Signal (CMF 25)

Career Progression Plan

Chapter 1. Duties

The Signal Corps is designed to provide radio communications support, information technology, wide area network support, satellite communications, Department of Defense Information Network security, and electromagnetic spectrum management. Signal Soldiers install, operate, maintain, defend, and secure telecommunications and information management networks.

Chapter 2. Transformation

The Signal Regiment plays a critical role in global military operations through network and information systems management. Constant technological advancements require Signal to adapt quicker than other traditional war fighting functions, which makes the networks and information systems provided by the Signal Regiment key enablers to every ongoing transformation effort in the U.S. military.

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 committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

- (1) Soldiers should study the following military publications: FM 6-02, STP 21-1-SMCT, TC 4-02.1, AR 670–1, all field level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.
- (2) The following are suggested for self-development: TC 7-21.13, and Army Training Network at https://atn.army.mil/, which contain additional reading material for self-development.
- (3) The pace of operational assignments may limit the opportunity for civilian education; however, Soldiers who are willing to make the required sacrifices should seize all available opportunities. The College-Level Examination Program (CLEP) and Defense Activity for Non-Traditional Education Support (DANTES) are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.
- (4) The Army Correspondence Course Program (ACCP) also provides excellent educational advancements in continued education, leadership, and technical proficiency provided through ATRRS Self-development (https://www.atrrs.army.mil). Education opportunities can be found at the Army Continuing Education System (ACES) website. College education is a critical piece of the self-development program and Signal Soldiers should plan their college program around a degree that improves Soldier skills and enhances MOS proficiency.
- (5) Soldier boards such as Soldier of the Quarter/Year broaden the knowledge base, instill discipline, and improve the Soldier's ability to communicate verbally.
- (6) Soldiers may also earn promotion points through technical certification; a list of certifications are located on the Army IgnitED website. For information on these and other education programs, visit the education center on your installation.

b. Sergeant.

(1) Signal Sergeants are conscientious leaders who serve as team leaders or senior team members in the installation, operation, employment, and field level maintenance of electronic Signal-based assemblages and associated equipment. They must employ advanced problem-solving skills to troubleshoot system faults and resolve failures. They supervise entry-level Soldiers, so they should focus on developing their team building and leadership skills to train and motivate subordinate operators to perform in an ever-evolving technical field. They must build entry-level project management and delegation skills as the lead teams to properly install,

operate, and maintain Signal equipment or systems. Signal Sergeants must develop sound communication and management skills as they learn to lead Signal communications teams across the joint combat operations spectrum.

- (2) SGTs should study the following military publications: STP 21–24–SMCT; ADP 7–0; FM 6–22; all field level maintenance manuals associated with their equipment and battle drills associated with their current assignment.
- (3) The following are suggested for self-development: TC 7–22.7 and Army Training Network at https://atn.army.mil/, which contain additional reading material for self-development.
- (4) The pace of operational assignments may limit the opportunity for civilian education; however, those SGTs willing to make the required sacrifices should seize the available opportunities. A college education at this level is not a mandatory requirement but pursuing one may place you above your peers. Soldiers should plan their college program around a degree that improves Soldier skills and enhances MOS proficiency.
- (5) Soldier boards such as NCO of the Quarter, NCO of the Year, and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline, and improve the Soldier's ability to communicate verbally.
- (6) The ACCP also provides excellent educational advancements in continued education, leadership, and technical proficiency. Education opportunities are located on the ACES website. (7) Sergeants may also earn promotion points for technical certification; a list of certifications are located on the Army IgnitED website. For information on these and other education programs, visit the education center on your installation.

c. Staff Sergeant.

- (1) Signal Staff Sergeants must be analytical thinkers who lead squad-sized elements to perform complex and multifaceted Signal operational functions. They oversee the installation, operation, deployment, provisioning, and maintenance of Signal based assemblages. They coordinate, integrate, and control the operation of Signal based systems. They must become technologically adept troubleshooters who resolve complex system faults. They should develop advanced reasoning and management skills to interpret, disseminate and implement Signal changes/reconfigurations affecting Signal operations. Signal Staff Sergeants conduct technical, operational and maintenance training with subordinates in accordance with Signal operational procedures.
- (2) The following are suggested for self-development: TC 7–22.7 and Army Training Network at https://atn.army.mil/, which contain additional reading material for self-development.
- (3) The pace of operational assignments may limit the opportunity for civilian education. Pursuing a college education, from a degree producing institution, is not a mandatory requirement but one that may place you above your peers. Soldiers should plan their college program around a degree that improves Soldier skills and enhances MOS proficiency.
- (4) Soldiers should also consider entering a technical certification program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for technical certification; a list of certifications are located on the Army IgnitED website. For information on these and other education programs, visit the education center on your installation.

d. Sergeant First Class.

(1) Signal Sergeants First Class are skilled leaders and technical experts in their field. They must continue to develop their systems thinking and management skills to plan, coordinate, and supervise the installation, operation, maintenance, and management of communications systems and information technology networks. They should enhance team building skills to lead subordinates and advise commanders to ensure organizational success. They are expected to solve technical and tactical problems, prioritize work to meet deadlines, and participate in the organizational planning process. They should continue to gain an increased understanding of DoD Information Network operations, as they must effectively serve both as troop leaders at the platoon level and operational planners at higher echelons. They coach, lead, and mentor junior leaders to ensure a disciplined, proficient, and ready organization. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

- (2) The following are suggested for self-development: TC 7–22.7 and Army Training Network at https://atn.army.mil/, which contain additional reading material for self-development.
- (3) The pace of operational assignments may limit the opportunity for civilian education; however, Signal Sergeants First Class should be willing to take advantage of available opportunities. Self-development should focus on developing advanced skills. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge.
- (4) The ACCP also provides excellent educational advancements in continued education, leadership, and technical proficiency. Education opportunities can be found at the ACES website.
- (5) Active-duty NCOs at this grade are eligible for the Training with Industry (TWI) program (see AR 621–1). Sergeants First Class should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Technical certifications enhance NCO abilities and knowledge, a list of certifications are available on the Army IgnitED website.

e. Master Sergeant/First Sergeant.

- (1) Signal Master Sergeants are adaptive multi-disciplined leaders, trainers and advisors. They plan, direct, supervise and manage the installation, operation, and maintenance of Signal support functions within a Multi-Domain, Joint, or Defense communications network. They plan and coordinate logistical support for cyberspace network operations and provide guidance and technical assistance to commanders, peers, and subordinates They should continue to gain an increased understanding of information technology management, telecommunications, spectrum management, cyber network defense, and the global information structure. As Signal First Sergeants, they must employ their advanced leadership and management skills to maintain unit readiness, enforce standards, ensure training objectives are met, and advise the commander. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM.
- (2) Master Sergeants/First Sergeants should study and master the following military publications: AR 601–280, AR 600–20, DA Pam 611–21, AR 840–10, and AR 220–1.
- (3) Master Sergeants/First Sergeants should also continue to exploit other distributed learning programs and broaden their focus to include functional training. MSGs/1SGs should recognize their role as a senior NCO and pursue functional course offerings from various sources that will enhance their understanding of how the Army runs to influence and improve the Army's systems and contribute to the success of their organizations.
- (4) The ACCP provides an excellent educational resource in continued education, leadership, and technical proficiency.

f. Sergeant Major/Command Sergeant Major.

(1) Signal Sergeants Major are strategic-level leaders who are expected to employ project management skills at any staff level. They should continue to seek organizational leadership roles in units and teams on division, corps, Army, and joint staffs. They should further develop their understanding of Army force structure to enable Multi-Domain Operations, and the roles of Signal operations at all echelons. They prepare staff studies, staff estimates and unit assessments, conduct briefings, track complex operations plans and orders, and determine force requirements and alternative means of resourcing Soldier training requirements to accomplish Army functions and missions as related to their unit and ACOM. Signal Command Sergeants Major should develop the advanced leadership skills required to plan, coordinate, and supervise activities pertaining to Signal operations, and to oversee the enforcement of policies and standards on performance, training, appearance and conduct of enlisted personnel within the command. The SGM/CSM should read publications on the chain of command's professional reading list. TC 7–22.7 and Army Training Network at https://atn.army.mil/, contain additional reading material for self-development. Continued reading about world politics, geopolitical issues, and field manuals relating to Army operations and current battle doctrine

enhance the knowledge base of the leader.

