risk nature of operations that PO Soldiers perform requires competent, intellectually adept, honorable and ethical NCOs that can succeed in increasingly complex and dynamic environments. Those that consistently exceed standards and demonstrate mental and physical capabilities above their peers are more competitive for demanding assignments and career advancement. Leaders, the PO Proponent, the United States Army Human Resources Command (AHRC), and the NCO Professional Development System (NCOPDS) all play essential parts in the career development and management of the force; however, each Soldier is

ultimately the steward of their own career. Early career management accelerates professional development and allows for flexibility in operational requirements and tempo. NCOs at every rank are encouraged to demonstrate their ability to exceed standards in personal presence, intellect, leadership, development of their subordinates and units, and their assigned duties by setting the example for their peers and subordinates through personal courage, confidence, competence, military bearing, general military knowledge, and warrior skills. To assist leaders with talent management, NCOs at every level must seek opportunities to demonstrate their leadership potential and distinguish themselves from their peers. Refer to DA PAM 600-25 U.S. Army Noncommissioned Officer Professional Development Guide, ([https://armypubs.army.mil/epubs/DR\\_pubs/DR\\_a/pdf/web/ARN13774\\_DAPam600-25\\_FINAL.pdf](https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN13774_DAPam600-25_FINAL.pdf)) for more on self-development.

**Proponent note:** Regarding Rater and Senior Rater comments on NCO Evaluation Reports (NCOER), raters should focus on specific and quantifiable comments. Senior raters should utilize enumeration and discuss schooling, promotion potential and next assignments (E.S.P.N) to focus their comments and support board considerations. The phrase “Promote now” should be reserved for service members (SM) in the top 5% of rated NCOs in that grade who demonstrate superior performance and potential. The phrase “Promote ahead of peers” should be reserved for those SMs in the top 20% of rated NCOs of the same grade who demonstrate outstanding performance and potential. The phrase “Promote with peers” should be utilized for those SMs who demonstrate average performance and potential.

## 2. *Assignments.*

NCOs are encouraged to have a diverse career assignment profile. This covers a wide range of positions and duties pertaining to and outside of one’s military occupational specialty (MOS). Key terms are described in the immediate subordinate paragraphs.

a. **Operational assignments** – Primarily within a modified table of organization and equipment (MTOE) assignment with duties in your MOS or CMF to numbered armies, corps, divisions, brigades / groups, and battalions that conduct decisive action as part of a unified land operations, expeditionary in nature and deployable worldwide.

b. **Institutional assignments** – Primarily a table of distribution and allowances (TDA) assignment, with duties in your MOS or CMF focused on supporting the operational Army. Institutional organizations provide the infrastructure necessary to raise, train, equip, deploy, and ensure the readiness of all Army forces, as well as provide installation and area support.

c. **Key and Developmental assignments** – Operational or institutional MOS and CMF positions, identified by proponent, that are deemed fundamental to an NCOs development within the MOS and required to develop critical technical and leadership skills, and experience that provide the greatest potential for advancement. PO Proponent considers these positions to be on a PO Detachment, in a PO Company, or in a Special Missions Unit (SMU).

d. **Nominative / Special assignments** – Key positions across the enterprise that are designated for experienced NCOs of character who demonstrate potential and have proven their competence in a broad range of environments. These positions should be

filled by the best and top tier of PO NCOs within the Regiment. These positions require packet submissions that demonstrate the soldier's ability to consistently perform at the highest levels and assignment to these positions is approved IAW current command policies.

e. **Broadening opportunities and assignments** – Operational or institutional positions in a command or agency where duties are outside of one's MOS or CMF, or duties are at the operational or strategic levels. These assignments offer a purposeful expansion of an NCO's core MOS proficiency and leadership, resulting in agile and adaptive leaders capable of operating in complex environments. Broadening opportunities are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing global environments across the range of military operations.

(1). These positions are key leadership and staff positions that are required to conduct force generation and advanced training. These positions should be filled from the top 24% of PO NCOs within the Regiment. Not all special assignments are considered MOS enhancing or MOS broadening by the proponent.

(2). **MOS Enhancing (Tactical broadening)** – These positions are crucial in developing leaders and provide a developmental opportunity directly related to a NCOs MOS and are required for ensuring mission success.

(3). **MOS Broadening (Functional or Institutional Broadening)** – These positions are crucial in developing leaders, they provide the opportunity to develop a wider range of knowledge, skills, and experiences critical to later career objectives within the CMF and develop a broad range of specialized knowledge and skills. These positions are typically MOS-immaterial and challenge the NCO to increase their knowledge of Army operations, policies, and programs.

f. PO NCO assignments should be progressive in organization and experience level (e.g., PO SGT in units of action, SWCS Instructor, PO SGT in units of action, BDE PO Planner, Team Leader in units of action, Division / Corps PO Planner, Detachment SGT in units of action, etc.). PO NCOs should avoid repeat assignments to similar positions (e.g., multiple assignments as a BDE PO Planner).

g. PO NCOs should avoid extended or consecutive assignments (in excess of 48 months) in assignments outside of a PO Group.

h. RA PO NCOs assigned to foreign SOF units as an embedded member of the unit, under any U.S. Army or Joint program, will receive credit for service, performance, and development commensurate to a like position in an Army SOF (ARSOF) unit.

### 3. *Military Education.*

a. Professional Military Education (PME):

(1) Private (PVT) – Specialist (SPC) / Corporal (CPL) (Skill Level 1): Distributed Leader Course (DLC) 1; Basic Leader Course (BLC). Completion of DLC 1 is a mandatory prerequisite for selection to attend BLC and be considered for promotion to Sergeant.

(2) Sergeant (SGT): DLC 2; Advanced Leader Course (ALC). Completion of DLC 2 is a mandatory prerequisite for selection to attend ALC and be considered for promotion to Staff Sergeant.

(3) Staff Sergeant (SSG): DLC 3; Senior Leader Course (SLC). Completion of DLC 3 is a mandatory prerequisite for selection to attend SLC and be eligible for promotion to Sergeant First Class.

(4) Sergeant First Class (SFC): DLC 4; Master Leader Course (MLC). Completion of DLC 4 is a mandatory prerequisite for selection to attend MLC and be eligible for promotion to Master Sergeant.

(3) Master Sergeant / First Sergeant (MSG / 1SG): DLC 5; U.S. Army Sergeants Major Course (SMC) or Joint SOF Senior Enlisted Academy (JSOFSEA). Completion of DLC 5 is mandatory and must be accomplished before the Master Sergeant / First Sergeant is eligible for selection to attend SMC or JSOFSEA, and future promotion to Sergeant Major.

(4) Sergeant Major / Command Sergeant Major (SGM / CSM): DLC 6; Pre-Command courses; Nominative Leader Course (NLC). Completion of DLC 6 must be accomplished upon the selection of the Sergeant Major / Command Sergeant Major to a 7C / 7S or nominative level assignment and is a pre-requisite for the NLC.

(5) Soldiers or NCOs attending ARSOF NCOPDS must meet prerequisites and standards outlined in U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) Noncommissioned Officer Academy (NCOA) Student assessment guides.

**Proponent Note:** Obtaining recognition as the Distinguished Honor Graduate, Honor Graduate, Commandant's List (Top 20%) or other honors at PME courses or any course attended should be the goal of all PO Soldiers and NCOs.

b. Functional and Institutional Training: PO NCOs should pursue formal military training opportunities that improve their survivability, tactical and technical skills, and increase their ability to lead Soldiers in any PO unit that they may be assigned. This includes but is not limited to all Additional Skill Identifier (ASI), Special Qualifications Identifier (SQI), and Personnel Development Skill Identifier (PDSI) producing schools, Joint Service Courses, and International Military / Government Training. See Appendix A for a list of ASIs, SQIs, PDSIs and courses pertaining to CMF 37 Soldiers and NCOs.

c. Self-Development:

(1) PO Soldiers and NCOs are encouraged to pursue additional education opportunities through the Army Correspondence Course Program (ACCP), Army Training Requirements and Resources System (ATRRS) Self-Development ([www.atrrs.army.mil/selfdevctr](http://www.atrrs.army.mil/selfdevctr)), Army eLearning (SKILLPORT) (<https://usarmy.skillport.com>), Joint Knowledge Online (JKO) (<https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf>), Joint Special Operations University (JSOU), and the Army Reserve Readiness Training Center (ARRTC) which offer a variety of distance learning and resident courses designed to increase a Soldiers and NCOs operational knowledge, leadership and technical proficiency, and help prepare them to work in higher level Army and Joint Staff positions and environments. Some of this training can be used for promotion point credit and conversion of relevant courses into civilian education credits.

(2) PO Soldiers and NCOs should volunteer for and prepare themselves for appearance at Soldier and NCO boards, such as "Soldier / NCO of the Month / Quarter / Year" and Sergeant Audie Murphy / Sergeant Morales Clubs and compete in competitions such as the U.S. Army Best Warrior / Best Squad Competition or similar competitions. These

events will broaden a Soldier's or NCO's knowledge base, instill discipline, and improve the Soldier's or NCO's ability to communicate.

#### *4. Language Proficiency and Regional Expertise.*

PO Soldiers and NCOs should maintain and seek to improve language proficiency, cultural expertise, and knowledge of issues and trends particular to the Soldier's or NCO's regional alignment. Knowledge of language and culture plays a critical role within the PO mission to better engage, understand, and influence partners and TAs within the OE. Individuals must take every opportunity to improve their knowledge and understanding of their aligned region's history, current affairs, and people to better understand the OE.

**Proponent Note.** CMF 37 NCOs serving in Observer / Controller positions at one of the Army's three Combat Training Centers have been granted a 3-Year ETP by HQDA G2. The ETP is effective from the termination date of their current DA330 plus three years.

Other SMs can receive 12-month ETPs from the first O5 in their chain of command if their OPTEMPO prohibits them the opportunity to stay current. SMs should ensure that these ETPs are uploaded to their IPERMs for board visibility.

#### *5. Civilian Education.*

Civilian (academic) education, to include degree programs and technical certifications, is a component of the self-development program for PO Soldiers. The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those Soldiers and NCOs willing to make the additional commitments, should seize on available opportunities. A college degree is not required for promotion or career progression, but is highly encouraged and demonstrates exceptional motivation, it can potentially be used as a discriminator when it comes to identifying the most or highly qualified NCOs. Due to the executive nature of Senior NCO assignments throughout the CMF advanced education contributes significantly to an NCOs ability to effectively communicate both verbally and in writing. Some PO Senior NCO positions (POG HQs, SFG HQs, 4th BN/SFGs, 1SFC HQs, USAJFKSWCS, etc.) are Army Educational Requirement System (AERS) coded and require an associate's or bachelor's degree to meet assignment eligibility requirements. See Appendix B for more information on civilian education and technical certification opportunities.

##### **a. Educational Goals:**

(1) PVT – SPC / CPL: Pursuing a college education at this level is not a requirement but one that is highly encouraged and will place Soldiers above their peers.

(2) SGT: Should set their educational goal of achieving a minimum of 30 credit hours.

(3) SSG: Should set their educational goal of achieving a minimum of 45 credit hours and working towards completing an associate's or higher-level degree.

(4) SFC: Should set their educational goal of achieving a minimum of 60 credit hours or completion an associate degree.

(5) MSG / 1SG: Should set their educational goal of achieving a minimum of 90 credit hours working towards completing a bachelor's degree. Completion of a graduate or

post-graduate degree should be viewed as exceptional. Due to limited authorizations and competitive records, civilian education may be considered a discriminator for selection to SGM.

