

Engineer (CMF 12) Career Progression Plan

Chapter 1. Duties.

Purpose. The U.S. Army Engineer Regiment supports maneuver forces today and faces unique challenges, not only with the unpredictability of the Operational Environment (OE) in which they operate, but also in the adaption of organizational restructuring of the Army as it continues to transform competing in large-scale combat. Engineers provide land component commanders with engineer capabilities required to assure the mobility of the force and achieve victory in any military operation. The Engineer CMF consists of 17 Military Occupational Specialties (MOS) supporting three interdependent disciplines: combat engineering, general engineering, and geospatial engineering. Engineers provide responsive and mission-tailored engineer capabilities and integrate engineer functions throughout the warfighting functions to generate combat power in combined arms activities.

Chapter 2. Transformation.

The Engineer Regiment is open to both male and female Soldiers, providing they meet the mandated minimum requirements under the Occupational Physical Assessment Test (OPAT) and High Physical Demands Tasks (HPDT) for the appropriate MOS in CMF / AOC 12. The Engineer Regiment requires NCOs to be versatile, flexible, adaptive leaders capable of critically thinking and solving complex problems. The NCO of 2030 and beyond must be a leader of immense personal character and virtue grounded in the Army Values and the Warrior Ethos. It is imperative that the cohort of noncommissioned officers embrace and leverage broadening opportunities to include but not limited to credentialing, professional certifications, Training with Industry (TWI), Special Missions Units, and strategic broadening. The purpose of credentialing in the Army is to establish and implement credentials, certifications, and license programs to validate a Soldier's professional skills, training, and work experiences and to bolster professional technical competence within the Army Engineer formation. Professional credentials, certifications, apprenticeships, and licenses provide a clear and objective picture of a Soldier's competence, better the Soldier's capabilities, enhance duty performance, and improve the U.S. Army's readiness. Credentials, certifications, apprenticeships, and licenses add to a Soldier's personal and professional development and potentially enhance a Soldier's ability to secure meaningful employment after making the transition from active duty. Licensing, credentialing, apprenticeship, and certification programs promote lifelong learning and professional development opportunities throughout the Soldier for Life cycle. For more information on credentialing in the Army, refer to <https://www.cool.army.mil>. For more information on apprenticeships, visit the military apprenticeship program website at <http://www.usmap.osd.mil>. The Training with Industry (TWI) Program is a work experience program to provide an extensive exposure to managerial techniques and industrial procedures within corporate America to selected officers and noncommissioned officers. Training received is normally not available either through the military school system or civilian university system. Following the participants' tenure at the commercial company, they are placed in a validated utilization assignment. The Army's main objective in sponsoring the TWI Program is to develop a group of Soldiers experienced in higher level managerial techniques and who understand the relationship of their industry as it relates to specific functions of the Army. Once the TWI student is integrated back into an Army organization, they can use this information to improve the Army's ability to interact and conduct business with industry. Participants may also be exposed to innovative industrial management practices, techniques, procedures, etc., which have applicability to, and benefit for, the Army. The Engineer Personnel Exchange Program (E-PEP) enables personnel to gain experiences and establish training relationships creating opportunities while sharing best practices and cultures between engineer service components. This program is open to select

personnel (O3/4/5, and E7) and exchanges personnel between the US Army Corps of Engineers (USACE), US Army Engineer School (USAES), US Naval Facilities Engineering Command Engineer (NAVFAC), US Naval Expeditionary Combat Command (NECC), and US Air Force Civil Engineer Center (AFCEC) for an assignment period of 24-36 months. Special Missions Unit (SMU) assignments are voluntary and require engineers to complete an arduous assessment, selection, and training process. SMU assignments are performance based, and those who have displayed exceptional performance may be retained in these units for extended periods when compared to traditional engineer assignments. Soldiers assigned to a SMU have opportunities to complete KD time. There is no substitute for service in key developmental (KD) leadership positions other than those outlined in each rank/MOS section. The Engineer NCO has been empowered to visit their individual Professional Development Models (PDM) as they exist to enable the best possible decisions for the development of each NCO. This tool should also additionally be considered when mentoring or counseling subordinate Soldiers regardless of MOS or skill level.

Chapter 3. Recommended Career Management Self-development by Rank.

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

a. Private E-1-Specialist/Corporal.

- (1) Soldiers should study and master skill level 1 tasks found in the following military publications: STP 21-1-SMCT, TC 7-21.13, FM 3-34, TM 3-34.85, AR 670-1, all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.
- (2) The following are suggested for self-development: TC 7-22.7, Army Career Tracker (ACT), and <http://www.train.army.mil/>.
- (3) Soldier boards such as "Soldier of the Month," "Quarter," or "Year" awards, or "Best Soldier/NCO Competitions," and apprenticeship programs broaden the knowledge base, instill discipline, and improve the Soldier's ability to communicate verbally. Soldiers should also strive to earn the Expert Soldier Badge (ESB) demonstrating their tactical proficiency.

b. Sergeant.

(1) SGTs should study and master the publications mentioned in skill level 1, as well as the following skill level 2 military publications: STP 21–24–SMCT, FM 6–22, FM 3-34, FM 3–55.93, all -10 level maintenance manuals associated with their equipment, and battle drills associated with their current assignment.

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

(3) Soldier boards such as for “NCO of the Month,” “Quarter,” or “Year” awards, “Best Soldier/NCO Competitions,” apprenticeship programs, and the SGT Audie Murphy or SGT Morales clubs broaden the knowledge base, instill discipline, and improve the NCO’s ability to communicate verbally. NCOs should also strive to earn the Expert Soldier Badge (ESB) demonstrating their tactical proficiency.

c. Staff Sergeant.

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

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

(3) SSGs should seek opportunities to pursue completion of an associate degree, credentialing, professional certifications, and apprenticeship opportunities.

d. Sergeant First Class.

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

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

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

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

e. Master Sergeant/First Sergeant.

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

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

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

f. Sergeant Major/Command Sergeant Major.

(1) The goal of SGMs and CSMs is to possess a bachelor's degree and work towards a graduate degree in their chosen discipline. Professional reading, credentialing, professional certifications, apprenticeship programs, and college courses help the SNCOs develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important, since the SGM or CSM will often represent the command or the Army in civic functions.

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

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

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

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

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

(1) Sergeant Major/Command Sergeant Major.

(a) *Institutional training.* Command Sergeants Major PCC (BDE/BN), Engineer Regiment PCC (BDE/BN).

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

(c) *Self-development.* Distributed Leader Course (DLC) VI upon selection of BDE level (7-series) or higher position and before attending the Nominative Leader Course. Certified Construction Manager (CCM), Project Management Professional (PMP), Lean Six Sigma [Black Belt, Green Belt, Yellow Belt], and the HQDA Strategic Broadening Seminar Program.

- (d) *Additional training.* How the Army Runs Course, Joint Engineer Operations Course (JEOC), and Senior Enlisted Joint Professional Military Education II (SEJPME).
- (e) *Special assignments.* NCOA Commandant, CSM Observer-Coach/Trainer (OC/T), Brigade Engineer Battalion (BEB) OC/T, BDE CSM OC/T, BEB CSM Security Force Assistance Brigade (SFAB), Chief Instructor, Chief Instructor/Writer, Senior Training Developer, Chief Career Management NCO, Senior Operational Advisor, Army Congressional Fellowship, and US Army Sergeants Major Academy Fellowship.
- (f) *Army career degrees.* See SOCAD Army Career Degree Program.
- (g) *GI Jobs.* See GI Jobs COOL website.

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

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

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

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

Chapter 7. Military Occupational Specialty 12B, Combat Engineer.

