Military Intelligence (CMF 35) Career Progression Plan

Chapter 1
Duties

The Military Intelligence (MI) Branch contributes to Army and Joint Operations by performing tasks within the Intelligence Warfighting Function (IWfF). The core competencies of the IWfF are intelligence synchronization, intelligence operations, intelligence processing, exploitation, and dissemination (PED), and intelligence analysis. MI Professionals execute the core competencies in elements from small teams to echelons above corps. All MI Soldiers train and learn within each developmental domain to gain and maintain proficiency with common and critical tasks. Furthermore, it is the responsibility of leaders to plan, coordinate, facilitate time and resources, and assess the proficiency of Soldiers and training. As MI Soldiers progress through the ranks, they will have the opportunity to refine their technical, tactical, and leadership skills through the operational, institutional, and self-development domains. MI Soldiers serve in key leadership and developmental roles in diverse strategic and tactical assignments. It is the MI Noncommissioned Officers' (NCO) responsibility to train, manage, and lead their Soldiers in both tactical and technical competencies while developing them to be future leaders. An NCO in charge (NCOIC), primarily in a Key Developmental (KD) position, serves as the management and oversight NCO within assignments for a myriad of missions at different echelons. In these intelligence positions, NCOs provide guidance and leadership to subordinates while developing expertise as a NCO in MI and the Army.

Chapter 2
Transformation

MI is constantly assessing the evolving operational environments (OEs) to drive the transformation of doctrine, training, equipment, and organizational design. MI Soldiers must be adaptable, resilient, and able to rapidly integrate into multi-domain operations. Understanding that we face complex and adaptive enemies, we must be proficient at operating at echelon and converging cross-domain capabilities while maximizing our human potential. Although the goal is to win in competition, we must be prepared to transition seamlessly and rapidly to conflict effectively, and win.

Chapter 3
Recommended Career Management and Self-Development Opportunities, by Rank

3-1. Private - Specialist/Corporal (PVT, PV2, PFC – SPC/CPL) (Skill Level (SL) 1)
    a. The quality and success of any Soldier's career is in direct proportion to the Soldier's commitment to excellence, regardless of the mission. SL1 is the time to develop a strong foundational understanding of technical MOS tasks while seeking out opportunities to strengthen leadership skills. Meeting Army standards while maintaining and increasing personal readiness is the responsibility of every Soldier.
    b. Soldiers should study the history of the MI Corps and the following military publications, at a minimum:
- ADPs 1-0, 2-0, 3-0, 5-0, 6-0
- FMs: 2-0, 3-0, 5-0, 6-0, 6-22, 7-22
- AR/DA PAMs: 381-10, 600-20, 670–1; STP 21–1–SMCT; ATP 2-01.3
- STP Series 34 for each MOS

- TCs: 2-19.01, Series 2-19.401-.405, 3-21.5, 3-21.75, 3-25.26, 7-21.13, 7-22.7
- ATP: 2-01.3, 7-22.02
- JP Series 2
- Manuals for assigned equipment.

  c. Soldiers are encouraged to attend Professional Military Education (PME) and Noncommissioned Officer Professional Development System (NCOPDS) courses. Achieving distinction while attending PME and NCOPDS courses differentiates Soldiers from their peers.

  d. Soldiers are encouraged to utilize Tuition and Credentialing Assistance for professional and self-development. The Army Credentialing Opportunities On-Line (COOL) site should be used to reference approved credentials for promotion points. All certifications found on the COOL site are authorized by TRADOC for promotion points IAW AR 600-8-19. Soldiers can also utilize the Defense Activity for Non-Traditional Education Support (DANTES) to seek educational opportunities.

  e. Seeking opportunities to learn and succeed is encouraged. These include competing in Soldier-of-the-Month Boards, earning the Expert Soldier Badge (ESB), volunteering for duties/details, and completing correspondence courses.

  f. Corporal is the first NCO rank. Corporals will receive DA Form 2166-9-1a Support Forms IAW AR 623-3 for counseling and to begin familiarization with the evaluation process. It is recommended that Corporals improve their knowledge and practice of the Leadership Requirements Model and AR/DA PAM 623-3.

3-2. Sergeant (SGT) (SL2)

  a. The SGT is the primary trainer of Soldiers, responsible for the health and welfare of their subordinates. They should strive to enhance their own Military Occupational Specialty (MOS) subject matter expertise, as well as that of their Soldiers, through all developmental domains.

  b. The SGT should continue to master MI Corps history, the doctrine listed for SL1, and study the following:
- ADP 7-0
- FM 7-0
- AR/DA PAMs: 350-1, 350-58, 600-9, 600-100, 623-3, 600-25
- TCs: 7-21.13, 7-22.7
- ATPs: 6-22.1, 6-22.6
- JP Series: 3-6
- Use of the Army Training Network (ATN)

  c. Soldiers are encouraged to attend PME and NCOPDS courses. Achieving distinction while attending PME and NCOPDS courses differentiates Soldiers from their peers.

  d. SGTs are encouraged to continue to utilize Tuition and Credentialing Assistance for professional and self-development. Use of Army Education Centers, the COOL site, and DANTES site should be encouraged to seek and plan educational opportunities. At this stage, the Sergeant should be pursuing higher education, to include professional credentialing/certification.

  e. Seeking opportunities to learn and succeed is encouraged. These include competing in NCO-of-the-Month Boards, earning the ESB, volunteering for duties/details, and completing correspondence courses.