(6) SGM / CSM: Should set their educational goal of achieving a minimum of 120 credit hours or completion of a bachelor's degree. Completion of a graduate or post-graduate degree should be viewed as exceptional. Due to limited authorizations and competitive records, civilian education may be considered a discriminator for selection to CSM.

b. Technical Certifications:

(1) Certifications should focus on skills which relate to the knowledge and skills of the MOS, such as: Project Management Professional (PMP), Accreditation in Public Relations + Military Communication (APR+M), Communication Management Professional (CMP) or Strategic Communication Management Professional (SCMP) certifications.

(2) A list of certifications and information on credentialing assistance can be found on the Credentialing Opportunities On-Line (COOL) website (<https://www.cool.osd.mil>) or through ARMYIGNITED (<https://www.armyignited.army.mil>). For additional information on these and other education programs, visit the Educational Service Office (ESO) on your installation.

6. *Physical Fitness.*

The ability to conduct operations across the range of military operations requires PO Soldiers and NCOs to meet Army standards and unit goals for physical fitness. All personnel must maintain minimum readiness standards. Physical fitness contributes to a NCOs overall wellness and ability to set the example for others. A holistic health and fitness (H2F) approach is essential to readiness when assessing a Soldier's physical and mental status. A H2F approach facilitates development of programs to sustain or improve that Soldier's ability to meet the demands of their MOSs, duty assignments, and combat-specific tasks. While it is a command responsibility to establish physical training policies and allocate sufficient resources for Soldiers to meet Army standards and unit goals, it is an individual responsibility to meet those standards or goals. All Soldiers are encouraged to use Army resources to assist them in making a healthy lifestyle, good dietary choices, and developing an individual goal-oriented physical training regimen. PO Soldiers will meet all standards for their respective grades as specified in DA PAM 611-21 and IAW ATP 7-22 scoring a minimum of 60 points in each event and an overall score of at least 360 points on the Army Combat Fitness Test (ACFT). Soldiers and NCOs must meet all physical fitness requirements as directed by their command to ensure maximum mission readiness to fulfill global operational requirements.

7. *Professional Reading.*

PO Soldiers of all ranks should pursue self-development and understanding of the Army profession through professional reading. PO Soldiers and NCOs should read publications which relate to the knowledge and skills of the MOS, Army and Joint operations, leadership, Chain of Command reading lists, and readings on famous military leaders.

- a. A list of military publications PO Soldiers should be familiar with is in Appendix C.
- b. A list of suggested commercial publications is in Appendix D.

#### **8. Army Career Tracker / Professional Development Model.**

Army Career Tracker (ACT) and Professional Development Model (PDM) or “Career Map” are leadership development tools that integrates training and education into one personalized, easy-to-use website (<https://actnow.army.mil>). Users can search multiple Army education and training resources, monitor their career development, and receive personalized advice from their supervisor, Army leadership, and individually selected mentors. The chain of command and the Noncommissioned Officer support channel assist Soldiers in managing their careers through counseling, mentoring, and coaching. Leaders should also assist Soldiers in establishing an individual development plan (IDP) within the ACT website. PO Leaders, NCOs, and Soldiers should study and follow the CMF 37 PDM for their respective component (RA, ARNG and USAR).

### **Chapter 4. Military Occupational Specialty 37F (PO Specialist)**

**Proponent Note:** Proponent guidance should not be construed as a simplified checklist for promotion selection. It does not guarantee promotion or a competitive Order of Merit (OML) number following evaluation boards. NCOs who have completed assignments in key and developmental positions and consistently outperformed their peers receiving exceptional rater and senior rater comments are viewed more favorably by board members.

1. *Prerequisites.* For initial award of the 37F MOS, see AR 614-200 and DA Pam 611-21.

2. *Major Duties:* The PO Soldier and NCO conducts analysis of target audiences and environments; advises commanders and staffs; plans influence activities; develops series; delivers influence messages and products, and assesses progress towards approved objectives in support of the two primary PO activities (MISO and DoD Deception Activities (MILDEC) and execution of Build Partner Influence Capacity, and CAIS missions as required) to create and reinforce desired behaviors in selected foreign individuals and groups to achieve military and U.S. national objectives across the range of military operations. Major duties for MOS 37F at each skill level are as follows:

a. **MOS 37F PVT – SPC / CPL (USAR Only) (Skill Level 1).** Trains and maintains proficiency in all major duties and individual and collective tasks. Research finished and current intelligence and open-source information records, cross-references, stores and retrieves information manually or using automated data processing equipment. Develops concepts and designs product prototypes. Distributes and disseminates MISO products. Performs initial analysis of adversary propaganda products and other media. Safeguards classified and sensitive material. Maintains journals, status boards, operations maps, and overlays. Operates and maintains organic communications, production, and other equipment. Prepares and presents briefings. Operates PO specific equipment.



b. **MOS 37F SGT (Skill Level 2)**. Perform all duties of preceding skill level. Provides specific guidance and training for subordinates. Identifies and maintains information on the availability of products and delivery means. Determines the appropriate mix of media to implement MISO. Supervises packaging of MISO products for delivery by various means. Evaluates the effectiveness of MISO products. Analyzes psychological vulnerabilities, and susceptibilities of target audiences to determine potential for exploitation. Evaluates current intelligence, studies, and estimates to determine targets. Establishes and maintains reference files of translated materials. Analyzes adversary propaganda and other media.

c. **MOS 37F SSG (Skill Level 3)**. Perform all duties of preceding skill level. Provides specific guidance and training for subordinates. Assists in preparing and conducting PO training programs. Plans and organizes work schedules and assigns specific tasks in support of PO missions. Conducts liaison with the supported unit staffs. Coordinates resource requirements for the development, production, and dissemination of MISO products. Advises supported units on PO planning considerations. Integrates PO into conventional and special operations tactical through strategic level planning. Analyzes current intelligence products to identify gaps and subsequent collection requirements to support PO. Supervises receipt, analysis, and storage of MISO-related information. Assists in the planning, identification, and deployment of PO forces. Coordinates MISO information collection requirements with supported command. Reviews analysis performed by subordinates. Supervises scriptwriters, broadcast specialists, journalists, and illustrators in the development and production of MISO products. Supervises distribution and dissemination of MISO products. Determines dissemination requirements for MISO products. Assesses the overall impact of the MISO series on TA behavior.

d. **MOS 37F SFC (Skill Level 4)**. Perform all duties of preceding skill level. Provides specific guidance and training for subordinates. Develops and conducts PO specific training programs. Plans and organizes PO task organizations. Supervises the planning, production, and dissemination of MISO products. Supervises the implementation and execution of MISO. Coordinates PO liaison activities within supporting and supported unit staffs. Assists in planning for PO units at Brigade Combat Team (BCT) and above.

e. **MOS 37F MSG / 1SG (Skill Level 5)**. Perform all duties of preceding skill level. Advises the commander on matters pertaining to enlisted personnel. Provides specific guidance and training for subordinates. Coordinates PO liaison activities within supporting and supported unit staffs. Supervises the planning, organization, training, and coordination of activities within PO units. Supervises the employment of PO forces and execution of PO activities. Conducts planning for PO units at GCCs. Performs duties as PO staff NCO at Division and above, Command headquarters and joint commands.

f. **MOS 37F SGM / CSM (Skill Level 6)**. Perform all duties of preceding skill level. Advises the commander and staff on all matters pertaining to enlisted personnel. Enforces the implementation of established policies and standards as they pertain to

enlisted personnel within the command. Provides counsel and guidance to the NCOs and other enlisted Soldiers of the command. Manages the daily activities and operations of the unit.

### 3. *Goals for Development.*

PO branch guidance is for NCOs to serve in Key Leadership Development assignments to be considered branch developed.

**Proponent Note:** The following information is specific to RA only.

### 4. **Sergeant (SGT) (37F20):**

a. Leadership: No leadership positions are identified.

b. Assignments:

(1) Key and Developmental: PO SGT in PO units of action. RA SGTs in Airborne units must be able to maintain airborne status unless not required by position.

(2) Nominative / Special: None

(3) MOS Enhancing: All valid MOS 37F SGT documented positions contribute to the development of an MOS 37F SGT.

(4) MOS Broadening: Non-combat vehicle drivers or other positions in logistics, operations, and echelons above detachment.

(5) Special consideration should be given to those SGTs who meet the criteria, selected for, are working, or have successfully served in 37F3 position.

c. Military Education:

(1) Must complete DLC 2.

(2) RA CMF 37 SGTs should prepare themselves for attendance at a Static-Line Jumpmaster course and Survival Evasion Resistance Escape (SERE) Level C (SERE-C) course.

d. Language: RA CMF 37 SGTs must have a current (within 12 months) Defense Language Proficiency Test (DLPT) or Oral Proficiency Interview (OPI) on file in their control language (CLANG). See Army Regulation 11-6 for further guidance.

e. Civilian Education: Accumulation of 30 or more credit hours.

f. Physical Fitness: Consistent ACFT scores of 360 or better, effective 1 October 2022 (APFT scores of 180 or better (60 points in each event), prior to 1 October 2022), and meet height / weight requirements IAW AR 600-9.

**Proponent Note:** RA CMF 37 SGTs should prepare their records for submission of a Top-Secret security clearance request and application for an official passport.

### 5. **Staff Sergeant (Skill level 3):**

a. Assignment / Position Categories:

(1) Key and Developmental: PO SGT in PO units of action. RA SSGs in Airborne units must be able to maintain airborne status unless not required by position.

(2) Nominative / Special: Drill Sergeant; Recruiter; Instructor (Airborne).

(3) MOS Enhancing: Instructor/Writer; SPT; POAS Assessor; TIS / S3X; OSW; SMU / Special Activities; Information Warfare Center (IWC); BN / GRP staff NCO; Regional PO planner.

(4) MOS Broadening: Victim Advocate; EOL / EOR; NCOA Instructor.

**b. Unqualified (Unsatisfactory Performance and No Potential for Continued Service) RA CMF 37 SSGs.** *The following must have occurred within the current grade and the 18 months prior to the most current evaluation board:*

(1) Leadership: Received a General Officer Memorandum of Reprimand (GOMAR) or conviction by court-martial in current grade or received a Bar to continued service IAW AR 601-28.

(2) Received a NCOER in current grade with any of the following:

(a) Relief for Cause.

(b) Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character).

(c) Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned Officer's Potential)

(3) Assignments: Declines to serve on a PO unit of action, directed assignment or is unable to meet assignment requirements due to loss of security clearance, flags, or adverse actions.

(4) Military Education: Refuses to complete DLC, PME, and / or consistently fails to meet the prerequisites to attend PME or advance skill courses.

(5) Language Proficiency: Fails to maintain a current (within 12 months) DLPT or OPI on file in their CLANG. See Army Regulation 11-6 for further guidance.

(6) Physical Fitness: Fails to score 360 points with a minimum of 60 points in each event on the ACFT, effective 1 October 2022, and / or fails to meet height / weight requirements IAW AR 600-9.

**c. Fully Qualified (Average Performance and Potential) RA CMF 37 SSGs:**

(1) Leadership: Have 18 months or more accumulative successful service as a PO SSG.

(2) Assignments: 12 months or more of rated time in a 37F3 position.

(3) Military Education: Completion of ALC.

(4) Language Proficiency: RA CMF 37 SSGs must have a current (within 12 months) DLPT or OPI on file in their CLANG. See Army Regulation 11-6 for further guidance.

(5) Physical Fitness: Consistent ACFT scores of 360 or better, effective 1 October 2022 (APFT scores of 180 or better (60 points in each event), prior to 1 October 2022), and meet height / weight requirements IAW AR 600-9.

**d. Highly Qualified (Above Average Performance and Potential) RA CMF 37 SSGs:**

(1) Leadership: Have 24 months or more accumulative successful service as a PO SSG, with strong evaluations regarding potential with supporting enumeration.

(2) Assignments: 12 months or more of rated time in a 37F3 Key and Developmental position.

(3) Military Education:

(a) Completion of DLC 3.

(b) Completion of one or more advanced skill / functional courses, see Appendix A.