- a. *Major duties.* Combat Engineers conduct mobility, countermobility, and survivability operations in support of combat forces. The Combat Engineer works as a member of a team, squad, or platoon performing basic combat construction and reconnaissance missions. The Combat Engineer directs the construction of fighting positions and wire obstacles; conducts hasty and deliberate breaching operations; maintains and operates engineer wheeled and track vehicles; and calculates, prepares, and installs priming and firing systems for demolitions.
- b. *Prerequisites.* See DA Pam 611–21 in the DA G-1 Smartbook for details.
- c. *Goals for development.* To ensure the Engineers remain the bedrock of the Nation's fighting force and continue to provide dynamic and flexible NCOs to the force who are prepared to win on any battlefield across the full range of military operations.
- (1) **Private E–1–Specialist/Corporal (12B1O).**
- (a) *Institutional training.* 12B Soldiers receive their Initial Entry Training (IET) at MOS 12B One Station Unit Training (OSUT). The primary focus of IET is to prepare MOS 12B Soldiers to serve within a Squad. IET prepares a 12B Soldier to serve as a Combat Engineer. Functional and other institutional courses are designed to enhance the training for specific units or specific duty positions. SPCs and above may attend the Basic Leader Course which is a branch-immaterial course that allows the Soldier to acquire the leader skills, knowledge, and experience needed to lead team sized elements.
- (b) *Operational assignments.* The focus during the early years of a career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Warrior Tasks and Drills. This can be acquired in TOE (tactical) assignments serving as a Combat Engineer, Assault Breacher Vehicle (ABV) Operator, Vehicle Operator, Armored Vehicle Launched Bridge (AVLB) Operator, Joint Assault Bridge (JAB) Operator, Vehicle Mounted Mine Detector (VMMD) Operator, ODS-E Operator, and Heavy Vehicle Driver. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.
- (c) *Self-development.* Complete Distributed Leader Course (DLC) I to meet the prerequisites for attendance at BLC. For additional information on self-development, refer to Chapter 3.
- (d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Combat Engineer Heavy Track Course, Explosive

Ordnance Clearing Agent Course, Mine Detection Dog Handlers Course, Ranger School, and the Expert Soldier Badge.

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

(2) Sergeant (12B20).

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

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

(c) *Self-development.* Complete Distributed Leader Course (DLC) II to meet the prerequisites for attendance at ALC. For additional information on self-development, refer to Chapter 3.

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

(e) *Special assignments.* Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Team Leader in the Operating Force. Note, however, that NCOs who complete drill sergeant duties should try to complete other KD assignments to stay competitive with their peers. Special Missions Unit assignments are open to Combat Engineers. Defense Attaché System (DAS) and Recruiter, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key developmental positions. Commanders and CSMs must ensure SGTs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SGTs to serve in positions of increase responsibility. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(3) Staff Sergeant (12B30).

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

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be an operational assignment as an Engineer Squad Leader or Section Leader (K9) for a minimum of 24-36 rated months. These assignments during this phase of their career best posture the NCO for continued development and further refine both leadership skills and tactical and technical expertise. SSGs who have acquired 24-36 rated

months in either a Squad Leader position or Section Leader (K9) coupled with 24 months of generating or broadening assignments are considered most qualified for promotion. Note: 24-36-month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of the NCOs are Operations Sergeant, Assistant Operations Sergeant, Assistant Plans NCO, Reconnaissance Sergeant, Recovery Supervisor, and SFAB Advisor.

(c) *Self-development.* Complete Distributed Leader Course (DLC) III to meet the prerequisites for attendance at SLC. For additional information on self-development, refer to Chapter 3.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, Bradley Leader Course, Combatives Master Trainer Course (Level III), Equal Opportunity Leader (EOL) Course, Explosive Ordnance Clearance Agent Course, Jumpmaster School, Ranger School, Master Fitness Trainer Course, Master Gunner Course, Master Resilience Training Course, Mine Detection Dog Handler Course, Rappel Master Course, Sexual Harassment/Assault Response and Prevention (SHARP) Course, and the Expert Soldier Badge.

(e) *Special assignments.* Drill Sergeant and Instructor (Sapper) may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Squad Leader or Section Leader (K9) in the Operating Force. Note, however, that NCOs who complete these assignments should seek other KD positions in order to stay competitive with their peers. Special Missions Unit assignments are open to Combat Engineers and provide opportunities for KD time. Security Force Assistance Brigade (SFAB), Observer-Coach/Trainer (OC/T), Small Group Leader (SGL), Recruiter, Instructor, Instructor/Writer, Defense Attaché System (DAS), and White House Fellowship Program, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key developmental positions.

Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSGs to serve on battalion, brigade, and division staffs. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(4) Sergeant First Class (12B40).

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

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of a career should be an Engineer Platoon Sergeant or Detachment Sergeant (K9) for a minimum of 24-36 rated months. The Platoon Sergeant's job, as the senior trainer in the platoon, is essential in the development of junior leaders. Successful assignments as either a Platoon Sergeant or Detachment Sergeant (K9) enhance the combat leading ability of a SFC and increase the potential for promotion to Master Sergeant. SFCs who have acquired 24-36 rated months in either a Platoon Sergeant or Detachment Sergeant (K9) position coupled with 24 months of broadening assignments are considered most qualified for promotion. Note: 24-36-month timelines are not set in stone and used primarily as a guide for HRC to assess when

an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER. Additional operational assignments that will enhance the technical expertise and develop the leadership level of the NCO are Operations Sergeant either at the company or battalion levels.

(c) *Self-development.* Complete Distributed Leader Course (DLC) IV to meet the prerequisites for attendance at MLC. For additional information on self-development, refer to Chapter 3.

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

(e) *Special assignments.* Senior Drill Sergeant, Instructor (Sapper), and Tactical NCO at USMA may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Platoon Sergeant or Detachment Sergeant (K9) in the Operating Force. Note, however, that NCOs who complete these assignments should seek other KD positions in order to stay competitive with their peers. Special Missions Unit assignments are open to Combat Engineers and provide opportunities for KD time. Observer Coach/Trainer (OC/T), Security Force Assistance Brigade (SFAB), Assistant Inspector General, Equal Opportunity Advisor (EOA), Sexual Assault Response Coordinators (SARC), Career Advisor, Career Management NCO, White House Fellowship, Senior Small Group Leader, Small Group Leader, Senior Instructor, Instructor, Instructor/Writer, Military Science Instructor, Training Developer, Schools NCO, Military Science Instructor, and Training Developer NCO, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to KD positions. Commanders and CSMs must ensure SFCs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SFCs to serve on battalion, brigade, and division staffs. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

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

(g) *GI Jobs.* See GI Jobs COOL website.

(5) **Master Sergeant/First Sergeant (12Z50).** See MOS 12Z.

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

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

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

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

Chapter 10. Military Occupational Specialty 12C, Bridge Crewmember.

a. Major duties. A Bridge Crewmember commands, serves, and assists as a member of a squad, section, or platoon. A Bridge Crewmember directs the loading, off-loading, assembly, and disassembly of float and fixed bridges for wet and dry gap crossing operations. A Bridge Crewmember operates and supervises the use of bridge erection boats and rafting operations and installs and supervises the placement of kedge and overhead anchorage systems. The Bridge Crewmember accomplishes these tasks while staying current in basic soldiering skills, which is necessary for today's operating environment.

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

c. Goals for development.

(1) Private E–1–Specialist/Corporal (12C10).

(a) Institutional training. 12C Soldiers receive their Initial Entry Training (IET) at MOS 12C One Station Unit Training (OSUT). The primary focus of IET is to prepare MOS 12C Soldiers to serve within a Squad. IET prepares a 12C Soldier to serve as a Bridge Crewmember.

Functional and other institutional courses are designed to enhance the training for specific units or specific duty positions. SPCs and above may attend the Basic Leaders Course which is a branch-immaterial course that allows the Soldier to acquire the leader skills, knowledge, and experience needed to lead team sized elements.

(b) Operational assignments. The focus during the early years of a Bridge Crewmember's career should focus on building a strong base of technical expertise in equipment, basic MOS skills, and Warrior Tasks and Drills. This can be acquired in TOE (tactical) assignments serving as a Bridge Crewmember and Bridge Erection Boat Operator. Soldiers should seek responsibility and take advantage of opportunities to display leadership skills, initiative, and motivation.

(c) Self-development. Complete Distributed Leader Course (DLC) I to meet the prerequisites for attendance at BLC. For additional information on self-development, refer to Chapter 3.

(d) Additional training. Sapper Leader Course, Air Assault School, Basic Airborne School, Basic Combatives Course (Level I), Ranger School, and the Expert Soldier Badge.

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

(2) Sergeant (12C20).

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

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

(c) Self-development. Complete Distributed Leader Course (DLC) II to meet the prerequisites for attendance at ALC. For additional information on self-development, refer to Chapter 3.

(d) Additional training. Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Master Fitness Trainer Course, Ranger School, Rappel Master Course, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(e) *Special assignments.* Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Bridge Crew Chief in the Operating Force. Note, however, that NCOs who complete drill sergeant duties should try to complete other KD assignments to stay competitive with their peers. Defense Attaché System (DAS) and Recruiter, while career enhancing, generally do not allow for the same level of leadership development and should not be considered an appropriate alternative to key developmental positions.

(3) Staff Sergeant (12C3O).

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

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be an operational assignment as a Section Leader or Senior Boat Operator for a minimum of 24-36 rated months. These assignments during this phase of their career best posture the NCO for continued development and further refine both leadership skills and tactical and technical expertise. SSGs who have acquired 24-36 rated months in either of the above noted positions coupled with 24 months of generating or broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) *Self-development.* Complete Distributed Leader Course (DLC) III to meet the prerequisites for attendance at SLC. For additional information on self-development, refer to Chapter 3.