3-3. Staff Sergeant (SSG) (SL3)

  a. The SSG lead a squad through subordinate NCOs and serves as the subject matter expert (SME) in their MOS. The SSG build teams, trains, and educates Soldiers and subordinate NCOs to perform their mission and maintains the welfare of those within their purview.

b. The SSG seeks expertise with the doctrine and tools mentioned in SL1-2 as well as their unit's Mission Essential Task List (METL) to drive lethality and readiness. Furthermore, SSGs should review the After-Action Reviews following SSG Evaluation Boards to seek specific guidance concerning management of their personnel records and performance trends within their peer group.

c. Soldiers are encouraged to attend PME and NCOPDS courses. Achieving distinction while attending PME and NCOPDS courses differentiates Soldiers from their peers. Promotion to SSG requires graduate of Basic Leaders Course (BLC).

d. SSGs are strongly encouraged to utilize Tuition and Credentialing Assistance for professional and self-development. Use of Army Education Centers, the COOL site, and DANTES site should be encouraged to seek and plan educational opportunities. Consistently making progress towards continuing education differentiates SSGs from their peers.

e. Seeking opportunities to learn and succeed is encouraged. These include competing in NCO-of-the-Month Boards, earning the ESB, and volunteering for duties/details.

f. Boards select Most Qualified (MQ) and Highly Qualified (HQ) leaders with a balanced, diverse career of assignments and duty positions, enhanced professionalism as Intelligence leaders by ever-increasing civilian and military education levels and displayed a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model.

3-4. Sergeant First Class (SFC) (SL4)

a. The SFC manages the intelligence mission while simultaneously leading through subordinate NCOs. The SFC no longer seeks to be a SME, but rather is responsible for the training and expertise of the platoon through direct input to critical tasks, the unit METL, and long-range training calendars/plans.

b. The SFC has mastered the doctrine and tools previously mentioned while staying abreast of updates and revisions. They should also be knowledgeable with:
- All Army Actions (ALARACTs)
- Military Personnel (MILPERs) messages
- *How the Army Runs: A Senior Leader Reference Handbook,* U.S. Army War College

c. Soldiers are encouraged to attend PME and NCOPDS courses. Achieving distinction while attending PME and NCOPDS courses differentiates Soldiers from their peers. Promotion to SFC requires graduate of Advanced Leaders Course (ALC).

d. SFC are strongly encouraged to continue to utilize Tuition and Credentialing Assistance for professional and self-development. Use of Army Education Centers, the COOL site, and DANTES site should be encouraged to seek and plan educational opportunities. Consistently making progress towards continuing education is recommended and completion of higher educational goals differentiates SFCs from their peers.

e. Seeking opportunities to learn and succeed is encouraged. These include earning the ESB, and volunteering for duties/details.

f. Boards select MQ and HQ leaders with a balanced, diverse career of assignments and duty positions, enhanced professionalism as Intelligence leaders by ever-increasing civilian and military education levels and displayed a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model.

3-5. Master Sergeant/First Sergeant (MSG/1SG) (SL5)

a. The MSG serves as a key enlisted member at staff levels for battalion and higher and understands all intelligence processes and how they are executed. The 1SG, laterally promoted from MSG, differs from the MSG by being charged with leadership responsibilities as the senior NCO in a company and responsible for building combat readiness at the company level.

b. The MSG/1SG will have knowledge of all previous doctrine and tools and ensure they understand their mission and the joint operating environment. Furthermore, they will be proficient concerning all Army and local programs to assist with readiness. They should also gain knowledge of the following doctrine: AR/DA PAMs: 601-280, 611-21, 840-10, 220-1.

c. Soldiers are encouraged to attend PME and NCOPDS courses. Achieving distinction while attending PME and NCOPDS courses differentiates Soldiers from their peers. Promotion to MSG requires graduate of Seniors Leaders Course (SLC). Sergeants Major Academy (SGM-A) eligibility requires graduate of Master Leaders Course (MLC).

d. MSG/1SG are strongly encouraged to continue to utilize Tuition and Credentialing Assistance for professional and self-development. Use of Army Education Centers, the COOL site, and DANTES site should be encouraged to seek and plan educational opportunities. Consistently making progress towards continuing education and completion of higher educational goals is recommended and can differentiate them from their peers.

e. Boards select MQ and HQ leaders with a balanced, diverse career of assignments and duty positions, enhanced professionalism as Intelligence leaders by ever-increasing civilian and military education levels and displayed a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model.

