

Air Defense Artillery (CMF 14) Career Progression

PlanChapter 1: Duties

Army Air Defense Artillery (ADA) forces provide air and missile defense and contribute to airspace management, situational awareness, and operational force protection to deter or defeat enemy aerial threats, protect the force and high value assets, enable freedom to operate, and contribute to victory. This is accomplished by defeating the full range of threats encountered in future strategic, operational, and tactical engagements through interdependent operations with other Army and Joint, Interagency, Intergovernmental, and Multinational (JIIM) elements. ADA NCOs are uniquely qualified to train and execute Air Defense operations; they can serve at every echelon and will be subject matter experts in Air and Missile Defense (AMD). To contact the Proponent Sergeant Major or Senior Career Advisors for each ADA MOS regarding any information contained within this publication, contact the Air Defense Artillery Proponent Office, known as the *Office, Chief of Air Defense Artillery (OCADA)* by Commercial Phone at (580) 442-8949, through official mail at OCADA, 1607 Randolph Road, Fort Sill, OK 73503, via email at army-ada-proponent@army.mil, or via the OCADA website at <https://sill-www.army.mil/ocada/>.

Chapter 2: ADA Transformation

The Air Defense branch has entered an unprecedented period of transition, growth, and modernization as current and future operational environments become more complex with significantly diverse and dangerous threats. To combat these emerging threats, Air and Missile Defenders need to be adaptive, creative, and critical thinking Soldiers with sound character, commitment, competence, and tactical expertise attained through relevant training, professional military education (PME), and operational experience. As US forces continue to respond to worldwide challenges, the synchronization of Army Integrated Air and Missile Defense (AIAMD) platforms continue to improve ADA's expeditionary attributes and enhance its lethality, mobility, and deployment capabilities, while providing the Army and regional combatant commanders with a modular, tailorable force capable of operating on Joint and Multinational battlefields in Multi-Domain Operations in support of large-scale ground combat operations.

a. Diversified Weapons Systems. Air and Missile Defenders need to possess extensive knowledge of tactics, techniques, and procedures to maintain operational advantages of current weapon systems as well as the adaptability to field new weapon systems with advanced technologies that arise to meet the demands of emerging global conflicts.

(1) *Short Range Air Defense (SHORAD)*. Building new SHORAD units and integrating Air and Missile Defense capabilities into the maneuver force remains one of the top priorities across the branch for the immediate future.

- *Existing Platforms.* Soldiers executing SHORAD missions currently operate the Avenger weapon system, Man Portable Air Defense System (MANPADS) and other Stinger missile platforms, and Counter Rockets, Artillery, and Mortars (C-RAM) or LandBased Phalanx Weapon System (LPWS), Maneuver Short Range Air Defense (M-SHORAD), and Indirect Fires Protection Capability (IFPC/Iron Dome). These capabilities have provided critical protection of maneuver and forward-based forces engaged in Overseas Contingency Operations with combat-proven success.

- *Future Platforms.* Due to enemy and adversary proliferation of advanced technologies and increasing threat capabilities, including unmanned aerial vehicles (UAV), SHORAD is becoming the fastest growing components of Air and Missile Defense. Directed Energy (DE), High Power Microwave Systems (HPMS), and Counter Small Unmanned Aerial Systems (C-sUAS) will also provide additional AMD capabilities to combatant commanders to defend against indirect fires.

(2) *High-to-Medium Air Defense (HIMAD).* Soldiers operating the Patriot weapon system remain the largest portion of the Air Defense branch. As Patriot is the oldest weapon system in the Air Defense arsenal with the longest combat-tested effectiveness, many international forces are partnering with Air Defense Soldiers to conduct Joint and Multinational operations in traditional theaters. The expansion of the Terminal High Altitude Area Defense (THAAD) System also creates new opportunities for Soldiers to provide additional Air Defense capabilities for theater-level assets. Lower Tier Air and Missile Defense Sensor (LTAMDS) and Integrated Air and Missile Defense Battle Command System (IBCS) will allow greater flexibility on the battlefield integrating sensors and weapon systems. Capability upgrades to missiles, software, and sensors continue to create growth opportunities for HIMAD Soldiers.

(3) *Tailorable Air and Missile Defense Organizations.* To increase combat effectiveness of these diversified weapon systems, ADA may organize future formations of SHORAD and HIMAD forces into composite AMD units, mixed M-SHORAD and IFPC battalions, and Patriot-pure battalions as well as integrating Air Defense forces into maneuver units. Already deployed Dismounted Patriot Information Coordination Central (DPICC) allows battalions with geographically separated missions flexibility in planning. When employed, these ADA forces are ideally suited for and frequently supporting JIIM operations to provide combatant commanders a significant strategic, operational, and tactical advantage on the battlefield by tailoring ADA units to counter expected threats within a specific theater. Multi-Domain Task Force (MDTF) seeks to integrate joint forces to face emerging peer and near peer threats. These tailorable units will provide the Army an organic capability to defend against a wide array of hostile aerial and three-dimensional missile threats, providing combat commanders a modular and expeditionary AMD capability that can rapidly deploy and interoperate with joint and coalition forces.

b. Early Warning Systems (EWS) and Air Defense Coordination Elements. ADA is embedding robust Air Defense Airspace Management (ADAM) Cells specifically designed to enhance airspace management by coordinating targeting, airspace

command and control, and early warning functions with Air Defense, Field Artillery, and Aviation forces on the battlefield. ADA's combat-proven weapons platforms and EWS will continue to provide the Army with a technologically advanced, fully digitized capability that enables detection and engagement of air and missile threats at greater distances with increased lethality in support of combat operations across the full spectrum of operational environments, from forward operations with combat maneuver formations to the defense of critical strategic bases and geopolitical assets. ADAM Cellsfielded in modular maneuver units combined with AMD Air Defense Artillery Fire Coordination Officer (ADAFCO) elements contain mobile, deployable Air and Missile Defense Planning Control System (AMDPCS) shelters that are equipped to access, process, plan and distribute the tactical digital information necessary to execute AMD and airspace control at all required corps, division, and brigade echelons. When these cells are integrated into the planning processes, both the AMD element and the ADAM element will contribute to the commander's aerial situational understanding by connecting to appropriate joint, multinational, and government agencies and provide a common tactical air picture at the unit level. From corps to brigade, these Air Defense Coordination Elements are responsible for synchronizing AMD operations with the commander's scheme of maneuver. As AMD planning transforms, Soldiers will become intimately familiar with the various sensors contributing to early warning, including sensors such as the Sentinel radar, Patriot radar, forward-based X-Band Transportable Radars, and potentially the Multi-Mission Radar (MMR) or Lower-Tier Air and Missile Defense Sensor (LTAMDS) in the future.

c. *Space Domain.* Joint Tactical Ground Station (JTAGS) detachments receive and process in-theater, direct down-linked data from Overhead Persistent Infrared Sensors in order to disseminate early warning, alerting, and cueing information on tactical ballistic missiles and other events of interest throughout a theater. JTAGS is an element of the 1st Space Company, Theater Missile Warning, and 1st Space Battalion, a part of US Army Space and Missile Defense Command (SMDC). SMDC continues to compliment ADA's transformation with responsibility for the Ground-based Midcourse Defense (GMD) systems. The National Guard Bureau provides GMD system Soldiers who transition from Title 32 to Title 10 status to staff and operate the Missile Defense Element (MDE) that provides oversight to their Fire Direction Center (FDC) which executes GMD operations.

b. *Future Operations.* The requirements of future conflicts are unknown, but competent and confident Air and Missile Defense Soldiers should remain adaptable for diverse and challenging assignment opportunities as state-of-the-art Air Defense platforms provide tremendous growth within the branch to be utilized in current and future operations that rely on Integrated Air and Missile Defense in order to be a combat multiplier Multi-Domain Operations (MDO) provide the Joint Force Commander with formations that have systems, leaders, and Soldiers that can operate in a highly contested operational environment, cannot easily be isolated from the rest of the Joint Force or from partners, and are able to conduct independent maneuver and employ cross-domain fires in large-scale ground combat operations.

Chapter 3: Recommended Career Management Self-Development (by Rank)

a. Private–Specialist/Corporal. 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 should strive to improve within the Institutional, Operational, and Self Development domains. The Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(1) *Doctrine and Resources.* Soldiers at this level and above should study and master the following military publications: ADP 1-0, ADP 6-22, ADP 7-0, ADRP 1, FM 7-22, TC 7-21.13, AR 600-20, AR 670–1, STP 21–1–SMCT, STP 44-14-SM-TG, all - 10 level technical manuals associated with their equipment, Individual Critical Task Lists (ICTL), and all crew drills associated with their respective equipment and current assignment found through the Central Army Registry. Familiarization and use of online resources such as Army Career Tracker (ACT), Fires Knowledge Network (FKN), Center for Army Lessons Learned (CALL), S1Net, MilSuite, and Human Resources Command (HRC) are essential for staying up to date on the latest Army and ADA information.

(2) *Professional Reading.* Professional reading is an important element in self-development and understanding the profession of arms. In addition, the Center for the Army Profession and Leadership (CAPL) provides additional reading lists at: <https://capl.army.mil/library/suggested-readings.php>. The following books are suggested for self-development at the Private through Specialist level:

- *Blazing Skies*, by John Hamilton
- *On Air Defense*, by James Crabtree
- *Art of War* by Sun Tzu
- *The Forgotten Soldier* by Guy Sajer • *The Killer Angels* by Michael Shaara.

Additional reading material may be found from the CSA Reading list, AKO, General Army Links, and the Army University Press.

(3) *Education.* Soldiers should participate in various military training and education opportunities. Distributed Leader Course 1 (DLC 1) is an online/distance learning course introducing Leader Core Competencies. DLC 1 is a prerequisite for the Basic Leader Course (BLC), which is the first level in a series of NCOPDS courses educating enlisted Air and Missile Defenders throughout their career. Completion of both DLC 1 and the BLC are required in order to be promoted from Specialist to Sergeant in accordance with the Army's Select, Train, Educate, Promote (STEP) program. The Army Correspondence Course Program (ACCP) provides excellent educational opportunities that can advance individual educational objectives in continued education, leadership and technical proficiency. Soldiers with GT scores below 100 may limit future assignment opportunities and should seek to improve their scores through the Functional Academic Skills Test (FAST). Soldiers at this level should also expect to conduct Professional Military Education (PME). Self-development options are based on the Soldier's own desire to excel and can be facilitated through garrison education centers or through GoArmyEd (<https://www.GoArmyEd.com>). GoArmyEd gives Soldiers the ability to manage their

educational needs through communication with Education Counselors, manage tuition assistance, or identify and schedule courses, tests or distance learning. College Level Examination Program (CLEP) and Defense Activity Non-Traditional Education Support (DANTES) may provide additional opportunities for college credit for previously acquired knowledge or training; some of these educational programs available through GoArmyEd are available for those Soldiers unable to pursue traditional civilian courses by converting previously acquired knowledge or training into college credit. Civilian education is a critical piece of the self-development program, and Air and Missile Defenders should plan their academic studies around a degree program that will help achieve future personal and professional goals.

(4) *Leadership Boards.* Soldier boards such as Soldier of the Quarter/Year or Best Warrior Competitions broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(5) *Technical Certifications.* Soldiers may also earn civilian credentials for training conducted in the Army, which may transfer to promotion points, collegiate credits, or future career opportunities. A list of technical certifications can be found on the Army Credentialing Opportunities Online (COOL) website at <https://www.cool.army.mil>.

(6) *Professional Communication.* Professional writing and verbal communications skills are critical to a successful career in the Army and are integral to PME success. Soldiers should seek out writing and speaking courses through either military or civilian programs and have a writing assessment completed prior to BLC. Writing programs such as the ones found on Army University Press or local speaking clubs such as Toastmasters are excellent venues to learn, develop and hone your communications skills.

b. Sergeant. The quality and success of a Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Sergeants committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. The Sergeant's career progression relies upon a strong drive to excel in duty performance and Air Defense proficiency in addition to the attainment of additional knowledge, skills, and behaviors (KSBs) related to leadership and MOS competency.

(1) *Doctrine and Resources.* Sergeants should study and master the following military publications: ADP 1, ADRP 1, ADRP 6-22, FM 6-22, FM 7-0, ATP 6-22.1, TC 3-21.5, TC 3-22.9, TC 3-25.26, TC 3-25.150, TC 7-22.7, AR 600-20, AR 632-3, AR 670-1, STP 21-24-SMCT, STP 44-14-SM-TG, NCO 2020, all -10 level technical manuals associated with their equipment, Individual Critical Task Lists (ICTL), and all crew drills associated with their respective equipment and current assignment found through the Central Army Registry. Familiarization and use of online resources and social media sites such as Army Career Tracker (ACT), Fires Knowledge Network (FKN), Center for Army Lessons Learned (CALL), Army Training Network (ATN), S1Net, MilSuite, and Human Resources Command (HRC) are essential for staying up to date on the latest Army and ADA information.

(2) *Professional Reading.* Professional reading is an important element in self-

development and understanding the profession of arms. The NCO Journal with the Army University Press is the official journal for NCO professional development. In addition to the NCO Journal website, the Center for the Army Profession and Leadership (CAPL) provides additional reading lists at:

<https://capl.army.mil/library/suggested-readings.php>. The following books are suggested for self-development at this level:

- *The Story of the Noncommissioned Officer Corps* (USA Center of Military History),
- *Common Sense Training*, by LTG Arthur Collins
- *Small Unit Leadership*, by Dandridge Malone
- *Critical Thinking: Taking Charge of Your Professional and Personal Life*, by Paul Richard and Linda Elder
- *Infantry Attacks* by Erwin Rommel
- *When Bad Things Happen to Good People* by Harold Kushner

(3) *Education*. Sergeants should expect to conduct military training and education from various sources including Professional Military Education (PME). Distributed Leader Course 2 (DLC 2) is an online/distance learning course emphasizing Leader Core Competencies. DLC 2 is a prerequisite for the Advanced Leader Course (ALC), which is the second level in a series of NCOPDS courses educating enlisted Air and Missile Defenders throughout their career. Completion of both DLC 2 and ALC are required in order to be promoted from Sergeant to Staff Sergeant in accordance with the Army's Select, Train, Educate, Promote (STEP) program. High OPTEMPO of some assignments may limit the opportunity for traditional civilian education; however, those Sergeants willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. NCOs should plan their collegiate academic efforts around a degree plan that will help achieve future professional goals.

(4) *Leadership Boards*. NCO boards such as NCO of the Quarter/Year and the Sergeant Audie Murphy or Sergeant Morales Clubs broaden the knowledge base, instill discipline and improve the Sergeant's ability to communicate verbally.

(5) *Technical Certification*. Soldiers may also earn civilian credentials for training conducted in the Army, which may transfer to promotion points or future career opportunities. A list of technical certifications can be found on the Army Credentialing Opportunities Online (COOL) website at <https://www.cool.army.mil>.

(6) *Professional Communication*. Professional writing and verbal communications skills are critical to a successful career in the Army and are integral to PME success. Soldiers should seek out writing and speaking courses through either military or civilian programs and continue professional writing after the completion of BLC. Writing programs such as the ones found on Army University Press' NCO Journal or local speaking clubs such as Toastmasters are excellent venues to learn, develop and hone your communications skills.

(7) *Knowledge, Skills and Behaviors*.