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

(e) *Special assignments.* Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of either a Section Leader or Senior Boat Operator in the Operating Force. Note, however, that once drill sergeant duties are complete, the NCO should seek other KD positions in order to stay competitive with their peers. Observer-Coach/Trainer (OC/T), Defense Attaché System (DAS), White House Fellowship Program, Small Group Leader (SGL), Recruiter, Instructor, and Instructor/Writer, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key developmental positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSGs to serve on battalion, brigade, and division staffs. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(4) Sergeant First Class (12C40).

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

(b) Operational assignments. The critical key developmental (KD) assignment focus during this phase of a career should be an Engineer Platoon Sergeant for a minimum of 24-36 rated months. The Platoon Sergeant's job as the senior trainer in the platoon is essential in the development of junior leaders. Successful assignments as Platoon Sergeant enhance the combat leading ability of a SFC and increase the potential for promotion to Master Sergeant. SFCs who have acquired 24-36 rated months in a Platoon Sergeant position coupled with 24 months of broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented rated Soldier's NCOER. Additional operational assignments that will enhance the technical expertise and develop the leadership level of the NCO are Operations Sergeant either at the company or battalion level.

(c) Self-development. Complete Distributed Leader Course (DLC) IV to meet the prerequisites for attendance at MLC. For additional information on self-development, refer to Chapter 3.

(d) Additional training. Sapper Leader Course, Air Assault School, Basic Airborne Course, Battle Staff NCO Course, Combatives Master Trainer (Level III), Inspector General Course, Joint Engineer Operations Course, Jumpmaster School, Master Fitness Trainer Course, Master Resilience Trainers Course, Ranger School, Rappel Master Course, Tactical Combatives Course (Level II), Equal Opportunity Advisor Course (EOA), Sexual Assault Response Coordinator Course (SARC), and the Expert Soldier Badge.

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

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

(g) GI Jobs. See GI Jobs COOL website.

(5) Master Sergeant/First Sergeant (12Z50). See MOS 12Z.

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

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

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

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

Chapter 13. Military Occupational Specialty 12D, Diver.

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

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

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

(1) Private E–1–Specialist/Corporal (12D10).

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

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

(c) Self-development. Complete Distributed Leader Course (DLC) I to meet the prerequisites for attendance at BLC. For additional information on self-development, refer to Chapter 3.

(d) Additional training. Basic Combatives Course (Level I) and the Expert Soldier Badge.

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

(2) Sergeant (12D20).

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

(b) Operational assignments. The focus during this phase of a career should be on obtaining the Salvage Diver Certification IAW DA Form 7690 (Salvage Diver Qualification Worksheet)

and performing Lead Diver duties on a TOE diving detachment. At every opportunity, NCOs should seek the positions that allow them to gain leadership experience.

(c) *Self-development.* Complete Distributed Leader Course (DLC) II to meet the prerequisites for attendance at ALC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) Certification, PADI Instructor Development Course, and PADI Advanced Open Water Certification.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Air Diver Certification, Air Diver Supervisor Certification, Basic Airborne Course, Basic Combatives Course (Level I), Entry Level Tender/Diver, Master Fitness Trainer (MFT), Tactical Combatives Course (Level II), and the Expert Soldier Badge.

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

(3) **Staff Sergeant (12D30).**

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

(b) *Operational assignments.* The focus during this phase of their career should be on obtaining the Diving Supervisor Certification IAW DA Form 7691 (First Class Diver Qualification Worksheet) and performing 24-36 rated months as either a Diving Supervisor or a Recovery Supervisor on an operational diving unit. The Diving Supervisor and Recovery Supervisor positions will increase experience and develop leadership skills needed to pass the Master Diver Certification Board. SSGs who have acquired 24-36 rated months in a Diving Supervisor or Recovery Supervisor position coupled with 24 months of generating or broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a key developmental (KD) position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) *Self-development.* Complete Distributed Leader Course (DLC) III to meet the prerequisites for attendance at SLC. For additional information on self-development, refer to Chapter 3. PADI Instructor Development Course, PADI Advanced Open Water Certification, and Project Management Professional (PMP) Certification.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Air Diver Certification, Air Diver Supervisor Certification, Army Reconnaissance, Basic Airborne Course, Battle Staff NCO Course, Entry Level Tender/Diver, Equal Opportunity Leader Course (EOL), Jumpmaster School, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Rappel Master Course, Sexual Harassment Assault Response and Prevention (SHARP) Course, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(e) *Special assignments.* Drill Sergeant may fulfill the NCO's requirement for a KD position if the NCO has not had an opportunity to serve in the capacity of Diving Supervisor or Recovery Supervisor in the Operating Force. Note, however, that NCOs who complete drill sergeant duties should try to complete other KD assignments to stay competitive with their peers. Defense Attaché System (DAS), Training with Industry (TWI) Program, White House Fellowship Program, Recruiter, and Instructor/Writer, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key developmental positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving

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

(4) Sergeant First Class (12D40).

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

(b) Operational assignments. The focus during this phase of their career should be on obtaining the Master Diver Badge certification acquired by completing the Master Diver Certification Board within 12 months of their promotion to SFC and performing 24-36 rated months as either a Senior Diving Supervisor or a Reconnaissance Team NCOIC on an operational diving unit. The Senior Diving Supervisor position and Reconnaissance Team NCOIC are essential for conducting high-risk diving operations in a diving unit. These Soldiers are the senior trainers for the development of junior Soldiers on the team. SFCs who have acquired 24-36 rated months in a Senior Diving Supervisor or Reconnaissance Team NCOIC position coupled with 24 months of broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a key developmental (KD) position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards the KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) Self-development. Complete Distributed Leader Course (DLC) IV to meet the prerequisites for attendance at MLC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification.

(d) Additional training. Sapper Leader Course, Air Assault School, Army Reconnaissance, Basic Airborne Course, Battle Staff NCO Course, Combatives Master Trainer Course (Level III), Equal Opportunity Advisor Course (EOA), Inspector General (IG) Course, Joint Engineer Operations Course (JEOC), Jumpmaster School, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Rappel Master Course, Sexual Assault Response Coordinator Course (SARC), and the Expert Soldier Badge.

(e) Special assignments. Drill Sergeant/Senior Drill Sergeant may fulfill the NCO's requirement for a key developmental leadership position if the NCO has not had an opportunity to serve in the capacity of Senior Diving Supervisor or Reconnaissance Team NCOIC in the Operating Force. Note, however, that NCOs who complete drill sergeant duties should try to complete other KD assignments to stay competitive with their peers. The Training with Industry Program (TWI), White House Fellowship, Diver Liaison NCO, Instructor/Writer, and Skill Developer, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to KD leadership development positions. Commanders and CSMs must ensure SFCs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(5) Master Sergeant/First Sergeant (12D50).

(a) Institutional training. The Sergeants Major Course is the capstone of enlisted training. Master Sergeants are prepared for both troop and staff assignments throughout the defense

establishment. The SMC is task based and performance oriented. Areas of study include leadership, combat operations, sustainment operations, team building, communication skills, training management, and professional development electives.

(b) Operational assignments. The focus during this phase of their career should be the performance of duties as a First Sergeant for 24-36 rated months. The only leadership opportunities for First Sergeants are assignments to Engineer Diving Detachments with 25 personnel or less. However, responsibilities for these positions are significant due to the planning and complexity of diving operations and their inherently dangerous nature. 1SG/MSGs who have acquired 24-36 rated months in a First Sergeant position coupled with 24 months of generating or broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a key developmental (KD) position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) Self-development. Complete Distributed Leader Course (DLC) V to meet the prerequisites for attendance at USASMA. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification.

(d) Additional training. Air Assault School, Army Reconnaissance Course, Basic Airborne Course, Battle Staff NCO Course, Combative Master Trainer Course (Level III), Equal Opportunity Advisor Course (EOA), Inspector General (IG) Course, Joint Engineer Operations Course (JEOC), Jumpmaster School, Rappel Master Course, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Sexual Assault Response Coordinator Course (SARC), Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(e) Special assignments. Chief Diving Supervisor of Engineers may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of First Sergeant position in the Operating Force. The Training with Industry (TWI) Program and White House Fellowship, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to KD leadership development positions. Commanders and CSMs must ensure MSGs/1SGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

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

(g) GI Jobs. See GI Jobs COOL website.

(6) Sergeant Major/Command Sergeant Major (12A6O). See MOS 12A.