3-6. Sergeant Major/Command Sergeant Major (SGM/CSM) (SL6)

a. The SGM is the SME in their field that is responsible for coordination and synchronization in support of the IWfF and serves as the senior enlisted advisor at BNs and higher. CSM, laterally promoted from SGM, differs from the SGM in that they are charged with leadership responsibilities as advisors to battalion and higher-level commanders.

b. The SGM/CSM will have knowledge of all previous doctrine and tools and ensure they understand their unit's mission and the joint operating environment. Furthermore, they will be proficient concerning all Army and local programs to assist with readiness. Additionally, SGM/CSMs should maintain awareness of the geopolitical landscape and the implications for the IWfF.

c. SGM-A eligibility requires graduate of MLC. Promotion to SGM requires graduate of the SGM-A. SGMs must complete Executive Leaders Course for senior nominative-positions CSM/SGM who are either currently assigned to, or projected for assignment to, key positions as senior enlisted advisors and Staff SGM at the General Officer executive level.

d. SGM/CSM are strongly encouraged to continue to utilize Tuition and Credentialing Assistance for professional and self-development. Use of Army Education Centers, the COOL site, and DANTES site should be encouraged to seek and plan educational opportunities. Upon completion of the SGM-A, they should be simultaneously able to apply for completion of a degree program. Consistently making progress towards continuing education and completion of higher educational goals is recommended and can differentiate them from their peers.

3-7. Reserve Component (RC)

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 types of forces from Maneuver and Fires to OPS Support and Effects, Force Sustainment, and general supporting forces. The RC NCO must possess the same qualifications and capabilities as their AC counterpart. The quality and quantity of training that the CMF 35 RC NCO receives should be the same as the AC NCO. Duty assignments for career progression parallel that of the AC. Geographical and organizational limitations will determine the types of units in which RC Soldiers may serve. The RC NCOPDS satisfies PD and functional area requirements. This is the same for all components. Active Guard Reserve (AGR) Program positions are available to MOS 35F SL2-4,

MOS 35G SL2-4, MOS 35L SL2-4, MOS 35M SL3-4, MOS 35N SL3-4, MOS 35P SL4, MOS 35T SL1-2, and 35Z SL5-6. MOS 35S does not have available positions in the AGR Program.

Chapter 4
Military Occupational Specialty 35F, Intelligence Analyst

4-1. Major duties.
The Intelligence Analyst conducts all-source analysis. They develop the threat situation and fuse, produce, and disseminate all-source intelligence products to support Mission Command. They prepare periodic and special intelligence reports, plans, and briefings. They perform, coordinate, and/or direct the Intelligence Preparation of the Operational Environment (IPOE). They plan requirements, assess collection, and provide and coordinate intelligence support to targeting by developing the high value target (HVT) list and creating the target intelligence package. They perform combat assessments and determine second and third order effects of enemy actions. They receive, integrate, and disseminate intelligence reports. They develop information collection products to answer intelligence requirements. They develop information requirements and assess information collection efforts. They integrate information collection to include coordination with the operations officer for asset management and dissemination. The Intelligence Analyst also coordinates the flow of intelligence information between intelligence disciplines and supervises intelligence operations. They support and advise the command and staff on intelligence activities.

4-2. Prerequisites
See DA Pam 611–21 for details. The Office of the Chief, Military Intelligence (OCMI) is the approving authority for all prerequisite waiver requests.

4-3. Goals for development
Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35F are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35F Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, KD, and Institutional assignments as well as movement between echelons and leadership and technical roles.

Proponent Note: Guidance should not be construed as a checklist for promotion selection. It does not guarantee promotion or a competitive Order of Merit number following Evaluation Boards. NCOs who have completed a diverse set of career assignments and have consistently outperformed their peers receiving exceptional rater and senior rater comments are viewed more favorably by board members.

4-4. PVT - SPC/CPL - Intelligence Analyst (SL1)
 a. **Skills.** The SL1 Intelligence Analyst knows security protocols and measures in relation to national security, classification markings and storage of classified material. The Intelligence Analyst understands the Military Decision-Making Process (MDMP) and performs IPOE. The SL1 35F uses current intelligence to create overlays that identify the limits of the area of operations (AO), the area of influence, and the area of interest (AOI). They perform analysis of military aspects and effects of terrain, while applying the effects of weather on operations, and considering civilian factors of area, structure, capabilities, organizations, people, and events

(ASCOPE). They confirm threat capabilities and characteristics, while refining threat models, confirming threat objectives, and threat courses of action. The Intelligence Analyst creates enemy situation, doctrinal, and event templates and targeting products while developing initial information collection products to answer intelligence requirements. They understand how to create the intelligence annex to an operations order (OPORD) using all IPOE products, the intelligence estimate, and current intelligence holdings, in addition to maintaining the Common Operation Picture (COP), and a running intelligence estimate. They provide intelligence support to targeting and Intelligence, Surveillance and Reconnaissance (ISR). They also understand how to organize and categorize targeting products and assist in the analysis and preparation of reports of captured enemy information. They know how to present periodic and special intelligence reports and briefings. The Intelligence Analyst is also able to provide a combat assessment of enemy forces by understanding the enemy order of battle and provide battle damage assessments to the commander using reports, ISR, and single source information. Lastly, the Intelligence Analyst can deploy their assigned Intelligence Information System (IIS) for integration into the Intelligence Architecture (IA).

b. **KD Assignments:** CPLs can serve in NCOIC positions.

c. **Operating Assignments**:
- Intelligence Analyst
- Open-Source Intelligence (OSINT) Analyst
- Special Missions Unit (SMU)
- Special Operations Support
- Ranger Regiment

d. **Institutional Assignments:** There are no institutional assignments for SL1.