- Sergeants should be the tactical and technical NCO that executes training for individuals, crews, and small teams; should work toward becoming a Subject Matter

Expert (SME) of ADA Doctrine and their systems' capabilities and limitations; develop a keen understanding of Troop Leading Procedures and Army Programs that are available to Soldiers. Sergeants should manage their team's participation in the Army Maintenance Program. They should begin attaining a knowledge of planning, preparing, executing, and assessing individual and crew training. The advancement in competence is continual as referenced by Army Combined Arms Center (CAC) "Competence Continuum."

- They should be knowledgeable of AR 25-50 and demonstrate effective written and oral communication skills, and be aware of various Army writing styles (to include counseling, memorandums, and NCOERs). Developing interpersonal relationship skills at this level will build cohesive teams, and allow them to manage crews and small teams.

- Assertive, Balanced (Work/Life), Committed, Detailed Focused, Enthusiastic, Initiative, Motivating, Proactive, Problem Solving, Resilient

(8) *Reclassification*. If an NCO at this grade transitions into Air Defense Artillery for the first time from another Career Management Field or Branch, they must perform Operational Assignments within their MOS prior to being considered for assignments in broadening opportunities.

c. Staff Sergeant. The quality and success of a Staff Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. This is typically the first level of leadership at which the NCO is responsible for leading other leaders. Staff Sergeants should continue to hone their leadership skills and maintain a high proficiency level in their air defense tasks. The Staff Sergeant's career progression relies upon a strong drive to excel in duty performance and Air Defense proficiency in addition to the attainment of additional knowledge, skills, and behaviors (KSBs) related to leadership and MOS competency.

(1) *Doctrine and Resources*. Staff Sergeants should study and master the previous skill levels' publications and these additional military publications: ADP 1-02, ADP 3-0, ADP 5-0, ADP 6-0, ADP 7-0, ADRP 1-02, ADRP 3-0, ADRP 6-0, ATP 3-01.8, ATP 519, ATP 6-22.5, ATP 6-22.6, DA PAM 623-3, STP 21-24-SMCT, STP 44-14-SM-TG, AR 350-1, AR 750-1, ADA NCO 2025 Development Strategy, all -10 level technical manuals associated with their equipment, Individual Critical Task Lists (ICTL), and all crew drills associated with their respective equipment and current assignment found through the Central Army Registry. Familiarization and use of online resources and social media sites such as Army Career Tracker (ACT), Fires Knowledge Network (FKN), Center for Army Lessons Learned (CALL), Army Training Network (ATN), S1Net, MilSuite, and

Human Resources Command (HRC) are essential for staying up to date on the latest Army and ADA information.

(2) *Professional Reading*. Professional reading is an important element in self-development and understanding the profession of arms. The NCO Journal with the Army University Press is the official journal for NCO professional development. In addition to the NCO Journal website, the Center for the Army Profession and Leadership (CAPL) provides additional reading lists at:

<https://capl.army.mil/library/suggested-readings.php>. The following books are suggested for self-development:

- *The Noncommissioned Officers' Family Guide*, by Mary Gross
- *Leadership and Self-Deception: Getting Out of the Box*, by the Arbinger Institute
- *Leaders Eat Last*, by Simon Sinek
- *War as I Knew It*, by General George Patton
- *Servant Leadership: Journey to the Nature of Legitimate Power & Greatness*, by Robert Greenleaf
- *It Worked for Me: In Life and Leadership*, by General Colin Powell.

(3) *Education*. Staff Sergeants should expect to conduct military training and education from various sources including Professional Military Education (PME). Distributed Leader Course 3 (DLC 3) is an online/distance learning course focusing on Leader Core Competencies. DLC 3 is a prerequisite for the Senior Leader Course (SLC), which is the third level in a series of NCOPDS courses educating enlisted Air and Missile Defenders throughout their career. Completion of both DLC 3 and SLC are required in order to be promoted from Staff Sergeant to Sergeant First Class in accordance with the Army's Select, Train, Educate, Promote (STEP) program. Staff Sergeants at this level should attend the appropriate Master Gunner Course as well. The primary mission of the master gunner is to aid and assist commanders at all echelons in the planning, development, execution, and evaluation of all crew-served weapons related training. Honor Graduate from a Master Gunner Course or NCOPDS course is a clear indicator of potential for further promotion. High OPTEMPO of some assignments may limit the opportunity for traditional civilian education; however, those Staff Sergeants willing to make the required sacrifices should seize the available opportunities. At this stage, Staff Sergeants should seek opportunities to pursue completion of an Associate's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(4) *Leadership Boards*. NCO boards such as NCO of the Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales Clubs broaden the knowledge base, instill discipline, and improve the Staff Sergeant's ability to communicate verbally. Active participation with a club like the Sergeant Audie Murphy Club or Sergeant Morales Club displays a prolonged dedication to excellence.

(5) *Technical Certification*. Staff Sergeants may also earn civilian credentials for training conducted in the Army, which may transfer to promotion points or future career opportunities. A list of technical certifications can be found on the Army Credentialing Opportunities Online (COOL) website at <https://www.cool.army.mil>.

(6) *Professional Communication.* Professional writing and verbal communications skills are critical to a successful career in the Army and are integral to PME success. Staff Sergeants should seek out writing and speaking courses through either military or civilian programs and continue professional writing after the completion of ALC. Writing programs such as the ones found on Army University Press' NCO Journal or local speaking clubs such as Toastmasters are excellent venues to learn, develop and hone your communications skills.

(7) *Knowledge, Skills and Behaviors.*

- Staff Sergeants should be the tactical and technical NCO that develops training for individuals, crews, and small teams; attend and complete the Master Gunner Course to become a SME of ADA Doctrine and their systems' capabilities and limitations; be proficient in Troop Leading Procedures and Army Programs that are available to Soldiers. Because of their experience operating systems and understanding the Army Maintenance Program, Staff Sergeants are the maintenance supervisors in their Platoon.

- Effective trainers, Exceptional written and oral communication skills to provide professional counsel and direction. Developing interpersonal relationship skills at this level will build cohesive teams and allow them to manage a squad-sized element, Staff Sergeant's ability to multi-task and think analytically allows them to plan, prepare, execute, and assess crew drills and battle drills.

- Assertive, Balanced (Work/Life), Committed, Detailed Focused, Coach/Mentor, Stress Tolerant, Motivating, Proactive, Problem Solving, Resilient.

(8) *Reclassification.* If an NCO at this grade transitions into Air Defense Artillery for the first time from another Career Management Field or Branch, they must perform Operational Assignments within their MOS prior to being considered for assignments in broadening opportunities.

d. Sergeants First Class. As NCOs become more senior in rank, self-motivated development becomes more important. The Sergeant First Class will become evaluated less on their individual accomplishments and more on building a productive Air Defense organization that can achieve mission success. Activities like professional reading or college courses help Senior NCOs develop organizational leadership skills needed to coach, teach and mentor Soldiers. This is typically the first level of leadership at which the NCO is responsible for developing organizations (platoons/sections). The Sergeants First Class career progression relies upon a strong drive to excel in duty performance and Air Defense proficiency in addition to the attainment of additional knowledge, skills, and behaviors (KSBs) related to leadership and MOS competency.

(1) *Doctrine and Resources.* NCOs at this level should study and master all previous skill levels' doctrine as well as these additional military publications: ADP 3-09, ADP 5-0, ADP 6-0, ADRP 5-0, ATP 3-01.7, ATP 3-01.50, ATP 3-01.94, FM 3-0, FM 3-01, FM 6-0, AR 601-280, DA PAM 611-21, STP 44-14-SM-TG, ADA NCO 2025 Development Strategy, all -10 level technical manuals associated with their equipment; Individual Critical Task Lists (ICTL) and all crew drills associated with

their respective equipment. Use of online resources and social media sites such as Army Career Tracker (ACT), Fires Knowledge Network (FKN), Center for Army Lessons Learned (CALL), Army Training Network (ATN), S1Net, MilSuite, and Human Resources Command (HRC) are essential for staying up to date on the latest Army and ADA information. NCOs at this level should be proficient in Unit Training Management (UTM) and intimately familiar with UTM resources such as ADP 7-0, the Army Training Network (ATN), Digital Training Management System (DTMS), and the Combined Arms Training Strategy (CATS) Development Tool.

(2) *Professional Reading*. Professional reading is an important element in self-development and understanding the profession of arms. The NCO Journal with the Army University Press is the official journal for NCO professional development. In addition to the NCO Journal website, the Center for the Army Profession and Leadership (CAPL) provides additional reading lists at:

<https://capl.army.mil/library/suggested-readings.php>. The following books are suggested for self-development:

- *Combat Leader's Field Guide*
- *Roots of Strategy*, by BG Thomas Phillips
- *Small Unit Administration, Manual or ADP Systems*
- *Mentor Leader: Secrets to Building People and Teams that Win Consistently*, by Tony Dungy
- *The Talent Code: Greatness isn't born, it's grown*, by Daniel Coyle
- *Start With Why*, by Simon Sinek
- *Grey Eminence: Fox Coner and the Art of Mentorship*, by Edward Cox
- *Spark: The Revolutionary New Science of Exercise and the Brain*, by John Ratey
- *Leading Change*, by John Kotter
- *Streetlights and Shadows: Searching for the Keys to Adaptive Decision Making*, by Gary Klein.

(3) *Education*. Sergeants First Class should expect to conduct military training and education from various sources including Professional Military Education (PME). Distributed Leader Course 4 (DLC 4) is an online/distance learning course detailing Leader Core Competencies. DLC 4 is a prerequisite for the Master Leader Course (MLC), which is the fourth level in a series of NCOPDS courses educating enlisted Air and Missile Defenders throughout their career. Completion of both DLC 4 and MLC are required in order to be promoted from Sergeants First Class to Master Sergeant in accordance with the Army's Select, Train, Educate, Promote (STEP) program. Sergeants First Class at this level should attend the appropriate Master Gunner Course as well. Honor Graduate from a Master Gunner Course or NCOPDS course is a clear indicator of potential for further promotion. Ideally, a Sergeant First Class should complete an Associate's degree by 12 years and continue studies towards attaining a Bachelor's degree. High OPTEMPO of some assignments may limit the opportunity for civilian education. However, those Sergeants First Class willing to make the required sacrifices should seize the available opportunities. Academic subjects such as organizational behavior, personnel management, time

management, operations, and battle staff functions should be emphasized as essential to a Sergeant First Class.

(4) *Technical Certification.* Sergeants First Class may also earn civilian credentials for training conducted in the Army, which may transfer to promotion points or future career opportunities. A list of technical certifications can be found on the Army Credentialing Opportunities Online (COOL) website at <https://www.cool.army.mil>.

(5) *Professional Communication.* Professional writing and verbal communications skills are critical to a successful career in the Army and are integral to PME success. Sergeants First Class should seek out writing and speaking courses through either military or civilian programs and continue professional writing after the completion of SLC. Writing programs such as the ones found on Army University Press' NCO Journal or local speaking clubs such as Toastmasters are excellent venues to learn, develop and hone your communications skills.

(6) *Knowledge, Skills and Behaviors.*

- Sergeants First Class are the epitome of professional excellence in all facets of their MOS, including training, equipment, and operations; should have completed a Master Gunner Course and serve as a Platoon Sergeant and/or Systems Manager (Early Warning/Battle System); must possess the knowledge to create an effective training and operating environment; know Army programs and Doctrine in order to advise and mentor Platoon Leaders and Junior NCOs to develop their competence, character, and commitment; execute Mission Command with the foresight and planning abilities to remain operationally agile and adaptive through unexpected changes; maintain disciplined initiative to manage multiple simultaneous operations and priorities.

- They should be committed to their formations and subordinates achieving high goals by enforcing high standards; they should continue developing leadership skills and have the practical knowledge and ambition to apply effective leadership. A focus on attention to detail and their ability to inspire others to achieve excellence are both imperative to being successful as a Sergeant First Class. Platoon Sergeants and System Managers need exceptional project-management skills, a strong application of the Army Maintenance Program, mastered their training skills, and excellent written and oral communication skills to provide professional counsel and direction in each of these areas.

- Confident, Decisive, Proactive, Committed, Enthusiastic, Detailed Focused, Motivating, Inspiring, Collaborative, Resilient, Balanced (Work/Life), Ethical/Moral, Initiative, Critically Thinking, Problem Solving

(7) *Reclassification.* If an NCO at this grade transitions into Air Defense Artillery for the first time from another Career Management Field or Branch, they must perform Operational Assignments within their MOS prior to being considered for assignments in broadening opportunities.

e. Master Sergeant/First Sergeant. Air and Missile Defense Master Sergeants /

First Sergeants should focus on coaching and mentoring a battery and remain committed to excellence in their organizations by developing subordinates to be proficient in their duties. Limited assignment authorizations and competitive promotion to the SGM level dictate that Master Sergeants maintain the highest proficiency levels through the operational, institutional, and self-development domains. The Master Sergeant's career progression relies upon a strong drive to excel in duty performance and Air Defense proficiency in addition to the attainment of additional knowledge, skills, and behaviors (KSBs) related to leadership and MOS competency.

(1) *Doctrine and Resources.* Master Sergeants/First Sergeants should study and master all previous skill level doctrine as well as these military publications: JP 3-0, JP 3-01, ADRP 3-09, ATP 2-01.3, ATP 3-01.16, ATP 3-90.90, FM 3-14, FM 3-27, FM 7-0, AR 5-22, AR 220-1, AR 600-20, AR 840-10, ADA NCO 2025 Development Strategy, all

10 level technical manuals associated with their equipment, Individual Critical Task Lists (ICTL) and battle drills associated with their respective equipment and current assignment. Use of online resources and social media sites such as Army Career Tracker (ACT), Fires Knowledge Network (FKN), Center for Army Lessons Learned (CALL), Army Training Network (ATN), S1Net, MilSuite, and Human Resources Command (HRC) are essential for staying up to date on the latest Army and ADA information. NCOs at this level should be proficient in Unit Training Management (UTM) and intimately familiar with UTM resources such as ADP 7-0, the Army Training Network (ATN), Digital Training Management System (DTMS), and the Combined Arms Training Strategy (CATS) Development Tool.

(2) *Professional Reading.* Professional reading is an important element in self-development and understanding the profession of arms. The NCO Journal with the Army University Press is the official journal for NCO professional development. In addition to the NCO Journal website, the Center for the Army Profession and Leadership (CAPL) provides additional reading lists at:

<https://capl.army.mil/library/suggested-readings.php>.

(3) *Education.* Master Sergeants should pursue military training and education from various sources that will enhance their understanding of how the Army operates in order to influence and improve Army systems and contribute to the success of their organizations. This includes the completion of Professional Military Education (PME), and Distributed Leader Course 5 (DLC 5) is an online/distance learning course detailing Leader Core Competencies. DLC 5 is a prerequisite for the Sergeants Major Academy (USASMA), which is the fifth level in a series of NCOPDS courses educating enlisted Air and Missile Defenders throughout their career. Completion of an Associate's degree by Master Sergeants and First Sergeants is a reasonable expectation and pursuit of a Bachelor's degree encouraged. Master Sergeants and First Sergeants should also continue to exploit other distributed learning programs and broaden their focus to include functional training.

(4) *Professional Communication.* Professional writing and verbal communications skills are critical to a successful career in the Army and are integral

to PME success. Master Sergeants should seek out writing and speaking courses through either military or civilian programs and continue professional writing after the completion of MLC. Writing programs such as the ones found on Army University Press' NCO Journal or local speaking clubs such as Toastmasters are excellent venues to expand your communications skills.