Chapter 14. Military Occupational Specialty 12D, Professional Development Model.

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

Chapter 15. Military Occupational Specialty 12D, Reserve Component.

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

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

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

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

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

(1) Private E–1–Specialist/Corporal (12G10).

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

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

(c) Self-development. Complete Distributed Leader Course (DLC) I to meet the prerequisites for attendance at BLC. For additional information on self-development, refer to Chapter 3.

(d) Additional training. Sapper Leader Course, Air Assault School, Basic Airborne School, Basic Combatives Course (Level I) Course, Ranger School, and the Expert Soldier Badge.

(e) Special assignments. Not Applicable.

(2) Sergeant (12G20).

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

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

(c) Self-development. Complete Distributed Leader Course (DLC) II to meet the prerequisites for attendance at ALC. For additional information on self-development, refer to Chapter 3.

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

(e) Special assignments. Not Applicable.

(3) Staff Sergeant (12G30).

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

(b) Operational assignments. The critical key developmental (KD) assignment focus during this phase of a career should be in an operational assignment as a Quarry Foreman for a minimum of 24-36 rated months. SSGs who have acquired 24-36 rated months in quarry foreman position coupled with broadening assignments are considered most qualified for promotion. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) *Self-development.* Complete Distributed Leader Course (DLC) III to meet the prerequisites for attendance at SLC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Army Reconnaissance, Basic Combatives Course (Level I), Combatives Master Trainer Course (Level III), Equal Opportunity Leader Course (EOL), Sexual Assault/Harassment Prevention Course (SHARP), Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(e) *Special assignments.* Not Applicable.

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

(g) *GI Jobs.* See GI Jobs COOL website.

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

Chapter 17. Military Occupational Specialty 12G, Professional Development Model.

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

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

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

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

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

(1) Staff Sergeant (12H30).

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

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be an operational assignment as a Construction Squad Leader, General Construction Supervisor, or Construction Section Leader for a minimum of 24-36 rated months. These assignments during this phase of their career best posture the NCO for continued development and further refine leadership skills, tactical, and technical expertise. SSGs who have acquired 24-36 rated months in either of the above positions, coupled with 24 months of generating or broadening assignments, are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO’s file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as ‘Qualified’ on NCOERs would not meet the threshold of ‘Most Qualified.’ Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier’s NCOER. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of the NCOs are Construction Inspector, Construction Operations Sergeant, Construction Engineer, and Assistant Construction NCO.

(c) *Self-development.* Complete Distributed Leader Course (DLC) III to meet the prerequisites for attendance at SLC. For additional information on self-development, refer to Chapter 3.

Project Management Professional (PMP) Certification, OSHA 30 HR Training for Construction, and Certified Safety Professional (CSP).

Additional training. Sapper Leader Course, Air Assault School, Army Reconnaissance, Basic Airborne Course, Basic Combatives Course (Level I), Battle Staff NCO Course, Combatives Master Trainer Course (Level III), Equal Opportunity Leader (EOL) Course, Jumpmaster School, Ranger School, Rappel Master Course, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Sexual Harassment/Assault Response and Prevention (SHARP) Course, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(d) Special assignments. Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Construction Squad Leader or Construction Supervisor in the Operating Force. Note, however, that NCOs who complete drill sergeant duties should try to complete other KD assignments to stay competitive with their peers. Special Missions Unit assignments are open to Construction Engineering Supervisors and provide opportunities for KD time. Security Force Assistance Brigade (SFAB), Defense Attaché System (DAS), White House Fellowship Program, Observer Coach/Trainer (OC/T), Small Group Leader (SGL), Recruiter, Instructor, and Instructor/Writer, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSGs to serve on battalion, brigade, and division staffs. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(2) Sergeant First Class (12H4O).

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

(b) Operational assignments. The critical key developmental (KD) assignment focus during this phase of their career should be an operational assignment as either a Platoon Sergeant, Senior Construction Supervisor, or Detachment Sergeant for a minimum of 24-36 rated months. These assignments during this phase of their career best posture the NCO for continued development and further refine leadership skills, tactical, and technical expertise. SFCs who have acquired 24-36 rated months in either of the above positions, coupled with 24 months of generating or broadening assignments, are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of the NCOs are Construction Operations Sergeant, Construction NCO, Engineer NCO, and Construction Inspector.

(c) Self-development. Complete Distributed Leader Course (DLC) IV to meet the prerequisites for attendance at MLC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) Certification, OSHA 30 HR Training for Construction.

(d) Additional training. Sapper Leader Course, Air Assault School, Army Reconnaissance, Basic Airborne Course, Basic Combatives Course, (Level I), Battle Staff NCO Course,

Combatives Master Trainer Course (Level III), Equal Opportunity Advisor Course (EOA), Inspector General (IG) Course, Joint Engineer Operations Course (JEOC), Jumpmaster School, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Ranger School, Rappel Master Course, Sexual Assault Response Coordinator Course (SARC), Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(e) *Special assignments.* Senior Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of either a Platoon Sergeant, Senior Construction Supervisor, or Detachment Sergeant in the Operating Force. Note, however, that NCOs who complete drill sergeant duties should try to complete other KD assignments to stay competitive with their peers. Special Missions Unit assignments are open to Construction Engineering Supervisors and provide opportunities for KD time. Defense Attaché System (DAS), Security Force Assistance Brigade (SFAB), White House Fellowship Program, Forward Engineer Support Team- Advanced (FEST-A), Observer Coach/Trainer (OC/T), Small Group Leader (SGL), Recruiter, Instructor, and Instructor/Writer, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SFCs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SFCs to serve on battalion, brigade, and division staffs. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

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

(g) *GI Jobs.* See GI Jobs COOL website.

(3) **Master Sergeant/First Sergeant (12X50).** See MOS 12X.

Chapter 19. Military Occupational Specialty 12H, Professional Development Model.

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

Chapter 20. Military Occupational Specialty 12H, Reserve Component (RC).

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

Chapter 21. Military Occupational Specialty 12K, Plumber.

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

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

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

(1) **Private E-1-Specialist/Corporal (12K10).**

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

(b) *Operational assignments.* The focus during the early years of a career should focus on building a strong base of technical expertise in vertical construction, basic MOS skills, and common Warrior Tasks and Drills. This can be accomplished with assignments to an engineer

battalion serving as a (12K) Plumber. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) *Self-development.* Complete Distributed Leader Course (DLC) I to meet the prerequisites for attendance at BLC. For additional information on self-development, refer to Chapter 3.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Ranger School, and the Expert Soldier Badge.

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

(2) Sergeant (12K20).

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

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

(c) *Self-development.* Complete Distributed Leader Course (DLC) II to meet the prerequisites for attendance ALC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification, OSHA 30 HR Training for Construction.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), and the Expert Soldier Badge.

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

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

(g) *GI Jobs.* See GI Jobs COOL website.

(3) Staff Sergeant (12H30). See MOS 12H.

Chapter 22. Military Occupational Specialty 12K, Professional Development Model.

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

Chapter 23. Military Occupational Specialty 12K, Reserve Component (RC).

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

Chapter 24. Military Occupational Specialty 12M, Firefighter.

a. *Major duties.* The Firefighter supervises or provides fire prevention and protection, firefighting, technical rescue, urban search and rescue, and hazardous materials (HazMat) response capabilities to prevent or minimize injury, loss of life, and property and the environment throughout a range of military operations.

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

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

(1) Private E–1–Specialist/Corporal (12M10).

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

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

(c) *Self-development.* Complete Distributed Leader Course (DLC) I, Driver/Operator Pumper, Mobile Water Supply, and/or Driver/Operator ARFF, (See AR 4201, chapter 25) to meet the prerequisites for attendance at BLC. For additional information on self-development, refer to Chapter 3.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Certified Fire Inspector I Course, Confined Space Rescue I and II, Fire Officer I, Fire Instructor I, Incident Safety Officer, Hazardous Material Technician, National Incident Management System (NIMS) 100 and 200, Public Safety Telecommunicator I/II, Rescue Technician I, Rope Rescue I and II, Structural Collapse Rescue I and II, Technical Rescuer I, Trench Rescue I and II, Wildland Firefighter I and II, Vehicle and Machinery Rescue I and II, and the Expert Soldier Badge.

(e) *Special assignments.* Assignment to the 911th Technical Rescue Company after successful completion of operational assignment tour.

(2) Sergeant (12M20).