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the Army Career Tracker (ACT) website, at a minimum, for developmental opportunities.

(1) **Institutional:**
- Ranger School*
- Basic Airborne Course*
- Air Assault School*
- Joint Targeting Course
- OSINT Fundamentals
- Basic OSINT Course
- OSINT Tools & Intel Training Security Managers Course
- Anti-Terrorism/Force Protection Level I
- Unit Armorer Course
- Foundry Training

(2) **Operational:**
- Job Qualification Standards/Requirements (JQS/R)
- Sergeant's Time Training (STT)
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- Military Intelligence Training Strategy (MITS)
- MOS STP Operational Critical Tasks

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Certified Defense All-Source Analysis Level 1

- Certified Information Security Manager
- CompTIA A+
- Microsoft Office Specialist

4-5. SGT - Intelligence Analyst (SL2)

a. **Skills.** In addition to performing duties in the preceding skill level, the SL2 Intelligence Analyst leads and provides training and guidance to subordinate Soldiers. They are normally responsible for garrison operations in relation to physical security (PHYSEC), operation security (OPSEC), and personnel security (PERSEC). They provide oversight and feedback to their subordinates during IPOE, to identify intelligence gaps that will refine the significant characteristics of the environment. They complete the Intelligence Annex to an OPORD, confirming all administrative components, format, detailed information, and characteristics of the OE. The SL2 Intelligence Analyst reviews their subordinates' work collectively to develop the named area of interest (NAI) matrix, overlay, and worksheet, ultimately creating the information collection plan in support of ISR. They use current IPOE products, intelligence collection products, and message traffic to evaluate targeting products developed by their Soldiers to ensure relevance, accuracy, and completeness. They ensure that the high value individual (HVI)/ (HVT) information is accurate and detailed, cross-referencing current reporting and checking the developed patterns of life for pertinent information. They can provide a combat assessment of enemy forces by understanding the enemy order of battle. The SL2 Intelligence Analyst deploys the IA plan, ensuring the intelligence section has access to the appropriate databases and that products are downloaded and stored IAW the approved naming convention.

b. **KD Assignments:**
- Team Leader
- NCOIC

c. **Operating Assignments:**
- Intelligence Analyst
- OSINT Analyst
- Collection Manager
- Intelligence, Surveillance, and Reconnaissance (ISR) Synchronization Manager
- SMU
- Special Operations Support
- Security Force Assistance Brigade (SFAB)
- Ranger Regiment

d. **Institutional Assignments** (* When available to AGR)**:**
- Drill Sergeant*
- Instructor
- Recruiter*
- Training Developer/Writer
- Defense Attaché*

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL2 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional** (* When AGR can attend based on assignment)**:**
- BLC
- Ranger School*

- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Joint Targeting Course
- OSINT Fundamentals
- Information Collection Planner Course (ICPC)
- Basic OSINT Course*
- OSINT Tools & Intel Training Security Managers Course*
- Enlisted Joint Professional Military Education (EJPME) I
- Anti-Terrorism/Force Protection Level I
- Unit Prevention Leaders (UPL) Course
- Foundry Training

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Certified Defense All-Source Analysis Level 1
- Certified Information Security Manager
- CompTIA A+
- Microsoft Office Specialist

4-6. SSG - Intelligence Sergeant (SL3)

a. **Skills.** In addition to performing duties in the preceding skill level, the Intelligence Sergeant leads and trains Soldiers through subordinate NCOs. The Intelligence Sergeant coordinates the development of intelligence products, intelligence support to the targeting process, and the IA plan. Furthermore, the 35F SSG develops the information collection plan supporting tools and all source intelligence training.

b. **KD Assignments:** The SSG should serve as a Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. Only service as a SSG will be counted towards the 24-month requirement. Service as a SGT (E5) does not count toward the 24-month requirement.
- NCOIC
- Squad Leader

c. **Operating Assignments:**
- Intelligence SGT
- TECHINT Analyst
- OSINT SGT
- Collection Manager
- Targeting Analyst
- Security Manager

- SMU
- Special Operations Support
- SFAB
- Ranger Regiment
- Watch NCO

    ***d.* Institutional Assignments** (* When available to AGR)**:**
- Drill Sergeant*
- Instructor
- Recruiter*
- Training Developer/Writer
- Observer Coach/Trainer (OC/T)
- NCOA Small Group Leader (SGL)
- Defense Attaché*
- Research Development Test & Evaluation (RDT&E) NCO
- Capability Developer