(5) *Knowledge, Skills and Behaviors.*

- Master Sergeants/First Sergeants are senior enlisted leaders within their formations. They must be knowledgeable in coaching and mentoring a battery and remaining committed to excellence in their organizations by developing subordinates to be proficient in their duties. These Senior NCOs must understand unit readiness, administrative resources, health and welfare, training management, and Soldier development; must possess the knowledge to create a climate conducive to effective training and operating that promotes mutual trust and shared responsibility; maintain disciplined initiative to manage multiple simultaneous operations and priorities.

- They are responsible for maintaining and enforcing standards, ensuring training objectives are met, developing the Soldiers in the unit, all administrative functions, and ensuring the health, welfare, and morale of the unit and their Families. The First Sergeant serves as a coordinator for training and resources, as well as the lead integrator with outside organizations and entities; they are the standard bearer for their organization and serve as a role model for all Soldiers, NCOs and Officers.

- Assertive, Confident, Decisive, Proactive, Committed, Enthusiastic, Motivating, Inspiring, Detailed Focused, Critically Thinking, Problem Solving, Initiative

f. Sergeants Major/Command Sergeants Major. The Sergeants Major/Command Sergeants Major is the subject matter expert and senior enlisted leader for the Air and Missile Defense organization. Senior NCOs at this level should be proficient in organizational leadership and develop skills that enhance strategic leadership through professional development at the battalion/brigade/division levels. The academic goals of the Sergeants Major/Command Sergeants Major should center on completion of a Bachelor's degree and efforts toward a Masters' degree in their chosen discipline. Activities like professional reading or college courses help the Senior NCO 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 Sergeant Major/Command Sergeants Major will often represent the command or Army at various civic functions. The Sergeants Major/Command Sergeants Major should be the foremost enlisted expert on professional writing and communications skills within their formations and develop subordinates' professional communications abilities. SGMs/CSMs should ensure and enforce enrollment in and active participation with the Army Career Tracker (ACT) as a tool to mentor and guide career progression for both themselves and their subordinates.

Chapter 4: Reserve Component

The integrated use of the Reserve Component (RC), US Army Reserve (USAR), and Army National Guard (ARNG) is essential to the successful accomplishment of largescale military operations that represent a large portion of the structure and capability of each service. ARNG contributions cover the entire spectrum of types of forces, including combat, Combat Support (CS), Combat Service Support (CSS) and general supporting forces. Hence, ARNG Soldiers must possess the same qualifications and capabilities as RA Soldiers due to the necessary augmentation of forces that often occurs in times of war or conflict. The quality and quantity of training that ARNG ADA Soldiers receive, and the duty assignments for career progression, are the same as their RA counterparts. ARNG Soldiers serving in ADA units have a Noncommissioned Officer Professional Development System (NCOPDS) that satisfies the professional development and functional area requirements for all components. Today, ARNG Soldiers are performing a vital role in Overseas Contingency Operations as well as our nation's Homeland Defense. ARNG Soldiers are serving in GMD units that operate in concert with the Air Force and Navy as part of our nation's emerging integrated Ballistic Missile Defense System, protecting our nation from accidental or intentional limited ballistic missile attacks. ARNG Soldiers also serve in IFPC (Avenger and C-RAM) batteries, defending friendly forces and mission essential areas from rocket, artillery, and mortar attacks. ARNG Soldiers continue to serve as Citizen Soldiers under the direction of the state government, providing immediate community support and aid to thousands of affected people during natural disasters man-made crisis.

Chapter 5: Professional Development Model

The Professional Development Model (PDM) and Career Guide is one of the Soldier's best resources to achieving effective goals to develop a productive career. PDMs can be accessed through the Army Career Tracker (ACT) website at: <https://actnow.army.mil>. Under the "Plan" tab after logging in, the PDM can be selected to navigate various assignments and recommendations. A Printable Career Map for all CMF 14 MOSs can also be used to develop Soldiers. Complementing the PDM and Career Maps on the ACT website are Individual Development Plans (IDPs), Career PathBuilders, and Goal Management resources.

Chapter 6: MOS 14E Patriot Fire Control Enhanced Operator/Maintainer

a. Major duties (14E). The Patriot Fire Control Enhanced Operator/Maintainer supervises or serves in an ADA unit as a member of an Air Defense activity engaged in operations or intelligence functions. Patriot Fire Control Enhanced Operator/Maintainers are responsible for system emplacement, initialization, and operator/organizational level system maintenance of the Patriot Fire Control Section (FCS), Fire Distribution Center (FDC), and associated equipment. Duties also include Battle Damage Assessment Repair (BDAR), near-real-time status reporting, report

generation, and system deployment. Recent Patriot Advanced Capabilities-3 (PAC-3) upgrades incorporate significant enhancements to the radar station (RS), engagement control station (ECS), and PAC-3 missile, which uses hit-to-kill technology for greater lethality against tactical ballistic missiles (TBMs) armed with weapons of mass destruction. Patriot Fire Control Enhanced Operator/Maintainers also evaluate target data and identify and engage targets, often operating in a joint and multinational environment to provide AMD protection from theater ballistic missiles and a host of other air and missile threats. MOS14E Patriot Fire Control Enhanced Operator/Maintainer is currently supporting the Terminal High-Altitude Area Defense (THAAD) System.

(1) *Prerequisites.* See DA Pam 611–21, HRC Smart book, for requirements to initially award MOS 14E. The waiver authority for MOS 14E prerequisites is the Office of the Chief of ADA (OCADA), Personnel Proponent Division (PPD) at phone (580) 558-0482.

(2) *Goals for Development and Lifelong Learning Strategy.* See Chapter 3.

b. Private-Specialist/Corporal (14E10). Soldiers at this level should be able to perform Preparing for Movement and Emplacement (PM&E) of the Fire Control Station (FCS), Fire Direction Control (FDC), and associated equipment; initialize and operate the Information and Coordination Central (ICC), Engagement Control Station (ECS), radar set, Identification Friend or Foe (IFF) Interrogator, Antenna Mast Group (AMG), remotely located Communications Relay Group (CRG), and the Electric Power Plant (EPP); performs organizational level system maintenance and PMCS on FCS and FDC equipment; evaluates target data and identifies and engages targets; performs operations and intelligence duties, operates/performs PMCS on Patriot system prime movers and power units, establishes, and maintains radio and wire communications. 14Es at this level Soldiers should become familiar with MOS Crew Drills obtained from the Central Army Registry, the Individual Critical Task List (ICTL) for 14E10, and the Soldier's Manual and Trainer's Guide STP 44-14E14-SM-TG. Soldiers will continue to master the Skill Level 1 Warrior Tasks and Battle Drills.

(1) *Career Developmental Experience.* Soldiers will serve 24 months on a certified crew prior to being placed in a non-crew roster position.

(2) *Operational Experience.* Soldiers' initial focus should be on building a strong foundation of technical and tactical knowledge in basic MOS skills. Positions that support these goals are Engagement Controller, Patriot Fire Control Enhanced Operator, Radar Operator/Maintainer Crewmember, Support Team Crewmember, and Vehicle Driver/Gunner. Soldiers should seek responsibility and opportunities to enhance their leadership skills and competence, thereby improving their potential for positions of increased responsibility. MOS 14E Soldiers can serve in an Air Defense Artillery Fire Control Officer (ADAFCO) Section, Force Protection Section, Fire Control Section, Current Operations Section, System Support Section, and/or Radar Section.

(3) *Broadening Experience.* Broadening opportunities for MOS 14E10 includes ADAFCO and AMD Test Detachment.

(4) *Institutional Training.* Institutional training for MOS 14E Soldiers at this level consists of Basic Leader Course (BLC), and the THAAD Launcher Operator/Maintainer functional course; which is required for those Soldiers assigned to a THAAD unit. For additional information on Institutional Training, refer to Chapter 3. Graduating from an NCOPDS course with Honors is one of many ways to identify oneself as possessing potential for further promotion.

(5) *Self-development.* Developing the individual traits required to complete the DLC1 requires a level of personal commitment and sacrifice that sets an MOS 14E Soldier, above their peers. DLC 1 is a prerequisite for attendance to BLC. For additional information on self-development, refer to Chapter 3.

(6) *Additional Training.* Additional training is considered functional training that enhances the MOS and unit capabilities. The following course is considered MOS enhancing: AN/TPY-2 Sensor Manager Qualification Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

c. Sergeant (14E20). MOS 14E Sergeants should have mastered the preceding level of skill; and function as a Team Leader, Radar Operator/Maintainer Shift Leader, and Engagement Control Shift Leader. During this career stage, NCOs should focus on developing supervisory skills, enhancing technical and tactical MOS knowledge, and mastering Skill Level 2 Warrior Tasks and Battle Drills. Sergeants are also responsible for developing the technical and tactical skills of their individual Soldiers and training their teams to proficiency. 14Es at this level should begin training subordinates on MOS 14E Crew Drills obtained from the Central Army Registry, understand the Individual Critical Task List (ICTL) for 14E20, and the Soldier's Manual and Trainer's Guide STP 44-14E14-SM-TG; all these MOS critical references can be obtained through the Army Career Tracker (ACT) website within the 14E Community page.

(1) *Career Developmental Assignments.* A Sergeants career developmental assignments are Team Leader and Engagement Control Shift Leader. Sergeants must serve at least 18 months in these assignments to build the KSBs (ref. Ch. 3) required to be successful at the next skill level; this may consist of more than one assignment.

(2) *Operational Assignments.* Assignments that support a 14E Sergeant's development are Team Leader, Radar Operator/Maintainer Shift Leader, and Engagement Control Shift Leader. MOS 14E Sergeants can serve in an Air Defense Artillery Fire Control Officer (ADAFCO) Section, Air and Missile Defense (AMD) Test Division, Force Protection Section, Fire Control Section, Current Operations Section, System Support Section, Radar Section and/or Training Devices Section at echelons up to Brigade. Sergeants should serve on a certified crew prior to being assigned to positions outside of a Battery Fire Control Platoon, such as Systems Maintenance NCO, Orderly Room, permanent unit armorer, Battalion/Battery Headquarters staff, Command Driver, S3, etc.

(3) *Broadening Assignments.* Not applicable at this level.

(4) *Institutional Training.* Institutional training for MOS 14E Sergeants consists of

attending Advanced Leaders Course (ALC) and the THAAD Fire Control/Communications Course (TFCC) functional course, which is for those Soldiers being assigned to a THAAD unit. For additional information on Institutional Training, refer to Chapter 3.

(5) *Self-development.* Developing the individual traits required to complete the DLC 2 requires a level of personal commitment and sacrifice that sets an MOS 14E Sergeant above their peers. DLC 2 is a requirement to attend ALC, and must be completed prior to becoming eligible in the primary zone for promotion to Staff Sergeant. For additional information on self-development, refer to Chapter 3. Sergeants at this level should have explored secondary education options and began working towards collegiate credits. Ample opportunities exist for Soldiers to participate in various correspondence courses or credentialing opportunities to accomplish individual educational objectives.

(6) *Additional Training.* In addition to the individual skill courses listed for PVT through SPC/CPL, MOS 14E Sergeants will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Patriot Master Gunner Course and Army Recruiter Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

d. Staff Sergeant (14E30). MOS 14E Staff Sergeants should have already mastered the preceding levels of skill and function as an Assistant Operations Sergeant, Section Leader, Senior Engagement Controller, Engagement Control Team Leader, Fire Coordination Shift Leader, Operations Sergeant, S3 NCO, and/or Senior Engagement Controller. During this career stage NCOs should focus on developing supervisory skills, enhancing technical and tactical MOS knowledge, and mastering Skill Level 3 warrior tasks and drills. The quality and success of a Staff Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. This is typically the first level of leadership at which the NCO is responsible for leading other leaders. Staff Sergeants should continue to hone their leadership skills and maintain a high proficiency level in their air defense tasks.

(1) *Career Developmental Assignments.* **Rated time spent serving in CD positions for the next higher grade counts towards CURRENT grade and NEXT higher grade CD completion.** At a minimum, career developmental time for the Staff Sergeant level is completed when at least 24 months is served as a Section Leader and/or Engagement Control Team Leader, in order to build the KSBs (ref Ch. 3) required to be successful at the next skill level; This may consist of more than one assignment. Upon completion of CD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility.

(2) *Operational Assignments.* Assignments that support a 14E Staff Sergeant's development are: Assistant Operations Sergeant, Engagement Control Team Leader, Fire Coordination Shift Leader, Section Leader, Senior Engagement Controller, Operations Sergeant and S3 NCO. The focus during this phase of a career must be on continued development and refinement of the NCO's direct level

leadership and MOS technical and tactical expertise. MOS 14E Staff Sergeants can serve in an Air Defense Artillery Fire Control Officer (ADAFCO) Element, Air and Missile Defense (AMD) Test Division, ADA MOS Division, Current Operations Section, DPICC Team, Fire Control Section, Training Devices and/or Radar Section at echelons up to the Army Air and Missile Defense Command (AAMDC).

(3) *Broadening Assignments.* Broadening assignments for MOS 14E Staff Sergeants include Drill Sergeant, NCOPDS Small Group Leader, AIT / THAAD Instructor, Technical Assistance Field Team (TAFT) NCO, AMD Test Detachment and Recruiter. Staff Sergeants should seek to serve in a broadening assignment for a minimum 24 months to build the necessary knowledge, skills, and behaviors required at the next level.

(4) *Institutional Training.* Institutional training for MOS 14E Staff Sergeants consists of attending the Senior Leaders Course (SLC) and the THAAD Operator/Maintainer functional course, which is required for those Soldiers being assigned to a THAAD unit. The Patriot Master Gunner (PMG) course is available for NCOs with the highest tactical abilities that will assist in a unit's training, planning, and employment of the Patriot weapon system and positively influence a 14E NCO's career development. Honor Graduate from a Master Gunner Course or NCOPDS course is one of many ways to indicate potential for further promotion. For additional information on Institutional Training, refer to Chapter 3.

(5) *Self-development.* Developing the individual traits required to complete the DLC3 requires a level of personal commitment and sacrifice that sets an MOS 14E Staff Sergeant above their peers. DLC 3 is a requirement to attend SLC, and must be completed prior to becoming eligible in the primary zone for promotion to Sergeant First Class. For additional information on self-development, refer to Chapter 3. CMF 14 Staff Sergeants should seek opportunities to pursue completion of an Associate's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(6) *Additional Training.* In addition to the individual skill courses listed for PVT through SGT, MOS 14E Staff Sergeants will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Patriot Master Gunner Course, Common Faculty Development- Instructor Course (CFDP-IC)/ formally Army Basic Instructor Course (ABIC), Army Recruiter Course and Drill Sergeant Course. For listing of all official training refer to DAPAM 61121 (Table 12-1/12-2).

e. Sergeant First Class (14E40). MOS 14E Sergeants First Class should have mastered the preceding levels of skill and serve as an ADA Training Coordinator, Fire Direction Chief, Platoon Sergeant (PSG), Engagement Control NCOIC, GMD Certification and Evaluation Team NCOIC, GMD Crew Evaluator, and/or Operations Sergeant. MOS 14E Sergeants First Class can serve in an Air Defense Artillery Fire Control Officer (ADAFCO) Section, Air and Missile Defense (AMD) Test Division, Certification and Evaluation Division, Fire Direction Center Platoon Headquarters, Current Operations (CUOPS) Section, Future Operations (FUOPS) Section, Plans

Section, Radar Platoon Headquarters, and/or Sensor Platoon Headquarters at echelons up to the Army Air and Missile Defense Command (AAMDC). As NCOs become more senior in rank, self-motivated development becomes more important. Sergeants First Class are evaluated less on their individual accomplishments and more on building productive Air Defense organizations that can achieve mission success. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Leaders. This is typically the first level of leadership at which the NCO is responsible for developing organizations (platoons/sections). During this career stage NCOs should focus on the mastering of technical and tactical MOS knowledge, supervisory skills, and Skill Level 4 Warrior Tasks and Drills. The quality and success of a Sergeants First Class's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Sergeants First Class who are committed to achieving high goals should master leadership skills and have the practical knowledge and ambition to put them to good use. This is typically the first level of leadership at which the NCO is directly responsible for a unit's success. Sergeants First Class should continue to hone their leadership skills and maintain a high proficiency level in their Air Defense tasks.