(c) Special consideration should be given to those SSGs who have successfully completed the SPT training pathway and been awarded the S5J PDSI.

(4) Language Proficiency:

(a) RA CMF 37 SSGs must have a current (within 12 months) DLPT or OPI on file in their CLANG. See Army Regulation 11-6 for further guidance.

(b) A FLPR of 1 / 1 should be viewed as highly qualified.

(5) Civilian Education: Completion of 45 or more credit hours towards an associate's degree or a civilian technical skills certification.

(6) Physical Fitness: Consistent ACFT scores of 480 or better, effective 1 October 2022 (APFT scores of 240 or better (80 points in each event), prior to 1 October 2022), and meet height / weight requirements IAW AR 600-9.

**e. Most Qualified (Outstanding Performance and Potential) RA CMF 37 SSGs:**

(1) Leadership: Have 36 months accumulative successful service as a PO SSG, with a consistently strong pattern of quantifiable "far exceeded" NCOER ratings by their raters and a consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade.

(2) Assignments:

(a) 12 months or more of rated time in a 37F3 Key and Developmental position, and 12 months or more of rated time in a Nominative / Special Assignment, MOS Enhancing or MOS Broadening position.

(b) Special consideration should be given to those SSGs who meet the criteria, selected for, are working, or have successfully served in a 37F4 position.

(3) Military Education:

(a) Completion of SLC.

(b) Graduate of a Static Line Jumpmaster course.

(c) Completion of two or more advanced skill / functional courses, see Appendix A.

(d) Special consideration should be given to those SSGs who have successfully completed the SPT training pathway and been awarded the S5J PDSI.

(e) Special consideration should be given to those SSGs who are consistently selected as the Distinguished Honor Graduate, Honor Graduate, Top 20% Commandant's List, or other honors during NCOPDS or MOS enhancing courses.

(4) Language Proficiency:

(a) RA CMF 37 SSGs must have a current (within 12 months) DLPT or OPI on file in their CLANG. See Army Regulation 11-6 for further guidance.

(b) A FLPR of 1+ / 1+ should be viewed as most qualifying.

(c) A FLPR of 2 / 2 or higher should be viewed as exceptional.

(5) Civilian Education:

(a) Completion of an associate's degree or attained 60 or more credit hours towards a bachelor's degree, or multiple civilian technical skills certifications.

(b) Completion of a bachelors, graduate, or post-graduate degree should be viewed as exceptional.

(6) Physical Fitness: Consistent ACFT scores of 540 or better, effective 1 October 2022 (APFT scores of 270 or better (90 points in each event), prior to 1 October 2022), and meet height / weight requirements IAW AR 600-9.

**6. Sergeant First Class (SFC) (Skill level 4):**

**a. Assignment / Position Categories:**

- (1) Key and Developmental: Team Sergeant in PO units of action. RA SFCs in Airborne units must be able to maintain airborne status unless not required by position.
- (2) Nominative / Special: Career Management NCO (Proponent); Branch Manager (HRC); Senior Drill Sergeant; Recruiter; Instructor (Airborne).
- (3) MOS Enhancing: Instructor / Writer; Doctrine Writer; Training Developer; SPT; POAS Senior Assessor; TIS / S3X; OSW; SMU / Special Activities; IWC; PO staff NCO at BN and higher echelon HQs; Regional PO planner
- (4) MOS Broadening: AIT Platoon Sergeant; Observer Controller at JRTC / NTC / JRMC; Victim Advocate / SARC; EOL / EOR / EOA; Security Force Assistance Brigade (SFAB) Planner.

**b. *Unqualified (Unsatisfactory Performance and No Potential for Continued Service) RA CMF 37 SFCs.*** *The following must have occurred within the current grade and the 18 months prior to the most current evaluation board:*

- (1) Leadership: Received a GOMAR or conviction by court-martial in current grade or received a Bar to continued service IAW AR 601-28.
- (2) Received NCOER in current grade with any of the following:
  - (a) Relief for Cause.
  - (b) Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character)
  - (c) Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned Officer's Potential)
- (3) Assignments: Declines to serve on a PO unit of action, directed assignment, or is unable to meet assignment requirements due to loss of security clearance, flags, or adverse actions.
- (4) Military Education: Refuses to complete DLC, PME, and / or consistently fails to meet the prerequisites to attend PME or advance skill courses.
- (5) Language Proficiency: Fails to maintain a current (within 12 months) DLPT or OPI on file in their CLANG. See Army Regulation 11-6 for further guidance.
- (6) Physical Fitness: Fails to score 360 points with a minimum of 60 points in each event on the ACFT, effective 1 October 2022, and / or fails to meet height / weight requirements IAW AR 600-9.

**c. *Fully Qualified (Average Performance and Potential) RA CMF 37 SFCs:***

- (1) Leadership: Have 18 months or more accumulative successful service as a PO SFC.
- (2) Assignments: 12 months or more of rated time in a 37F4 position.
- (3) Military Education: Completion of SLC.
- (4) Language Proficiency: RA CMF 37 SFCs must have a current (within 12 months) DLPT or OPI on file in their CLANG. See Army Regulation 11-6 for further guidance.
- (5) Physical Fitness: Consistent ACFT scores of 360 or better, effective 1 October 2022 (APFT scores of 180 or better (60 points in each event), prior to 1 October 2022), and meet height / weight requirements IAW AR 600-9.

**d. *Highly Qualified (Above Average Performance and Potential) RA CMF 37 SFCs:***

- (1) Leadership: Have 24 months accumulative successful service as a PO SFC, with Strong evaluations regarding potential with supporting enumeration.

- (2) Assignments: 12 months or more of rated time in a 37F4 Key and Developmental position.
- (3) Military Education:
  - (a) Completion of DLC 4.
  - (b) Graduate of a Static Line Jumpmaster course.
  - (c) Completion of two or more advanced skill / functional courses, see Appendix A.
  - (d) Special consideration should be given to those SFCs who have successfully completed the SPT training pathway and been awarded the S5J PDSI.
- (4) Language Proficiency:
  - (a) RA CMF 37 SFCs must have a current (within 12 months) DLPT or OPI on file in their CLANG. See Army Regulation 11-6 for further guidance.
  - (b) A FLPR of 1 / 1 should be viewed as highly qualified.
- (5) Civilian Education: Completion of an associate's degree or attained 60 or more credit hours towards a bachelor's degree, or a civilian technical skills certification.
- (6) Physical Fitness: Consistent ACFT scores of 480 or better, effective 1 October 2022 (APFT scores of 240 or better (80 points in each event), prior to 1 October 2022), and meet height/weight requirements IAW AR 600-9.

**e. *Most Qualified (Outstanding Performance and Potential) RA CMF 37 SFCs:***

- (1) Leadership: Have 36 months or more accumulative successful service as a PO SFC, with a consistently strong pattern of quantifiable "far exceeded" NCOER ratings by their raters and a consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade.
- (2) Assignments:
  - (a) 18 months or more of rated time in a 37F4 Key and Developmental position and 12 months or more rated time in a Nominative / Special Assignment, MOS Enhancing, or MOS Broadening position.
  - (b) Special consideration should be given to those SFCs who meet the criteria, selected for, are working, or have successfully served in a 37F5 position.
  - (c) SFCs who are or have successfully served as a Company First Sergeant should be viewed as exceptional.
- (3) Military Education:
  - (a) Completion of MLC.
  - (b) Graduate of a Static Line Jumpmaster course.
  - (b) Completion of three or more advanced skill / functional courses, see Appendix A.
  - (c) Special consideration should be given to those SFCs who have successfully completed the SPT training pathway and been awarded the S5J PDSI.
  - (d) Special consideration should be given to those SFCs who are consistently selected as the Distinguished Honor Graduate, Honor Graduate, Top 20% Commandant's List, or other honors during NCOPDS or MOS enhancing courses.
- (4) Language Proficiency:
  - (a) RA CMF 37 SFCs must have a current (within 12 months) DLPT or OPI on file in their CLANG. See Army Regulation 11-6 for further guidance.
  - (b) A FLPR of 1+ / 1+ should be viewed as most qualifying.
  - (c) A FLPR of 2 / 2 or higher should be viewed as exceptional.
- (5) Civilian Education:

- (a) Attained 90 or more credit hours towards a bachelor's degree, or multiple civilian technical skills certifications.
- (b) Completion of a bachelor's, graduate, or post-graduate degree should be viewed as exceptional.
- (6) Physical Fitness: Consistent ACFT scores of 540 or better, effective 1 October 2022 (APFT scores of 270 or better (90 points in each event), prior to 1 October 2022), and meet height/weight requirements IAW AR 600-9.

**7. Master Sergeant / First Sergeant (MSG / 1SG) (Skill level 5):**

**a. Assignment / Position Categories:**

- (1) Key and Developmental: Detachment Sergeant in a PO Detachment; 1SG in a PO Company. RA MSG / 1SGs in Airborne units must be able to maintain airborne status unless not required by position.
- (2) Nominative / Special: Senior Career Field Manager (Proponent); Senior Branch Manager (HRC); POAS NCOIC; Headquarters Support Company (HSC) / Headquarters and Headquarters Company (HHC) 1SG at a POB, POG or USAJFKSWCS.
- (3) MOS Enhancing: Senior Instructor / Writer; Senior Doctrine Writer; Senior Training Developer; G3 / S3X NCO; SPT; TIS or OSW MSG; SMU / Special Activities; PO staff NCO at GRP and higher echelon HQs; Senior PO Sergeant.
- (4) MOS Broadening: Senior Observer Controller at JRTC / NTC / JRMC; SARC; EOA; Inspector General (IG).

**b. Unqualified (Unsatisfactory Performance and No Potential for Continued Service) RA CMF 37 MSG / 1SGs. The following must have occurred within the current grade and the 18 months prior to the most current evaluation board:**

- (1) Leadership: Received a GOMAR or conviction by court-martial in current grade or received a Bar to continued service IAW AR 601-28.
- (2) Received a NCOER in current grade with any of the following:
  - (a) Relief for Cause.
  - (b) Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character)
  - (c) Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned Officer's Potential)
- (3) Assignments: Declines to serve on a PO unit of action, directed assignment, or is unable to meet assignment requirements due to loss of security clearance, flags, or adverse actions.
- (4) Military Education: Refuses to complete DLC, PME and / or consistently fails to meet the prerequisites to attend PME or advance skill courses.
- (5) Language Proficiency: Fail to maintain a current (within 12 months) DLPT or OPI on file in their CLANG. See Army Regulation 11-6 for further guidance.
- (6) Physical Fitness: Fail to score 360 points with a minimum of 60 points in each event on the ACFT, effective 1 October 2022, and / or fails to meet height/weight requirements IAW AR 600-9.

**c. Fully Qualified (Average Performance and Potential) RA CMF 37 MSG / 1SGs:**

- (1) Leadership: Have 12 months or more accumulative successful service as a PO MSG.
- (2) Assignments: 24 months or more of rated time in a 37F5 position.
- (3) Military Education: Completion of MLC.
- (4) Language Proficiency: RA CMF 37 MSG / 1SGs must have a current (within 12 months) DLPT or OPI on file in their CLANG. See Army Regulation 11-6 for further guidance.
- (5) Physical Fitness: Consistent ACFT scores of 360 or better, effective 1 October 2022 (APFT scores of 180 or better (60 points in each event), prior to 1 October 2022), and meet height/weight requirements IAW AR 600-9.