    ***e.* Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL3 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

    ***(1)* Institutional** (* When AGR can attend based on assignment)**:**
- ALC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course*
- SMU Operators Training Course (OTC)
- Joint Targeting Course
- OSINT Tools & Intel Training
- Security Managers Course
- Anti-Terrorism/Force Protection Level I
- Master Resiliency Training (MRT)
- Equal Opportunity Leader (EOL) Course
- SHARP Foundation Course
- EJPME I
- Foundry Training

    ***(2)* Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

    ***(3)* Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Certified Collection Management Professional - Fundamental (CCMP-F)
- Joint Intelligence Planner-Proficiency Level I (JIP-I)

- Certified Information Security Manager
- CompTIA A+
- Microsoft Office Specialist

4-7. SFC - Senior Intelligence Sergeant (SL4)
   a. **Skills.** In addition to performing duties in the preceding skill level, the Senior Intelligence Sergeant executes and manages missions while training and leading subordinate NCOs. They direct All Source Intelligence operations, develop the IA plan, and evaluate All Source Intelligence training.
   b. **KD Assignments:**
- Platoon Sergeant
- NCOIC
- Detachment Sergeant
- Senior Enlisted Advisor/Leader (SEA/SEL)

   c. **Operating Assignments:**
- SR INTEL SGT
- SR TECHINT Analyst
- Collection Manager
- SR Targeting Analyst
- Security Manager
- Operations NCO
- SMU
- Special Operations Support
- SFAB
- Ranger Regiment
- Senior Watch NCO

   d. **Institutional Assignments** (* When available to AGR)**:**
- Senior Drill Sergeant*
- Senior Instructor
- Recruiter*
- Career Management NCO
- Talent Management NCO
- Training Developer/Writer
- OC/T
- NCOA Senior SGL
- Defense Attaché*
- RDT&E NCO
- Capability Developer
- Inspector General (IG) NCO
- Sexual Assault and Response Coordinator-Victim Advocate (SARC-VA)
- Equal Opportunity Advisor (EOA)

   e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.
   (1) **Institutional** (* When AGR can attend based on assignment)**:**
- SLC
- Ranger School*
- Basic Airborne Course*

- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course*
- SMU OTC
- Digital Intelligence System Master Gunner Course (DISMG-C)
- Information Collection Planner Course (ICPC)
- Joint Analyst Interrogator Collaborator Course (JAICC)
- Security Managers Course, Collection Managers Course
- MRT
- SHARP Foundation Course
- EOA Course
- EJPME II
- Foundry Training

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- CCMP-F
- JIP-I
- Certified Threat Intelligence Analyst (CTIA)
- Certified Information Security Manager
- CompTIA Network +
- CompTIA Security +

Chapter 5
MOS 35F, Career Development Model

The assignments listed in DA PAM 600-25 do not cover all successive assignments for each grade and MOS. For additional assignments and career opportunities, reference the Career Map, which is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history, and formal and/or informal education activities in one location. ACT can be accessed at the following web address: https://actnow.army.mil.

Chapter 6
MOS 35G, Geospatial Intelligence (GEOINT) Imagery Analyst

6-1. Major duties
The GEOINT Imagery Analyst conducts GEOINT analysis that supports unified land operations. Geospatial imagery analysis involves identifying, analyzing, and reporting targets observed on imagery from satellite and airborne systems. They are familiar with and understand the tasking, collecting, and the processing, exploiting, and dissemination (PED) process. The Imagery Analyst applies theory involved in analyzing radar, infrared, moving target indicator (MTI), light detection and ranging (LIDAR), spectral imagery, and geospatial information. They provide mission critical geospatial imagery derived intelligence in support of national, theater and

tactical operations. The Imagery Analyst utilizes tactical, theater and national communication networks and the employment of GEOINT systems to support operations. The Imagery Analyst queries, filters, and retrieves a variety of combat information, such as spot reports, significant activities, reconnaissance reports, and patrol debriefs to support operations. Imagery analysts push GEOINT products and data down to ground forces conducting direct and indirect combat activities. The Imagery Analyst can identify and relay environmental hazards, civil considerations, and threat activity to units maneuvering through the battlefield. They constantly research their Section's AO to provide valuable input on the OE while conducting GEOINT support to IPOE. The Imagery Analyst also interprets/analyzes Full Motion Video. They also provide support to lethal and nonlethal targeting operations through baseline or intermediate graphics, battle damage assessments and collateral damage estimates. Soldiers should devote their career to development and advancement in both leadership and technical expertise required to meet the Army's intelligence mission.

6-2. Prerequisites
See DA Pam 611–21 for details. The OCMI is the approving authority for all prerequisite waiver requests.

6-3. Goals for development
Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35G are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35G Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, KD, and Institutional assignments as well as movement between echelons and leadership and technical roles.

Proponent Note: Guidance should not be construed as a checklist for promotion selection. It does not guarantee promotion or a competitive Order of Merit number following Evaluation Boards. NCOs who have completed a diverse set of career assignments and have consistently outperformed their peers receiving exceptional rater and senior rater comments are viewed more favorably by board members.