(1) *Career Developmental Assignments.* **Rated time spent serving in CD positions for the next higher grade counts towards CURRENT grade and NEXT higher grade CD completion.** At a minimum, career developmental time for the Sergeant First Class level is completed when at least 24 months is served as a Platoon Sergeant or Fire Direction Chief, in order to build the KSBs (ref Ch. 3) required to be successful at the next skill level; This may consist of more than one assignment. Upon completion of CD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Sergeants First Class can serve in Patriot or THAAD units in which both require appropriate Additional Skill Identifiers. NCOs must complete Patriot Master Gunner (T4) or THAAD Fire Control Communications (TFCC) course (ASI 7A) respectively. Patriot PSG positions are coded as Master Gunner authorizations; to be considered fully eligible to be a PSG in a Patriot unit, Sergeants First Class must complete PMG course and obtained the ASIT4 if serving in a Patriot unit; opportunities for promotion to MSG are limited without the ASI T4. THAAD PSG positions are coded as a TFCC (ASI 7A) authorization; to be considered fully eligible to a PSG in a THAAD unit, Sergeants First Class must complete the TFCC course and obtained the ASI 7A; opportunities for promotion to MSG are limited without the ASI 7A.

(2) *Operational Assignments.* Assignments that support a 14E Sergeant First Class's development are Platoon Sergeant, Fire Direction Chief, ADA Training Coordinator and Research, Development Test and Evaluation (RDTE) NCO. 14E Sergeants First Class should be intimately familiar with all Crew Rostered positions and demonstrate a mastery in training and development of subordinate personnel on every crew. During this career stage, NCOs should focus on building organizational management skills, continuing to enhance technical and tactical MOS-related skills. Sergeants First Class are also responsible for developing the leadership skills of junior NCOs and Officers, as well as training teams, sections, and platoons.

(3) *Broadening Assignments.* Broadening assignments for MOS 14E Sergeants First Class include the Senior Career Advisor (OCADA), Talent Management NCO (HRC), West Point Training Advisor/Tactical NCO; Senior Drill Sergeant; NCOPDS Senior Small Group Leader; Drill Sergeant; Patriot Master Gunner/ Instructor; Technical Assistance Field Team (TAFT) NCO; NCOPDS Small Group Leader; DOTD Training Developer; CDID Staff NCO; ROTC Military Science Instructor; Research, Development, Test & Evaluation (RDTE) NCO; Recruiter; CTC Observer/Controller; Assistant IG; Sexual Assault Response Coordinator (SARC) and Equal Opportunity Advisor (EOA).

(4) *Institutional Training.* Institutional training for MOS 14E Sergeants First Class consists of attending the Master Leaders Course (MLC) and THAAD Operator/Maintainer functional course, which is required for those Soldiers being assigned to a THAAD unit. The Patriot Master Gunner (PMG) course is available for NCOs with the highest tactical abilities that will assist in a unit's training, planning, and deployment of the Patriot weapon system. To demonstrate tactical and technical expertise, Sergeants First Class who have not completed PMG should consider doing so in order to demonstrate a mastery of the Patriot weapon system being attained by junior Sergeants and Staff Sergeants who graduate PMG. Honor Graduate from a Master Gunner Course or NCOPDS course is one of many ways to indicate potential for further promotion.

(5) *Self-development.* Developing the individual traits required to complete the DLC4 requires a level of personal commitment and sacrifice that sets an MOS 14E Sergeants First Class above their peers. DLC 4 is a requirement to attend MLC, and must be completed prior to becoming eligible in the primary zone for promotion to Master Sergeant. For additional information on self-development, refer to Chapter 3. CMF 14 Sergeants First Class should complete an Associate's Degree and begin seeking opportunities to pursue a Bachelor's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(6) *Additional Training.* In addition to the individual skill courses listed for PVT through SSG, MOS 14E Sergeants First Class will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Patriot Master Gunner Course, Common Faculty Development Instructor Course (CFDP-IC)/ formally ABIC, Army Recruiter Course and Drill Sergeant Course and Equal Opportunity Advisors (EOA) Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

Note. MOS 14E is a feeder MOS for the Warrant Officer Cohort as a 140L: Air and Missile Defense Systems Support Technician or 140K: Air and Missile defense Systems Tactician, normally targeted at the SGT-SSG level. If interested visit https://recruiting.army.mil/ISO/AWOR/ARMY_FEEDER/

Chapter 7: MOS 14G Air Defense Battle Management Systems Operator

a. Major duties (14G). The Battle Management Systems Operator supervises or serves in an Army Service Component Command (ASCC), Army Air and Missile Defense Command (AAMDC), ADA Brigade and ADA Maneuver Battalion G3/S3 (M-SHORAD). In the Indirect Fire Protection Capability (IFPC) configuration (C-RAM and/or Iron Dome), 14Gs manage and operate battle command systems in the Engagement Operations Cell (EOC) and provide Early Warning in the Sensor Section. They also serve in the Air Defense Airspace Management (ADAM) cell in conjunction with a Brigade Aviation Element (BAE) at echelons up to a Joint Forces Command (JFC) Headquarters. Duties include being an Air/Ground integrator/manager responsible for planning, coordinating, and establishing connectivity with Joint, Interagency, Intergovernmental, and Multinational (JIIM) sensors and command, control, communications, computers, and intelligence (C4I)/controller networks and airspace users; providing situational awareness (SA) of airspace and early warning; conducting current and future operations planning and execution of airspace management requirements for the supported echelon; and conducting Air and Missile Defense (AMD) and Aviation planning and coordination to determine AMD and Aviation requirements across unified land operations. Responsible for ADAM Cell equipment prepare for movement, and emplacement, initialization, operation/supervision and operator/organizational level system maintenance (limited to the ability to detect improper equipment operation or malfunction by use of the senses, embedded diagnostic aids; e.g. BIT/ Built-in Test Equipment (BITE) and/or on-board test equipment, Test Measurement and Diagnostic Equipment (TMDE), technical references, technical inspections, adjustments, removal and replacement of battery replaceable units/line replaceable units (BRUs/LRUs), and other tasks authorized in the maintenance allocation chart (MAC) and preventive maintenance checks and services (PMCS) required to sustain or return the ADAM Cell to its operational readiness condition. Soldiers with MOS 14G also provide Early Warning capabilities via the Sentinel Radar for echelons up to Division.

(1) *Prerequisites.* See DA Pam 611–21, HRC Smart book, for requirements to initially award MOS 14G. The waiver authority for MOS 14G prerequisites is the Office of the Chief of ADA (OCADA), Personnel Proponent Division (PPD) at phone (580) 442-9173.

(2) *Goals for development and Lifelong Learning.* See Chapter 3.

b. Private–Specialist/Corporal (14G10). Soldiers at this level should perform prepare for movement, emplacement, initialization, operation/supervision and operator/organizational level system maintenance and PMCS on the Sentinel Radar and ADAM Cell equipment including the Air and Missile Defense Workstation (AMDWS), the Air Defense Systems Integrator (ADSI), the Tactical Airspace Integration System (TAIS), and the Forward Area Air Defense – Engagement Operations (FAAD-EO) Workstation, Global Command and Control System – Army/Joint (GCCS-A/GCCS-J), as well as operating the Sentinel Radar; evaluates

tactical electronic intelligence data for force/engagement operations in JIIM networks; performs operations and intelligence duties, monitors SA of the airspace and provides early warning, conducts planning and execution of airspace management requirements for the supported echelon, and operates/performs operator PMCS on vehicles/system prime power units; performs data connectivity between Air Defense communications equipment, Tri-Services Tactical Communications (TRITAC) network, Mobile Subscriber Equipment (MSE), and Link-11/Link-16 with Army, Air Force, Navy, Marine Corps and Multi-National partners; performs on-line/off-line Common Hardware Systems (CHS) software diagnostics and fault isolation programs; emplaces, initializes, operates and prepares for movement local area networks (LAN), wide area networks (WAN), and remote video displays. 14Gs at this level should become familiar with MOS Crew Drills obtained from the Central Army Registry, the Individual Critical Task List (ICTL) for 14G10, and the Soldier's Manual and Trainer's Guide STP 44-14J14-SM-TG. Soldiers will continue to master the Skill Level 1 Warrior Tasks and Battle Drills.

(1) *Career Developmental Experience.* Soldiers must serve at least 24 months on a certified crew prior to being placed in a non-crew roster position.

(2) *Operational Experience.* Soldiers' initial focus should be on building a strong foundation of technical and tactical knowledge in basic MOS skills. Positions that support development at this stage include Battle System Operator, Operations Assistant, and Vehicle Driver. Soldiers should seek responsibility and opportunities to enhance their leadership skills and competence, thereby improving their potential for positions of increased responsibility. MOS 14G Soldiers can serve in an Air Defense Tactical Operation Cell, Air Defense Artillery Fire Control Officer (ADAFCO) Element, Air Defense Airspace Management/Brigade Aviation Element (ADAM/BAE) Section, Air and Missile Defense Section, Attack Operations Cell, Battery Headquarters, Command Group Section, Coordination Teams, Command Post/Integrated Fires Control Section, IFPC EOC, Iron Dome, C-RAM, M-SHORAD, Current Operations – S3/G3 Section, and/or Sensor Section at echelons up to a JFC Headquarters. Soldiers at this level should be certified on a Crew Roster and participate within a Sentinel Section or ADAM BAE cell. Soldiers can serve on multiple crews and should consider cross-training on additional crews if possible.

(3) *Broadening Experience.* AMD Test Detachment

(4) *Institutional Training.* Institutional training for MOS 14G Soldiers at this level consists of Basic Leader Course (BLC), and the ADAM/BAE functional course, which is suggested for those Soldiers assigned to an ADAM/BAE cell within a maneuver unit. For additional information on Institutional Training, refer to Chapter 3. Graduating from an NCOPDS course with Honors is one of many ways to identify oneself as possessing potential for further promotion.

(5) *Self-development.* Developing the individual traits required to complete the DLC1 requires a level of personal commitment and sacrifice that sets an MOS 14G Soldier above their peers. DLC 1 is a prerequisite for attendance to BLC. For additional information on self-development, refer to Chapter 3.

(6) *Additional Training.* Additional training is considered functional training that enhances the MOS and unit capabilities. The following course(s) are considered

MOS enhancing courses for MOS 14G Soldiers: ADAM/BAE Cell Air-Ground Integration Course, Link-16 Basics Course, Link-16 Joint Interoperability Course, and Introduction to Multi-Tactical Data Link (TDL) Network (MTN) Operation Course, Multi-TDL Advanced Interoperability Course (MAJIC), and USMTF-Automated Message Preparation Course (USMTF-AUTO).

c. Sergeant (14G20). MOS 14G Sergeants should have mastered the preceding level of skill; supervise and provide technical guidance to subordinate Soldiers. During this career stage NCOs should focus on enhancing supervisory skills, technical and tactical MOS knowledge, and mastering Skill Level 2 Warrior Tasks and Drills. Sergeants are also responsible for developing the technical and tactical skills of their individual Soldiers and training their teams to proficiency. 14Gs at this level train subordinates on MOS 14G Crew Drills obtained from the Central Army Registry and understand the Individual Critical Task List (ICTL) for 14G20 and the Soldier's Manual and Trainer's Guide STP 44-14J14-SM-TG; all these MOS critical references can be obtained through the Army Career Tracker (ACT) website within the 14G Community page.

(1) *Career Developmental Assignments.* A Sergeant's career developmental assignment is Team Leader. Sergeants must serve at least 18 months in this assignment to build the KSBs (ref. Ch3) required to be successful at the next skill level; this may consist of more than one assignment. NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility.

(2) *Operational Assignments.* Assignments that support a 14G Sergeant's development include Assistant Operations Sergeant, Battle System Operator, Operations Sergeant, Team Chief and Team Leader. The focus during this phase of a career must be on continued development and refinement of the NCO's direct level leadership and MOS technical and tactical expertise. 14G SGTs can serve in an Active Defense Cell, Air Defense Airspace Management/Brigade Aviation Element (ADAM/BAE) Section, Air and Missile Defense Section, Battery Headquarters, Current Operations – S3/G3 Section, Passive Defense Cell, and/or Sensor Team/Section at echelons up to Brigade. Sergeants should serve on a certified crew prior to being assigned positions outside of a Sentinel Section, Engagement Operations Cell or ADAM/BAE cell.

(3) *Broadening Assignments.* Not applicable at this level.

(4) *Institutional Training.* Institutional training for MOS 14G Sergeants consists of attending Advanced Leaders Course (ALC) and the ADAM/BAE functional course, which is suggested for those Soldiers assigned to an ADAM/BAE cell within a maneuver unit. For additional information on Institutional Training, refer to Chapter 3.

(5) *Self-development.* Developing the individual traits required to complete the DLC 2 requires a level of personal commitment and sacrifice that sets an MOS 14G Sergeant above their peers. DLC 2 is a requirement to attend ALC, and must be completed prior to becoming eligible in the primary zone for promotion to Staff Sergeant. For additional information on self-development, refer to Chapter 3.

(6) *Additional Training.* The following course is considered an MOS enhancing

course for MOS 14G SGTs: United States Message Text Formatting Manager Course(USMTF-MGR), Link-16 Unit Manager Course (LUM), and Multi-TDL Planners Course(PLANNER). For list of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

d. Staff Sergeant (14G30). MOS 14G Staff Sergeants should have already mastered the preceding levels of skill; establishes, supervises and participates in unit level training for crew certification programs and Air Defense exercises and training management; supervise operations of tactical communications; perform operations and intelligence duties and serve as a unit liaison. Staff Sergeants are also responsible for developing the technical and tactical skills of their individual Soldiers and training their teams to proficiency. During this career stage NCOs should focus on developing supervisory skills, enhancing technical and tactical MOS knowledge, and mastering Skill Level 3 warrior tasks and drills. The quality and success of a Staff Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. This is typically the first level of leadership at which the NCO is responsible for leading other leaders. Staff Sergeants should continue to hone their leadership skills and maintain a high level of proficiency in their Air Defense tasks.

(1) *Career Developmental Assignments.* **Rated time spent serving in CD positions for the next higher grade counts towards CURRENT grade and NEXT higher grade CD completion.** At a minimum, career developmental time for the Staff Sergeant level is completed when at least 24 months is served as a Section Sergeant/NCOIC, in order to build the KSBs (ref Ch. 3) required to be successful at the next skill level; This may consist of more than one assignment. Upon completion of CD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility.