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

(b) *Operational assignments.* SGTs should focus on building a strong base of technical expertise in TOE assignments, developing Soldier leadership skills, and honing technical skills as a Lead Firefighter. A Lead Firefighter must complete Fire Instructor I, Fire Inspector I, Fire Officer I, and Fire Department Incident Safety Officer within one year of appointment to Sergeant (two years of pinning Army Reserves) to be considered for retention. Another duty assignment in operational units that will increase the technical expertise and develop the leadership level of the NCOs is Team Leader. At every opportunity NCOs should seek the positions that allow them to gain leadership experience.

(c) *Self-development.* Complete Distributed Leader Course (DLC) II to meet the prerequisites for attendance at ALC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) Certification, OSHA 30 HR Training for Construction.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combative Course (Level I), Confined Space Rescue I and II, Hazardous Material Technician, National Incident Management System 100, 200, 700, and 800, Public Safety Telecommunicator I/II, Ranger School, Rescue Technician I, Rope Rescue I and II, Structural Collapse Rescue I and II, Tactical Combatives Course (Level II), Technical Rescuer I, Trench Rescue I and II, Vehicle and Machinery Rescue I and II, Wildland Firefighter I and II, and the Expert Soldier Badge.

(e) *Special assignments.* Defense Attaché System (DAS) and Assignment to the 911th Technical Rescue Company after successful completion of Lead Firefighter operational assignment tour.

(3) Staff Sergeant (12M30).

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

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of a career should be in an operational assignment as a Station Chief/Fire Team Chief or Squad Leader for a minimum of 24-36 rated months. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of the NCOs are Fire Inspector. SSGs who have acquired 24-36 rated months in above KD positions coupled with 24 months of broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) *Self-development.* Complete Distributed Leader Course (DLC) III to meet the prerequisites for attendance at SLC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification, OSHA 30 HR Training for Construction, and Certified Safety Professional (CSP).

(d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combative Course (Level I), Battle Staff NCO Course, Combatives Master Trainer Course (Level III), Confined Space Rescue I and II, Equal Opportunity Leader (EOL) Course, Hazardous Material Technician, Hazardous Materials/Weapons of Mass Destruction Incident Commander, Jumpmaster School, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Public Safety Telecommunicator I/II, Rappel Master Course, Ranger School, Rope Rescue I and II, Sexual Harassment/Assault Response and Prevention (SHARP) Course, Tactical Combatives Course (Level II), Rescue Technician I, Structural Collapse Rescue I and II, Technical Rescuer I, Trench Rescue I and II, Vehicle and Machinery Rescue I and II, Wildland Firefighter I and II, and the Expert Soldier Badge.

(e) *Special assignments.* Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Station Chief or Squad Leader in the Operating Force. Note, however, that NCOs who complete drill sergeant duties should try to complete other KD assignments to stay competitive with their peers. Defense Attaché System (DAS), White House Fellowship Program, Recruiter, and Instructor/Writer, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(4) *Sergeant First Class (12M4O).*

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

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be in a Headquarters Firefighting Team detachment serving

as a Fire Chief for a minimum of 24-36 rated months. SFCs who have acquired 24-36 rated months as a Fire Chief coupled with 24 months of broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) *Self-development.* Complete Distributed Leader Course (DLC) IV to meet the prerequisites for attendance at MLC. For additional information on self-development, refer to Chapter 3.

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

(e) *Special assignments.* Drill Sergeant and Fire Chief Observer Coach/Trainer (OC/T) may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Fire Chief in the Operating Force. Note, however, that upon completion of these assigned duties, NCOs should seek other KD positions in order to stay competitive with their peers. Sexual Assault Response Coordinator (SARC), Brigade Victim Advocate (VA), Equal Opportunity Advisor (EOA), Assistant Inspector General, White House Fellowship, PSG Observer-Coach (O/C), Instructor, and Instructor/Writer, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to KD positions. Commanders and CSMs must ensure SFCs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

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

(g) *GI Jobs.* See GI Jobs COOL website.

(5) **Master Sergeant First Sergeant (12X50).** See MOS 12X.

Chapter 25. Military Occupational Specialty 12M, Professional Development Model.

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

Chapter 26. Military Occupational Specialty 12M, Reserve Component (RC).

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

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

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

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

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

(1) Private E–1–Specialist/Corporal (12N10).

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

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

(c) *Self-development.* Complete Distributed Leader Course (DLC) I to meet the prerequisites for attendance at BLC. For additional information on self-development, refer to Chapter 3.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Crane Operator Course, Water Well Drilling Technicians Course, and the Expert Soldier Badge.

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

(2) Sergeant (12N20).

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

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

(c) *Self-development.* Complete Distributed Leader Course (DLC) II to meet the prerequisites for attendance at ALC. For additional information on self-development, refer to Chapter 3. OSHA 30 HR Training for Construction.

Additional training. Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Battle Staff NCO Course, Crane Operator Course, Master Resilience Trainer Course, Project Management Professional (PMP) Certification, Ranger School, Rappel Master Course, Tactical Combatives Course (Level II), Master Fitness Trainer Course, Water Well Drilling Technicians Course, and the Expert Soldier Badge.

(d) *Special assignments.* Drill Sergeant, Recruiter, Defense Attaché System (DAS), Training Management NCO, and Tactical Processing NCO. Special Missions Unit assignments are open to Horizontal Construction Engineers.

(3) Staff Sergeant (12N3O).

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

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be an operational assignment as a Squad Leader, Horizontal Construction Supervisor, or Section Sergeant for a minimum of 24-36 rated months. These assignments during this phase of their career best posture the NCO for continued development and further refine leadership skills, tactical, and technical expertise. SSGs who have acquired 24-36 rated months in the above positions coupled with 24 months of generating or broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of the NCOs are Construction Foreman, and Construction Inspector.

(c) *Self-development.* Complete Distributed Leader Course (DLC) III to meet the prerequisites for attendance at SLC. For additional information on self-development, refer to Chapter 3. OSHA 30 HR Training for Construction.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Army Reconnaissance, Basic Airborne Course, Basic Combatives Course (Level I), Battle Staff NCO Course, Combatives Master trainer Course (Level III), Jumpmaster School, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Ranger School, Rappel Master Course, Project Management Professional (PMP) Certification, Sexual Harassment Assault Response and Prevention (SHARP) Course, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(e) *Special assignments.* Drill Sergeant may fulfill the NCO's requirement for a key developmental leadership position if the NCO has not had an opportunity to serve in the capacity of Squad Leader, Horizontal Construction Supervisor, or Section Sergeant in the Operating Force. Note, however, that NCOs who complete drill sergeant duties should try to complete other KD assignments to stay competitive with their peers. Special Missions Unit assignments are open to Horizontal Construction Engineers and provide opportunities for KD time. Defense Attaché System (DAS), Training with Industry (TWI) Program, Observer-Coach/Trainer (OC/T), Small Group Leader, Recruiter, and Instructor/Writer, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(4) Sergeant First Class (12N4O).

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

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be an operational assignment as a Platoon Sergeant or Detachment Sergeant for a minimum of 24-36 rated months. These assignments during this phase of their career best posture the NCO for continued development and further refine leadership skills, tactical, and technical expertise. SFCs who have acquired 24-36 rated months in the above position coupled with 24 months of generating or broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of the NCOs are Senior Horizontal Construction Supervisor, Construction Inspector, Construction Foreman, Team NCO (SFAB) and Operations Sergeant at the company and battalion levels.

(c) *Self-development.* Complete Distributed Leader Course (DLC) IV to meet the prerequisites for attendance at MLC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification, OSHA 30 HR Training for Construction.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Army Reconnaissance, Basic Airborne Course, Basic Combatives Course (Level I), Battle Staff NCO Course, Combatives Master Trainer Course (Level III), Equal Opportunity Advisor Course (EOA), Inspector General (IG) Course, Jumpmaster School, Joint Engineer Operations Course (JEOC), Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Rappel Master Course, Sexual Assault Response Coordinator Course, Tactical Combatives Course (Level II), Water Well Drilling Technicians Course, and the Expert Soldier Badge.

(e) *Special assignments.* Senior Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Platoon Sergeant in the Operating Force. Note, however, that NCOs who complete drill sergeant duties should try to complete other KD assignments to stay competitive with their peers. Special Missions Unit assignments are open to Horizontal Construction Engineers and provide opportunities for KD time. Defense Attaché System (DAS), Security Force Assistance Brigade (SFAB), Training with Industry (TWI) Program, White House Fellowship Program, Observer Coach/Trainer (OC/T), Small Group Leader (SGL), Recruiter, Instructor, and Instructor/Writer, while career enhancing, generally do not allow for the same level of leadership development opportunities and should not be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SFCs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SFCs to serve on battalion, brigade, and division staffs. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

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

(g) *GI Jobs.* See GI Jobs COOL website.