**d. *Highly Qualified (Above Average Performance and Potential) RA CMF 37 MSG / 1SGs:***

- (1) Leadership: Is currently serving as a 1SG or has successfully served 12 months or more as a 1SG, with Strong evaluations regarding potential with supporting enumeration.
- (2) Assignments:
  - (a) 12 months or more of rated time in a 37F5 Key and Developmental position.
  - (b) Special consideration should be given to those MSG / 1SG who are serving in or have successfully served in a nominative assignment.
- (3) Military Education:
  - (a) Completion of DLC 5.
  - (b) Graduate of a Static Line Jumpmaster course.
  - (c) Completion of three or more advanced skill / functional courses, see Appendix A.
- (4) Language Proficiency:
  - (a) RA CMF 37 MSG / 1SGs must have a current (within 12 months) DLPT or OPI on file in their CLANG. See Army Regulation 11-6 for further guidance.
  - (b) A FLPR of 1 / 1 should be viewed as highly qualified.
- (5) Civilian Education: Attained 90 or more credit hours towards a bachelor's degree, or a civilian technical skills certification.
- (6) Physical Fitness: Consistent ACFT scores of 480 or better, effective 1 October 2022 (APFT scores of 240 or better (80 points in each event), prior to 1 October 2022), and meet height/weight requirements IAW AR 600-9.

**e. *Most Qualified (Outstanding Performance and Potential) RA CMF 37 MSG / 1SGs:***

- (1) Leadership: Have 36 months or more as a 1SG of a PO Company, special consideration should be given to MSG / 1SGs who have successful service as an HSC / HHC 1SG, with a consistently strong pattern of quantifiable "far exceeded" NCOER ratings by their raters and a consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade.
- (2) Assignments:
  - (a) 18 months or more of rated time in a 37F5 Key and Developmental position and have 12 months or more time in a 37F5 Nominative / Special Assignment, MOS Enhancing or MOS Broadening position.



- (b) Special consideration should be given to those MSG / 1SG who are serving in or have successfully served in a nominative assignment.
- (c) Special consideration should be given to those MSG / 1SGs who are or have successfully served as a Sergeant Major or those working in a 37F6 position.
- (3) Military Education:
  - (a) Completion of SMC or JSOFSEA.
  - (b) Graduate of a Static Line Jumpmaster course.
  - (c) Completion of four or more advanced skill / functional courses, see Appendix A.
  - (d) Special consideration should be given to those MSG / 1SGs who are consistently selected as the Distinguished Honor Graduate, Honor Graduate, Top 20% Commandant's List, or other honors during NCOPDS or MOS enhancing courses.
- (4) Language Proficiency:
  - (a) RA CMF 37 MSG / 1SGs must have a current (within 12 months) DLPT or OPI on file in their CLANG. See Army Regulation 11-6 for further guidance.
  - (b) A FLPR of 1+ / 1+ should be viewed as most qualifying.
  - (c) A FLPR of 2 / 2 or higher should be viewed as exceptional.
- (5) Civilian Education:
  - (a) Completion of a bachelor's degree or attained 30 or more credit hours towards a graduate degree, or multiple civilian technical skills certifications.
  - (b) Completion of a graduate or post-graduate degree should be viewed as exceptional.
- (6) Physical Fitness: Consistent ACFT scores of 540 or better, effective 1 October 2022 (APFT scores of 270 or better (90 points in each event), prior to 1 October 2022), and meet height/weight requirements IAW AR 600-9.

**9. Sergeant Major (SGM) (Skill level 6):**

**a. Assignment / Position Categories:**

- (1) Key and Developmental: PO Battalion S3 Operations SGM; PO Group S3 Operations SGM. RA SGMs in Airborne units must be able to maintain airborne status unless not required by position.
- (2) Nominative / Special: PO Proponent SGM; Special Duty and Nominative Senior Executive Service / General Officer Assignments.
- (3) MOS Enhancing: Division Operations SGM; ASCC Operations SGM; 1st SFC G33; 1st SFC G39 SGM; 1st SFC G8 SGM; USASOC G33 SGM; USASOC G35 SGM; USASOC G39 SGM.
- (4) MOS Broadening: Nominative SGM assignments to DDSO on the Joint Staff; USSOCOM; all TSOCs; National Assessment Group; DTRA; NATO SOF; 1st SFC; USAJFKWCS; Sergeants Major Academy Instructor; JSOFSEA instructor.

**b. Unqualified (Unsatisfactory Performance and No Potential for Continued Service) RA CMF 37 SGMs. The following must have occurred within the current grade and the 18 months prior to the most current evaluation board:**

- (1) Leadership: Received a GOMAR or conviction by court-martial in current grade or received a Bar to continued service IAW AR 601-28.
- (2) Received a NCOER in current grade with any of the following:
  - (a) Relief for Cause.

- (b) Annotation of “Did Not Meet Standard” in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character)
- (c) Annotation of “Not Qualified” in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned Officer’s Potential)
- (2) Assignments: Declines to serve on a PO unit of action, directed assignment, or is unable to meet assignment requirements due to loss of security clearance, flags, or adverse actions.
- (3) Military Education: Refuses to complete DLC, PME, and / or consistently fails to meet the prerequisites to attend PME or advance skill courses.
- (4) Physical Fitness: Fail to score 360 points with a minimum of 60 points in each event on the ACFT, effective 1 October 2022 (fail to score 180 points with 60 points in each event on the APFT, prior to 1 October 2022) and / or fails to meet height / weight requirements IAW AR 600-9.

**c. Fully Qualified (Average Performance and Potential) RA CMF 37 SGMs:**

- (1) Leadership: Have 12 months or more accumulative successful service as an SGM.
- (2) Assignments: 12 months or more of rated time in a 37F6 position.
- (3) Military Education:
  - (a) Completion of SMC or JSOFSEA
  - (b) Graduate of Static Line Jumpmaster course.
- (4) Language Proficiency: Special consideration should be given to those SGMs who have a current DLPT or OPI on file in their CLANG. See Army Regulation 11-6 for further guidance.
- (5) Physical Fitness: Consistent ACFT scores of 360 or better, effective 1 October 2022 (APFT scores of 180 or better (60 points in each event), prior to 1 October 2022), and meet height/weight requirements IAW AR 600-9.

**d. Highly Qualified (Above Average Performance and Potential) RA CMF 37 SGMs:**

- (1) Leadership: Have 24 months or more as an SGM, with strong evaluations regarding potential with supporting enumeration.
- (2) Assignments:
  - (a) 12 months or more of rated time in a 37F6 Key and Developmental position (PO Battalion S3 Operations SGM or PO Group S3 Operations SGM) and should have 12 months or more in 37F6 Nominative / Special Assignment, MOS Enhancing or MOS Broadening position.
  - (b) Special consideration should be given to those SGMs who meet the criteria, are selected for, are, or have successfully served as a Command Sergeant Major with exceptional evaluations.
- (3) Military Education:
  - (a) Completion of DLC 6.
  - (b) Graduate of a Static Line Jumpmaster course.
  - (c) Completion of four or more advanced skill / functional courses, see Appendix A.
- (4) Language Proficiency:
  - (a) Special consideration should be given to those SGMs who have a current DLPT or OPI on file in their CLANG.
  - (b) A FLPR of 1 / 1 or higher should be viewed as highly qualifying.

- (5) Civilian Education: Completion of a bachelor's degree or attained 30 or more credit hours towards a graduate degree, or a civilian technical skills certification.
- (6) Physical Fitness: Consistent ACFT scores of 480 or better, effective 1 October 2022 (APFT scores of 240 or better (80 points in each event), prior to 1 October 2022), and meet height/weight requirements IAW AR 600-9.

**d. *Most Qualified (Outstanding Performance and Potential) RA CMF 37 SGMs:***

- (1) Leadership: Have 36 months or more of accumulative service as a SGM, with a consistently strong pattern of quantifiable "far exceeded" NCOER ratings by their raters and a consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade.
- (2) Assignments:
  - (a) 24 months or more of rated time in a 37F6 Key and Developmental position (PO Battalion S3 Operations SGM or PO Group S3 Operations SGM) and have 12 months or more in 37F6 Nominative / Special Assignments, MOS Enhancing or MOS Broadening position.
  - (b) Special consideration should be given to those SGMs who meet the criteria, are selected for, are, or have successfully served as a Command Sergeant Major with exceptional evaluations.
- (3) Military Education:
  - (a) Completion of NLC.
  - (b) Graduate of a Static Line Jumpmaster course and SERE-C
  - (c) Completion of five or more advanced skill / functional courses, see Appendix A.
  - (d) Special consideration should be given to those SGMs, who have been selected for, or have attended SMAP
  - (e) Special consideration should be given to those SGMs who are consistently selected as the Distinguished Honor Graduate, Honor Graduate, Top 20% Commandant's List, or other honors during NCOPDS or MOS enhancing courses.
- (4) Language Proficiency:
  - (a) Special consideration should be given to those SGMs who have a current DLPT or OPI on file in their CLANG.
  - (b) A FLPR of 1+ /1+ or higher should be viewed as most qualifying.
  - (c) A FLPR of 2 / 2 or higher should be viewed as exceptional.
- (5) Civilian Education:
  - (a) Completion of a graduate degree or attained 48 or more credit hours towards a post-graduate degree, or multiple civilian technical skills certifications.
  - (b) Completion of a post-graduate degree should be viewed as exceptional.
- (6) Physical Fitness: Consistent ACFT scores of 540 or better, effective 1 October 2022 (APFT scores of 270 or better (90 points in each event), prior to 1 October 2022), and meet height/weight requirements IAW AR 600-9.

**9. *Command Sergeant Major (CSM) (Skill level 6)***

**a. *Assignment / Position Categories:***

- (1) Key Developmental: PO Battalion CSM; PO Group CSM. RA CSMs in Airborne units must be able to maintain airborne status unless not required by position.

(2) Nominative: Special Duty and Nominative Senior Executive Service / General Officer assignments.

(3) MOS Enhancing: Battalion Level CSM; Group Level CSM.

(4) MOS Broadening: Garrison CSM.

**b. RA CMF 37 CSMs**

(1) Leadership: Have 12 months or more accumulative successful service as a PO CSM.

(2) Assignments: 12 months or more of rated time in a 37F6 Key and Developmental position and have 12 months or more in a 37F6 Nominative / Special Assignment, MOS Enhancing or MOS Broadening position.

(3) Military Education:

(a) Completion of DLC 6, NLC, and Keystone courses as required.

(b) Graduate of Static Line Jumpmaster course.

(4) Physical Fitness: Consistent ACFT scores of 360 or better, effective 1 October 2022 (APFT scores of 180 or better (60 points in each event), prior to 1 October 2022), and meet height/weight requirements IAW AR 600-9.

**Chapter 5. Military Occupational Specialty 37F (PO Specialist)  
Reserve Component & Active Guard / Reserve (AGR)**

**Proponent Note:** All Soldiers, regardless of component, are essential to the successful accomplishment of military operations. The Reserve Component (RC) (COMPO 3) provides a substantial percentage of the structure and tactical capability of the Army's Operational PO force. RC 37F Soldiers and NCOs must possess similar skills, knowledge, and abilities as that of their RA counterparts. It is imperative to note that the organizational structure, assignments and training requirements for a RC / COMPO 3 CMF 37 Soldiers and NCOs are distinctly different from the RA / COMPO 1 organizational structure, assignments, and training requirements. Duty assignments and professional development steps for career progression parallel those of the AC unless specifically outlined below.

**Proponent Note:** AGR NCOs serve in Title 10 status to meet the full-time support and readiness requirements for USAR projects, programs, and missions. AGR 37F NCOs organize, administer, instruct, and train the Reserve Component. In addition to the professional development steps and standards for career progression detailed in chapters 4 and 5, AGR NCOs require unique knowledge, skills, and training to perform their full-time operational and support duties.

**Proponent Note:** Proponent guidance should not be construed as a simplified checklist for promotion selection. It does not guarantee promotion or a competitive OML number following the evaluation boards. NCOs who have completed assignments in key and developmental positions and consistently outperformed their peers receiving exceptional rater and senior rater comments are viewed more favorably by board members.