6-4. PVT - SPC/CPL – GEOINT Imagery Analyst (SL1)
   a. **Skills.** SL1 Imagery Analysts primary job is exploiting and analyzing Imagery. They know security protocols and measures in relation to national security, classification markings and storage of classified material. They understand the capabilities of the platforms and sensors available to their unit and which capability is best suited for Requests for Information (RFIs). They are familiar with the entire Tasking, Collection, Processing, Exploitation, and Dissemination (TCPED) process and which portion they are directly responsible for. This includes the exploitation, manipulation, and analysis of one or more images to extract information related information requirements. They can create Imagery Derived Products (IDPs). They understand the report writing process and can create GEOINT notes with necessary supervision. They can identify the tactical order of battle within their scope. They can navigate to the appropriate resources and databases necessary to support their GEOINT mission. They understand GEOINT's role in support of operations and the IPOE process and are proactive with research of their respective AO/OE. They can establish communications in support of operations, which includes assembling and disassembling the communications suite.

    b. **KD Assignments:** CPLs can serve in NCOIC positions.

    c. **Operating Assignments:**
- Imagery Analyst
- Special Operations Support
- Ranger Regiment

    d. **Institutional Assignments:** There are no institutional assignments for SL1.

    e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

    (1) **Institutional:**
- Ranger School*
- Basic Airborne Course*
- Air Assault School*
- Target Mensuration Only Course (TMO)
- Anti-Terrorism/Force Protection Level I
- Unit Armorer Course
- Foundry Training

    (2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MITS
- MOS STP Operational Critical Tasks

    (3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- GEOINT Professional Certification Fundamentals (GPC-F)
- CompTIA A+
- Microsoft Office Specialist

6-5. SGT - GEOINT Imagery Analyst (SL2)

    a. **Skills.** In addition to performing duties in the preceding skill level, the SL2 Imagery Analyst leads and provides guidance to subordinate Soldiers. They coach and counsel subordinate Soldiers as developing leaders. They implement GEOINT training IAW the commander's guidance, Training Support Package, the units' METL and collective tasks. They train their subordinates on how to query, filter, and retrieve a variety of combat information, such as spot reports, significant activities, reconnaissance reports, and patrol debriefs. They also train their subordinates on how to apply research and near real time/historical reports to support GEOINT operations and the IPOE process. They enable the understanding of spatial and temporal relationships across the operational environment. They provide input based on imagery interpretation, or analysis, for the COP and MDMP. They prepare the GEOINT section to execute pre-mission requirements. They participate in operations to include the PED of intelligence IAW unit Standard Operating Procedures (SOP). They maintain the section's knowledge and information management process of GEOINT databases, ensuring data and intelligence is readily discoverable and accessible. They disseminate GEOINT relevant products and data down to ground forces. They have a baseline knowledge of how to analyze Full Motion Video. They provide support to lethal and nonlethal targeting operations through baseline or intermediate graphics, battle damage assessments and collateral damage estimates.

b. **KD Assignments:**
- NCOIC
- Team Leader

c. **Operating Assignments:**
- Imagery Analyst
- Collection Management
- SMU
- Special Operations Support
- Ranger Regiment
- SFAB

d. **Institutional Assignments:** Training Developer/Writer

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional** (* When AGR can attend based on assignment)**:**
- BLC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- TMO Course
- GEOINT Requirements Management System (GRMS)
- EJPME I
- Anti-Terrorism/Force Protection Level I
- UPL Course
- Foundry Training

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- GPC-F
- GEOINT Professional Certification Imagery Analysis (GPC-IA)
- Certified Photogrammetric Technologist
- CompTIA A+
- Microsoft Office Specialist

6-6. SSG - GEOINT Imagery Sergeant (SL3)

a. **Skills.** In addition to performing duties in the preceding skill level, the Imagery Sergeant leads Soldiers through subordinate leaders. They coach, develop, and counsel subordinate leaders and Soldiers. They are responsible for the development of GEOINT training, including the identification of collective tasks to train during training events, drafting the training plan, and preparing to execute training that supports the units' collective tasks, METL, and meets the

commander's intent. They perform quality assurance and quality control of GEOINT products and conduct knowledge management of GEOINT databases. They have in-depth knowledge of the platforms available to their organization and provide recommendations in the planning and use of imaging sensors included in the ISR Sync Matrix. They support Information Collection by providing recommendations to the Information Collection Plan to include, but not limited to, mission analysis, the initial collection plan, updates to the Information Collection Plan, and assessments to enable the collection strategy. They coordinate the integration of intelligence systems into the IA by establishing the procedures for PED of GEOINT data, evaluating interoperability, and identifying gaps in the architecture. They are a subject matter expert of the TCPED process. The Imagery Sergeant monitors the GEOINT sections RFIs and ensures all products are disseminated in a timely manner. They reinforce that the Imagery Analyst will be proactive not reactive by constantly learning about their AO, OE, and their enemies' doctrinal Tactics, Techniques, and Procedures on the battlefield.

b. **KD Assignments:** The SSG should serve as a Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. Only service as a SSG will be counted towards the 24-month requirement. Service as a SGT (E5) does not count toward the 24-month requirement.