(2) *Operational Assignments.* Assignments that support a 14G Staff Sergeant's development are Operations Sergeant and/or Section Sergeant. MOS 14G Staff Sergeants can serve in an Active Defense Cell, Air Defense Artillery Tactical Operation Center (ADA TOC), Air Defense Artillery Fire Control Officer (ADAFCO) Element, Support Detachment Air and Missile Defense (AMD) Team, Battery Headquarters, Current Operations – S3/G3 Section, Engagement Operations Cell, Army Airspace Command and Control (A2C2) Section, and/or Sensor Section at echelons up to a JFC Headquarters.

(3) *Broadening Assignments.* Broadening assignments for MOS 14G Staff Sergeant include: Observer Controller-Trainer (OC-T), Drill Sergeant, Instructor, Recruiter, Small Group Leader (SGL) and ADA Training Developer. Staff Sergeants should seek to serve in a broadening assignment for a minimum 24 months to build the necessary knowledge, skills, and behaviors required at the next level.

(4) *Institutional Training.* Institutional training for MOS 14G Staff Sergeants consists of attending Senior Leaders Course (SLC) and ADAM/BAE functional course and Battle Staff, which is suggested for those Soldiers being assigned to an ADAM/BAE cell within a maneuver unit. The Mission Command Digital Master

Gunner (MCDMG) course is available for NCOs with the highest tactical abilities that will assist in a unit's training, planning, and employment of AMD systems and positively influence a 14G NCO's career development. For additional information on Institutional Training, refer to Chapter 3. Honor Graduate from a NCOPDS course is one way to indicate higher potential for further promotion.

(5) *Self-development.* Developing the individual traits required to complete the DLC3 requires a level of personal commitment and sacrifice that sets an MOS 14G Staff Sergeant above their peers. DLC 3 is a requirement to attend SLC, and must be completed prior to becoming eligible in the primary zone for promotion to Sergeant FirstClass. For additional information on self-development, refer to Chapter 3. CMF 14 StaffSergeants should seek opportunities to pursue completion of an Associate's Degree.

(6) *Additional Training.* In addition to the individual skill courses listed for PVT through SGT, MOS 14G Staff Sergeants will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions.: Joint InterfaceControl Officer Course (JICO), and Advanced JICC Operators Course (AJOC), Common Faculty Development-Instructor Course (CFDP-IC)/ formally ABIC, Army Recruiter Course and Drill Sergeant Course. For list of all official training refer to DA PAM 611-21(Table 12-1/12-2).

e. Sergeant First Class (14G40). MOS 14G Sergeants First Class should have mastered the preceding levels of skill; plan, prepare, execute, and assess unit training management activities; assist and supervise the design and implementation of the organizational level maintenance program on AMD Equipment; provide technical training and development guidance to subordinate leaders and personnel; direct, instruct and evaluate tactical operating procedures; supervise operations and intelligence functions; train, evaluate and certify Sentinel, ADAM/BAE, and AMD crews in Air Defense gunnery at the unit level; actively participates in unit training and staff functions while coordinating operations. 14G Sergeants First Class should be intimatelyfamiliar with all Crew Rostered positions and demonstrate a mastery in training and development of subordinate personnel on every crew. During this career stage, NCOs should focus on building organizational management skills, continuing to enhance technical and tactical MOS-related skills, and mastering Skill Level 4 Warrior Tasks and Drills. Sergeants First Class are also responsible for developing the leadership skills of junior NCOs and Officers, as well as training teams, and sections. Technical and tacticalexpertise will be acquired during unit level certification (Certification tables), during tactical/field training exercises, and training at CTCs/MREs.

(1) *Career Developmental Assignments.* **Rated time spent serving in CD positions for the next higher grade counts towards CURRENT grade and NEXT higher grade CD completion.** At a minimum, career developmental time for the Sergeant First Class level is completed when at least 24 months is served as a Battle Systems Manager/NCOIC, in order to build the KSBs (ref Ch. 3) required to be successful at the next skill level; This may consist of more than one assignment. Upon completion of CD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility.

(2) *Operational Assignments.* Assignments that support a 14G Sergeant First Class's development is Battle System Manager. 14G Sergeants First Class should be

intimately familiar with all Crew Rostered positions and demonstrate a mastery in training and development of subordinate personnel on every crew. 14G Sergeants First Class can serve in an Active Defense Cell, Air Defense Artillery Tactical Operations Cell(ADA

TOC), Air Defense Artillery Fire Control Officer (ADAFCO) Element, Battlefield Coordination Detachment Air Defense Artillery Cell, Air and Missile Defense Team, Coordination Team, Current Operations – S3/G3 Section, Plans – G5 Section, and Tactical (TAC) FIRES/AMD Element at echelons up to the Army Service Component Command (ASCC).

(3) *Broadening Assignments.* Broadening assignments for MOS 14G Sergeant First Class include Senior Career Advisor (OCADA), Talent Management NCO (HRC), Caribbean LANT/TAO, Senior Drill Sergeant, SARC, Observer Controller-Trainer (OC-T), EO Advisor, Senior Instructor, NCOPDS Small Group Leader (SGL), Test and Evaluation NCO, and DOTD Training Developer.

(4) *Institutional Training.* Institutional training for MOS 14G Sergeants First Class consists of the Master Leader Course (MLC), Battle Staff, Joint Air Tactical Operations Course, and SHARP. The Mission Command Digital Master Gunner (MCDMG) course is available for NCOs with the highest tactical abilities that will assist in a unit's training, planning, and deployment of AMD systems. To demonstrate tactical and technical expertise, Sergeants First Class who have not completed MCDMG should consider doing so in order to demonstrate a level of mastery being attained by Sergeants and Staff Sergeants who graduate MCDMG. Honor Graduate from a Master Gunner Course or NCOPDS course is one of many ways to indicate potential for further promotion.

(5) *Self-development.* Developing the individual traits required to complete the DLC4 requires a level of personal commitment and sacrifice that sets an MOS 14G Sergeants First Class above their peers. DLC 4 is a requirement to attend MLC, and must be completed prior to becoming eligible in the primary zone for promotion. For additional information on self-development, refer to Chapter 3. CMF 14 Sergeants First Class should complete an Associate's Degree and begin seeking opportunities to pursue a Bachelor's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(6) *Additional Training.* The following course is considered MOS enhancing: Joint Air Operations Command and Control Course (JAOC2C). Drill Sergeant Course, Common Faculty Development-Instructor Course (CFDP-IC)/formerly ABIC, Army Recruiter Course and Equal Opportunity Advisors Course.

Note. MOS 14G is a feeder MOS for the Warrant Officer Cohort as a 140A: Air and Missile Defense C2 Systems Integrator, normally targeted at the SGT-SSG level. If interested visit https://recruiting.army.mil/ISO/AWOR/ARMY_FEEDER/

Chapter 8: MOS 14H Air Defense Enhanced Early Warning Operator

a. Major duties (14H). The Air Defense Enhanced Early Warning Operator evaluates and communicates critical data about incoming enemy aerial and missile attacks and aerial surveillance by operating, maintaining and managing modern complicated military computers on complex networks, and utilizing sophisticated communications equipment. These Soldiers are responsible for the preparation and deployment of air defense equipment and systems, setup of a unit command post, establishing communication and network interoperability and integrating with Allied, Joint service and other Air Defense units. The 14H Soldier maintains computer data links and networks that provide early detection and tracking of possible air threats from the earth's surface to space, providing the units with situational awareness and current air threat data which enable their engagement and destruction by Air Defense units. They also serve as an air defense liaison to other services in all combat environments involving air defense.

(1) *Prerequisites.* See DA Pam 611-21, HRC Smart book, for requirements to initially award MOS 14H. The waiver authority for MOS 14H prerequisites is the Office of the Chief of ADA (OCADA), Personnel Proponent Division (PPD) at phone (580) 442-9173.

(2) *Goals for Development and Lifelong Learning Strategy.* See Chapter 3.

b. Private-Specialist/Corporal (14H10). Soldiers at this level should be capable of performing prepare for movement and emplacement, initialization, and operator/organizational level system maintenance and PMCS on Air and Missile Defense Planning Control Systems (AMDPCS); evaluate tactical electronic intelligence data for force/engagement operations in a joint service network; perform operations and intelligence duties and operates/performs operator PMCS on vehicles/system prime power units. Perform data connectivity between air defense communications equipment, Tri-Services Tactical Communications (TRITAC) network, Mobile Subscriber Equipment (MSE), and Link 11/16 with the Navy, Marine Corps, and Multi-National forces; perform on-line/off-line Common Hardware-Software diagnostics and fault isolation programs; emplace, initialize, operate and prepares for movement of LAN and WAN remote video displays. 14Hs at this level should become familiar with MOS Crew Drills obtained from the Central Army Registry, the Individual Critical Task List (ICTL) for 14H10, and the Soldier's Manual and Trainer's Guide STP 44-14H14-SM-TG. Soldiers will continue to master the Skill Level 1 Warrior Tasks and Battle Drills.

(1) *Career Developmental Experience.* Soldiers must serve at least 24 months on a certified crew prior to being placed in a non-crew roster position.

(2) *Operational Experience.* Soldiers' initial focus should be on building a strong base of technical and tactical expertise in basic MOS skills. Positions that support these goals are Engagement Controller, Early Warning Specialist, Early Warning System Specialist, and Operations Assistant. Soldiers should seek responsibility and opportunities to enhance their leadership skills and competence, thereby improving their potential for positions of increased responsibility. MOS 14H Soldiers can serve in

a Theater Missile Warning Section, Battery Headquarters Section, Current Operations Section, Fire Control Section, Sensor Management Section, Air Missile Defense Division, Operations Center and Current Operations Intelligence. Additional assignment options include JTAGS, THAAD and Sensor Manager positions.

(3) *Broadening Experience.* Broadening opportunities for MOS 14H10 include AMDTest Detachment.

(4) *Institutional Training.* Institutional training for MOS 14H Soldiers at this level consists of Basic Leaders Course (BLC), AN/TPY-2 Sensor Manager Qualification Course, THAAD Launching Control Station (LCS) course, and Joint Tactical Ground Station Operator's Initial Qualification Training. THAAD LCS, JTAGS and Sensor Manager are for those Soldiers being assigned to a THAAD units and SMDC units. For additional information on Institutional Training, refer to Chapter 3. Graduating from an NCOPDS course with Honors is one of many ways to identify oneself as possessing potential for further promotion.

(5) *Self-development.* Developing the individual traits required to complete the DLC1 requires a level of personal commitment and sacrifice that sets an MOS 14H Soldier, above their peers. DLC 1 is a prerequisite for attendance to BLC. For additional information on self-development, refer to Chapter 3.

(6) *Additional Training.* Additional training is considered functional training that enhances the MOS and unit capabilities. The following course is considered MOS enhancing courses for MOS 14H Soldiers: AN/TPY-2 Sensor Manager Qualification Course, THAAD Launching Control Station (LCS) Operator, Joint Tactical Ground Station Operator's Initial Qualification Training, Link-16 Basics Course, Link-16 Joint Interoperability Course, Introduction to Multi-Tactical Data Link (TDL) Network (MTN) Operations Course, Multi-TDL Advanced Joint Interoperability Course, JT-101: Introduction to Joint Multi-TDL Network, and USMTF Automated message Preparation Course (USMTF-AUTO). For list of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

c. Sergeant (14H20). MOS 14H Sergeants should have mastered the preceding level of skill; and function as a Team Leader or Shift Leader. During this career stage, NCOs should focus on developing supervisory skills, enhancing technical and tactical MOS knowledge, and mastering Skill Level 1-2 Warrior Tasks and Battle Drills. Sergeants are also responsible for developing the technical and tactical skills of their individual Soldiers and training their teams to proficiency. 14Hs at this level should begin training subordinates on MOS 14H Crew Drills obtained from the Central Army Registry, understand the Individual Critical Task List (ICTL) for 14H20, and the Soldier's Manual and Trainer's Guide STP 44-14H14-SM-TG; all these MOS critical references can be obtained through the Army Career Tracker (ACT) website within the 14H Community page.

(1) *Career Developmental Assignments.* A Sergeants career developmental assignments are Team Leader or Engagement Control Shift Leader. Sergeants must serve at least 18 months in these assignments to build the KSBs (ref Ch. 3)

required to be successful at the next skill level; this may consist of more than one assignment. NCOs should also seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility.

(2) *Operational Assignments.* Operational Assignments that support a 14H Sergeant's development include Team Leader, Engagement Controller, Shift Leader, Early Warning System Team Leader, Global Operations/Operations Sergeant, Global Operations/Assistant Operations Sergeant, Global Operations/Satellite Communication Sergeant and Operations Sergeant. MOS 14H SGTs can serve in a Dismounted Portable ICC, Air Missile Defense Division, S2/S3 Operations, Battery Headquarters, Fire Control Section, JTAGS, Sensor Manager Section and/or Training Devices Section at echelons up to Brigade.

(3) *Broadening Assignments.* Not applicable at this level.

(4) *Institutional Training.* Institutional training for MOS 14H Sergeants consists of attending Advanced Leaders Course (ALC), AN/TPY-2 Sensor Manager Qualification Course, THAAD Launching Control Station (LCS) course, Joint Tactical Ground Station Operator's Initial Qualification Training, which are for those Soldiers being assigned to THAAD units and/or SMDC units. For additional information on institutional training, refer to Chapter 3. Sergeants at this level should attend the appropriate Master Gunner Course as well.

(5) *Self-development.* Developing the individual traits required to complete the DLC2 requires a level of personal commitment and sacrifice that sets an MOS 14H SGT above their peers. DLC 2 is a requirement to attend ALC, and must be completed prior to becoming eligible in the primary zone for promotion to SSG. For additional information on self-development, refer to Chapter 3.

(6) *Additional Training.* In addition to the individual skill courses listed for PVT through SPC/CPL, MOS 14H SGTs will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. The following courses are considered an MOS enhancing course for MOS 14H SGTs: AN/TPY-2 Sensor Manager Qualification Course, THAAD Launching Control Station (LCS) Operator, Joint Tactical Ground Station Operator's Initial Qualification Training, Link-16 Basics Course, Link-16 Joint Interoperability Course, JT-101: Introduction to Joint Multi-TDL Network, Introduction to Multi-Tactical Data Link (TDL) Network (MTN) Operations Course, Multi-TDL Advanced Joint Interoperability Course (MAJIC), USMTF-Automated message Preparation Course (USMTF-AUTO), Link-16 Unit Manager Course (LUM) and Multi-TDL Planners Course (PLANNER), Army Recruiter Course and Drill Sergeant Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

d. Staff Sergeant (14H30). MOS 14H SSGs should have already mastered the preceding levels of skill; During this career stage NCOs should focus on developing supervisory skills, enhancing technical and tactical MOS knowledge, mastering Skill Level 3 warrior tasks and drills, and continued development and refinement of the NCO's direct level leadership and MOS technical and tactical expertise. The quality and success of a Staff Sergeant's career is in direct proportion to a consistent

commitment to excellence, regardless of the mission. Staff Sergeants who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. This is typically the first level of leadership at which the NCO is responsible for leading other leaders. Staff Sergeants should continue to hone their leadership skills and maintain a high proficiency level in their air defense tasks.