(5) **Master Sergeant/First Sergeant (12X50).** See MOS 12X.

Chapter 28. Military Occupational Specialty 12N, Professional Development Model.

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

Chapter 29. Military Occupational Specialty 12N, Reserve Component (RC).

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

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

a. Major duties. The Prime Power Production Specialist serves as a member of a team, squad, section, or platoon, performing electrical assessments, electrical facilities maintenance, and QA/QC operations. Duties start with supervising, operating, installing, and performing organizational and sustainment level maintenance on electric power plants consisting of medium voltage power generation sets and associated auxiliary systems in support of overseas contingency bases, Forward Base Mode (FBM) sites, and Theatre High Altitude Air Defense System (THAADS) sites. Other duties include LNO and technical advisor to FEMA and other federal organizations.

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

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

(1) Private E–1–Specialist/Corporal (12P10).

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

(b) Operational assignments. The focus during the early years of a career should be on building a strong base of technical expertise in the operation of electrical power plants, basic MOS skills, and common Warrior Tasks and Drills. This can be accomplished with assignments to a Prime Power Company serving as a (12P) Power Station Electrician, Power Station Instrumentation Technician, or Power Station Mechanic. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

(c) Self-development. Complete Distributed Leader Course (DLC) I to meet the prerequisites for attendance at BLC. For additional information on self-development, refer to Chapter 3.

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

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

(2) Sergeant (12P20).

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

(b) Operational assignments. SGTs should focus on building a strong base of technical expertise in TOE assignments, developing Soldier leadership skills, and honing technical skills as a Power Station Electrician, Power Station Instrumentation Technician, or a Power Station

Mechanic. At every opportunity NCOs should seek positions that allow them to gain leadership experience. Soldiers serving in a key developmental (KD) position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) *Self-development.* Complete Distributed Leader Course (DLC) II to meet the prerequisites for attendance at ALC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, Tactical Combatives Course (Level II), Power Line Distribution Course, and the Expert Soldier Badge.

(e) *Special assignments.* Recruiter and Defense Attaché System (DAS). Special Missions Unit assignments are open to Prime Power Productions Specialists.

(3) **Staff Sergeant (12P30).**

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

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of career should be in an operational assignment as a Senior Power Station Electrician, Senior Power Station Mechanic, Senior Power Station Instrumentation Technician, or Senior Power Plant Operator for a minimum of 24-36 rated months. SSGs who have acquired 24-36 rated months in one or more of the above positions coupled with 24 months of broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) *Self-development.* Complete Distributed Leader Course (DLC) III to meet the prerequisites for attendance at SLC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, Battle Staff NCO Course, Combatives Master trainer Course (Level III), Equal Opportunity Leader (EOL), Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Ranger School, Rappel Master Course, Sexual Harassment Assault Response and Prevention (SHARP) Course, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(e) *Special assignments.* Special Missions Unit assignments are open to Prime Power Production Specialists and provide opportunities for KD time. Defense Attaché System (DAS), Recruiter, Instructor/Writer, Training Developer, and Facilities Project Coordinator, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key leadership developmental positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(4) Sergeant First Class (12P40).

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

(b) Operational assignments. The critical key developmental (KD) assignment focus during this phase of their career should be in a Prime Power company as a Prime Power Supervisor for a minimum of 24-36 rated months. Additional operational assignments that will enhance the technical expertise and develop the leadership skills of the NCO is Intelligence Sergeant and Operations Sergeant. SFCs who have acquired 24-36 rated months in a Prime Power Supervisor coupled with 24 months of broadening assignments are considered most qualified for promotion. Note: 24-36-month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) Self-development. Complete Distributed Leader Course (DLC) IV to meet the prerequisites for attendance at MLC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification.

(d) Additional training. Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Battle Staff NCO Course, Combatives Master Trainer Course (Level III), Equal Opportunity Advisor (EOA) Course, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Ranger School, Rappel Master Course, Sexual Harassment Assault Response and Prevention (SHARP) Course, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(e) Special assignments. Special Missions Unit assignments are open to Prime Power Production Specialists and provide opportunities for KD time. Sexual Assault Response Coordinator (SARC), Brigade Victim Advocate (VA), Equal Opportunity Advisor (EO), Assistant Inspector General, White House Fellowship, and Training Developer, while a career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key leadership developmental positions.

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

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

(g) GI Jobs. See GI Jobs COOL website.

(5) Master Sergeant First Sergeant (12X50). See MOS 12X.

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

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

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

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

Chapter 33. Military Occupational Specialty 12Q, Transmission and Distribution

Specialist (Reserve Component only).

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

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

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

(1) Private E–1–Specialist/Corporal (12Q10).

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

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

(c) *Self-development.* Complete Distributed Leader Course (DLC) I to meet the prerequisites for attendance at BLC. For additional information on self-development, refer to Chapter 3.

(d) *Additional training.* Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Tactical Combatives Course (Level II), and the Expert Soldier Badge.

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

(2) Sergeant (12Q20).

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

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

(c) *Self-development.* Complete Distributed Leader Course (DLC) II to meet the prerequisites for attendance at ALC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Ranger School, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

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

(3) Staff Sergeant (12Q30).

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

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of career should be in an operational assignment as an Assistant Team Chief for a minimum of 24-36 rated months. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of the NCOs are Senior Exterior Electrician and Senior Lineman. SSGs who have acquired 24-36 rated months in an Assistant Team Chief position coupled with 24 months of broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) *Self-development.* Complete Distributed Leader Course (DLC) III to meet the prerequisites for attendance at SLC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combatives Course, (Level I), Battle Staff NCO Course, Combatives Master Trainer Course (Level III), Equal Opportunity Advisor (EOA), Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Ranger School, Rappel Master Course, Sexual Harassment Assault Response and Prevention (SHARP) Course, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

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

(4) Sergeant First Class (12Q40).

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

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be in an engineer battalion serving as an Electrical Team Chief (12Q) for a minimum of 24-36 rated months. Additional operational assignments that will enhance the technical expertise and develop the leadership skills of NCOs are Operations Sergeant, Detachment Sergeant, and Platoon Sergeant. SFCs who have acquired 24-36 rated months as an Electrical Team Chief coupled with 24 months of broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) *Self-development.* Complete Distributed Leader Course (DLC) IV to meet the prerequisites for attendance at MLC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification.

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

(Level I), Battle Staff NCO Course, Combatives Master trainer Course (Level III), Equal Opportunity Advisor (EOA), Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Rappel Master Course, Joint Engineer Operations Course (JEOC), Ranger School, Sexual Harassment Assault Response and Prevention (SHARP) Course, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(e) *Special assignments.* Sexual Assault Response Coordinator (SARC), Brigade Victim Advocate (VA), Equal Opportunity Advisor (EO), Assistant Inspector General, and White House Fellowship.

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

(g) *GI Jobs.* See GI Jobs COOL website.

(5) **Master Sergeant/First Sergeant (12X50).** See MOS 12X.

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

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

Chapter 35. Military Occupational Specialty 12R, Interior Electrician.

a. *Major duties.* The Interior Electrician serves as a member of a squad, section, or platoon performing basic vertical construction. Duties start with supervising or performing installation and maintenance of interior electrical systems and equipment. The Interior Electrician is responsible for also planning electrical systems layouts using drawings, plans, specifications, and wiring diagrams.

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

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

(1) Private E–1–Specialist/Corporal (12R10).

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

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

(c) *Self-development.* Complete Distributed Leader Course (DLC) I to meet the prerequisites for attendance at BLC. For additional information on self-development, refer to Chapter 3.

(d) *Additional training.* Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), and the Expert Soldier Badge.

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

(2) Sergeant (12R20).

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

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

(c) *Self-development.* Complete Distributed Leader Course (DLC) II to meet the prerequisites for attendance at ALC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification, OSHA 30 HR Training for Construction.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Ranger School, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(e) *Special assignments.* Recruiter, Defense Attaché System (DAS), and Training Management NCO.

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

(g) *GI Jobs.* See GI Jobs COOL website.

(3) **Staff Sergeant (12H30).** See MOS 12H.

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

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

Chapter 37. Military Occupational Specialty 12R, Reserve Component (RC).

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

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

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

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

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

(1) Private E–1–Specialist/Corporal (12T10).

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

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

(c) *Self-development.* Complete Distributed Leader Course (DLC) I to meet the prerequisites for attendance at BLC. For additional information on self-development, refer to Chapter 3.