- NCOIC
- Squad Leader
- Watch NCO

c. **Operating Assignments:**
- Imagery SGT
- Collection Management
- SMU
- Special Operations Support
- Ranger Regiment
- SFAB
- Watch NCO

d. **Institutional Assignments** (* When available to AGR)**:**
- Drill Sergeant
- Instructor
- Recruiter*
- Training Developer/Writer
- OC/T
- NCOA Small Group Leader*
- Defense Attaché*
- RDT&E NCO
- Capability Developer

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL3 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional** (* When AGR can attend based on assignment)**:**
- ALC
- Ranger School*

- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course*
- SMU OTC
- Joint Targeting Course
- Advanced Operation Course-GEOINT (AOC-G)
- ICPC
- TMO Course
- GRMS Course
- EJPME I
- Anti-Terrorism/Force Protection Level II
- MRT
- EOL Course
- SHARP Foundation Course

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- GPC-F
- GPC-IA
- Certified Photogrammetric Technologist
- Certified Collection Management Professional - Fundamental (CCMP-F)
- CompTIA A+
- Microsoft Office Specialist

6-7. SFC - Senior GEOINT Imagery Sergeant (SL4)

a. **Skills.** In addition to performing duties in the preceding skill level, the Senior Imagery Sergeant executes and manages missions while leading NCOs, who in-turn lead Soldiers. They coach, mentor, and counsel junior NCOs. They are responsible for the evaluation of GEOINT training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They have a dual understanding of GEOINT and Geospatial Engineering and how each MOS can provide valuable input for operations. They coordinate the process for GEOINT collection of information with higher, adjacent, and subordinate units to address Priority Intelligence Requirements (PIRs) and intelligence gaps. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWfF. They communicate the flow of intelligence information and supervise the GEOINT production process. They synchronize GEOINT missions that enable collaboration among strategic, operational, and tactical intelligence organizations by enabling intelligence reach, collaborative analysis, data storage, processing and analysis, and intelligence support to operations. The Senior Imagery Sergeant supervises and manages all aspects of the TCPED process.

b. **KD Assignments:**
- NCOIC

- Platoon SGT
- Detachment SGT
- SEA/SEL

c. Operating Assignments:
- SR Imagery SGT
- Collection Management
- SMU
- Special Operations Support
- Ranger Regiment
- SFAB
- Senior Watch NCO

d. Institutional Assignments (* When available to AGR)**:**
- SR Drill Sergeant*
- SR Instructor
- Recruiter
- Career Management NCO
- Talent Management NCO
- SR Training Developer/Writer
- Observer Coach/Trainer
- NCOA Senior Small Group Leader*
- Defense Attaché*
- Capability Developer
- IG NCO
- SARC-VA
- EOA

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional** (* When AGR can attend based on assignment)**:**
- SLC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course*
- SMU OTC
- Joint Targeting Course
- ICPC
- TMO Course
- GRMS Course
- EJPME I
- Anti-Terrorism/Force Protection Level II
- MRT
- EOA Course
- SHARP Foundation Course
- Foundry Training

(2) **Operational:**
- JQS/R

- STT
- ATN – Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- GPC-F
- GPC-IA
- Certified Photogrammetric Technologist
- CCMP-F
- GEOINT Professional Certification GEOINT Collection (GPC GC-II)
- CompTIA A+
- Microsoft Office Specialist

Chapter 7
MOS 35G, Career Development Model

The assignments listed in DA PAM 600-25 do not cover all successive assignments for each grade and MOS. For additional assignments and career opportunities, reference the Career Map, which is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: https://actnow.army.mil

Chapter 8
MOS 35L, Counterintelligence (CI) Special Agent

8-1. Major duties
CI Special Agents conduct national security criminal investigations, operations, collections, analysis and production, and technical services to detect, identify, counter, exploit or neutralize the Foreign Intelligence Entity (FIE) and international terrorist threats to the United States Army and Department of Defense. The CI Special Agent investigates national security crimes, often working jointly with other investigating agencies to support DOD requirements. The CI Special Agent conducts educational briefings to inform commanders and Soldiers on insider, local and regional CI threats and required reporting procedures. They possess advanced interpersonal and communication skills and a firm understanding of investigative and report writing procedures. They should devote their career to development and advancement in both leadership and technical expertise required to meet the Army's intelligence mission. CI Special Agents are encouraged to seek as much assignment diversity as possible. While most authorizations are in INSCOM, FORSCOM units also shape a CI Soldier's career.

8-2. Prerequisites.
See DA Pam 611–21 for details. The OCMI is the approving authority for all prerequisite waiver requests.

8-3. Goals for development
Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education

levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35L are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35L Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, KD, and Institutional assignments as well as movement between echelons and leadership and technical roles.