- (2) The ACCP provides an excellent educational resource in continued education, leadership, and technical proficiency.
- (3) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications through the Army IgnitED website.

Chapter 4. Military Occupational Specialty 25B Information Technology Specialist

- a. Major duties. See DA Pam 611-21 for details.
- b. Prerequisites. See DA Pam 611-21 for details.
- c. Goals for development. The purpose of the Career Progression Plan is to inform Soldiers how the Signal Corps intends for their career pattern and professional development to unfold. To develop Information Technology Specialists into professional NCOs, their assignments must focus on the hard, demanding jobs such as Squad Leader, Section Sergeant, Platoon Sergeant, First Sergeant, or other supervisory positions, and serve in special or joint assignments. Follow-on assignments at the brigade and division staff will add to their overall professional knowledge and development. Soldiers should avoid repetitive assignments outside of their MOS (such as going from Drill Sergeant to Detailed Recruiter duty, Instructor/Writer, staff, or similar positions). Repetitive assignments may be necessary to meet the needs of the Army but avoided whenever possible. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive.
- (1) Private Specialist/Corporal.
- (a) Operational assignments. Soldiers should focus on building a strong base of technical expertise, basic MOS skills, and common Soldier tasks during the early years of their career. Assignments such as Information Technology Specialist from the company to corps level may enhance technical expertise based on various mission sets. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.
- (b) Self-development. Under DLC 1, Soldiers must be a graduate of Initial Military Training (IMT) and promoted to SPC. Soldiers in the rank of E-1 through E-3 will not be enrolled DLC 1 until promoted to SPC. Soldiers entering the Army at SPC must have 18 months' time in service (TIS) prior to enrollment into DLC 1. DLC 1 tasks are primarily focused on the team level and is a prerequisite for attending BLC. Soldiers and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. This time should be used to develop and start a college degree plan. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the TADECIDE website. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes Army correspondence courses, CLEP and DANTES. Soldiers may convert military education and experience to college credit by maximizing the Credentialing Opportunities. Additionally, Soldiers should visit the Army IgnitED website (https://www.armyignited.com) for civilian credentialing associated with their respective MOS. The completion of a college level English course is recommended prior to attending BLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education center for more information on education programs, counseling services, and financial support. Soldiers may enroll in the Army Correspondence Course Program online through Army Training Requirements and Resources System (ATRRS), and/or Joint Knowledge Online (JKO).
- (c) Additional training. Airborne, Air Assault, and Information Assurance Technician (IAT) Level I certification courses.

- (d) Suggested correspondence courses: None.
- (e) Special assignments. Joint/DOD agencies and Security Force Assistance Brigade (SFAB).
- (f) Army Career Degree. See Tuition Assistance (TA) Decide (https://www.dodmou.com/TADECIDE).
- (g) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- (2) Sergeant.
- (a) Operational assignments. NCOs should focus on tactical assignments developing Soldier leadership skills, honing technical expertise, and laying a foundation of tactical knowledge during this phase of their career. The main operational assignments are Senior Information Technology Specialist, Information System Admin, and Alternate Communication Security (COMSEC) Account Manager. Leadership positions for a Sergeant are Team Chief or Squad Leader.
- (b) Self-development. DLC 2 completion is a prerequisite of attending ALC. Human Resources Command's Military Schools Branch (MSB) schedules SGTs for ALC attendance based on Order of Merit. Sergeants who have completed all ALC requirements, will automatically be enrolled in DLC 3. NCOs and their chain of command should exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. NCOs should be working towards a college associate degree. A college degree is not a requirement for promotion but may be a significant factor and should be pursued whenever possible. Soldiers should choose a degree program aligned with their MOS using information provided on TADECIDE. Sergeants may convert military education and experience to college credit by maximizing usage of TADECIDE. Additionally, Sergeants should visit the Army IgnitED website (https://www.armyignited.com) for civilian credentialing associated with their respective MOS. Civilian certifications within IAT/IAM roles are required for technical proficiency. NCOs may enroll in the ACCP online through Army Training Requirements and Resources System (ATRRS), and/or Joint Knowledge Online (JKO).
- (c) Additional training. IAT Level I-II and IAM Level I certification courses, Signal Digital Master Gunner Course, Airborne, Air Assault, Jumpmaster, Ranger School, Marksmanship Master Trainer, Master Resilience Trainer, Master Fitness Trainer, and Management Client (MGC) Course.
- (d) Suggested correspondence courses: None.
- (e) Special assignments. WHCA, Joint/DOD agencies, Instructor/Writer, SFAB, JCSE, and Geographic Combatant Command/Army Service Component Command (GCC/ASCC) IT Specialist, and Defense Information Systems Agency (DISA)
- (f) Army Career Degree. See TADECIDE (https://www.dodmou.com/TADECIDE).
- (g) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- (3) Staff Sergeant.
- (a) Operational assignments. NCOs should focus on continued development and refinement of their skills with assignments, which further develop leadership skills, hone technical expertise, and increase tactical knowledge. Duty assignments that increase the experience and leadership level of NCOs are Section Sergeant, and operational assignments such as an Information Technology Team Chief, Information Technology NCO, COMSEC Account Manager, and assignments within Joint/DOD or Special Operations organizations.
- (b) Self-development. DLC 3 completion is a prerequisite of attending SLC. Human Resources Command's Military Schools Branch (MSB) schedules SSGs for SLC attendance based on Order of Merit. Staff Sergeants who have completed all SLC requirements, will automatically be enrolled in DLC 4. NCOs should actively seek opportunities to further their civilian and military

education. NCOs should visit the Army IgnitED website (https://www.armyignited.com) for civilian credentialing associated with their respective MOS. Civilian certifications within IAT/IAM roles are required for technical proficiency. SSGs should continue working towards an associate degree. A college degree is not a requirement for promotion, but it may be a significant factor and should be pursued whenever possible. SSGs should choose a degree program aligned with their MOS using information provided on DoD's Tuition Assistance DECIDE website. SSGs should seek unique opportunities such as the Training with Industry (TWI) program.

- (c) Additional training. IAT Level II and IAM Level I certification courses, Signal Digital Master Gunner Course, Global Command and Control System, Airborne, Air Assault, Jumpmaster, Ranger School, SHARP Foundations Course, Marksmanship Master Trainer, Master Resilience Trainer, Master Fitness Trainer, Senior Enlisted Joint Professional Military Education (SEJPME) I course, Joint C4 Planner Course, and Management Client (MGC) course.
- (d) Suggested correspondence courses: None.
- (e) Special assignments. Drill Sergeant, ALC Small Group Leader, WHCA, TWI, Instructor/Writer, Joint/DOD agencies, SFAB, JCSE, Joint Communications Unit (JCU), Recruiter, GCC/ASCC IT NCO.
- (f) Army Career Degree. See TADECIDE (https://www.dodmou.com/TADECIDE).
- (g) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- (4) Sergeant First Class.
- (a) Operational assignments. SFCs should focus on tactical assignments as a Platoon Sergeant, or operational assignments as an Information Technology Staff NCO and Information Technology Supervisor during this phase of their career. As the senior trainer in the platoon, the Platoon Sergeant's job is essential in the development of junior leaders. Fulfilling the role of a Platoon Sergeant helps SFCs remain competitive for promotion to Master Sergeant and appointment to First Sergeant.
- (b) Self-development. Under DLC, SFCs are automatically enrolled in DLC 4 upon completion of SLC. DLC 4 completion is a prerequisite for attending the Master Leader Course. Human Resources Command's Military Schools Branch (MSB) schedules SFCs for MLC attendance based on Order of Merit. Sergeants First Class who have completed all SLC requirements, will automatically be enrolled in DLC 5. It is highly recommended that DLC 4 be completed prior to assuming duties as a First Sergeant. NCOs and their chain of command should exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. Additionally, SFCs s should visit the Army IgnitED website (https://www.armyignited.com) for civilian credentialing associated with their respective MOS. Civilian certifications within IAT/IAM roles are required for continued technical proficiency. SFCs should complete an associate degree, while working towards a bachelor's degree. A college degree is not a requirement for promotion but may be a significant factor and should be pursued whenever possible. Upon selection for promotion to Master Sergeant, the Sergeants First Class must attend Master Leader Course to be promoted under the Select, Train, Educate, and Promote (STEP) program. SFCs should also seek opportunities with the Training with Industry (TWI) program.
- (c) Additional training. IAT Level II-III and IAM Level II certification courses, Signal Digital Master Gunner Course, Air Assault, Airborne, Jumpmaster, Battle Staff NCO Course, SHARP Foundation Course, Marksmanship Master Trainer, Master Resilience Trainer, Master Fitness Trainer, Senior Enlisted Joint Professional Military Education (SEJPME) Course II, Joint C4 Planner Course, Network Security Manager, MGC course, and COMSEC inspector.
- (d) Suggested correspondence courses: None.
- (e) Special assignments. Senior Drill Sergeant, Senior Instructor/Writer, SLC Small Group

Leader, Military Equal Opportunity Advisor (MEO Advisor), WHCA, TWI, Joint Communications Units, SARC/VA, Joint/DoD Agencies, and Senior GCC/ASCC IT NCO.