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

(e) *Special assignments.* Special assignments are those broadening assignments that provide a purposeful expansion of knowledge, capability, and understanding through assignment opportunities internal and external to the Army. These assignments are fundamental to the continued growth throughout the Soldier’s career life cycle. At this level the Soldier’s focus should be technical and tactical proficiency. Broadening assignments are crucial in developing

leaders with a wider range of experiences and skills who can operate in ever-changing environments.

(2) Sergeant (12T20).

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

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

(c) Self-development. Complete Distributed Leader Course (DLC) II to meet the prerequisites for attendance at ALC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification.

(d) Additional training. Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Ranger School, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(e) Special assignments. Recruiter, Defense Attaché System (DAS), and Training Management NCO.

(3) Staff Sergeant (12T30).

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

(b) Operational assignments. The critical key developmental (KD) assignment focus during this phase of a career should be in an operational assignment as a Technical Engineer NCO for a minimum of 24-36 rated months. Other duty assignments in operational units that will increase the technical expertise and develop the leadership level of a Technical Engineering Specialist is a Technical Topographic Survey NCO. SSGs who have acquired 24-36 rated months in a Technical Engineer NCO or Technical Topographic Survey NCO position coupled with 24 months of broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) Self-development. Complete Distributed Leader Course (DLC) III to meet the prerequisites for attendance at SLC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification.

(d) Additional training. Sapper Leader Course, Air Assault School, Army Reconnaissance, Basic Airborne Course (Level I), Battle Staff NCO Course, Combatives Master Trainer Course (Level III), Equal Opportunity Advisor (EOA) Course, Jumpmaster School, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Rappel Master Course, Sexual Harassment Assault Response and Prevention (SHARP) Course, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(e) Special assignments. Drill Sergeant may fulfill the NCO's requirement for a key developmental leadership position if the NCO has not had an opportunity to serve in the capacity of Technical Engineer NCO in the Operating Force. Note, however, that NCOs who complete drill sergeant duties should try to complete other KD assignments to stay

competitive with their peers. Defense Attaché System (DAS), Security Force Assistance Brigade (SFAB), Small Group Leader, Instructor, Training Developer, and Horizontal Construction OC/T, while a career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key leadership developmental positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. Soldiers who are serving in isolated areas require special consideration from the United States Army Engineer School (USAES) and HRC for assignment back to the operational force.

(4) Sergeant First Class (12T40).

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

(b) Operational assignments. The critical key developmental (KD) assignment focus during this phase of their career should be in an engineer battalion serving as a Senior Technical Engineer NCO for a minimum of 24-36 rated months. An additional operational assignment that will enhance the technical expertise and develop the leadership skills of the NCO is Senior Technical Topographic Survey NCO. SFCs who have acquired 24-36 rated months in a Senior Technical Engineer NCO position coupled with 24 months of broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) Self-development. Complete Distributed Leader Course (DLC) IV to meet the prerequisites for attendance at MLC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification.

(d) Additional training. Sapper Leader Course, Air Assault School, Army Reconnaissance, Basic Airborne Course (Level I), Basic Combatives Course (Level I), Battle Staff NCO Course, Combatives Master Trainer Course (Level III), Equal Opportunity Advisor Course (EOA), Inspector General (IG) Course, Joint Engineer Operations Course (JEOC), Jumpmaster School, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Operational Contract Support Course, Rappel Master Course, Sexual Harassment/Assault Response and Prevention (SHARP) Course, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(e) Special assignments. Senior Drill Sergeant may fulfill the NCO's requirement for a key developmental leadership position if the NCO has not had an opportunity to serve in the capacity of Senior Technical Engineer in the Operating Force. Note, however, that NCOs who complete drill sergeant duties should try to complete other KD assignments to stay competitive with their peers. Sexual Assault Response Coordinator (SARC), Brigade Victim Advocate (VA), Equal Opportunity Advisor (EOA), Inspector General Assistant, White House Fellowship, Instructor, Instructor/Writer, Training Developer, and Senior Training Management NCO, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SFCs being placed

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

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

(g) *GI Jobs.* See GI Jobs COOL website.

(5) **Master Sergeant/First Sergeant (12X50).** See MOS 12X.

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

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

Chapter 40. Military Occupational Specialty 12T, Reserve Component (RC).

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

Chapter 41. Military Occupational Specialty 12W, Carpentry and Masonry Specialist.

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

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

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

(1) Private E–1–Specialist/Corporal (12W10).

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

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

(c) *Self-development.* Complete Distributed Leader Course (DLC) I to meet the prerequisites for attendance at BLC. For additional information on self-development, refer to Chapter 3.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, and Basic Combatives Course (Level I), and the Expert Soldier Badge.

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

(2) Sergeant (12W20).

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

(b) *Operational assignments.* SGTs should focus on building a strong base of technical expertise in TOE-unit assignments, developing Soldier leadership skills, and honing technical skills a Carpentry and Masonry Sergeant. Additional duty assignments that will increase the technical expertise and develop the leadership level of the NCOs are Construction Operations Sergeant and S3 NCO. At every opportunity NCOs should seek positions that allow them to gain leadership experience.

(c) *Self-development.* Complete Distributed Leader Course (DLC) II to meet the prerequisites for attendance at ALC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) Certification, OSHA 30 HR Training for Construction.

(d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Ranger School, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

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

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

(g) *GI Jobs.* See GI Jobs COOL website.

(3) **Staff Sergeant (12H30).** See MOS 12H.

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

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

Chapter 43. Military Occupational Specialty 12W, Reserve Component (RC).

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

Chapter 44. Military Occupational Specialty 12X, General Engineering Supervisor.

a. *Major duties.* The General Engineering Supervisor oversees general engineering activities related to all construction and utility operations; assists engineer officers in construction planning, scheduling, and material estimates; provides staff supervision and principal NCO direction to units engaged in performing general engineering missions; and inspects construction and training activities. In a company, a 12X First Sergeant is the senior enlisted Soldier in charge of the professional development, training, and welfare of the enlisted force in the company.

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

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

(1) Master Sergeant/First Sergeant (12X50).

(a) *Institutional training.* The Sergeants Major Course is the capstone of enlisted training. Master Sergeants are prepared for both troop and staff assignments throughout the defense establishment. The SMC is task based and performance oriented. Areas of study include leadership, combat operations, sustainment operations, team building, communication skills, training management, and professional development electives.

(b) *Operational assignments.* The critical key developmental (KD) assignment focus during this phase of their career should be an assignment as First Sergeant or Detachment NCOIC for a minimum of 24-36 months. Without a tour as First Sergeant, the opportunity for promotion to Sergeant Major is limited. First Sergeants who have acquired at least 24-36 rated months coupled with 24 months of generating or broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone

and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER. Other operational assignments for Master Sergeants are Operations Sergeant, Construction Operations Sergeant, General Engineering Supervisor, Construction Inspector, and Maintenance Supervisor.

(c) *Self-development.* Complete Distributed Leader Course (DLC) V to meet the prerequisites for attendance at USASMA. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) certification, and Certified Safety Professional (CSP).

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

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

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

(g) *GI Jobs.* See GI Jobs COOL website.

(2) **Engineer Senior Sergeant (12A6O).** See MOS 12A.

Chapter 45. Military Occupational Specialty 12X, Professional Development Model.

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

Chapter 46. Military Occupational Specialty 12X, Reserve Component (RC).

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

Chapter 47. Military Occupational Specialty 12Y, Geospatial Engineer.

a. *Major duties.* The Geospatial Engineer performs a variety of duties in support of their respective command: Army Service Component Command (ASCC), corps, division, and brigade. Soldiers at all levels perform duties ranging from data extraction (feature extraction from imagery), database management (managing the inputs to and data stored within the Theater Geospatial Database), along with supporting the command's mission command/ leadership requirements: supplying and managing the SSGF (Standard Sharable Geospatial Foundation) to and for the recognized COE (Common Operational Environment) using the Army Geospatial Enterprise (AGE). Geospatial Engineers at the corps, division, and brigade

levels also include a focus on operational and tactical level analysis. Soldiers at this level of command support the combatant commanders and their staffs with tactical decision aids and other geospatial intelligence (GEOINT) products in support of combat operations, disaster relief, humanitarian support, and treaty enforcement. ASCC level Geospatial Engineers contribute to GEOINT activities by supporting intelligence missions/requirements. Geospatial Engineering activities at the ASCC level also encompass providing to and provisioning data from the Multinational Geospatial Co-Production Program (MGCP). Soldiers at this level of command also support Joint Task Forces in support of rapid response missions, combat operations, disaster relief, humanitarian support, and treaty enforcement.

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

c. Goals for development.

(1) Private E–1–Specialist/Corporal (12Y10).