**1. Private (PVT) – Specialist / Corporal (SPC / CPL) (37F10):**

- a. Leadership: No leadership positions are identified; special consideration should be given to those SPC / CPL serving in SGT positions.
- b. Assignments:
  - (1) Key and Developmental: PO Specialist in PO units of action. RC PVT – SPC / CPL in Airborne units must be able to maintain airborne status unless not required by position.
  - (2) Nominative / Special: None
  - (3) MOS Enhancing: All valid MOS 37F PVT – SPC / CPL documented positions contribute to the development of an MOS 37F PVT – SPC / CPL.
  - (4) MOS Broadening: Non-combat vehicle drivers or other positions in logistics, operations, and echelons above detachment.
- c. Military Education:
  - (1) Must complete DLC 1 for eligibility to attend BLC and promotion to SGT.
  - (2) Soldiers in Airborne units should be preparing for attendance of the Basic Airborne Course.
- d. Language: Language skills are not a requirement but are highly encouraged and will place Soldiers above their peers.
- e. Civilian Education: Pursuing a college education at this level is not a requirement but one that is highly encouraged and will place Soldiers above their peers.
- f. Physical Fitness: Consistent ACFT scores of 360 or better, effective 1 April 2023 (APFT scores of 180 or better (60 points in each event), prior to 1 April 2022), and meet height / weight requirements IAW AR 600-9.

## **2. *Sergeant (SGT) (37F20):***

- a. Leadership: No leadership positions are identified; special consideration should be given to those SGTs serving in SSG positions.
- b. Assignments:
  - (1) Key and Developmental: PO SGT in PO units of action. RC Sergeants in Airborne units must be able to maintain airborne status unless not required by position.
  - (2) Nominative / Special: None
  - (3) MOS Enhancing: All valid MOS 37F SGT documented positions contribute to the development of an MOS 37F SGT.
  - (4) MOS Broadening: Non-combat vehicle drivers or other positions in logistics, operations, and echelons above detachment.
- c. Military Education:
  - (1) Must complete DLC 2 for eligibility to attend ALC and promotion to SSG.
  - (2) RC CMF 37 SGTs in Airborne units should be preparing themselves for attendance at a Jumpmaster course.
  - (3) AGR SGTs should be completing functional training for their duties, including ATRRS Operator, Training Plan Developer, AGRIT and other functional courses. See Appendix A.
- d. Language: Language skills are not a requirement but are highly encouraged and will place Soldiers above their peers.
- e. Civilian Education: Accumulation of 30 or more credit hours.

f. Physical Fitness: Consistent ACFT scores of 360 or better, effective 1 April 2023 (APFT scores of 180 or better (60 points in each event), prior to 1 April 2022), and meet height / weight requirements IAW AR 600-9.

**3. Staff Sergeant (Skill level 3):**

**a. Assignment / Position Categories:**

(1) Key and Developmental: PO Team Chief; PO SGT (AGR) in PO units of action. RC SSGs in Airborne units must be able to maintain airborne status unless not required by position.

(2) Nominative / Special: Drill Sergeant; Recruiter.

(3) MOS Enhancing: BN / GRP staff NCO; MOS-T Instructor.

(4) MOS Broadening: Instructor/Writer; SHARP / Victim Advocate; EOL / EOR; NCOA Instructor.

**b. Unqualified (Unsatisfactory Performance and No Potential for Continued Service) RC CMF 37 SSGs: The following must have occurred within the current grade and the 18 months prior to the most current evaluation board:**

(1) Leadership: Received a GOMAR, conviction by court-martial, punishment under UCMJ in current grade, or received a Bar to continued service IAW AR 601-28.

(2) Received a NCOER in current grade with any of the following:

(a) Relief for Cause.

(b) Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character).

(c) Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned Officer's Potential)

(2) Assignments: Declines to serve on a PO unit of action, designated assignment, or is unable to meet assignment requirements due to loss of security clearance, flags, or adverse actions.

(3) Military Education: Refuses to complete DLC, PME, and / or consistently fails to meet the prerequisites to attend PME or advance skill courses.

(4) Physical Fitness: Fails to score 360 points with a minimum of 60 points in each event on the ACFT, effective 1 April 2023, and / or fails to meet height / weight requirements IAW AR 600-9.

**c. Fully Qualified (Average Performance and Potential) RC CMF 37 SSGs:**

(1) Leadership: Have 18 months or more accumulative successful service as a PO SSG.

(2) Assignments: 12 months or more of rated time in a 37F3 position.

(3) Military Education:

(a) Completion of a 37F MOS-producing course (e.g., 37F MOS-T Course, PO Qualification (PSYOP Specialist) Course, or 37F AIT).

(b) Completion of ALC.

(4) Physical Fitness: Consistent ACFT scores of 360 or better, effective 1 April 2023 (APFT scores of 180 or better (60 points in each event), prior to 1 April 2022), and meet height / weight requirements IAW AR 600-9.

**d. *Highly Qualified (Above Average Performance and Potential) RC CMF 37 SSGs:***

- (1) Leadership: Have 24 months accumulative successful service on a tactical PO unit of action, with strong evaluations regarding potential with supporting enumeration.
- (2) Assignments: 12 months or more of rated time in a 37F3 Key and Developmental position.
- (3) Military Education:
  - (a) Completion of DLC 3.
  - (b) Completion of the Battle Staff NCO Course
  - (c) Completion of a Jumpmaster Course (for SSGs in Airborne units).
- (4) Language:
  - (a) Language skills are not a requirement but are highly encouraged and will place Soldiers above their peers.
  - (b) A FLPR of 1 / 1 or higher should be viewed as highly qualifying.
- (5) Civilian Education: Completion of 45 or more credit hours towards a college degree or a civilian technical certification.
- (6) Physical Fitness: Consistent ACFT scores of 480 or better, effective 1 April 2023 (APFT scores of 240 or better (80 points in each event), prior to 1 April 2023), and meet height / weight requirements IAW AR 600-9.

**e. *Most Qualified (Outstanding Performance and Potential) RC CMF 37 SSGs:***

- (1) Leadership:
  - (a) Have 36 months or more accumulative successful service on a tactical PO unit of action, with a consistently strong pattern of quantifiable “far exceeded” NCOER ratings by their raters and a consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade.
  - (b) Special considerations should be given to those RC SSGs who may not have had the opportunities to obtain the recommended civilian education or military training / education but who have demonstrated civilian acquired leadership skills obtained in civilian occupations comparable to those executed by an SSG / SFC (e.g. manage / supervise a section / department / company of 3 to 5 personnel) and annotated on NCOERs
- (2) Assignments:
  - (a) 24 months or more of rated time in a 37F3 Key Developmental position
  - (b) Special consideration should be given to those SSGs who meet the criteria, selected for, are working, or have successfully served in a 37F4 position.
- (3) Military Education:
  - (a) Completion of DLC 3 and SLC.
  - (b) Completion of the Battle Staff NCO Course.
  - (c) Completion of Jumpmaster Course (for SSGs in Airborne units).
  - (d) Completion of one or more advanced skill / functional courses, see Appendix A.
  - (e) Special consideration should be given to those SSGs who are consistently selected as the Distinguished Honor Graduate, Honor Graduate, Top 20% Commandant’s List, or other honors during NCOPDS or MOS enhancing courses.
- (4) Language:
  - (a) Language skills are not a requirement but are highly encouraged and will place Soldiers above their peers.

- (b) A FLPR of 1+ / 1+ or higher should be viewed as most qualifying.
- (c) A FLPR of 2 / 2 or higher should be viewed as exceptional.
- (5) Civilian Education:
  - (a) Completion of an associate's degree or attained 60 or more credit hours towards a bachelor's degree, or multiple civilian technical skills certifications.
  - (b) Completion of a bachelor's, graduate, or post-graduate degree should be viewed as exceptional.
- (6) Physical Fitness: Consistent ACFT scores of 540 or better, effective 1 April 2023 (APFT scores of 270 or better (90 points in each event), prior to 1 April 2023), and meet height / weight requirements IAW AR 600-9.

**4. Sergeant First Class (Skill level 4):**

**a. Assignment / Position Categories:**

- (1) Key and Developmental: Detachment SGT; Senior PO SGT (AGR). RC SFCs in Airborne units must be able to maintain airborne status unless not required by position.
- (2) Nominative / Special: Senior Drill Sergeant; Recruiter.
- (3) MOS Enhancing: BN / GRP staff NCO; MOS-T Instructor, Senior Instructor / Writer; TASS BDE Instructor; MISO NCO (Army Reserve Element (RC / AGR)).
- (4) MOS Broadening: Operations / Plans / Training NCO; Instructor/Writer; Victim Advocate / SARC; EOL / EOR / EOA; NCOA Instructor; IG NCO.

**b. Unqualified (Unsatisfactory Performance and No Potential for Continued Service) RC CMF 37 SFCs: The following must have occurred within the current grade and the 18 months prior to the most current evaluation board:**

- (1) Leadership: Received a GOMAR, conviction by court-martial, punishment under UCMJ in current grade, or received a Bar to continued service IAW AR 601-28.
- (2) Received a NCOER in current grade with any of the following:
  - (a) Relief for Cause.
  - (b) Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character).
  - (c) Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned Officer's Potential)
- (3) Assignments: Declines to serve on a PO unit of action, directed assignment, or is unable to meet assignment requirements due to loss of security clearance, flags, or adverse actions.
- (4) Military Education: Refuses to complete DLC, PME, and / or consistently fails to meet the prerequisites to attend PME or advance skill courses.
- (5) Physical Fitness: Fails to score 360 points with a minimum of 60 points in each event on the ACFT, effective 1 April 2023, and / or fails to meet height / weight requirements IAW AR 600-9.

**c. Fully Qualified (Average Performance and Potential) RC CMF 37 SFCs:**

- (1) Leadership: Have 24 months or more accumulative successful service on a tactical PO unit of action.
- (2) Assignments: 12 months or more of rated time in a 37F4 position.
- (3) Military Education:



- (a) Completion of a 37F MOS-producing course (e.g., 37F MOS-T Course, PO Qualification (PSYOP Specialist) Course, or 37F AIT).
- (b) Completion of SLC.
- (4) Physical Fitness: Consistent ACFT scores of 360 or better, effective 1 April 2023 (APFT scores of 180 or better (60 points in each event), prior to 1 April 2023), and meet height / weight requirements IAW AR 600-9.

**d. *Highly Qualified (Above Average Performance and Potential) RC CMF 37 SFCs:***

- (1) Leadership: Have 36 months accumulative successful service on a tactical PO unit of action, with strong evaluations regarding potential with supporting enumeration.
- (2) Assignments: 12 months or more of rated time in a 37F4 Key and Developmental position.
- (3) Military Education:
  - (a) Completion of DLC 4.
  - (b) Completion of the Battle Staff NCO Course
  - (c) Completion of Jumpmaster Course (for SFC in Airborne units).
- (4) Language:
  - (a) Language skills are not a requirement but are highly encouraged and will place Soldiers above their peers.
  - (b) A FLPR of 1 / 1 or higher should be viewed as highly qualifying.
- (5) Civilian Education: Completion of an associates degree or attained 60 or more credit hours towards a bachelors, or a civilian technical skills certification.
- (6) Physical Fitness: Consistent ACFT scores of 480 or better, effective 1 April 2023 (APFT scores of 240 or better (80 points in each event), prior to 1 April 2023), and meet height/weight requirements IAW AR 600-9.