- (f) Army Career Degree. See TADECIDE (https://www.dodmou.com/TADECIDE). Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- (5) Master Sergeant/First Sergeant. (See MOS 25Z).
- (6) Sergeant Major. (See MOS 25Z).

Chapter 5. Military Occupational Specialty 25B Talent Development Model

Access to the "Career Maps" is located on the Army Career Tracker (ACT) website. They are located under the "Plan/Professional Development Model" tab at the following web address: https://actnow.army.mil.

Chapter 6. Military Occupational Specialty 25B Reserve Component

The integrated use of the RC is essential to successful military OPS. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from operations to operations support, to force sustainment. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as their RA counterpart in a similar unit of assignment. Duty assignments for career progression do not directly align with those of RA Assignments are constrained based on availability within their state or region. Geographical limitations will determine the type of units in which RC Soldiers may serve. TATS and NCOPDS satisfies PD and functional area requirements. This is the same for all Army components.

Chapter 7. Military Occupational Specialty 25D Cyber Network Defender

- a. Major duties. See DA Pam 611–21 for details.
- b. Prerequisites. See DA Pam 611-21 for details.
- c. Goals for development. The purpose of the Career Progression Plan is to inform NCOs how the Signal Corps intends for their career pattern and professional development to unfold. To develop cyber network defenders into seasoned cyber professionals, their assignments must focus on the hard, demanding jobs such as analysts, infrastructure support, incident responders, auditors, or lead network security management positions, and potentially in Regional Cyber Centers or joint assignments. Technical certifications are required to perform all IAT, IAM, and CYBERSECURITY roles, IAW DA Pam 611-21, AR 25-2 and DoD 8570.01-M. Assignments at the Division and Corps levels will add to their overall professional knowledge. Repetitive assignments may be necessary to meet the needs of the Army but avoided whenever possible. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. Cyber Network Defenders are technical experts who are members of the staff at the echelons where they are assigned and do no compete with other MOSs for promotion consideration. MOS 25D has no authorizations for traditional troop leadership positions; there are no Team Chief, Squad Leader, Platoon Sergeant, First Sergeant, or Command Sergeant Major positions associated with this MOS. MOS 25D Soldiers are not authorized for assignment as a Recruiter, Drill Sergeant, Inspector General or Military Equal Opportunity Advisor. Senior NCOs should round out their career with Corps or above level experience.
- (1) Staff Sergeant.
- (a) Operational assignments. SSGs should focus on continued development and refinement of their skills with assignments that hone technical expertise, improve staff leadership skills, and lay a foundation of technical knowledge during this phase of their career. Duty assignments that

increase experience level and leadership potential of NCOs are operational assignments such as an Infrastructure Support Analyst and assignments within Joint/DOD, Cyber Mission Units, Regional Cyber Center or ASCC.

Self-development. DLC 3 completion is a prerequisite of attending SLC. Human Resources Command's Military Schools Branch (MSB) schedules SSGs for SLC attendance based on Order of Merit. Staff Sergeants who have completed all SLC requirements, will automatically be enrolled in DLC 4. NCOs should actively seek opportunities to further their civilian and military education. NCOs should visit the Army IgnitED website (https://www.armyignited.com) for civilian credentialing associated with their respective MOS. Civilian certifications within IAT/IAM and cybersecurity roles are required for technical proficiency. NCOs should be working towards an associate degree. A college degree is not a requirement for promotion, but it may be a significant factor and should be pursued whenever possible. NCOs s should plan their college program around a degree that relates to their MOS using information provided from the DoD's TADECIDE website.

- (b) Additional training. Airborne, Air Assault, Ranger School, IAT Level II, IAM Level I and cybersecurity certification courses, Information Operations Capabilities Application and Planning (IOCAP), Senior Enlisted Joint Professional Military Education (SEJPME) Course I.
- (c) Suggested correspondence courses: None.
- (d) Special assignments. Cyber Protection BDE, Joint/DoD agencies, Security Force Assistance Brigade (SFAB).
- (e) Army Career Degree. See TADECIDE (https://www.dodmou.com/TADECIDE).
- (f) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- (2) Sergeant First Class.
- (a) Operational assignments. SFCs s should focus on tactical or operational assignments as a Senior Infrastructure Support, Senior Analyst, and Incident Responder, during this phase of their career. As the Senior Cyber Defender in most brigade sections, it is essential to maintain technical skills and develop junior leaders. Important assignments for SFCs include Joint/DOD, Cyber Mission Units, Regional Cyber Center or ASCC.
- (b) Self-development. DLC 4 completion is a prerequisite for attending the Master Leader Course. Human Resources Command's Military Schools Branch (MSB) schedules SFCs for MLC attendance based on Order of Merit. Sergeants First Class who have completed all SLC requirements, will automatically be enrolled in DLC 5. NCOs and their chain of command should exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. Additionally, NCOs should visit the Army IgnitED website (https://www.armyignited.com) for civilian credentialing associated with their respective MOS. Civilian certifications within IAT/IAM and cybersecurity roles are required for technical proficiency. SFCs should complete an associate degree while working towards a bachelor's degree. A college degree is not a requirement for promotion but may be a significant factor and should be pursued whenever possible. Upon selection for promotion to Master Sergeant, Sergeants First Class must attend MLC to be promoted under the Select, Train, Educate, and Promote (STEP) program. There is no DLC requirement for promotion due to the requirement for DLC 4 completion to be eligible for selection to Master Sergeant.
- (c) Additional training. Air Assault, Airborne, IAT Level II-III, IAM Level II and cybersecurity certification courses, Information Operations Capabilities Application and Planning (IOCAP), Army Cyberspace Operations Planners Course (ACOPC), Battle Staff NCO Course, Joint C4 Planner Course (JC4PC), and Senior Enlisted Joint Professional Military Education (SEJPME) II Course.
- (d) Suggested correspondence courses: None.
- (e) Special assignments. Cyber Protection BDE, DISA, Instructor, USSOCOM, Special Mission Unit, and ARCYBER
- (f) Army Career Degree. See TADECIDE (https://www.dodmou.com/TADECIDE).
- (g) Army Credentialing Opportunities. Credentialing opportunities are available at the Army

IgnitED website located at https://www.armyignited.com.