(1) *Career Developmental Assignments.* **Rated time spent serving in CD positions for the next higher grade counts towards CURRENT grade and NEXT higher grade CD completion.** At a minimum, career developmental time for the Staff Sergeant level is completed when at least 24 months is served as a Section Leader, Engagement Control Team Leader (Q4) or Assistant Operations Sergeant (Y7)., in order to build the KSBs (ref Ch. 3) required to be successful at the next skill level; This may consist of more than one assignment. Upon completion of CD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility.

(2) *Operational Assignments.* Operational Assignments that support 14H Staff Sergeant's development include Section Leader, Assistant Operations Sergeant, Engagement Control Shift Leader, Engagement Control Team Leader, Operations Sergeant, Early Warning System Manager and Global Operations/Operations Sergeant. MOS 14H SSGs can serve in an, Fire Direction Center, 1st Space Company Headquarters, Current Operations Sections S2/S3, Fire Direction Control Section, Air Defense Artillery Division, SMDC Operations Center, and Sensor Manager Section.

(3) *Broadening Assignments.* Broadening assignments for MOS 14H Staff Sergeants include Recruiter, Small Group Leader (SGL), Instructor, Drill Sergeant, Emergency Actions Operations NCO, JTAGS Instructor, Sensor Manager Instructor, Research/ Development/ Test and Evaluation NCO, and Fire Direction Center/Engagement Control Team leader. Staff Sergeants should seek to serve in a broadening assignment for a minimum 24 months to build the necessary knowledge, skills, and behaviors required at the next level.

(4) *Institutional Training.* Institutional training for MOS 14H SSGs consists of attending Senior Leaders Course (SLC); AN/TPY-2 Sensor Manager Qualification Course, Joint Tactical Ground Station Operator's Initial Qualification Training. JTAGS and Sensor Manager are for those Soldiers being assigned to SMDC units. For additional information on Institutional Training, refer to Chapter 3. Staff Sergeants at this level should attend the appropriate Master Gunner Course as well. Honor Graduate from a Master Gunner Course or NCOPDS course is one of many ways to indicate potential for further promotion.

(5) *Self-development.* Developing the individual traits required to complete the DLC3 requires a level of personal commitment and sacrifice that sets an MOS 14H Staff Sergeant above their peers. DLC 3 is a requirement to attend SLC, and must be completed prior to becoming eligible in the primary zone for promotion to Sergeant First Class. For additional information on self-development, refer to Chapter 3. CMF 14 Staff Sergeants should seek opportunities to pursue completion of an Associate's Degree. Ample opportunities exist for Soldiers to participate in various

correspondence courses to accomplish individual educational objectives.

(6) *Additional Training.* In addition to the individual skill courses listed for PVT through SGT, MOS 14H SSGs will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. The following courses are considered an MOS enhancing course for MOS 14H SSGs: Digital Master Gunner Course, AN/TPY-2 Sensor Manager Qualification Course, Joint Tactical Ground Station Operator's Initial Qualification Training, Link-16 Basics Course, Link-16 Joint Interoperability Course, Introduction to Multi-Tactical Data Link (TDL) Network (MTN) Operations Course, Multi-TDL Advanced Joint Interoperability Course, USMTF Automated message Preparation Course (USMTF-AUTO), Link-16 Unit Manager Course (LUM) and Multi-TDL Planners Course (PLANNER), Drill Sergeant Course, JTAGS Leader Course and Sensor Manager Leader Development Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2)

e. Sergeant First Class (14H4O). MOS 14H SFCs should be capable of performing duties shown in the preceding level of skill. As NCOs become more senior in rank, self-motivated development becomes more important. Sergeants First Class are evaluated less on their individual accomplishments and more on building productive Air Defense organizations that will achieve mission success. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Leaders. This is typically the first level of leadership at which the NCO is responsible for developing organizations (platoons/sections). During this career stage NCOs should focus on the mastering of technical and tactical MOS knowledge, supervisory skills, and Skill Level 4 Warrior Tasks and Drills. The quality and success of a Sergeants First Class career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Sergeants First Class who are committed to achieving high goals will master leadership skills and have the practical knowledge and ambition to put them to good use. This is typically the first level of leadership at which the NCO is directly responsible for a unit's success. Sergeants First Class should continue to hone their leadership skills and maintain a high proficiency level in their Air Defense tasks.

(1) *Career Developmental Assignments.* **Rated time spent serving in CD positions for the next higher grade counts towards CURRENT grade and NEXT higher grade CD completion.** At a minimum, career developmental time for the Sergeant First Class level is completed when at least 24 months is served as an Early Warning System Manager and/or Detachment Sergeant, in order to build the KSBs (ref Ch. 3) required to be successful at the next skill level; This may consist of more than one assignment. Upon completion of CD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility.

(2) *Operational Assignments.* Assignments that support a 14H Sergeant First Class's development include Early Warning System Manager, Detachment Sergeant, Assistant Operations NCO, First Sergeant (14H4M), Systems Evaluator and Operations Sergeant. 14H Sergeants First Class can serve in a Current Operations S2/S3, Detachment Headquarters (JTAGS), Current Operations Fire

Direction Control, Senior Manager Section, SMDC Operations Center and G3 Section.

(3) *Broadening Assignments.* Broadening assignments for MOS 14H Sergeants First Class include the Senior Career Advisor (OCADA), Talent Management NCO (HRC), Ground Based Missile Defense Asset Management NCO, Master Evaluator (GMD), Drill Sergeant, AIT Platoon Sergeant, EO Advisor, (ROTC) Military Science Instructor, Instructor, TAFT NCO, Research/Development/Test and Evaluation NCO, Small Group Leader (SGL), (USMA) Tactical NCO, Test and Evaluation NCO, DOTD Training Developer, and Training Systems/Evaluation NCO.

(4) *Institutional Training.* Institutional training for MOS 14H Sergeants First Class consists of attending Master Leaders Course (MLC), AN/TPY-2 Sensor Manager Qualification Course, Joint Tactical Ground Station Operator's Initial Qualification Training. Preparation for MLC should start upon completion of SLC, and attendance will follow the priorities under the STEP program. JTAGS and Sensor Manager are for those Soldiers being assigned to SMDC units.

(5) *Self-development.* Developing the individual traits required to complete the DLC4 requires a level of personal commitment and sacrifice that sets an MOS 14H Sergeants First Class above their peers. DLC 4 is a requirement to attend MLC, and must be completed prior to becoming eligible in the primary zone for promotion to Master Sergeant. For additional information on self-development, refer to Chapter 3. CMF 14 Sergeants First Class should complete an Associate's Degree and begin seeking opportunities to pursue a Bachelor's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(6) *Additional Training.* In addition to the individual skill courses listed for PVT through SSG, MOS 14H SFCs will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. The following courses are considered MOS enhancing courses for MOS 14H SFCs: Digital Master Gunner Course, AN/TPY-2 Sensor Manager Qualification Course, Joint Tactical Ground Station Operator's Initial Qualification Training, Link-16 Basics Course, Link-16 Joint Interoperability Course, JT-101: Introduction to Joint Multi-TDL Network, JT-102, Introduction to Multi-Tactical Data Link (TDL) Network (MTN) Operations Course (MAJIC), MultiTDL Advanced Joint Interoperability Course, USMTF-Automated message Preparation Course (USMTF-AUTO), Link-16 Unit Manager Course (LUM) and Multi-TDL Planners Course (PLANNER), C2BMC Planner, and JT-310: CAPSTONE – Advanced JICC Operators Course (AJOC). The following courses are considered leadership enhancing courses for MOS 14H SFCs: Equal Opportunity Advisors (EOA), JTAGS Leader Course and Sensor Manager Leader Development Course.

Note. MOS 14H is a feeder MOS for the Warrant Officer Cohort as a 140A: Air and Missile Defense C2 Systems Integrator, normally targeted at the SGT-SSG level. If interested visit https://recruiting.army.mil/ISO/AWOR/ARMY_FEEDER/

Chapter 9: MOS 14P Air and Missile Defense Crewmember

a. Major Duties (14P). The Air and Missile Defense Crewmember (AMD) engages short range aerial threats and supervises, operates or serves as a member of a Short-Range Air Defense (SHORAD) Battalion or AMD Composite Battalion that provides tailorable forces to combatant commanders as a divisional or theatre asset. Crew members prepare, operate, and fire the Avenger weapon system, Indirect Fires Protection Capability (IFPC) Weapon Systems, consisting of Land-Based Phalanx Weapons System (LPWS), Iron Dome, and Maneuver Short Range Air Defense (MSHORAD) weapon system, and establish and maintain radio and wire communications, assist in maintaining the situation map, and perform target engagement evaluation. Crew members also apply infrared techniques to detect and engage targets, operate the identification friend or foe programmer/charger, resupply ammunition, and prepares the M-SHORAD and the Avenger weapon systems for firing. Additional duties include, performing emergency action procedures for weapons systems, maintaining sight alignment on systems, and operating and maintaining system carriers. Currently, AMD Crew Members are assigned to M-SHORAD, IFPC, Avenger battalions and composite AMD battalions that provide tailorable forces to combatant commanders. These units are task organized to provide maneuver elements with gun/missile support during combat operations.

(1) *Prerequisites.* See DA Pam 611–21, HRC Smart book, for requirements to initially award MOS 14P. The waiver authority for MOS 14P prerequisites is the Office of the Chief of Air Defense Artillery (OCADA), Personnel Proponent Division at phone (580) 442-4535.

(2) *Goals for Development and Lifelong Learning Strategy.* See chapter 3.

b. Private-Specialist/Corporal (14P10). Soldiers at this level prepare, operate, and fire the Land-Based Phalanx Weapons System (LPWS), IFPC, Iron Dome, M-SHORAD, Avenger Weapon System, and Man Portable Air Defense System (MANPADS) in degraded operations as required while assigned to the Avenger Weapon System; establish and maintain radio and wire communications; perform Pre-Action Aim Calibration (PAC) procedures; assist in maintaining situation map; perform target engagement evaluation using the Targeting Console; apply infrared (IR) techniques to detect and engage targets; resupply ammunition and prepare systems for firing; perform emergency procedures for weapon systems; maintain sight alignment on systems; operate and maintain system carriers. The crewmember will be proficient in multiple platforms and armaments including the IFPC weapons platform, M3P .50 Caliber Machine Gun, Stinger Missile, Iron Dome Weapons System, and the Reconfigurable Integrated-weapons Platform (RIWP). 14Ps at this level should become familiar with MOS Crew Drills obtained from the Central Army Registry, the Individual Critical Task List (ICTL) for 14P10, and the Soldier's Manual and Trainer's Guide STP 44-14P14-SM-TG. Soldiers will continue to master the Skill Level 1 Warrior Tasks and Battle Drills.

(1) *Career Developmental Experience.* Soldiers must serve at least 24 months on acertified crew prior to being placed in a non-crew roster position.

(2) *Operational Experience.* Soldiers' initial focus should be on building a strong base of technical and tactical expertise in basic MOS skills. Positions that support thesegoals are AMD Crewmember, Missile Handler/Driver and, Vehicle Driver. Soldiers should also seek duty assignments that demonstrate their initiative, versatility, and potential for increased responsibility. AMD Crew Members accomplish their mission on the battlefield as a two-Soldier team when assigned to an Avenger Weapons System and IFPC Weapon System, and a three-Soldier team when assigned to a M-SHORAD Weapon System; therefore, the Team Chief and Gunner must know both roles on the battlefield to be effective. It is imperative that AMD Crew Members stay certified on the weapon system they are manning and still maintain their training onMANPADS.

(3) *Broadening Experience.* Not applicable at this level.

(4) *Institutional Training.* Institutional training for MOS 14P Soldiers consists of theBasic Leaders Course (BLC). For additional information on Institutional Training, ref toChapter 3. Graduating from an NCOPDS course with Honors is one of many ways to identify oneself as possessing potential for further promotion.

(5) *Self-development.* Developing the individual traits required to complete the DLC1 requires a level of personal commitment and sacrifice that sets an MOS 14P Soldier, above their peers. DLC 1 is a prerequisite for attendance to BLC. For additional information on self-development, refer to Chapter 3.

(6) *Additional Training.* Additional training is considered functional training that enhances the MOS and unit capabilities. For listing of all official training refer to DAPAM 611-21 (Table 12-1/12-2).

c. Sergeant (14P20). MOS 14P SGTs should have mastered the preceding level of skill; while being able to supervise and assist in the preparation and firing of the LPWS, IFPC, M-SHORAD, and Avenger weapons systems; operate the Local Control Station (LCS); collect and consolidate intelligence information; process special and periodic reports; prepare and maintain situation maps; transmit intelligence and grid locations of incoming targets; designate fighting positions; transmit alert status and readiness changes over secured network; receives air early warning and tracks incoming targets over the Handheld Terminal Unit (HTU) or Crew Chief Air Situation Display (CCASD). 14Ps at this level should become familiar with MOS Crew Drills obtained from the Central Army Registry, the Individual Critical Task List (ICTL) for 14P20, and the Soldier's Manual and Trainer's Guide STP 44-14P14-SM-TG.

(1) *Career Developmental Assignments.* A Sergeants career developmental assignment is Team Leader. Sergeants must serve at least 18 months in this assignment to build the KSBs (ref. Ch. 3) required to be successful at the next skill level;this may consist of more than one assignment. Time spent serving in CD positions for the next higher grade count towards current grade CD completion.

(2) *Operational Assignments.* Assignments that support a 14P Sergeant'sdevelopment are Team Leader and Senior Missile Handler.

(3) *Broadening Assignments*. Not applicable at this level.

(4) *Institutional Training*. Institutional training for MOS 14P SGTs consists of attending Advanced Leaders Course (ALC). For additional information on Institutional Training refer to Chapter 3.

(5) *Self-development*. Developing the individual traits required to complete the DLC 2 requires a level of personal commitment and sacrifice that sets an MOS 14P Sergeant above their peers. DLC 2 is a requirement to attend ALC, and must be completed prior to becoming eligible in the primary zone for promotion. For additional information on self-development, refer to Chapter 3.

(6) *Additional Training*. In addition to the individual skill courses listed for PVT through SPC/CPL, MOS 14P Sergeants will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Drill Sergeant Course and the Army Recruiter Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

d. Staff Sergeant (14P30). MOS 14P SSGs should have mastered the preceding levels of skill; as well as supervise an LPWS, IFPC Iron Dome, M-SHORAD sections, and Avenger team/squad; prepare and supervise section movement; supervise radio and wire communications; plan for and supervise ammunition resupply; deploy section to provide air defense coverage; assist in establishing operating tactical command posts and operating centers; coordinate operations and intelligence data. Supervise the operation of the Local Control Station (LCS); supervise dissemination of air and ground early warning information to subordinate fire units over the Handheld Terminal Unit (HTU); assist in the update of an Operation Order (OPORD) and situation maps and overlays; supervise installation and operations of tactical communication equipment and battle drills; employ weapon systems; supervise Preventive Maintenance Checks and Services (PMCS). 14Ps at this level should become familiar with MOS Crew Drills obtained from the Central Army Registry, the Individual Critical Task List (ICTL) for 14P30, and the Soldier's Manual and Trainer's Guide STP 44-14P14-SM-TG.

(1) *Career Developmental Assignments*. **Rated time spent serving in CD positions for the next higher grade counts towards CURRENT grade and NEXT higher grade CD completion.** At a minimum, career developmental time for the Staff Sergeant level is completed when at least 24 months is served as a Squad Leader, in order to build the KSBs (ref Ch. 3) required to be successful at the next skill level; This may consist of more than one assignment. Upon completion of CD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Avenger Squad Leader positions are coded as Master Gunner authorizations in Avenger and IFPC Batteries. To be considered fully eligible to be a Squad Leader and CD Complete, Staff Sergeants must complete the AMG course and obtain the ASI K7; opportunities for promotion to SFC are limited without the ASI K7.