**e. *Most Qualified (Outstanding Performance and Potential) RC CMF 37 SFCs:***

- (1) Leadership:
  - (a) Have 48 months or more accumulative successful service on a tactical PO unit of action, with a consistently strong pattern of quantifiable “far exceeded” NCOER ratings by their raters and a consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade.
  - (b) Special considerations should be given to those RC SFCs who may not have had the opportunities to obtain the recommended civilian education or military training / education but who have demonstrated civilian acquired leadership skills obtained in civilian occupations comparable to those executed by an SFC / MSG (e.g. manage / supervise a section / department / company of 5 to 16 personnel) and annotated on NCOERs.
- (2) Assignments:
  - (a) 24 months or more of rated time in a 37F4 Key Developmental position.
  - (b) 12 months or more of rated time in a MOS Enhancing or MOS Broadening assignment.
  - (c) Special consideration should be given to those SFC who have experience in both Tactical PO Detachments and Tactical Product Development Detachments.
  - (d) Special consideration should be given to those SFCs who meet the criteria, selected for, are working, or have successfully served in a 37F5 position.

(3) Military Education:

- (a) Completion of DLC 4 and MLC.
- (b) Completion of the Battle Staff NCO Course.
- (c) Completion of Jumpmaster Course (for SFC in Airborne units).
- (c) Completion of two or more advanced skill / functional courses, see Appendix A.
- (d) Special consideration should be given to those SFCs who are consistently selected as the Distinguished Honor Graduate, Honor Graduate, Top 20% Commandant's List, or other honors during NCOPDS or MOS enhancing courses.

(4) Language:

- (a) Language skills are not a requirement but are highly encouraged and will place Soldiers above their peers.
- (b) A FLPR of 1+ / 1+ or higher should be viewed as most qualifying.
- (c) A FLPR of 2 / 2 or higher should be viewed as exceptional.

(4) Civilian Education:

- (a) Attained 90 or more credit hours towards a bachelor's degree, or multiple civilian technical skills certifications.
- (b) Completion of a bachelor's, graduate, or post-graduate degree should be viewed as exceptional.
- (5) Physical Fitness: Consistent ACFT scores of 540 or better, effective 1 April 2023 (APFT scores of 270 or better (90 points in each event), prior to 1 April 2023), and meet height / weight requirements IAW AR 600-9.

**5. Master Sergeant / First Sergeant (Skill level 5):**

**a. Assignment / Position Categories:**

- (1) Key and Developmental: 1SG in a PO Company; Operations Sergeant (AGR). RC MSGs / 1SGs in Airborne units must be able to maintain airborne status unless not required by position.
- (2) Nominative / Special: HSC / HHC 1SG at a POB or POG; USAR Nominative 1SG (AGR).
- (3) MOS Enhancing: BN / GRP staff NCO; Training Developer (AGR); MISO / PO NCO (Army Reserve Element (RC/AGR)).
- (4) MOS Broadening: Reserve Advisor; USACAPOC Air Division NCOIC (AGR); USACAPOC Mobilization NCO (AGR); Assistant IG (AGR); EOA (AGR); SHARP / SARC NCO (AGR).

**b. Unqualified (Unsatisfactory Performance and No Potential for Continued Service) RC CMF 37 MSG / 1SGs: The following must have occurred within the current grade and the 18 months prior to the most current evaluation board:**

- (1) Leadership: Received a GOMAR, conviction by court-martial, punishment under UCMJ in current grade, or received a Bar to continued service IAW AR 601-28.
- (2) Received a NCOER in current grade with any of the following:
  - (a) Relief for Cause.
  - (b) Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character).
  - (c) Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned Officer's Potential)

(2) Assignments: Declines to serve on a PO unit of action, designated assignment, or is unable to meet assignment requirements due to loss of security clearance, flags, or adverse actions.

(3) Military Education: Refuses to complete DLC, PME, and / or consistently fails to meet the prerequisites to attend PME or advance skill courses.

(4) Physical Fitness: Fails to score 360 points with a minimum of 60 points in each event on the ACFT, effective 1 April 2023, and or fails to meet height / weight requirements IAW AR 600-9.

**c. Fully Qualified (Average Performance and Potential) RC CMF 37 MSG / 1SGs:**

(1) Leadership: Have 24 months or more accumulative successful service on a tactical PO unit of action.

(2) Assignments: 12 months or more of rated time in a 37F5 position.

(3) Military Education:

(a) Completion of a 37F MOS-producing course (e.g., 37F MOS-T Course, PO Qualification (PSYOP Specialist) Course, or 37F AIT).

(b) Completion of MLC.

(c) Completion of USAR Company Commander / First Sergeant Course (those serving in 1SG positions).

(4) Physical Fitness: Consistent ACFT scores of 360 or better, effective 1 April 2023 (APFT scores of 180 or better (60 points in each event), prior to 1 April 2023), and meet height / weight requirements IAW AR 600-9.

**d. Highly Qualified (Above Average Performance and Potential) RC CMF 37 MSG / 1SGs:**

(1) Leadership: Have 36 months accumulative successful service on a tactical PO unit of action, with strong evaluations regarding potential with supporting enumeration.

(2) Assignments: 24 months or more of rated time in a 37F5 Key and Developmental position.

(3) Military Education:

(a) Completion of DLC 5.

(b) Completion of the Battle Staff NCO Course

(c) Completion of Jumpmaster Course (for MSG / 1SG in Airborne units).

(d) Completion of USAR Company Commander / First Sergeant Course (those serving in 1SG positions).

(e) Completion of two or more advanced skill / functional courses, see Appendix A.

(4) Language:

(a) Language skills are not a requirement but are highly encouraged and will place Soldiers above their peers.

(b) A FLPR of 1 / 1 or higher should be viewed as highly qualifying.

(5) Civilian Education: Attained of 90 or more credit hours towards a bachelor's degree, or a civilian technical skills certification.

(6) Physical Fitness: Consistent ACFT scores of 480 or better, effective 1 April 2023 (APFT scores of 240 or better (80 points in each event), prior to 1 April 2023), and meet height/weight requirements IAW AR 600-9.

**e. Most Qualified (Outstanding Performance and Potential) RC CMF 37 MSG / 1SGs:**

(1) Leadership:

(a) Have 48 months or more accumulative successful service on a tactical PO unit of action, with a consistently strong pattern of quantifiable “far exceeded” NCOER ratings by their raters and a consistent pattern of Senior Rater comments which clearly state strong potential to serve at the next higher grade.

(b) Special considerations should be given to those RC MSG / 1SGs who may not have had the opportunities to obtain the recommended civilian education or military training / education but who have demonstrated civilian acquired leadership skills obtained in civilian occupations comparable to those executed by an MSG / 1SG e.g. manage / supervise a section / department / company of 16 to 100 personnel) and annotated on NCOERs.

(2) Assignments:

(a) 36 months or more of rated time in a 37F5 Key and Developmental position.

(b) Senior NCO experience in both operational and generating force assignments.

(d) Special consideration should be given to those MSG / 1SGs who meet the criteria, selected for, are working, or have successfully served in a 37F6 position.

(3) Military Education:

(a) Completion of DLC 5.

(b) Completion of the Battle Staff NCO Course.

(c) Completion of Jumpmaster Course (for MSG / 1SG in Airborne units).

(d) Completion of USAR Company Commander / First Sergeant Course (those serving in 1SG positions).

(e) Completion of three or more advanced skill / functional courses, see Appendix A.

(f) Special consideration should be given to those MSG / 1SGs who are consistently selected as the Distinguished Honor Graduate, Honor Graduate Top 20% Commandant’s List, or other honors during NCOPDS or MOS enhancing courses.

(4) Language:

(a) Language skills are not a requirement but are highly encouraged and will place Soldiers above their peers.

(b) A FLPR of 1+ / 1+ or higher should be viewed as most qualifying.

(c) A FLPR of 2 / 2 or higher should be viewed as exceptional.

(4) Civilian Education:

(a) Completion of a bachelor’s degree or attained 120 or more credit hours towards a graduate degree, or multiple civilian technical skills certificates.

(b) Completion of a graduate or post-graduate degree should be viewed as exceptional.

(5) Physical Fitness: Consistent ACFT scores of 540 or better, effective 1 April 2023 (APFT scores of 270 or better (90 points in each event), prior to 1 April 2023), and meet height/weight requirements IAW AR 600-9.

**4. Sergeant Major (Skill level 6):**

**a. Assignment / Position Categories:**

(1) Key and Developmental: Battalion S3 Operations SGM (TPU); Group S3 Operations SGM (AGR); PO Battalion / PO Group CSM (TPU). RC SGMs in Airborne units must be able to maintain airborne status unless not required by position.

- (2) Nominative / Special: Chief Career Management NCO (AGR); Special Duty and Nominative Senior Executive Service / General Officer Assignments.
- (3) MOS Enhancing: TASS Battalion / Brigade CSM; ASCC Operations SGM.
- (4) MOS Broadening: Nominative SGM assignments to DDSO on the Joint Staff; National Assessment Group; DTRA; USARC; OCAR; USAR Garrison; SMA Fellowship.

**b. *Unqualified (Unsatisfactory Performance and No Potential for Continued Service) RC CMF 37 SGMs:*** *The following must have occurred within the current grade and the 18 months prior to the most current evaluation board:*

- (1) Leadership: Received a GOMAR, conviction by court-martial, punishment under UCMJ in current grade, or received a Bar to continued service IAW AR 601-28.
- (2) Received a NCOER in current grade with any of the following:
  - (a) Relief for Cause.
  - (b) Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character).
  - (c) Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned Officer's Potential)
- (2) Assignments: Declines to serve on a PO unit of action, designated assignment or is unable to meet assignment requirements due to loss of security clearance, flags, or adverse actions.
- (3) Military Education: Refuses to complete DLC, PME, and / or consistently fails to meet the prerequisites to attend PME or advance skill courses.
- (4) Physical Fitness: Fails to score 360 points with a minimum of 60 points in each event on the ACFT, effective 1 April 2023, and / or fails to meet height / weight requirements IAW AR 600-9.

**c. *Fully Qualified (Average Performance and Potential) RC CMF 37 SGMs:***

- (1) Leadership: Have 36 months or more accumulative successful service on a tactical PO unit of action.
- (2) Assignments: 12 months or more of rated time in a 37F6 position.
- (3) Military Education:
  - (a) Completion of SMC
  - (b) Completion of DLC 6 (if selected for 7S / 7C or nominative assignments).
  - (c) Completion of Pre-command and nominative courses as required.
- (4) Physical Fitness: Consistent ACFT scores of 360 or better, effective 1 April 2023 (APFT scores of 180 or better (60 points in each event), prior to 1 April 2023), and meet height/weight requirements IAW AR 600-9.

**d. *Highly Qualified (Above Average Performance and Potential) RC CMF 37 SGMs:***

- (1) Leadership: Have 48 months accumulative successful service on a tactical PO unit of action, with strong evaluations regarding potential with supporting enumeration.
- (2) Assignments: 12 months or more of rated time in a 37F6 Key and Developmental position.
- (3) Military Education:
  - (a) Completion of SMC
  - (b) Completion of DLC 6 (if selected for 7S / 7C or nominative assignments).

- (c) Completion of Pre-command and nominative courses as required.
- (d) Completion of three or more advanced skill / functional courses, see Appendix A.
- (e) Special consideration should be given to those SGM / CSMs who are selected as the Distinguished Honor Graduate, Honor Graduate, Top 20% Commandant's List, or other honors during NCOPDS or MOS enhancing courses.
- (4) Civilian Education: Attained 90 or more semester / credit hours towards a bachelors or graduate degree, or a civilian technical skill certification.
- (5) Physical Fitness: Consistent ACFT scores of 480 or better, effective 1 April 2023 (APFT scores of 240 or better (80 points in each event), prior to 1 April 2023), and meet height / weight requirements IAW AR 600-9.