- (3) Master Sergeant.
- (a) Operational assignments. The critical assignments for the MSG at the Brigade/Division/Corps level are Senior Auditor, Manager, and Senior Incident Responder. Other important assignments for MSGs include Regional Cyber Center or ASCC.
- (b) Self-development. Under DLC, Master Sergeants will automatically be enrolled in DLC 5 upon selection for the Sergeants Major Academy. DLC 5 completion is required before attendance at the Sergeants Major Academy. DLC 5 tasks are primarily focused at nominative and joint staff levels. NCOs should visit the Army IgnitED website (https://www.armyignited.com) for civilian credentialing associated with their respective MOS. Civilian certifications within IAT/IAM and CND roles are required for technical proficiency. MSGs should complete a bachelor's degree while working towards a master's degree. A college degree is not a requirement for promotion but may be a significant factor for selection to SGM and should be pursued whenever possible.
- (c) Additional training. Airborne, Air Assault, IAT Level III, IAM Level II-III and cybersecurity certification courses, Information Operations Capabilities Application and Planning (IOCAP), Army Cyberspace Operations Planners Course (ACOPC), BSNCOC, Senior Enlisted Joint Professional Military Education (SEJPME) II course, and Cyberspace Operations Planners Seminar (COPS).
- (d) Suggested correspondence courses: None.
- (e) Special assignments. Cyber Protection BDE and USSOCOM.
- (f) Army Career Degree. See TADECIDE (https://www.dodmou.com/TADECIDE).
- (g) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- (4) Sergeant Major.
- (a) Operational assignments. SGMs should seek operational assignments as a Senior Manager within a Regional Cyber Center or major command.
- (b) Self-development. DLC 5 is required before attendance to the Sergeants Major Academy. Additionally, SGMs should visit the Army IgnitED website (https://www.armyignited.com) for civilian credentialing associated with their respective MOS. Civilian certifications within IAM and CND roles are required for technical proficiency. SGMs should complete a bachelor's degree while working towards a master's degree or higher-level degree plan.
- (c) Additional training. IAM Level III and cybersecurity certification courses.
- (d) Special assignments. None.
- (e) Army Career Degree. See TADECIDE (https://www.dodmou.com/TADECIDE).
- (f) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.

Chapter 8. Military Occupational Specialty 25D Talent Development Model

Access to the "Career Maps" is located on the ACT website. They are located under the "Plan/Professional Development Model" tab at the following web address: https://actnow.army.mil.

Chapter 9. Military Occupational Specialty 25D Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces, from operations to operations support and force sustainment. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as their RA counterpart in a similar unit of assignment. Duty

assignments for career progression do not always directly align with those of the RA. Assignments are constrained based on availability within their state or region. Geographic limitations will determine the type of units in which RC Soldiers may serve. TATS and NCOPDS satisfies PD and functional area requirements. This is the same for all Army components.

Chapter 10. Military Occupational Specialty 25E Electromagnetic Spectrum Manager

- a. Major duties. See DA Pam 611–21 for details.
- b. Prerequisites. See DA Pam 611-21 for details.
- c. Goals for development. The purpose of the Career Progression Plan is to inform signal Soldiers of the Signal Corps' intent for their career pattern and PD. To develop spectrum managers to their full potential as professional NCOs, their assignments must follow a pattern of continuous, successive spectrum management positions with increased levels of responsibility. Junior EMSO NCOs should take steps to increase their technical attributes. Soldiers must use online training resources to increase their technical knowledge, and to continue to develop and enhance the skills needed to support the modular force. Follow-on assignments as instructors or Army staff advisors will add to their overall professional knowledge. Spectrum managers are technical experts who are members of the staff at the echelons where they are assigned and do not compete with other MOSs for promotion consideration. MOS 25E has no authorizations for traditional troop leadership positions; there are no Team Chief, Platoon Sergeant, First Sergeant or Command Sergeant Major positions associated with this MOS. MOS 25E Soldiers are not authorized for assignment as a Recruiter, Drill Sergeant, Inspector General or EOA. Soldiers should diversify their careers by requesting non-tactical assignments, as most of the authorizations are in tactical assignments. It is possible that repetitive assignments will occur to meet the needs of the Army. NCOs should communicate their desire for assignments that allow them to remain competitive. Senior NCOs should round out their career with Army level experience.
- (1) Staff Sergeant.
- (a) Operational assignments. During this phase of their career, Soldiers should focus on continued development and refinement of their technical expertise. Available duty assignments that will increase their experience include BCT, Corps Signal Operations Cells and the OPS section of signal organizations.
- (b) Self-development. DLC 3 completion is a prerequisite of attending SLC. Human Resources Command's Military Schools Branch (MSB) schedules SSGs for SLC attendance based on Order of Merit. Staff Sergeants who have completed all SLC requirements, will automatically be enrolled in DLC 4. NCOs should actively seek opportunities to further their civilian and military education. Pursuing a college education, from a degree producing institution, is not a mandatory requirement but one that will place you above your peers. Additional information regarding different degrees and school can be found on the DoD's TADECIDE website.
- (c) Additional training. BSNCOC, Space 100 Course.
- Suggested Army correspondence courses: Principles of Radio Wave Propagation. The Information Technology End-User Curricula in the Army eLearning SmartForce computer-based training may be very useful to EMSO NCO.
- (d) Special assignments. Spectrum Management Assignments: Joint Task Force and Joint Forces Land Component Commands (JTF/JFLCC), Theater and Corps Commands, Instructor/Writer.
- (e) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE.
- (f) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- (2) Sergeant First Class.

Operational assignments. During this phase of a career, focus on assignments within Division, Corps, or ASCC staffs. Additional assignments include Instructor, Combined/Joint Commands,

and EW cells at Division and Corps.

- (a) Self-development. DLC 4 completion is a prerequisite of attending SLC. Human Resources Command's Military Schools Branch (MSB) schedules SFCs for MLC attendance based on Order of Merit. Sergeants First Class who have completed all SLC requirements, will automatically be enrolled in DLC 5. Under guided self-development, NCOs and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limits the opportunity for civilian education. A college degree is not a requirement for promotion, but it may be a significant factor and should be pursued whenever possible. SFCs should complete an associate degree prior to eligibility for the Master Sergeant Evaluation Board
- (b) Additional training. Airborne, Air Assault, Space 100, BSNCOC.
- (c) Special assignments. Spectrum Management Assignments: Joint (JTF/JFLCC), Theater and Corps Commands, Instructor/Writer, Security Forces Assistance Brigade (SFAB).
- (d) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE.
- (e) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- (3) Master Sergeant.
- (a) Operational assignments. During this phase of a career, focus on assignments as Division or Corps Spectrum Chief, or on ASCC staffs.
- (b) Self-development. DLC 5 completion is a prerequisite of attending Sergeants Major Academy. Human Resources Command's Military Schools Branch (MSB) schedules MSGs for SMA attendance based on Order of Merit. A college degree is not a requirement for promotion, but it may be a significant factor for selection to SGM and should be pursued whenever possible. Master Sergeants should strive to complete a bachelor's degree prior to eligibility for the Master Sergeant Evaluation Board.
- (c) Additional training. BSNCOC.
- Suggested correspondence course: None.
- (d) Special assignments. SFAB.
- (e) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE.
- (f) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- (4) Sergeant Major.
- (a) Operational assignments. Forces Command (FORSCOM), CIO-G6, ASCC Army Spectrum Chief (named or numbered Army echelon command, such as the Third Army or HQ U.S. Army Pacific Command).
- (b) Self-development. Under DLC, SGMs are automatically enrolled in DLC 5 upon completion of the SGM-A. DLC 5 tasks are primarily focused at nominative and Joint Staff levels. SGMs should have a bachelor's degree and should continue in courses to obtain a master's degree.
- (c) Additional training. None.
- (d) Suggested correspondence course: None.
- (e) Special assignments. None.
- (f) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE.
- (g) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.

Chapter 11. Military Occupational Specialty 25E Talent Development Model

Access to the "Career Maps" is from the ACT website. They are located under the

"Plan/Professional Development Model" tab at the following web address: https://actnow.army.mil.

Chapter 12. Military Occupational Specialty 25E Reserve Component

The integrated use of the RC is essential to successful military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces, from operations to operations support and force sustainment. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as their RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the Active Component (AC). Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers may serve, TATS and NCOPDS satisfies PD and functional area requirements. This is the same for all Army components.