(2) *Operational Assignments*. Assignments that support a 14P Staff Sergeant's development are Squad Leader, Master Gunner, S3 NCO and Research, Development, Test and Evaluation (RDTE) NCO. The focus during this phase of a

career must be on continued development and refinement of the NCO's direct level leadership and MOS technical and tactical expertise. Technical and tactical expertise will be acquired during Battery and Battalion level certification (Certification tables), during tactical/field training exercises, and training at CTCs/MREs.

(3) *Broadening Assignments.* Broadening assignments for MOS 14P Staff Sergeants include Drill Sergeant, NCOPDS Small Group Leader, Jumpmaster Instructor, AIT Instructor, Observer/Controller, RDTE NCO, DOTD/CDID Training Developer/Writer, and Recruiter. Staff Sergeants should seek to serve in a broadening assignment for a minimum 24 months to build the necessary knowledge, skills, and behaviors required at the next level.

(4) *Institutional Training.* Institutional training for MOS 14P Staff Sergeant consists of attending Senior Leaders Course (SLC) The Avenger Master Gunner (AMG) course is available for NCOs with the highest tactical abilities that will assist in a unit's training, planning, and employment of the Avenger weapon system and positively influence a 14P NCO's career development. For additional information on Institutional Training, refer to Chapter 3.

(5) *Self-development.* Developing the individual traits required to complete the DLC3 requires a level of personal commitment and sacrifice that sets an MOS 14P Staff Sergeant above their peers. DLC 3 is a requirement to attend SLC, and must be completed prior to becoming eligible in the primary zone for promotion to Sergeant First Class. For additional information on self-development, refer to Chapter 3. CMF 14 Staff Sergeants should seek opportunities to pursue completion of an Associate's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(6) *Additional Training.* In addition to the individual skill courses listed for PVT through SGT, MOS 14P Staff Sergeants will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Avenger Master Gunner Course, Course (CFDP-IC)/formally ABIC, Army Recruiter Course and Drill Sergeant Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

e. Sergeant First Class (14P40). MOS 14P SFCs should have mastered the preceding levels of skill; as well as supervise LPWS, IFPC, M-SHORAD, and Avenger platoon operations; perform or supervise ADA operations and intelligence duties; assist platoon leaders in planning, management, and training activities of subordinate sections; supervise and conduct ADA battle management center operations; conduct platoon reconnaissance, selection, and occupation of position (RSOP); coordinate platoon and section logistical activities. As NCOs become more senior in rank, self-motivated development becomes more important. Sergeants First Classes are evaluated less on their individual accomplishments and more on building productive Air Defense organizations that can achieve mission success. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach, and mentor Leaders. During this career stage NCOs should focus on the mastering of technical and tactical MOS knowledge,

supervisory skills, and Skill Level 4 Warrior Tasks and Drills. The quality and success of a Sergeants First Class career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Sergeants First Class who are committed to achieving high goals will master leadership skills and have the practical knowledge and ambition to put them to good use. First Class are also responsible for developing the leadership skills of junior NCOs and Officers, as well as training teams, sections, and platoons. NCOs should also seek additional duties and special duty assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Sergeants First Class should continue to hone their leadership skills and maintain a high proficiency level in their AirDefense tasks.

(1) *Career Developmental Assignments.* **Rated time spent serving in CD positions for the next higher grade counts towards CURRENT grade and NEXT higher grade CD completion.** At a minimum, career developmental time for the Sergeant First Class level is completed when at least 24 months is served as a Platoon Sergeant, in order to build the KSBs (ref Ch. 3) required to be successful at the next skill level; This may consist of more than one assignment. Upon completion of CD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Avenger PSG positions are coded as Master Gunner authorizations; to be considered fully eligible to be a PSG and CD complete, Sergeants First Class must complete the AMG course and obtain the ASI K7; opportunities for promotion to MSG are limited without the ASI X7.

(2) *Operational Assignments.* Operational Assignments that support a 14P Sergeant First Class's development are Platoon Sergeant, Battalion Master Gunner and Operations Sergeant.

(3) *Broadening Assignments.* Broadening assignments for MOS 14P Sergeants First Class include the Senior Career Advisor (OCADA), Talent Management NCO (HRC), Drill Sergeant, Avenger Master Gunner/Instructor, Small Group Leader (SGL), West Point Training Advisor/Tactical NCO, EO Advisor, (ROTC) Military Science Instructor, AC/RC Observer/Controller, Research/Development/Test and Evaluation NCO, Test and Evaluation NCO, Training Developer, and Training Systems/Evaluation NCO.

(4) *Institutional Training.* Institutional training for MOS 14P SFCs consists of attending Master Leaders Course (MLC); the Avenger Master Gunner (AMG) course is available for NCOs with the highest tactical abilities that will assist in a unit's training, planning, and employment of the Avenger weapon system and positively influence a 14P NCO's career development. For additional information on Institutional Training, refer to Chapter 3.

(5) *Self-development.* Developing the individual traits required to complete the DLC4 requires a level of personal commitment and sacrifice that sets an MOS 14P Sergeants First Class above their peers. DLC 4 is a requirement to attend MLC, and must be completed prior to becoming eligible in the primary zone for promotion to Master Sergeant. For additional information on self-development, refer to Chapter 3. CMF 14 Sergeants First Class should complete an Associate's Degree and begin seeking opportunities to pursue a Bachelor's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(6) *Additional Training.* In addition to the individual skill courses listed for PVT through SSG, MOS 14P Sergeants First Class will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Avenger Master Gunner Course, Common Faculty Development Instructor Course (CFDP-IC)/ formally ABIC, Army Recruiter Course and Drill Sergeant Course and Equal Opportunity Advisors (EOA) Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

Chapter 10: MOS 14T Patriot Launching Station Enhanced Operator/Maintainer

a. Major duties (14T). The Patriot Launching Station Enhanced Operator/Maintainer serves or supervises in an ADA unit engaged in Air Defense operations or intelligence functions. Launcher Operator/Maintainers are responsible for system emplacement, mobility, initialization, accountability, and maintenance on the Patriot Launching Station (LS), accompanied Heavy Expanded Mobility Tactical Truck (HEMTT), Enhanced Launcher Electronic System (ELES), Patriot guided missile round, Guided Missile Transporter (GMT), Forklift, and associated equipment. Duties also include system deployment, security, missile resupply/reload functions, and Battle Damage Assessment and Repair (BDAR). Soldiers must develop an awareness and expertise of recent PAC3/Missile Segment Enhancement (MSE) upgrades that incorporate significant advancements to the Launching Station and the PAC-3 missile which uses both hit-to kill technology and proximity lethality enhancers for greater effectiveness against enemy aerial threats including advanced Tactical Ballistic Missiles (TBMs), Cruise Missiles (CMs), Anti-Radiation Missiles (ARMs), and Air Breathing Threats (ABTs). MOS 14T Soldiers often operate in Joint, Interagency, Intergovernmental, and Multinational (JIIM) environments to provide AMD protection from theater ballistic missiles and a host of other air and missile threats.

(1) *Prerequisites.* See DA Pam 611–21, HRC Smart book, for requirements to initially award MOS 14T. The waiver authority for MOS 14T prerequisites is the Office of the Chief of Air Defense Artillery (OCADA), Personnel Proponent Division (PPD) at phone (580) 558-0484.

(2) *Goals for Development and Lifelong Learning.* See Chapter 3.

b. Private-Specialist/Corporal (14T10). Soldiers at this level should be able to initialize, operate, troubleshoot, and engage the Patriot Weapon system; perform Preparing for Movement and Emplacement (PM&E) drills of a Launching Station (LS) and associated equipment; resupply, reload, maintain, and test Patriot missile rounds; perform organizational level PMCS including conventional and system maintenance of the Patriot weapon system, LS, prime generator, HEMTT, missile round, GMT, Forklift, HMMWV, and associated equipment assigned to a Launcher Platoon; establish and maintain radio and wire communications; operate and perform Launching Station Test Set (LSTS); perform operations and intelligence duties; 14Ts at this level should become familiar with MOS 14T Crew Drills obtained from the Central Army Registry, the Individual Critical Task List (ICTL) for 14T10, all -10 level Technical Manuals for associated equipment, and the Soldier's Manual and Trainer's

Guide STP 44-14T14SM-TG. All these MOS-critical references can be obtained through the Army Career Tracker (ACT) website within the 14T Community page. Soldiers will continue to master the Skill Level 1 Warrior Tasks and Battle Drills.

(1) *Career Developmental Experience.* Soldiers must serve at least 24 months on acertified crew prior to being placed on a non-crew roster position.

(2) *Operational Experience.* Soldiers' initial focus should be on building a strong foundation of technical and tactical knowledge in basic MOS skills. Positions that support development at this stage include Launcher Crew Member, Support Section Crew Member, Vehicle Driver/Gunner, and Missile Handler/Driver. Soldiers should seek responsibility and opportunities to enhance their leadership skills and competence, thereby improving their potential for positions of increased responsibility. 14T Soldiers at this level should be certified on a Crew Roster and participate within a Launcher Crew, Missile Reload Crew, Hot Crew, and/or RSOP Team (Reconnaissance, Selection, Occupation of Position); Soldiers can serve on multiple/sustainment crews and should consider cross-training on additional crews Up Range if possible.

(3) *Broadening Experience.* Broadening assignment for MOS 14T10 includes AMD Test Detachment.

(4) *Institutional Training.* Institutional training for MOS 14T Soldiers at this level consists of Basic Leader Course (BLC), and the Terminal High Altitude Area Defense (THAAD) Launcher Operator/Maintainer functional course, which is required for those Soldiers assigned to a THAAD unit. For additional information on Institutional Training, refer to Chapter 3. Graduating from an NCOPDS course with Honors is one of many ways to identify oneself as possessing potential for further promotion.

(5) *Self-development.* Developing the individual traits required to complete the DLC1 requires a level of personal commitment and sacrifice that sets an MOS 14T Soldier, above their peers. DLC 1 is a prerequisite for attendance to BLC. For additional information on self-development, refer to Chapter 3.

(6) *Additional Training.* Additional training is considered functional training that enhances the MOS and unit capabilities. For listing of all official training refer to DAPAM 611-21 (Table 12-1/12-2).

c. Sergeant (14T20). MOS 14T Sergeants should have already mastered the preceding level of skill; supervise and provide technical and tactical guidance to subordinate Soldiers; train and assess launcher, missile reload, and RSOP crews and develop personnel within each crew; supervise organizational level maintenance and PMCS on the Patriot weapon system, LS, HEMTT, LSTS, Patriot Missile Round, GMT, Forklift, and HMMWV. During this career stage, NCOs should focus on enhancing supervisory skills, technical and tactical MOS knowledge, and mastering Skill Level 2 Warrior Tasks and Battle Drills. Sergeants are also responsible for developing subordinates and training their teams to proficiency. The focus during this phase of a career must be on continued development and refinement of direct-level leadership and MOS technical and tactical expertise. That expertise will be assessed

during gunnery certifications (tables IV, VIII, and XII), during tactical/field training exercises, and training at CTCs/MREs. 14Ts at this level train subordinates on MOS 14T Crew Drills obtained from the Central Army Registry and understand the Individual Critical Task List (ICTL) for 14T20 and the Soldier's Manual and Trainer's Guide STP 44-14T14-SM-TG; all these MOS critical references can be obtained through the Army Career Tracker (ACT) website on within the 14T Community page.

(1) *Career Developmental Assignments.* A Sergeants career developmental assignments include Assistant Launcher Section Chief, Support Section Team Leader and/or Team Leader; they must serve at least 18 months in these assignments to build the KSBs (ref. Ch. 3) required to be successful at the next level; this may consist of more than one assignment. NCOs should then seek additional duties and broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility.

(2) *Operational Assignments.* Assignments that support a 14T Sergeant's development include Assistant Launcher Section Chief, Team Leader, Support Section Team Leader, Operations Sergeant, and Senior Missile Handler/Driver at the Battalion level. Sergeants should be Crew Rostered and participate within a Launcher Crew, Missile Reload Crew in the position of Signal, Hot Crew NCO, and/or RSOP Crew; they should supervise Soldiers participating on multiple crews and understand functions of each position. Sergeants can serve on multiple/sustainment crews and should consider cross training on additional crews Up Range. Sergeants should serve on a certified crew prior to being assigned to positions outside of a Battery Launcher Platoon, such as Systems Maintenance NCO, Orderly Room, permanent unit armorer, Battalion/Battery Headquarters staff, Command Driver, S3, etc.

(3) *Broadening Assignments.* Not applicable at this level.

(4) *Institutional Training.* Institutional training for MOS 14T Sergeants consists of attending Advanced Leaders Course (ALC) and THAAD Operator/Maintainer functional course, which is required for those Soldiers being assigned to a THAAD unit. For additional information on Institutional Training, refer to Chapter 3.

(5) *Self-development.* Developing the individual traits required to complete the DLC2 requires a level of personal commitment and sacrifice that sets a 14T Sergeant above their peers. DLC 2 is a requirement to attend ALC, and must be completed prior to becoming eligible in the primary zone for promotion to Staff Sergeant. For additional information on self-development options, refer to Chapter 3. 14T Sergeants at this level should have explored secondary education options and began working towards collegiate credits. Ample opportunities exist for Soldiers to participate in various correspondence courses or credentialing opportunities to accomplish individual educational objectives.

(6) *Additional Training.* In addition to the individual skill courses listed for PVT through SPC/CPL, MOS 14T Sergeants will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Patriot Master Gunner Course, Common Faculty Development- Instructor Course (CFDP-IC)/ formally ABIC and Army Recruiter Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

d. Staff Sergeant (14T30). MOS 14T Staff Sergeants should have already mastered the preceding levels of skill; train and develop Launcher, Missile Reload, and RSOP crews; plan and supervise the operations and organizational level maintenance on the Patriot weapon system, LS, HEMTT, LSTS, and Patriot Missile Round, GMT, Forklift, HMMWV and associated equipment; supervise operations of tactical communications; supervise and participate in unit level training and training management; enforce safety procedures and standards; perform operations and intelligence duties and serve as unit liaison. During this career stage, NCOs should focus on developing supervisory skills, enhancing technical and tactical MOS knowledge, and mastering Skill Level 3 Warrior Tasks and Battle Drills. Technical and tactical expertise will be acquired during gunnery certifications (Tables IV, VII, XII), during tactical/field training exercises, and training at CTCs/MREs. The quality and success of a Staff Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. This is typically the first level of leadership at which the NCO is responsible for leading other leaders. Staff Sergeants should continue to hone their leadership skills and maintain a high level of proficiency in their Air Defense tasks. 14Ts at this level should be intimately familiar with MOS 14T Crew Drills obtained from the Central Army Registry, the Individual Critical Task List (ICTL) for 14T30, the Soldier's Manual and Trainer's Guide STP 44-14T14-SM-TG, and the Patriot Battery Gunner Program in TC 3-01.86; all these MOS-critical references can be obtained through the Army Career Tracker (ACT) website on within the 14T Community page.