**e. *Most Qualified (Outstanding Performance and Potential) RC CMF 37 SGMs:***

- (1) Leadership:
  - (a) Have 54 months or more accumulative successful service on a tactical PO unit of action, with a consistently strong pattern of quantifiable "far exceeded" NCOER ratings by their raters and a consistent pattern of Senior Rater comments which clearly state strong potential to serve at positions of increasing responsibility.
  - (b) Special considerations should be given to those RC SGMs who may not have had the opportunities to obtain the recommended civilian education or military training / education but who have demonstrated civilian acquired leadership skills obtained in civilian occupations comparable to those executed by an SGM/CSM (e.g. manage / supervise a section / department / company of 100 or more personnel) and annotated on NCOERs.
- (2) Assignments:
  - (a) 24 months or more of rated time in a 37F6 Key and Developmental position.
  - (b) 12 months or more as a Battalion Operations SGM (TPU).
  - (b) Senior NCO experience in both operational and generating force assignments.
- (3) Military Education:
  - (a) Completion of SMC
  - (b) Completion of DLC 6 (if selected for 7S / 7C or nominative assignments).
  - (c) Completion of Pre-command and nominative courses as required.
  - (d) Completion of four or more advanced skill / functional courses, see Appendix A.
  - (e) Special consideration should be given to those SGM / CSMs who are consistently selected as the Distinguished Honor Graduate, Honor Graduate, Top 20% Commandant's List, or other honors during NCOPDS or MOS enhancing courses.
- (4) Civilian Education:
  - (a) Completion of a bachelor's degree or attained 120 or more credit hours towards a graduate or post-graduate degree, or multiple civilian technical skills certifications.
  - (b) Completion of a graduate or post-graduate degree should be viewed as exceptional.
- (5) Physical Fitness: Consistent ACFT scores of 540 or better, effective 1 October 2022 (APFT scores of 270 or better (90 points in each event), prior to 1 October 2022), and meet height/weight requirements IAW AR 600-9.

## Appendix A

The following training courses provide the PO soldier specialty training and education that enhances an individuals' leadership and operational knowledge, skills, and capabilities.

### 1. ASIs that are associated with CMF 37:

ASI	Description	Recommend Grades
1B	SHARP LEVEL 1	SSG – SFC
1H	SHARP LEVEL 2	SFC – MSG/1SG
2H	MILITARY DECEPTION OFFICER	SFC – MSG/1SG
2S	BATTLE STAFF OPERATIONS	SSG – MSG/1SG
3Y	ARMY SPACE CADRE	SFC – SGM/CSM
5W	STATIC LINE JUMPMASTER	SGT – SGM/CSM
7G	RED TEAM LEADER (SOCAP)	SFC – MSG/1SG
7J	RED TEAM MEMBER	SGT – MSG/1SG
7Y	CAPABILITIES DEVELOPMENT	SFC – SGM/CSM
L8	JOINT OPERATIONAL FIRES AND EFFECTS (JOFE)	SSG – SGM/CSM
M9	MASTER DRIVER TRAINER	SSG – SFC
P4	TACTICAL INFORMATION OPERATIONS PLANNER	SGT – SFC
S8	SECURITY FORCES ASSISTANCE SUPPORT PERSONNEL	SFC
V8	SPECIAL TECHNICAL OPERATIONS NCO PLANNER	SSG – SGM/CSM
V9	SPECIAL TECHNICAL OPERATIONS NCO	SSG – SGM/CSM

### 2. SGM / CSM Professional Development Proficiency Codes (PDPC) for CMF 37:

ASI	Description
6C	Battalion Level Command Sergeant Major (CSM) Experience
6K	Initial Level Sergeant Major (SGM) Key Billet Experience
6P	Post Battalion Level Command Sergeant Major (CSM) Experience
6S	Initial Level Sergeant Major (SGM) Experience
6U	Post Battalion Level Sergeant Major (SGM) Broadening Experience (effective 202310)
6X	Post Brigade Level Sergeant Major (SGM) Broadening Experience (effective 202310)
7C	Brigade Level Command Sergeant Major (CSM) Experience
7K	Primary Level Sergeant Major (SGM) Key Billet Experience
7P	Post Brigade Level Command Sergeant Major (CSM) Experience
7S	Primary Level Sergeant Major (SGM) Experience
7X	Post Primary Level Sergeant Major (SGM) Broadening Experience (effective 202310)
8A	General Officer Level Sergeant Major (CSM/SGM) Experience
8C	General Officer Level 1 Nominative Command Sergeant Major (CSM) Experience
8D	General Officer Level 2 Nominative Command Sergeant Major (CSM) Experience
8E	General Officer Level 3 Nominative Command Sergeant Major (CSM) Experience
8F	General Officer Level 4 Nominative Command Sergeant Major (CSM) Experience
8S	General Officer Level 1 Nominative Sergeant Major (SGM) Experience
8T	General Officer Level 2 Nominative Sergeant Major (SGM) Experience
8U	General Officer Level 3 Nominative Sergeant Major (SGM) Experience
8V	General Officer Level 4 Nominative Sergeant Major (SGM) Experience

### 3. SQIs that are associated with CMF 37:

SQI	Description	Recommend Grades
2	TRAINING DEVELOPER	SFC – MSG/1SG
4	NON-CAREER RECRUITER	SSG – SFC
6	MOBILIZATION AND DEMOBILIZATION AHRC OPERATIONS	SSG – SGM/CSM
7	ATTACHÉ	SSG – MSG/1SG
8	INSTRUCTOR (0504)	SSG – MSG/1SG

B	INSPECTOR GENERAL NCO	SFC – SGM/CSM
D	USASOC SPECIAL MISSION UNIT (SMU) ADVANCED SPECIAL OPERATIONS – DIRECT SUPPORT	SGT – SGM/CSM
H	INSTRUCTOR (0609)	SSG – MSG/1SG
L	LINGUIST	PVT – SGM/CSM
M	FIRST SERGEANT	MSG/1SG
N	JOINT PLANNER	SFC – SGM/CSM
P	PARACHUTIST	PVT – SGM/CSM
Q	EQUAL OPPORTUNITY ADVISOR (EOA)	SFC – SGM/CSM
T	USASOC SPECIAL MISSION UNIT (SMU) OPERATOR	SGT – SGM/CSM
V	RANGER PARACHUTIST	SGT – SGM/CSM
X	DRILL SERGEANT	SSG – SFC
Y	AIT PLATOON SERGEANT	SSG – SFC

#### 4. PDSI that are associated with CMF 37:

<b>PDSI</b>	<b>Description</b>	<b>Recommend Grades</b>
A4D	ARMY DOCTRINE DEVELOPER	SFC - MSG
C2B	SPECIAL OPERATIONS MILITARY DECEPTION PLANNER (SOMPC)	SFC – SGM/CSM
C6B	SPECIAL WARFARE LOGISTICS PLANNERS (SWLPC)	SGT – SGM/CSM
D5E	INTERMEDIATE LEVEL LANGUAGE SKILLS	SGT – SGM/CSM
D5F	ADVANCE LEVEL LANGUAGE SKILLS	SGT – SGM/CSM
D5H	SOF SENSITIVE SITE EXPLOITATION	SGT – SGM/CSM
D5J	ADVANCE SOF SENSITIVE SITE EXPLOITATION	SGT – SGM/CSM
D5K	CULTURAL SUPPORT TEAM (FEMALE ONLY)	PVT – SGM/CSM
D5S	SPECIAL WARFARE NETWORK DEVELOPMENT (SWNDC)	SSG – SGM/CSM
D5T	NETWORK ENABLER COURSE (NEC)	SGT – SGM/CSM
D7A	DEFENSE SUPPORT OF CIVIL AUTHORITIES (DSCA) SPECIALIST	SFC – SGM/CSM
D9B	JOINT OPERATIONAL FIRES AND EFFECTS (JOFE)	SFC – SGM/CSM
F5B	PERSONNEL RECOVERY PLANNER	SSG – SGM/CSM
H6J	JOINT SPECIAL OPERATIONS TASK FORCE EXPERIENCE	PVT – SGM/CSM
H7J	JOINT SPECIAL OPERATIONS EXPERIENCE	PVT – SGM/CSM
J4J	ADVANCED SPECIAL OPERATIONS MANAGER	SFC – SGM/CSM
J5J	SPECIAL WARFARE OPERATIONAL DESIGN (SWODC)	SSG – SGM/CSM
P4F	NOT MEDICALLY QUALIFIED FOR AIRBORNE OPERATIONS	PVT – SGM/CSM
P4G	AIRBORNE EXPERIENCED	PVT – SGM/CSM
P4J	AIRBORNE TRAINING GRADUATE	PVT – SGM/CSM
S1W	IRREGULAR WARFARE CAMPAIGNING	SSG – SGM/CSM
S2J	SPECIAL WARFARE TOUCHSTONE (ADVANCED TACTICAL TECHNOLOGY)	SGT – SGM/CSM
S3J	SPECIAL WARFARE BRIGHTON (ADVANCED TACTICAL TECHNOLOGY)	SGT – SGM/CSM
S4J	MISO PROGRAM DESIGN AND ASSESSMENT (MPDAC)	SFC – SGM/CSM
S5J	SPECIALIZED MISO (PSYOP) TEAM (SMT/SPT) OPERATOR	SGT – SGM/CSM

#### 5. Additional Advanced, Functional, and Specialty Skill Courses and Training:

<b>Description</b>	<b>Recommend Grades</b>
AIRBORNE	PVT – SGM/CSM
AIR ASSAULT	PVT – SGM/CSM
AIR MOVEMENT AND AIR LOAD PLANNER	SSG – SFC
ANTI-TERRORISM / FORCE PROTECTION LEVEL 1	SSG – SGM/CSM
ANTI-TERRORISM / FORCE PROTECTION LEVEL 2	SFC – SGM/CSM
ARMY DECEPTION PLANNER (ADPC)	SSG – SGM/CSM



BATTLE STAFF NCO COURSE(BSNCO)	SSG – SFC
COMPANY LEADER DEVELOPMENT (USAR)	SFC – MSG/1SG
DRILL SERGEANT	SSG – SFC
EQUAL OPPORTUNITY LEADER / REPRESENTATIVE (EOL / EOR)	SSG – SFC
EQUAL OPPORTUNITY ADVISOR (EOA)	SFC – MSG/1SG
INSTRUCTOR TRAINING COURSE (ITC)	SSG – MSG/1SG
IRREGULAR WARFARE PLANNING (IWPC)	SSG
LANGUAGE TRAINING (BASIC, INTERMEDIATE OR ADVANCED)	PVT – SGM/CSM
JKO – EJPME NEW STUDENT ORIENTATION (NSO)	PVT – SGM/CSM
JKO – EJPME 1	SGT – SGM/CSM
JKO – EJPME 2	SFC – SGM/CSM
JOINT INFORMATION OPERATIONS ORIENTATION (JIOOC)	SSG – SGM/CSM
JOINT INFORMATION OPERATIONS PLANNERS (JIOPC)	SFC – SGM/CSM
JOINT PSYOP STAFF PLANNER	SSG – SGM/CSM
JSOU – JOINT FUNDAMENTALS COURSE (CEP 1)	SSG – SFC
JSOU – ENTERPRISE MANAGEMENT COURSE (CEP 2)	SFC – MSG/1SG
JSOU – JSOF SENIOR ENLISTED ACADEMY (JSOFSEA) (CEP 3)	MSG/1SG
JSOU – SUMMIT	SGM/CSM
JUMPMaster (STATIC LINE)	SGT – SGM/CSM
MISO PROGRAM DESIGN AND ASSESSMENT (MPDAC)	SFC – SGM/CSM
MOBILIZATION PLANNER	SSG - SFC
NDU – JOINT MILDEC TRAINING (JMTC)	SFC
NOMINATIVE LEADER COURSE (NLC)	SGM/CSM
OPERATIONAL SECURITY (OPSEC) PLANNER	SSG – SGM/CSM
RANGER	SGT – SGM/CSM
RECRUITER	SSG – SFC
RED TEAM LEADER	SFC – MSG/1SG
RED TEAM MEMBER	SGT – MSG/1SG
SERGEANT MAJOR COURSE (SMC)	MSG
SEXUAL HARASSMENT / ASSAULT RESPONSE AND PREVENTION (SHARP) FOUNDATION	SSG - SFC
SHARP PROGRAM MANAGER	SFC – MSG/1SG
SPECIAL OPERATIONS MILITARY DECEPTION PLANNER (SOMPC)	SSG – SGM/CSM
SPECIAL TECHNICAL OPERATIONS NCO	SSG – MSG/1SG
SPECIAL TECHNICAL OPERATIONS NCO PLANNER	SSG – SGM/CSM
SPECIAL WARFARE BRIGHTON	SSG – MSG/1SG
SPECIAL WARFARE NETWORK DEVELOPMENT (SWNDC)	SSG – SGM/CSM
SPECIAL WARFARE OPERATIONAL DESIGN (SWODC)	SSG – SFC
SPECIAL WARFARE TOUCHSTONE	SSG – MSG/1SG
SURVIVAL EVASION RESISTANCE ESCAPE (SERE) LEVEL C	SGT – SGM/CSM
TACTICAL CASUALTY CARE COURSE	PVT – SFC
TACTICAL INFORMATION OPERATIONS (TAC IO)	SSG – MSG/1SG
UNIT MOVEMENT OFFICER DEPLOYMENT PLANNING	SSG – SGM/CSM
USAR ACTIVE GUARD RESERVE INTEGRATION TRAINING (AGRIT)	SGT – MSG/1SG
USAR ATRRS OPERATORS	SGT – MSG/1SG
USAR BN/BDE PRE-COMMAND	SGM/CSM
USAR COMPANY CDR FIRST SERGEANT	SFC – MSG/1SG
USAR PHYSICAL SECURITY OFFICER	SGT – MSG/1SG
USAR SECURITY MANAGER	SFC – MSG/1SG
USAR TRAINING MANAGER	SSG – MSG/1SG
USAR TRAINING PLAN DEVELOPMENT	SGT – SGM/CSM
USAR UNIT MOBILIZATION PLANNER	SSG – SGM/CSM