Chapter 13. Military Occupational Specialty 25H Network Communication Systems Specialist

- a. Major duties. See DA Pam 611-21 for details.
- b. Prerequisites. See DA Pam 611–21 for details.
- c. Goals for development. The purpose of the Career Progression Plan is to inform Soldiers the Signal Corps' intent for their career pattern and PD. Junior enlisted Soldiers should take steps to increase their technical and basic soldiering attributes. Soldiers should use online training resources to increase their knowledge of complex Internet Protocol (IP) based systems and equipment that is needed to support the modular force. Junior enlisted assignments must focus on challenging and demanding jobs such as Team Chief and Section Chief. Soldiers should avoid repetitive assignments outside of the MOS (such as consecutive Drill Sergeant, Recruiter, Instructor/Writer, staff, or similar duty assignments) whenever possible. This will ensure necessary diversity throughout the career path. It is possible repetitive assignments will occur to meet the needs of the Army. Soldiers should communicate their desire for assignments that allow them to remain competitive.
- (1) Private Specialist/Corporal.
- (a) Institutional Training. Advanced Individual Training (AIT); Basic Leader Course (BLC) for SPC/CPL.
- (b) Operational assignments. A Soldier should focus on building a strong base of technical expertise, basic MOS skills, and common Soldier tasks during the early years of their career. Assignments such as Network Communication Systems Specialist, Transmission Systems Operator, Cable Systems Installer, TROPO Systems Operator, or Range Extension Operator. Soldiers should seek responsibility and take advantage of opportunities to display leadership skills, initiative, and motivation.
- (c) Self-development. Under DLC 1, Soldiers must be a graduate of Initial Military Training (IMT) and have been promoted to SPC. Soldiers in the rank of PVT through SPC will not be enrolled into DLC 1 until promoted to SPC. Soldiers entering the Army as SPC must have 18 months' time in service (TIS) prior to enrollment into DLC 1. Under guided self-development, Soldiers and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses, CLEP and DANTES. Soldiers may convert military education and experience to college credit by maximizing the TADECIDE program. Soldiers should visit the Army IgnitED website for civilian credentials associated with their respective

- MOS. The completion of a college level English course is recommended prior to attending the BLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the Army Correspondence Course Program online through Army Training Requirements and Resources System (ATRRS), and/or Joint Knowledge Online (JKO).
- (d) Additional training. Basic Airborne Corse and Air Assault Course.
- Suggested Army correspondence courses: Network Switching Systems Operator-Maintainer Course, Multichannel Transmission Systems Operator Maintainer Course, Antenna Installation Course, and Cable Splicing Course. There is also an online Joint Network Node (JNN) simulation that is available via the Fort Eisenhower eLandWarNet University.
- (e) Special assignments. WHCA.
- (f) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE.
- (g) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com. Suggested credentials IAT level I.
- (2) Sergeant.
- (a) Institutional Training. Advanced Leader Course (ALC). Successful graduation with honors from this course could be a significant promotion factor.
- (b) Operational assignments. During this phase of a career, NCOs should focus on tactical assignments to develop Soldier leadership skills, hone technical expertise, and lay a foundation of tactical knowledge. NCOs at every opportunity should seek the positions that allow them to gain leadership experience such as Sr Network Communication Systems Specialist, Sr Transmissions Systems Operator, Sr Cable Systems Installer, or Sr TROPO Systems Operator.
- (c) Self-development. DLC 2 completion is a prerequisite of attending ALC. Human Resources Command's Military Schools Branch (MSB) schedules SGTs for ALC attendance based on Order of Merit. Sergeants who have completed all ALC requirements, will automatically be enrolled in DLC 3. Under guided self-development, NCOs and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes online college courses, Army correspondence courses, CLEP, and DANTES. Soldiers may convert military education and experience to college credit by maximizing the TADECIDE program. Soldiers should visit the Army IgnitED website for civilian credentials associated with their respective MOS. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the Army Correspondence Course Program online through Army Training Requirements and Resources System (ATRRS), and/or Joint Knowledge Online (JKO).
- (d) Additional training. Basic Airborne Corse, Air Assault Course, COMSEC Account Manager Course, Jumpmaster Course, Marksmanship Master Trainer Course, Master Resilience Trainer. There is an online JNN simulation that is available via the Fort Eisenhower LandWarNet University.
- (e) Special assignments. WHCA, Instructor/Writer, Training Development, Joint Communication Support Element, Security Forces Assistance Brigade (SFAB), and Joint Communication Unit.
- (f) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE
- (g) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com. Suggested credentials IAT level I and IAT level II.
- (3) Staff Sergeant.
- (a) Institutional training. Senior Leader Course (SLC); Battle Staff NCO Course (BSNCOC). Successful graduation with honors from these courses may be a significant promotion factor.
- (b) Operational assignments. NCOs should focus on continued development and refinement of

their skills with assignments, which develop leadership skills, hone technical expertise, and lay a foundation of tactical knowledge during this phase of their career. NCOs at every opportunity should seek positions to gain leadership experience such as Network Communication Systems Supervisor, Cable Systems Installer Supervisor, Transmissions System Team Supervisor, Section Supervisor, Network Communications Transmissions Systems Supervisor, and Plans/Operations NCO.

- (c) Self-development. DLC 3 completion is a prerequisite of attending SLC. Human Resources Command's Military Schools Branch (MSB) schedules SSGs for SLC attendance based on Order of Merit. Staff Sergeants who have completed all SLC requirements, will automatically be enrolled in DLC 4. NCOs should actively seek opportunities to further their civilian and military education. Pursuing a college education, from a degree producing institution, is not a mandatory requirement but one that will place you above your peers.
- (d) Additional training. Basic Airborne Course, Air Assault, and Battle Staff NCO Course (BSNCOC), COMSEC Account Manager Course, Jumpmaster Course, Marksmanship Master Trainer Course, Master Resilience Trainer, Master Fitness Training Course, SHARP Foundation Course

Suggested Army correspondence courses: Network Switching Systems Operator-Maintainer Course. There is an online JNN simulation that is available via the Fort Eisenhower LandWarNet University.

- (e) Special assignments. Instructor/Writer, Drill Sergeant, Detailed Recruiter, Small Group Leader (SGL), Training Development, AC/RC Advisor, Observer/Controller, NATO, SFAB, and WHCA.
- (f) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE
- (g) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com. Suggested IAT level I and IAT level II.
- (4) Sergeant First Class.
- (a) Institutional training. Master Leader Course (MLC). Successful graduation with honors from this course may be a significant promotion factor.
- (b) Operational assignments. SFCs should seek assignments as a Platoon Sergeant, Detachment Sergeants, Network Communication Systems Manager, Network Communication Systems Planner, and Switch Systems Chief.
- (c) Self-development. Under DLC, Sergeants First Class are enrolled automatically in DLC 4 upon completion of SLC. It is highly recommended that DLC 4 be completed prior to assuming duties as a First Sergeant. DLC 4 completion is required for consideration for promotion to Master Sergeant. Under guided self-development, NCOs and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. A college degree is not a requirement for promotion, but it may be a significant factor and should be pursued whenever possible. A SFC should strive to complete an associate degree prior to eligibility for the Sergeant First Class Evaluation Board. NCOs should visit the Army IgnitED website for civilian credentials associated with their respective MOS. Upon selection for promotion to Master Sergeant, Sergeants First Class must attend Master Leader Course to be promoted under the Select, Train, Educate, and Promote (STEP) program. There is no DLC requirement for promotion due to the requirement for DLC 4 completion to be eligible for selection to Master Sergeant.
- (d) Additional training. Battle Staff NCO Course (BSNCOC), Mission Command Digital Master Gunner Course (MCDMG-C), Signal Digital Master Gunner Course (SDMG-C), Common Faculty Development-Instructor Course (CFD-IC), Joint C4 Planners Course Operational

Contract Support Course (OCS), Equal Opportunity Advisor Course (EOAC), SHARP, Master Resiliency Trainer Course (MRTC), Master Fitness Trainer Course (MFTC), Management Client Course (MGC), Ranger School, Basic Airborne Course, Air Assault School, and Company Commander/First Sergeant Course.

Suggested correspondence courses: None.

- (e) Special assignments. Senior Drill Sergeant, Recruiter, Career Management NCO, Career Advisor (HRC), Instructor/Writer, Training Developer, Senior Small Group Leader, Observer Controller/Trainer, Inspector General, Equal Opportunity Advisor, Special Missions Unit, White House Communications Agency, Defense Information Systems Agency, Joint Communications Support Element, Joint Communications Unit, Security Forces Assistance Brigade, Defense Attaché.
- (f) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE.
- (g) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.

Suggested certifications: Information Assurance Technician Level II-III, Information Assurance Manager Level I-II.

- (5) Master Sergeant/First Sergeant. (See MOS 25Z).
- (6) Sergeant Major. (See MOS 25Z).