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

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

(c) Self-development. Complete Distributed Leader Course (DLC) I to meet the prerequisites for attendance at BLC. For additional information on self-development, refer to Chapter 3.

(d) Additional training. Sapper Leader Course, Basic Airborne Course, Air Assault School, Basic Combatives Course (Level I), Ranger School, and the Expert Soldier Badge.

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

(2) Sergeant (12Y20).

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

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

(c) Self-development. Complete Distributed Leader Course (DLC) II to meet the prerequisites for attendance at ALC. For additional information on self-development, refer to Chapter 3.

(d) Additional training. Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Ranger School, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(e) Special Assignments. Drill Sergeant, Defense Attaché System (DAS), and Training Management NCO. Drill Sergeant may fulfill the NCO's requirement for a KD leadership

position if the NCO has not had an opportunity to serve in the capacity of Geospatial Engineer Sergeant in the Operating Force. Note, however, that NCOs who complete drill sergeant duties should try to complete other KD assignments to stay competitive with their peers.

(3) Staff Sergeant (12Y3O).

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

(b) Operating assignments. The critical key developmental (KD) assignment focus during this phase of their career should be in operational assignment as a Squad Leader or Senior Geospatial Engineer Sergeant for a minimum of 24-36 rated months. Staff Sergeants must continue to develop and refine their leadership skills, tactical, and technical expertise. SSGs who have acquired 24-36 rated months as either a Squad Leader or a Senior Geospatial Engineer Sergeant coupled with 24 months of broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) Self-development. Complete Distributed Leader Course (DLC) III to meet the prerequisites for attendance at SLC. For additional information on self-development, refer to Chapter 3.

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

(e) Special assignments. Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Squad Leader or Senior Geospatial Engineer Sergeant in the Operating Force. Note, however, that NCOs who complete drill sergeant duties should try to complete other KD assignments to stay competitive with their peers. Defense Attaché System (DAS), White House Fellowship Program, Small Group Leader (SGL), Recruiter, Instructor, and Training Developer, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SSGs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SSGs to serve on brigade, division, and corps staffs.

(4) Sergeant First Class (12Y4O).

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

(b) Operational assignments. The critical Key and Developmental (KD) assignment focus during this phase of a career should be in tactical assignments as the Senior Geospatial Engineer Sergeant for a minimum of 24-36 rated months. SFCs who acquire 24-36 months as a Senior Geospatial Engineer Sergeant coupled with 24 months of generating or broadening

assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position, but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) *Self-development.* Complete Distributed Leader Course (DLC) IV to meet the prerequisites for attendance at MLC. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) Certification, Professional Certification Fundamentals (GPC-F), Geospatial Professional Certification - Geospatial Analysis (GPC-GA-II).

(d) *Additional training.* Sapper Leader Course, Air Assault School, Basic Airborne Course, Basic Combatives Course (Level I), Battle Staff NCO Course, Combatives Master Trainer Course (Level III), Equal Opportunity Advisor (EOA), Joint Engineer Operations Course (JEOC), Jumpmaster School, Master Fitness Trainer (MFT) Course, Master Resilience Training (MRT) Course, Sexual Harassment/Assault Response and Prevention (SHARP) Course, , Ranger School, Rappel Master Course, Tactical Combatives Course (Level II), and the Expert Soldier Badge.

(e) *Special assignments.* Senior Drill Sergeant may fulfill the NCO's requirement for a KD leadership position if the NCO has not had an opportunity to serve in the capacity of Senior Geospatial Engineer Sergeant in the Operating Force. Note, however, that NCOs who complete drill sergeant duties should try to complete other KD assignments to stay competitive with their peers. Security Force Assistance Brigade (SFAB), Career Advisor NCO, Defense Attaché System, White House Fellowship, Senior Small Group Leader, Instructor, and Training Developer, while career enhancing, generally do not allow for the same level of leadership development and should not be considered appropriate alternatives to key leadership development positions. Commanders and CSMs must ensure SFCs being placed on special duty or temporary duty are considered for promotion and are serving in appropriate positions. These positions should impart knowledge and skills for equipping SFCs to serve on corps, division, and brigade staffs.

(5) Master Sergeant/First Sergeant (12Y50).

(a) *Institutional training.* The Sergeants Major Course is the capstone of enlisted training. Master Sergeants are prepared for both troop and staff assignments throughout the defense establishment. The SMC is task based and performance oriented. Areas of study include leadership, combat operations, sustainment operations, team building, communication skills, training management, and professional development electives.

(b) *Operational assignments.* The critical Key and Development (KD) assignments and primary focus for a Master Sergeant is First Sergeant or Senior Geospatial Engineer Operations Sergeant at the division and corps levels. In a company, a 12Y First Sergeant is the senior enlisted Soldier in charge of the professional development, training, and welfare of the enlisted force. A well-rounded First Sergeant will have served in EAB, division, and corps positions throughout their career in a variety of units (SOF, airborne, air assault, armored, etc.). Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER.

(c) *Self-development.* Complete Distributed Leader Course (DLC) V to meet the prerequisites for attendance at USASMA. For additional information on self-development, refer to Chapter 3. Project Management Professional (PMP) Certification, Professional Certification

Fundamentals (GPC- F), Geospatial Professional Certification - Geospatial Analysis (GPC-GA-II).

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

(e) *Special assignments.* Senior Instructor, Senior Career Management NCO, Senior Combat Development NCO, Defense Attaché System, White House Fellowship, Assistant Inspector General, and Equal Opportunity Advisor (EOA).

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

(g) *GI Jobs.* See GI Jobs COOL website.

(6) **Engineer Senior Sergeant (12A6O).** See MOS 12A.

Chapter 48. Military Occupational Specialty 12Y, Professional Development Model.

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

Chapter 49. Military Occupational Specialty 12Y, Reserve Component (RC).

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

Chapter 50. Military Occupational Specialty 12Z, Combat Engineering Senior Sergeant.

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

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

c. *Goals for development.*

(1) **Master Sergeant/First Sergeant (12Z5O).**

(a) *Institutional training.* The Sergeants Major Course is the capstone of enlisted training. Master Sergeants are prepared for both troop and staff assignments throughout the defense establishment. The SMC is task based and performance oriented. Areas of study include leadership, combat operations, sustainment operations, team building, communication skills, training management, and professional development electives.

(b) *Operational assignments.* The critical Key and Developmental (KD) assignment focus during this phase of their career should be an assignment as First Sergeant for a minimum of 24-36 months. Without a tour as First Sergeant, the opportunity for promotion to Sergeant Major is limited. First Sergeants who have acquired at least 24-36 rated months coupled with 24 months of generating or broadening assignments are considered most qualified for promotion. Note: 24-36 month timelines are not set in stone and used primarily as a guide for HRC to assess when an NCO could be moved to the next position. The strength of the NCO's file should be the determining factor when that NCO has successfully completed their time in that current position. For example, NCOs who have 48 months in a developmental position,

but are rated as 'Qualified' on NCOERs would not meet the threshold of 'Most Qualified.' Soldiers serving in a KD position commensurate to the next higher rank (consecutively or nonconsecutively) will receive credit towards their KD requirement, provided that the KD time is captured and documented on the rated Soldier's NCOER. Other operational assignments for Master Sergeants are Operations Sergeant, Intel Sergeant, Chief Bridge NCO, and Senior Engineer NCO.

(c) *Self-development.* Complete Distributed Leader Course (DLC) V to meet the prerequisites for attendance at USASMA. For additional information on self-development, refer to Chapter 3.

(d) *Additional training.* Air Assault School, Basic Airborne Course, Battle Staff NCO Course, Equal Opportunity Advisor Course, Joint Engineer Operations Course, Jumpmaster School, Master Fitness Trainer Course, Intermediate Search Course, Pathfinder School, Route Reconnaissance and Clearance Leadership Course (R2C2-L), Ranger School, Rappel Master Course, and the Expert Soldier Badge.

(e) *Special assignments.* Defense Attaché System, White House Fellowship, Assistant Inspector General, Equal Opportunity Advisor (EOA), Senior Career Advisor, Senior Research Development Test & Evaluation NCO, Operational Advisor, Brigade Operations Sergeant NCOIC, BEB Senior Observer-Coach/Trainer (OC/T), Security Force Assistance Brigade (SFAB), Senior Military Science Instructor, Chief Instructor/Writer, and Senior Combat Development NCO.

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

(g) *GI Jobs.* See GI Jobs COOL website.

(2) **Engineer Senior Sergeant (12A6O).** See MOS 12A.

Chapter 51. Military Occupational Specialty 12Z, Professional Development Model.

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

Chapter 52. Military Occupational Specialty 12Z, Reserve Component (RC).

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