(7) *Career Developmental Assignments.* **Rated time spent serving in CD positions for the next higher grade counts towards CURRENT grade and NEXT higher grade CD completion.** At a minimum, career developmental time for the Staff Sergeant level is completed when at least 24 months is served as a Launcher Section Chief and/or Section Leader, in order to build the KSBs (ref Ch. 3) required to be successful at the next skill level; This may consist of more than one assignment. Upon completion of CD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility.

(1) *Operational Assignments.* Assignments that support a 14T Staff Sergeant's development include Launcher Section Chief, Section Leader, or Operations Sergeant. The focus during this phase of a career must be on continued development and refinement of the NCO's direct level leadership and MOS technical and tactical expertise. Technical and tactical expertise will be acquired during Battery and Battalion level certification (Certification tables), during tactical/field training exercises, and training at CTCs/MREs. 14T Staff Sergeants should be Crew Rostered and participate on a certified crew as a Missile Reload Crew Safety; Hot Crew NCO; Launcher Crewmember; and/or Reconnaissance, Selection, Occupation of Position (RSOP) Crew NCOIC; they should supervise Soldiers participating on multiple crews. Staff Sergeants can serve on multiple/sustainment crews and should consider cross-training on additional crews Up Range.

(2) *Broadening Assignments.* Broadening assignments for MOS 14T Staff

Sergeants include Drill Sergeant, NCOPDS Small Group Leader, Technical Assistance Field Team (TAFT) NCO, AIT / THAAD Instructor, Master Resiliency Trainer (MRT) Instructor, Recruiter, and WTB Cadre. Staff Sergeants should seek to serve in a broadening assignment for a minimum 24 months to build the necessary knowledge, skills, and behaviors required at the next level.

(3) *Institutional Training.* Institutional training for MOS 14T Staff Sergeants consists of attending Senior Leaders Course (SLC) and THAAD Operator/Maintainer functional course, which is required for those Soldiers being assigned to a THAAD unit. The Patriot Master Gunner (PMG) course is available for NCOs with the highest tactical abilities that will assist in a unit's training, planning, and employment of the Patriot weapon system and positively influence a 14T NCO's career development. Honor Graduate from a Master Gunner Course or NCOPDS course is one of many ways to indicate potential for further promotion. For additional information on Institutional Training, refer to Chapter 3.

(4) *Self-development.* Developing the individual traits required to complete the DLC3 requires a level of personal commitment and sacrifice that sets an MOS 14T Staff Sergeant above their peers. DLC 3 is a requirement to attend SLC, and must be completed prior to becoming eligible in the primary zone for promotion to Sergeant First Class. For additional information on self-development, refer to Chapter 3. CMF 14 Staff Sergeants should seek opportunities to pursue completion of an Associate's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(5) *Additional Training.* In addition to the individual skill courses listed for PVT through SGT, MOS 14T Staff Sergeants will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Patriot Master Gunner Course, Common Faculty Development- Instructor Course (CFDP-IC)/ formally ABIC, Army Recruiter Course and Drill Sergeant Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

e. Sergeant First Class (14T40). MOS 14T Sergeants First Class should have already mastered the preceding levels of skill; they will also plan, prepare, execute, and assess unit training management activities; provide technical training and development guidance to subordinate leaders and personnel; train, evaluate and certify Patriot Launcher Crews, Missile Reload Crews, and RSOP Crews; direct, instruct and evaluate tactical operating procedures; assist and supervise the design and implementation of the organizational level maintenance program on the LS Platoon equipment; supervise operations and intelligence functions; actively participates in battery training and staff functions while coordinating platoon operations. 14T Sergeants First Class should be intimately familiar with all Crew Rostered positions and demonstrate a mastery in training and development of subordinate personnel on every crew. During this career stage, NCOs should focus on building organizational management skills, continuing to enhance technical and tactical MOS-related skills, and mastering Skill Level 4 Warrior Tasks and Drills. Sergeants First Class are also responsible for developing the leadership skills of

junior NCOs and Officers, as well as training teams, sections, and platoons.

(1) *Career Developmental Assignments.* **Rated time spent serving in CD positions for the next higher grade counts towards CURRENT grade and NEXT higher grade CD completion.** At a minimum, career developmental time for the Sergeant First Class level is completed when at least 24 months is served as a Platoon Sergeant (PSG), in order to build the KSBs (ref Ch. 3) required to be successful at the next skill level; This may consist of more than one assignment. Upon completion of CD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Sergeants First Class can serve in Patriot or THAAD units in which both require appropriate Additional Skill Identifiers. NCOs must complete Patriot Master Gunner Course (T4) or THAAD Launcher Operator/Maintainer Course (X8) respectively. Patriot PSG positions are coded as Master Gunner authorizations; to be considered fully eligible to be a PSG in a Patriot unit, Sergeants First Class must complete PMG course and obtained the ASI T4; opportunities for promotion to MSG are limited without the ASI T4. THAAD PSG positions are coded as a THAAD Launcher Operator/Maintainer authorization; to be considered fully eligible to be a PSG in a THAAD unit, Sergeants First Class must complete the THAAD Launcher Operator/Maintainer course and obtained the ASI X8; opportunities for promotion to MSG are limited without the ASI X8.

(2) *Operational Assignments.* Assignments that support a 14T Sergeant First Class development include Platoon Sergeant, Master Gunner, Master Evaluator, Operations Sergeant, ADA Training Coordinator, and DET Sergeant. During this career stage, NCOs should focus on building organizational management skills, continuing to enhance technical and tactical MOS-related skills. Sergeants First Class are also responsible for developing the leadership skills of junior NCOs and Officers, as well as training teams, sections, and platoons.

(3) *Broadening Assignments.* After completion of Career Developmental Assignments, NCOs should seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Broadening assignments for MOS 14T Sergeants First Class include Senior Career Advisor (OCADA), Talent Management NCO (HRC), West Point Training Advisor/Tactical NCO; Senior Drill Sergeant; NCOPDSSenior / Small Group Leader; Drill Sergeant; Patriot Master Gunner Instructor; Technical Assistance Field Team (TAFT) NCO; AIT Instructor; DOTD Training Developer; CDID Staff NCO; ROTC Military Science Instructor; Research, Development, Test & Evaluation (RDTE) NCO; Recruiter; CTC Observer/Controller; Assistant IG; Sexual Assault Response Coordinator (SARC) and Equal Opportunity Advisor (EOA).

(4) *Institutional Training.* Institutional training for MOS 14T Sergeants First Class consists of attending Master Leaders Course (MLC) and THAAD Operator/Maintainer functional course, which is required for those Soldiers being assigned to a THAAD unit. The Patriot Master Gunner (PMG) course is available for NCOs with the highest tactical abilities that will assist in a unit's training, planning, and deployment of the Patriot weapon system. To demonstrate tactical and technical

expertise, Sergeants First Class who have not completed PMG should consider doing so in order to demonstrate a mastery of the Patriot weapon system being attained by junior Sergeants and Staff Sergeants who graduate PMG. Honor Graduate from a Master Gunner Course or NCOPDS course is one of many ways to indicate potential for further promotion.

(5) *Self-development.* Developing the individual traits required to complete the DLC4 requires a level of personal commitment and sacrifice that sets an MOS 14T Sergeants First Class above their peers. DLC 4 is a requirement to attend MLC, and must be completed prior to becoming eligible in the primary zone for promotion to Master Sergeant. For additional information on self-development, refer to Chapter 3. CMF 14 Sergeants First Class should complete an Associate's Degree and begin seeking opportunities to pursue a Bachelor's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(6) *Additional Training.* In addition to the individual skill courses listed for PVT through SSG, MOS 14T Sergeants First Class will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Patriot Master Gunner Course, Common Faculty Development Instructor Course (CFDP-IC)/ formally ABIC, Army Recruiter Course and Drill Sergeant Course and Equal Opportunity Advisors (EOA) Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

Note. MOS 14T is a feeder MOS for the Warrant Officer Cohort as a 140L: Air and Missile Defense Systems Support Technician or 140K: Air and Missile Defense Systems Tactician, normally targeted at the SGT-SSG level but available for Sergeant First Class. If interested visit https://recruiting.army.mil/ISO/AWOR/ARMY_FEEDER/.

Chapter 11: MOS 14Z Air Defense Artillery Senior Sergeant (ADA Sr Sgt)

a. Major duties (14Z). The Air Defense Artillery Senior Sergeant duties include Operations Sergeant (MSG), First Sergeant (1SG), Operations Sergeants Major (SGM), and Command Sergeants Major (CSM). The Air Defense Artillery Senior Sergeant is assigned to and performs duties in Detachments, Batteries, Battalions, Brigades, and Army Air and Missile Defense Commands (AAMDCs). They advise/assist commanders and/or their staff by providing input and guidance on all training, operations, tactical and operational planning and execution to their units.

(1) *Prerequisites.* See DA Pam 611-21, HRC Smart book. The waiver authority for MOS 14Z prerequisites is the Office of the Chief of Air Defense Artillery (OCADA), Personnel Proponent Division at phone (580) 442-8949.

(2) *Goals for Development.* See Chapter 3.

b. Master Sergeant/First Sergeant (14Z50).

(1) *Career Developmental Assignment.* A Master Sergeants Career developmental assignment is First Sergeant. Master Sergeants should serve 24 months minimum

and 30 months optimum in this assignment to build the KSBs (ref, Ch. 3) required to be successful at the next skill level; this may consist of more than one assignment. Space and Missile Defense Command (SMDC)/AAMDC/Brigade/Battalion Headquarters and Headquarters Battery First Sergeants are hand-selected by the Brigade and higher echelon Command Sergeants Major and are considered to have mastered serving as a First Sergeant based on previous rated performance, knowledge, skills, and behaviors above peers. First Sergeants that serve in an organization with a field grade officer as a Commander are selected through a nominative selection process and are considered to have mastered serving as a First Sergeant based on previous rated performance, knowledge, skills, and behaviors above peers.

(2) *Operational Assignments.* Assignments for Master Sergeants include First Sergeant, Operations Sergeant, Air Defense Master Evaluator, ADA Senior NCO OC/Tand Intelligence Sergeant. Additionally, those Master Sergeants that have successfully served as an Operations Sergeant Major should be favorably considered for promotion as they have proven the ability to perform at the next skill level. Master Sergeants who are graduates of the United States Army Sergeants Major Academy should seek operational assignments as the TF Defender NCOIC, TF Talon NCOIC, USA Support Element (Saudi Arabia), and/or the Operations NCOIC/Capabilities Development NCO (CFT).

(3) *Broadening Assignments.* Broadening assignments for MOS 14Z includes NCOPDS School Chief, Forward-Based Mode (FBM) First Sergeant, TF Defender, TF Talon, Senior Military Science Instructor, Chief Instructor of an Army Service School, US Military Training Mission (USMTM) NCO, Technical Assistance Field Team (TAFT) NCO, Captain Career Course (CCC) NCOIC, ADAFCO Instructor, Master Leader Course (MLC) Small Group Leader, Inspector General NCO, GMD NCO, Security Force Assistance/Transition (SFAT) Team NCO, USA Support Element (Saudi Arabia), Senior Observer/Controller Trainer, Combat Division Staff NCO (CDID), DOTD Operations NCOIC, Assistant IG, and AC/RC Chief Advisor.

(4) *Institutional Training.* Institutional training for MOS 14Z Soldiers consists of the United States Army Sergeants Major Academy (USASMA).

(5) *Self-development.* The importance of education at this level of the individual's career is paramount as the positions that are held require knowledge, skills, and attributes pertaining to communication, writing, computer proficiency, analytical thinking, as well as having a broader strategic perspective. Education will also assist in future assignments, since most Sergeant Major positions are staff positions at battalion level or higher. The Senior Enlisted Joint Professional Military Education (SEPJME) Phase I course is highly recommended. For additional information on self-development, refer to Chapter 3. As a Master Sergeant, promotions to Sergeant Major are extremely competitive and college education is preferred. The academic goals of the Master Sergeant/First Sergeant should center on completion of an Associate's degree and efforts toward a Bachelor's degree in their chosen discipline.

(6) *Additional Training.* DLC 5 prepares the Master Sergeant to lead at the unit, organizational, and operational level; it is designed to close the gap between strategic and tactical planning. Learners analyze and apply knowledge which will

assist them in carrying out policies and standards on the performance, training, appearance, and conduct of enlisted personnel. The course further develops the Leader Core Competencies (LCC) and attributes associated with the Leader Requirements Model resulting in senior leaders who are ready to advise and initiate recommendations pertaining to the local NCO support channel. DLC 5 is a prerequisite for the Sergeants Major Course (SMC). Graduation from Master Leader Course (MLC) is required to pinon MSG. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

d. Sergeants Major/Command Sergeants Major (14Z6O).

(1) *Career Developmental Assignments.* A Sergeant Major's career developmental assignment is Battalion Operations SGM (6S) for a period of 24 months. These SGMs should be considered most experienced for selection to Command Sergeant Major, the Key Leadership position for SGMs. Successful completion of 6S/6C qualifies SGMs/CSMs for consideration to a 7S or 6K billet. Sergeants Major who serve 24 months in these positions are qualified to serve in 7K positions.

(2) *Operational Assignments.* Assignments for Sergeants Major are Operations SGM (Battalion/Brigade/Army Air and Missile Defense Command), Space and Missile Defense Command G3 Ops NCO, Command Sergeants Major (Battalion/Brigade/Army Air and Missile Defense Command).

(3) *Broadening Assignments.* Broadening positions at this level include: Proponent SGM, Enlisted Branch SGM, USASMA Instructor, USASMA Fellowship assignments, Assistant Inspector General (IG), Security Forces Assistance Brigade (SFAB), and Congressional Fellowship.

(4) *Institutional Training.* The Army Pre-Command Course (PCC)/CSM Development Program is a Chief of Staff of the Army requirement for those assigned or projected for assignment to assume key positions as senior enlisted leaders at the Battalion and Brigade level in FORSCOM units. The TRADOC BDE/BN Commander's Course is a requirement for those assigned or projected for assignment to assume key positions as senior enlisted leaders at the Battalion and Brigade level in TRADOC units. Battalion Operations Sergeants Major/Brigade Operations Sergeants Major: Serves as the principal Air Defense Artillery enlisted leader within a Battalion Staff, Brigade Staff or at an AAMDC Staff conducting operational and/or tactical air defense operations. Provides technical and tactical expertise in the use of advanced battle command systems to leaders and subordinates in the accomplishment of their duties. Plans, edits and prepares tactical plans and courses of action for the commander. Selects position locations for the tactical operations center and provides defensive position planning for its security. Monitors the professional development for all enlisted Soldiers under their direct supervision.

(5) *Self-development.* Many excellent college degree programs will benefit you as a SGM or CSM, such as Human Resources Management (HRM), Organizational Management, Military Science, and Leadership. Continue to seek self-improvement as part of the individual's Lifelong Learning. The academic goals of the Sergeant

Major/Command Sergeant Major should center on completion of a Bachelor's degree and efforts toward a Master's degree in their chosen discipline. For additional information on self-development, refer to paragraph 6-3.

(6) *Additional Training.* DLC 6 educates senior 6C/6S and 7C/7S to perform senior level duties at the nominative level positions throughout today's operational environment(OE). This course provides the Army with self-aware, adaptive leaders of character and competence with the skills to shape and overcome the friction created by uncertainty and operate in an operational environment. DLC 6 is a prerequisite for the Nominative Leader Course (NLC). For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

Note: For permanent award of ASIs 6S, 6C, 7S and 7C refer to DA PAM 611-21, chapter 10, table 12-2.