Chapter 14. Military Occupational Specialty 25H Talent Development Model

Access to the "Career Maps" is from the ACT website. They are located under the "Plan/Professional Development Model" tab at the following web address: https://actnow.army.mil.

Chapter 15. Military Occupational Specialty 25H Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from operations to operations support, to force sustainment. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as their RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers can serve, TATS, NCOPDS satisfies PD and functional area requirements. This is the same for all Army components.

Chapter 16. Military Occupational Specialty 25S Satellite Communication Systems Specialist

- a. Major duties. See DA Pam 611–21 for details.
- b. Prerequisites. See DA Pam 611-21 for details.
- c. Goals for development. The purpose of the Career Progression Plan is to inform Soldiers the Signal Corps' intent for their career pattern and PD. Junior enlisted Soldiers should take steps to increase their technical and basic Soldiering attributes. Junior NCO assignments must focus on challenging and demanding roles such as Team Chief and Section Chief. SNCOs should seek positions such as Platoon Sergeant, Detachment Sergeant, First Sergeant, or other leadership positions and serve in special and joint assignments. Follow-on assignments at the brigade and division staff will add to their overall professional knowledge and diversity. Soldiers should avoid repetitive assignments outside of MOS (such as going from Drill Sergeant to Recruiter duty, Instructor, staff, or similar positions) at every opportunity. It is possible that

repetitive assignments will occur to meet the needs of the Army. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. SNCOs should round out their career with battalion, brigade or higher-level experience.

- (1) Private Specialist/Corporal.
- (a) Institutional training. The MOS 25S course establishes the responsibilities of the satellite communication systems specialist for supervising, installing, operating, and maintaining strategic and tactical satellite communications systems. When the Soldier is later assigned to another unit with different equipment sets, they will have a core basis of knowledge, which should be enhanced with additional on-the-job training.
- (b) Operational assignments. Soldiers must focus on building a strong base of technical expertise on equipment, MOS skills, and common Soldier tasks during the early years of their career. Where possible, Soldiers should build a base of knowledge obtained in both strategic and tactical units. Assignments such as SATCOM Systems Specialist, Military Strategic and Tactical Relay (MILSTAR) Terminal Operator-Maintainer, Long Haul Operator-Maintainer, and Circuit Controller enhance technical and operational expertise. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.

Self-development. Under DLC 1, Soldiers must be a graduate of Initial Military Training (IMT) and have been promoted to SPC. Soldiers in the rank of E-1 through E-3 will not be enrolled into DLC 1 until promoted to SPC. Soldiers entering the Army as SPC must have 18 months of time in service (TIS) prior to enrollment into DLC 1. Under guided self-development, Soldiers and their chain of command must exploit every educational opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses, CLEP and DANTES. Soldiers may convert military education and experience to college credit by maximizing the TADECIDE program. Soldiers should visit the Army IgnitED website for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the BLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the Army Correspondence Course Program online through Army Training Requirements and Resources System (ATRRS), and/or Joint Knowledge Online (JKO).

- (c) Additional training WHCA Console Control Operations, Ranger, Airborne, and Air Assault. Suggested Army correspondence courses: None.
- (d) Special assignments. Security Force Assistance Brigades (SFAB).
- (e) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE.
- (f) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- (2) Sergeant.
- (a) Institutional training. Advanced Leader Course (ALC); Master Resilience Course (MRT). Successful graduation with honors from this course could be a significant promotion factor.
- (b) Operational assignments. During this phase of a career, NCOs should focus on assignments that enable development of Soldier leadership skills, hone technical expertise, and lay a foundation of tactical knowledge. NCOs should seek positions to gain leadership experience such as Circuit Control Team Chief, Senior SATCOM Systems Specialist, MILSTAR Senior Operator, SATCOM Operations Sergeant, SATCOM Maintenance NCO, and Circuit Management NCO at every opportunity.
- (c) Self-development. DLC 2 completion is a prerequisite of attending ALC. Human Resources Command's Military Schools Branch (MSB) schedules SGTs for ALC attendance based on Order of Merit. Sergeants who have completed all ALC requirements, will automatically be enrolled in DLC 3. Under guided self-development, NCOs and their chain of command must exploit every educational opportunity when the OPTEMPO of tactical assignments limit the

opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes taking Online Courses through an accredited college or university, Army correspondence courses, CLEP, and DANTES. Sergeants may convert military education and experience to college credit by maximizing the TADECIDE program. Sergeants should visit the Army IgnitED website for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the BLC. Sergeants should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. Soldiers may enroll in the Army Correspondence Course Program online through Army Training Requirements and Resources System (ATRRS), and/or Joint Knowledge Online (JKO).

- (d) Additional training. Ranger, Airborne, Air Assault, the Jumpmaster Course, and Common Faculty Development-Instructor Course, Marksmanship Master Trainer Course, COMSEC Account Manager Course, Advanced EHF Mission Planner Course.
- (e) Suggested Army correspondence courses: Senior Enlisted Joint Professional Military Education (SEJPME) 1 Course.
- (f) Special assignments. Security Force Assistance Brigades (SFABs), Joint Communications Support Element (JCSE).
- (g) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE.
- (h) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- (3) Staff Sergeant.
- (a) Institutional training. Senior Leader Course (SLC); Battle Staff NCO Course (BSNCOC). Successful graduation with honors from these courses may be a significant promotion factor.
- (b) Operational assignments. NCOs should focus on continued development and refinement of their skills with assignments that develop leadership skills, hone technical expertise, and lay a foundation of tactical knowledge during this phase of their career. NCOs should seek positions to gain leadership experience such as SATCOM System Supervisor, Circuit Control Supervisor, MILSTAR Team Chief, Senior Circuit Management NCO, SATCOM Maintenance Supervisor, and SATCOM Operations NCO at every opportunity. Likewise, NCOs should seek positions that broaden the force such as Drill Sergeant, Recruiter, Instructor, Developer, or ALC Small Group Leader (SGL) while avoiding consecutive assignments outside of their MOS.
- (c) Self-development. DLC 3 completion is a prerequisite of attending SLC. Human Resources Command's Military Schools Branch (MSB) schedules SSGs for SLC attendance based on Order of Merit. Staff Sergeants who have completed all SLC requirements, will automatically be enrolled in DLC 4. NCOs should actively seek opportunities to further their civilian and military education. Pursuing a college education from a degree producing institution is not a mandatory requirement but may offer favorable results during NCO Evaluation Boards. NCOs should plan their college program around a degree that relates to their MOS using information provided on the TADECIDE website.
- (d) Additional training. Airborne, Air Assault, Drill Sergeant, Recruiter, Common Faculty Development-Instructor Course, BSNCOC, Master Resilience Course (MRT), Equal Opportunities Leaders Course (EOLC), SHARP Foundation Course and the Jumpmaster Course, Master Fitness Trainer Course, Marksmanship Master Trainer Course, Joint C4 Planner Course, Advanced EHF Mission Planner Course.
- (e) Suggested Army correspondence courses: Senior Enlisted Joint Professional Military Education (SEJPME) 1 Course.
- (f) Special assignments. Drill Sergeant, Platoon Sergeant, WHCA, ALC Small Group Leader, Instructor/Writer, SFAB, and Detailed Recruiter.
- (g) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE.
- (h) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.

- (4) Sergeant First Class.
- (a) Institutional training. Master Leader Course (MLC), Battle Staff NCO Course (BSNCOC) Successful graduation with honors from this course may be a significant promotion factor.
- (b) Operational assignments. SFCs should seek assignments as a Platoon Sergeant, Detachment Sergeant, Section Chief, SATCOM Terminal Chiefand Senior SATCOM Operations NCO. Likewise, NCOs should seek positions that broaden the force such as Drill Sergeant, Recruiter, Instructor, Developer, or SLC Small Group Leader (SGL) while avoiding consecutive assignments outside of their MOS.