\* Additional ARRTC, JKO and JSOU courses are also recommended.

## Appendix B

1. The Army Continuing Education System (ACES) website (<https://home.army.mil/imcom/index.php/professionals/human-services/aces>) can be used to identify educational opportunities, credentialing, training and / or build an educational portfolio.
2. College Level Examination Program (CLEP) and Defense Activity for Non-Traditional Education Support (DANTES) tests are additional resources for converting previously acquired knowledge, skills, or training into college credit.
3. Soldiers and NCOs may enroll in ARMYIGNITED (<https://www.armyignited.army.mil>), an Army program that provides Soldiers and NCOs the opportunity to identify degree programs through regionally / nationally accredited universities and colleges that utilize Army tuition assistance programs.
4. The College of the American Soldier, accessible through the career resources tab on the ACT (<https://actnow.army.mil>) is designed to expand existing civilian education choices for Soldiers to provide them with degree options that will enhance their leadership capabilities while maximizing college credit granted for military experience.
5. PO Soldiers and NCOs are encouraged to plan their educational programs around a degree that relates to their MOS using information provided on the American Council on Education (ACE) website (<https://www.acenet.edu/Programs-Services/Pages/Credit-Transcripts/Military-Guide-Online.aspx>), as well as access their official Joint Services Transcript (JST) documents at the JST website (<https://jst.doded.mil/jst/home>).
6. PO Soldier and NCO degree programs should focus on concentrations such as: Anthropology, Behavioral Sciences, Communications, Criminal Justice, Data Analytics, Economics, International Relations, Journalism, Marketing (including Digital Media and Social Media), Political Science, Psychology, Strategic Studies, or Sociology.
7. The National Defense University Joint Special Operations Masters' of Art (JSOMA) in Strategic Security Studies degree program conducted under the auspices of the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) is available to select AC PO NCOs in the grade of SSG / E6 and above with a minimum of six years' Time in Service (TIS) and no more than 13 years TIS. Program studies are focused on the challenges facing Special Operations. Eligibility and application requirements are published annually, usually around May. NCOs who successfully complete the NDU, or a similar, program will incur a service remaining requirement (SRR) of 36 months and be assigned to a AERS coded position.
8. PO Soldiers and NCOs are encouraged to pursue and may earn promotion points for technical certifications. Certifications should focus on skills which relate to their MOS, such as: Project Management Professional (PMP), Accreditation in Public Relations + Military Communication (APR+M), Communication Management Professional (CMP) or Strategic Communication Management Professional (SCMP) certifications. A list of certifications and information on credentialing assistance can be found on the Credentialing Opportunities On-Line (COOL) website (<https://www.cool.osd.mil>) or through ARMYIGNITED (<https://www.armyignited.army.mil>). For additional information on these and other education programs, visit the Educational Service Office (ESO) on your installation or in USAJFKSWCS.

## Appendix C

Military Publications PO Soldiers and NCOs, by grade, should be familiar with:

1. Private – Specialist / Corporal (Skill Level 1):
  - a. AR 670-1 Wear and Appearance of Army Uniforms and Insignia
  - b. DA PAM 6701- Guide to the Wear and Appearance of Army Uniforms and Insignia
  - c. FM 3-53 Military Information Support Operations
  - d. FM 7-22 Holistic Health and Fitness
  - e. ATP 3-53.2 Military Information in Conventional Operations
  - f. ATP 3-53.4 Civil Authority Information Support
  - g. TM 3-53.11 The Psychological Operations Force Influence Process Task: Analyze
  - h. TC 3-21.75 The Warrior Ethos and Soldier Combat Skills
  - i. TC 4-02.1 First Aid
  - j. TC 4-02.3 Field Hygiene and Sanitation
  - k. STP 21-1 Soldier's Manual of Common Tasks, Warrior Skills Level 1
  - l. STP 33-37F14-SM-TG Soldier's Manual and Trainer's Guide, MOS 37F, Psychological Operations Specialist, Skill Levels 1 through 4
  - m. USA Center of Military History (CMH) PUB 70-38-1 *The Story of the Noncommissioned Officer Corps*
  - n. all basic-level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.
2. Sergeant (Skill Level 2):
  - a. Publications mentioned above in skill level 1
  - b. FM 6-22 Leader Development
  - c. ATP 3-53.1 Military Information in Special Operations
  - d. TC 3-25.26 Map Reading and Land Navigation
  - e. TC 7-22.7 The Noncommissioned Officer Guide
  - f. STP 21–24 Soldier's Manual of Common Tasks Warrior Leader Skill Level 2, 3, and 4
  - g. All basic-level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.
3. Staff Sergeant (Skill level 3):
  - a. Publications mentioned above in skill level 1 & 2
  - b. JP 3-05 Special Operations
  - c. JP 3-13 Information Operations
  - d. AR 600-9 The Army Body Composition Program
  - e. DA PAM 600-25 U.S. Army Noncommissioned Officer Professional Development Guide, Chapters 1-3
  - f. ADP 5-0 The Operations Process
  - g. FM 3-0 Operations
  - h. FM 3-05 Army Special Operations
  - i. FM 3-12 Cyberspace and Electronic Warfare Operations
  - j. FM 3-13 Information Operations
  - k. FM 3-60 The Targeting Process
  - l. ATP 7-22.01 Holistic Health and Fitness Testing

- m. TC 3-21.5 Drill and Ceremonies
- n. All basic-level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

4. Sergeant First Class (Skill level 4):

- a. Publications mentioned above in skill level 1-3
- b. JP 3-05.5 Joint Special Operations Targeting and Mission Planning Procedures
- c. JP 3-60 Joint Doctrine for Targeting
- d. FM 27-10 The Law of Land Warfare
- e. TRADOC PAM 525-3-1 U.S. Army in Multi-Domain Operations 2028
- f. TC 33-02 (U) Psychological Operations Targeting Handbook (S)
- g. TC 53-03.2 (U) Influence-Focused Targeting (S//NF)
- h. All basic-level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

5. Master Sergeant / First Sergeant (Skill Level 5)

- a. Publications mentioned above in skill level 1-4
- b. AR 220-1 Army Unit Status Reporting and Force Registration – Consolidated Policies
- c. AR 600-20 Army Command Policy
- d. AR 601-280 Army Retention Program
- e. AR 635-200 Active Duty Enlisted Administrative Separations
- f. AR 840-10 Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates
- g. DA PAM 611-21 Military Occupational Classification and Structure

6. Sergeant Major / Command Sergeant Major (Skill Level 6)

- a. Publications mentioned above in skill level 1-5
- b. Publications relating to Army and Joint Operations, current doctrine and TTPs

### **Appendix D**

Suggested readings for PO Soldier and NCO self-development, by grade:

1. Private – Specialist / Corporal (Skill Level 1):

- a. *Art of War* by Sun Tzu; *The Forgotten Soldier* by Guy Sajer
- b. *The Killer Angels* by Michael Shaara
- c. *The Ghost Army of World War II* by Rick Beyer
- d. *Influence, The Psychology of Persuasion* by Robert B. Cialdini

2. Sergeant (Skill level 2):

- a. Readings mentioned above in skill level 1
- b. *Cease Resistance: It's Good for You: A History of U.S. Army Combat Psychological Operations* by Stanley Sandler
- c. *The Psycho Boys* by Beverley Driver Eddy
- d. *Common Sense Training* by Arthur S. Collins
- e. *Small Unit Leadership* by Mike Malone
- f. *Likewar: The Weaponization of Social Media* by P.W. Singer
- g. *21 Irrefutable Laws of Leadership* by John C. Maxwell

- h. *Infantry Attacks* by Erwin Rommel
  - i. *When Bad Things Happen to Good People* by Harold S. Kushner
3. Staff Sergeant:
- a. Readings mentioned above in skill level 1 & 2
  - b. *Small Unit Administration, Manual or ADP Systems*, Stackpole Books
  - c. *The Noncommissioned Officers Family Guide* by Mary Preston Gross
  - d. *A History of Warfare* by John Keegan
  - e. *Elements of Influence* by Terry R. Bacon
  - f. *Thinking in Bets* by Annie Duke
  - g. *Persuasion: Social Influence and Compliance Gaining* by Robert H. Gass
  - h. *The New Rules of War* by Sean McFate
  - i. *The Last Mission: The Secret History World War II's Final Battle* by Jim Smith and Malcolm McConnell
4. Sergeant First Class:
- a. Readings mentioned above in skill level 1-3
  - b. *Combat Leader's Field Guide 10<sup>th</sup> Ed.*, Stackpole Books
  - c. *Roots of Strategy, Book 2*, by Ardant du Picq and Carl von Clausewitz
  - d. *The Accidental Guerrilla: Fighting Small Wars in the Midst of a Big One* by David Kilcullen
  - e. *In Search of the Warrior Spirit: Teaching Awareness Disciplines to the Military* by Richard Strozzi-Heckler
  - f. *The Generals: American Military Command from World War II to Today* by Thomas E. Ricks
  - g. *Six Simple Rules: How to Manage Complexity without Getting Complicated* by Yves Morieux and Perter Tollman
  - h. *Leaders Eat Last* by Simon Sinek
  - i. Readings on influence principles and techniques, foreign culture, behavioral science, ethics, leadership, world politics, and geopolitical issues
5. Master Sergeant / First Sergeant (Skill Level 5)
- a. Readings mentioned above in skill level 1-4
  - b. Continued readings on influence principles and techniques, foreign culture, behavioral science, ethics, leadership, world politics, and geopolitical issues
6. Sergeant Major / Command Sergeant Major (Skill Level 6)
- a. Publications mentioned above in skill level 1-5
  - b. Continued readings on influence principles and techniques, foreign culture, behavioral science, ethics, leadership, world politics, and geopolitical issues