Self-development. Under DLC, Sergeants First Class are enrolled automatically in DLC 4 upon completion of SLC. It is highly recommended that DLC 4 be completed prior to assuming duties as a First Sergeant. DLC 4 completion is required for consideration for promotion to Master Sergeant. Human Resources Command's Military Schools Branch (MSB) schedules SLC attendance based on Order of Merit. Under guided self-development, NCOs and their chain of command must exploit every educational opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. A college degree is not a requirement for promotion, but it may be a significant factor and should be pursued whenever possible. It is recommended that a SFC complete an associate degree prior to eligibility for the Master Sergeant Evaluation Board. Upon selection for promotion to Master Sergeant, Sergeants First Class must attend the Master Leader Course under the Select, Train, Educate, and Promote (STEP) program. There is no DLC requirement for promotion due to the requirement for DLC 4 completion to be eligible for selection to Master Sergeant.

- (c) Additional training. Battlefield Spectrum Management, Airborne, Air Assault, Drill Sergeant, Joint C4 Planners Course, SHARP Foundation Course, Equal Opportunity Advisor Course (EOAC), BSNCOC, Advanced EHF Mission Planner Course
- (d) Special assignments. SLC Small Group Leader, Senior Drill Sergeant, Drill Sergeant, Platoon Sergeant, WHCA, Senior Instructor/Writer, EOA, Career Management NCO, Training with Industry (TWI) and AC/RC Advisor.
- (e) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE.
- (f) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- Suggested Army correspondence courses: Senior Enlisted Joint Professional Military Education (SEJPME) 2 Course.
- (7) Master Sergeant/First Sergeant. (See MOS 25Z).
- (8) Sergeant Major. (See MOS 25Z).

Chapter 17. Military Occupational Specialty 25S Talent Development Model

Access to the "Career Maps" is from the ACT website. They are located under the "career resources" tab at the following web address: https://actnow.army.mil.

Chapter 18. Military Occupational Specialty 25S Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from operations to operations support and force sustainment. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as their RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers can serve; TATS, NCOPDS satisfies PD and functional area requirements. This is the same for all Army components.

Chapter 19. Military Occupational Specialty 25U Signal Operations Support Specialist

- a. Major duties. See DA Pam 611-21 for details.
- b. Prerequisites. See DA Pam 611-21 for details.
- c. Goals for development. The purpose of the Career Progression Plan is to inform Soldiers the Signal Corps' intent for career pattern and PD. Soldiers should steadily increase their technical and basic Soldiering attributes. NCOs should use online training resources to continue to develop and enhance the skills needed to support the modular force. Junior enlisted Soldiers should take steps to increase their technical and basic soldiering attributes. Junior NCO assignments must focus on the hard, demanding jobs such as Team Chief and Section Chief. Senior NCOs should seek positions such as Section Chief, Platoon Sergeant, Signal Operations Section Chief, and First Sergeant. Follow-on assignments, as SNCOs at the brigade and above staff positions, as well as special assignments such as Equal Opportunity Advisor (EOA), Inspector General NCO, and ROTC Military Science Instructor will add to their overall professional knowledge as their career matures. Soldiers assigned to TDA units should seek challenging positions, such as ALC or SLC Small Group Leader (SGLs) and take advantage of opportunities to serve in special or joint assignments. Priority or special assignments such as, Instructor/Writer, Observer/ Controller (OC), Drill Sergeant, Detailed Recruiter, EOA, Career Management NCO (Signal Proponent), Career Advisor (Signal Branch), and Inspector General NCOs are career enhancing. Soldiers should avoid repetitive assignments, outside of MOS whenever possible. This will ensure necessary diversity throughout the career path. It is possible repetitive assignments will occur to meet the needs of the Army. Soldiers should interject and communicate their desire for assignments that allow them to remain competitive. NCOs should round out their career with Army level operations experience. SNCOs should round out their career with battalion, brigade, or higher-level experience.
- (1) Private Specialist/Corporal
- (a) Institutional Training. Advanced Individual Training (AIT); Basic Leader Course (BLC) for SPC/CPL.
- (b) Operational assignments. During the early years of a career, Soldiers should focus on building a strong base of technical expertise, basic MOS skills, and common Soldier tasks. Assignments such as Signal Operations Support Specialist, Radio Retransmission Operator, Forward Signal Support Specialist, and Signal Tactical Network Specialist to enhance technical and operational expertise are recommended. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills, initiative, and motivation.
- (c) Self-development. Under DLC 1, Soldiers must be a graduate of Initial Military Training (IMT) and have been promoted to SPC. Soldiers in the rank of E-1 through E-3 will not be enrolled into DLC 1 until promoted to SPC. Soldiers entering the Army as SPC must have 18 months' time in service (TIS) prior to enrollment into DLC 1. Under guided self-development. Soldiers and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses, CLEP and DANTES. Soldiers may convert military education and experience to college credit by maximizing the TADECIDE program. Soldiers should visit the Army IgnitED website for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending BLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. The Army Distributed Learning Program (TADLP) can be found by visiting https://tadlp.tradoc.army.mil/. Soldiers can register with The Joint Services Transcript (JST) at https://jst.doded.mil/official.html. The JST can convert military training into college credit hours for submission to school towards a degree program.
- (d) Additional training. Airborne and Air Assault. Suggested Distance Learning Courses: Basic

Leaders Course (SPC/CPL), Signal Operations Support SPC Course, and Signal Leadership Course (SPC–SGT). Suggested certifications: CompTIA A+, Network +, and Security +.

- (e) Special assignments. None.
- (f) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE
- (g) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- (2) Sergeant
- (a) Institutional training. Advanced Leader Course. Successful graduation with honors from this course could be a significant promotion factor.
- (b) Operational assignments. During this phase of a career, NCOs should focus on tactical assignments, to develop Soldier leadership skills, hone technical expertise, and lay a foundation of tactical knowledge. NCOs should be familiar with DA Pam 611–21 and seek the positions that allow them to gain technical knowledge by serving in the position of Forward Signal Support NCO and leadership experience by serving in the position of Team Chief, Signal Operations NCO, and Signal Maintenance NCO.

Self-development. DLC 2 completion is a prerequisite of attending ALC. Human Resources Command's Military Schools Branch (MSB) schedules SGTs for ALC attendance based on Order of Merit. Sergeants who have completed all ALC requirements, will automatically be enrolled in DLC 3. Under guided self-development, NCOs and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. There are alternative methods for obtaining college credits outside of the traditional classroom instruction. This includes the Internet and Army correspondence courses, CLEP and DANTES. Soldiers may convert military education and experience to college credit by maximizing the TADECIDE program. Soldiers should visit the Army IgnitED website for civilian credentials associated with their respective MOS. The completion of a college level English course is recommended prior to attending the BLC. Soldiers should use this time to improve their ASVAB scores as appropriate. Soldiers should see their chain of command and the installation education office for more information on education programs and financial support. The Army Distributed Learning Program (TADLP) can be found by visiting https://tadlp.tradoc.army.mil/. Soldiers can register with The Joint Services Transcript (JST) at https://jst.doded.mil/official.html. The JST can be used to convert military training into college credit hours for submission to school towards a degree program.

(c) Additional training. Airborne and Air Assault.

Suggested correspondence courses: None.

Suggested technical certificates: CompTIA A+, Network +, and Security +.

- (d) Special assignments. Defense Information Systems Agency (DISA), White House Communications Agency (WHCA), Security Forces Advisory Brigade (SFAB), Joint Communications Unit (JCU) and Training Developer.
- (e) Army Career Degree. TADECIDE https://www.dodmou.com/TADECIDE
- (f) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- (3) Staff Sergeant
- (a) Institutional training. Senior Leader Course (SLC); Battle Staff NCO Course (BSNCOC). Successful graduation with honors from these courses may be a significant promotion factor.
- (b) Operational assignments. NCOs should focus on continued development and refinement of their skills with assignments, which develop leadership skills, hone technical expertise, and lay a foundation of tactical knowledge during this phase of their career. Duty positions such as Signal Operations NCO, Radio Retransmission Supervisor, Forward Signal Support NCO and ALC Small Group Leader will increase experience and intensify leadership skills. NCOs should avoid back-to-back special duty assignments such as Drill Sergeant, Detail Recruiter, or any repetitive combination of assignments whenever possible. This reduces MOS proficiency due to continuous changes in modernization, structure, and doctrine.

- (c) Self-development. DLC 3 completion is a prerequisite of attending SLC. Human Resources Command's Military Schools Branch (MSB) schedules SSGs for SLC attendance based on Order of Merit. Staff Sergeants who have completed all SLC requirements, will automatically be enrolled in DLC 4. NCOs should actively seek opportunities to further their civilian and military education. Pursuing a college education, from a degree producing institution, is not a mandatory requirement but one that will place you above your peers.
- (d) Additional training. EOA, Drill Sergeant, Detailed Recruiter, Airborne, Air Assault, and BSNCOC.

Suggested correspondence courses: None.

Suggested technical certificates: CompTIA A+, Network +, and Security +.

- (e) Special assignments. ALC Small Group Leader, Drill Sergeant, Detailed Recruiter, Instructor/Writer, WHCA, SFAB, JCU.
- (f) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE
- (g) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- (4) Sergeant First Class
- (a) Institutional training. Master Leader Course (MLC). Successful graduation with honors from this course may be a significant promotion factor.
- (b) Operational assignments. During this phase of a career, focus should be in tactical assignments as a Platoon Sergeant, Section Chief, Detachment Sergeant, and Senior Signal Operations NCO. The Platoon Sergeant or Section Chief's job as the senior trainer in the platoon is essential in the development of junior leaders. This experience is also necessary to be competitive for promotion to MSG and appointment to First Sergeant.
- (c) Self-development. DLC 4 completion is a prerequisite of attending MLC. Human Resources Command's Military Schools Branch (MSB) schedules SFCs for MLC attendance based on Order of Merit. SFCs who have completed all MLC requirements, will automatically be enrolled in DLC 5. Under guided self-development, NCOs and their chain of command must exploit every education opportunity when the OPTEMPO of tactical assignments limit the opportunity for civilian education. A college degree is not a requirement for promotion, but it may be a significant factor and should be pursued whenever possible. A SFC should strive to complete an associate degree prior to eligibility for the Sergeant First Class Evaluation Board. Soldiers should visit the Army IgnitED website for civilian credentials associated with their respective MOS. Upon selection for promotion to Master Sergeant, Sergeants First Class must attend Master Leader Course to be promoted under the Select, Train, Educate, and Promote (STEP) program. There is no DLC requirement for promotion due to the requirement for DLC 4 completion to be eligible for selection to Master Sergeant.
- (d) Additional training. Airborne, Air Assault, and BSNCOC, Signal Digital Master Gunner Course.

Suggested certificates: CompTIA A+, Network +, and Security +.

- (e) Special assignments. Senior Drill Sergeant, Detailed Recruiter, EOA, Observer/Controller, Instructor/Writer, SARC/VA,JCU, DISA, WHCA, TWI, SFAB, Career Management NCO, Career Advisor, West Point Tactical NCO and SLC Small Group Leader.
- (f) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.
- (9) Master Sergeant/First Sergeant. (See MOS 25Z).
- (10) Sergeant Major. (See MOS 25Z).

Chapter 20. Military Occupational Specialty 25U Talent Development Model

Access to the "Career Maps" is from the ACT website. They are located under the "Plan/Professional Development Model" tab at the following web address: https://actnow.army.mil.

Chapter 21. Military Occupational Specialty 25U Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from operations to operations support and force sustainment. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as their RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers may serve; TATS, NCOPDS satisfies PD and functional area requirements. This is the same for all Army components.

Chapter 22. Military Occupational Specialty 25Z Senior Signal Sergeant

Major duties. See DA Pam 611–21 for details.

- a. Prerequisites. See DA Pam 611–21 for details.
- b. Goals for development. The purpose of the Career Progression Plan is to inform Soldiers the Signal Corps' intent for career pattern, talent management, and professional development. NCOs should steadily increase their technical and basic Soldiering attributes. NCOs should use online training resources to continue to develop and enhance the skills needed to support the modular force. To maintain signal proficiency as professional Senior NCOs, their assignments must focus on challenging and demanding jobs such as First Sergeant, Senior Enlisted Advisor, Chief Signal NCO (Battalion or higher echelon), Corps Signal NCO, and Senior Enlisted Leader. Follow-on staff assignments will add to their overall professional knowledge. MSGs and SGMs/CSMs should ensure assignment diversity throughout their career path.
- (1) Master Sergeant.
- (a) Operational assignments. The critical assignment for a Master Sergeant is First Sergeant. Time served in a First Sergeant position could prove pivotal towards the opportunity for promotion to SGM. It is beneficial for career development to serve as a First Sergeant for a minimum of 18 months (which may consist of one or more assignments). Master Sergeants should have built a well-rounded career path in both strategic and tactical units as well as obtained experience from generating and broadening assignments.
- (b) Self-development. Under DLC, Master Sergeants will be automatically enrolled in DLC 5 upon selection for the Sergeants Major Academy. DLC 5 tasks are primarily focused at nominative and joint staff levels. MSGs should visit the Army IgnitED website (https://www.armyignited.com) for civilian credentialing associated with their respective MOS. Civilian certifications within IAT/IAM roles are beneficial in enhancing technical proficiency. MSGs should complete a bachelor's degree while working towards a master's degree. A college degree is not a requirement for promotion but may be a significant factor for selection to SGM and should be pursued whenever possible.
- (c) Additional training. Airborne, Air Assault, Jumpmaster, BSNCOC, Senior Enlisted Joint Professional Military Education (SEJPME) Course II, Mission Command Digital Master Gunner Course, Joint C4 Planner Course, Signal Digital Master Gunner Course, Capabilities Development Course, Operational Contract Support Course (OCS), SHARP Foundations Course, Master Resilience Trainer, Master Fitness Trainer, and Company Commander & First Sergeant Pre-Command Course (CCFSPCC).
- (d) Special assignments. Senior Talent Management NCO, Senior Career Management NCO, Deputy Commandant NCOA, Branch Chief/1SG NCOA, Chief/Senior Instructor Writer, Chief Training Developer, Military Equal Opportunity Advisor (MEO Advisor), Inspector General, and WHCA.
- (e) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE.
- c. Army Credentialing Opportunities. Credentialing opportunities are available at the Army

IgnitED website located at https://www.armyignited.com.

- (1) Sergeant Major/Command Sergeant Major.
- (a) Operational assignments. SGMs should aspire to have the knowledge, skills, and behaviors of a CSM, and seek key primary staff SGM positions, if not selected on the Command Selection List (CSL).
- (b) Self-development. Upon notification of a Nominative Assignment, a Sergeant Major is required to complete DLC 6. SGMs should have a bachelor's degree and should continue in courses to obtain a master's degree or higher-level degree and certifications. SGMs/CSMs should visit the Army IgnitED website for civilian credentials associated with this MOS.
- (c) Additional training. Force Management Course, Capabilities Development Course, Joint C4 Planners Course, CSM Legal Orientation Course, General Officer Senior Commander's Course, Nominative Leader Course, and Keystone Course.
- (d) Special assignments. SGM-A Fellowship, Inspector General, Military Equal Opportunity Advisor (MEOA), White House Fellowship, Congressional Fellowship, Chief Instructor/Writer, Chief Career Management NCO (Proponent), Special Operations, Joint Operations organizations, NATO Senior Enlisted Leader, Defense Information Systems Agency, White House Communications Agency.
- (e) Army Career Degree. See TADECIDE https://www.dodmou.com/TADECIDE.
- (f) Army Credentialing Opportunities. Credentialing opportunities are available at the Army IgnitED website located at https://www.armyignited.com.

Suggested certifications: Information Assurance Manager Level II-III, Certified Associate Project Manager, Project Management Professional, and Certified Lean Sigma Six.

Chapter 23. Military Occupational Specialty 25Z Talent Development Model

Access to the "Career Maps" is from the ACT website. They are located under the "Plan/Professional Development Model" tab at the following web address: https://actnow.army.mil.

Chapter 24. Military Occupational Specialty 25Z Reserve Component

The integrated use of the RC is essential to the successful accomplishment of military operations. The RC represents substantive elements of the structure and capability of each service. The contributions of the RC cover the entire spectrum of forces from operations to operations support and force sustainment. The RC Soldier must possess the same qualifications and capabilities within the unit of assignment as their RA counterpart in a similar unit of assignment. Duty assignments for career progression do not parallel those of the RA. Assignments are constrained based on availability within their state or region. Geographical limitations will determine the types of units in which RC Soldiers may serve; TATS, NCOPD satisfies PD and functional area requirements. This is the same for all Army components.