Proponent Note: Guidance should not be construed as a checklist for promotion selection. It does not guarantee promotion or a competitive Order of Merit number following Evaluation Boards. NCOs who have completed a diverse set of career assignments and have consistently outperformed their peers receiving exceptional rater and senior rater comments are viewed more favorably by board members.

8-4. PVT - SPC/CPL - CI Special Agent (SL1)
   a. **Skills.** SL1, the CI Agent is responsible for assisting lead agents during CI investigations and other operational activities in support of CI investigative activities. They perform duties in support of the Covering Agent Program (CAP) and are responsible for the delivery of the Army's Threat Awareness and Reporting Program (TARP) to Army audiences. They appropriately respond to CI related incidents, execute initial collection, and prepare initial reports.
   b. **KD Assignments:** CPLs can serve in NCOIC positions.
   c. **Operating Assignments:** CI Agent
   d. **Institutional Assignments:** There are no institutional assignments for SL1.
   e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.
   (1) **Institutional:**
   - Ranger School*
   - Basic Airborne Course*
   - Air Assault School*
   - Anti-Terrorism/Force Protection Level I
   - Unit Armorer Course
   (2) **Operational:**
   - JQS/R
   - STT
   - ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
   - MITS
   - MOS STP Operational Critical Tasks
   (3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
   - Certified Protection Professional
   - Certified Information Security Manager
   - CompTIA A+
   - Microsoft Office Specialist

8-5. SGT CI Special Agent (SL2)

a. **Skills.** In addition to performing duties in the preceding skill level, the SL2 CI Agent leads and provides training and guidance to subordinate Soldiers. They are responsible for supervising and conducting covering agent duties. They take part in CI investigations and collection of evidence in support of CI investigative activities. They assist in the preparation and presentation of periodic and intelligence reports, plans, and briefings. The CI Agent provides awareness training and develops CI support plans. They perform duties in support of the CAP and are responsible for the delivery of TARP to Army audiences.

b. **KD Assignments:**
- Team Leader
- NCOIC

c. **Operating Assignments:**
- CI Agent
- SFAB
- Special Forces Support
- Ranger Regiment
- SMU

d. **Institutional Assignments:**
- Defense Attaché

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL2 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional** (* When AGR can attend based on assignment)**:**
- BLC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Joint CI Training Academy (JCITA) Courses
- Defense Cyber Intelligence Training Academy (DCITA) Courses
- Joint CI/HUMINT Analysis & Targeting Course
- EJPME I
- UPL Course
- Foundry Training

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MITS
- MOS STP Operational Critical Tasks
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Associate Protection Professional (APP)
- Certified CI Threat Analyst (CCTA)
- CompTIA A+
- Microsoft Office Specialist

8-6. SSG - CI Sergeant (SL3)
    a. **Skills.** In addition to performing duties in the preceding skill level, the CI Sergeant leads Soldiers through subordinate leaders. They are responsible for the development of CI training, including the identification of collective tasks to train during training events, drafting the training plan, and preparing to execute training that supports the units' collective tasks, METL, and meets the commander's intent. They conduct CI investigations and collection of evidence in support of CI investigative activities. They perform activities worldwide covering the five functional areas, provide guidance, and train subordinate NCOs and Soldiers. The CI Sergeant also facilitates in providing awareness training and developing CI support plans, and they conduct duties as the evidence custodian. They also write, edit, and disseminate CI reports and plans as directed. They receive, review, produce and disseminate intelligence products.

    b. **KD Assignments:** The SSG should serve as a Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. Only service as a SSG will be counted towards the 24-month requirement. Service as a SGT (E5) does not count toward the 24-month requirement.
- Squad Leader (CI Team Leader)
- NCOIC

    c. **Operating Assignments:**
- CI Sergeant
- SFAB
- Special Forces Support
- Ranger Regiment
- SMU

    d. **Institutional Assignments** (* When available to AGR)**:**
- Drill Sergeant*
- Recruiter*
- OC/T
- SGL*
- Instructor
- Capability Developer
- Defense Attaché

    e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL3 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

    (1) **Institutional** (* When AGR can attend based on assignment)**:**
- ALC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course*
- SMU OTC
- JCITA Courses*
- DCITA Courses*

- Antiterrorism Force Protection Level II Course
- EJPME I
- Operation Security Certification
- CI Investigations in a Cyber Environment Course
- J2X/G2X Course
- Cyber Insider Threat Analyst Course
- MRT
- EOL Course
- SHARP Foundation Course
- Foundation Training

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Certified Information Systems Security Professional (CISSP)
- Certified Threat Intelligence Analyst (CTIA)
- CompTIA A+
- Microsoft Office Specialist

8-7. SFC - Senior CI Sergeant (SL4)

a. **Skills.** In addition to performing duties in the preceding skill level, the Senior CI Sergeant executes and manages missions while leading NCOs, who in-turn lead Soldiers. They are responsible for the evaluation of CI training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They review CI related reports and plans and assist in writing, editing, and submitting requests for special investigative techniques and special operational concepts. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWfF. The Senior CI Sergeant performs CI Coordinating Authority (CICA) and 2X staff management for subordinate CI elements. They provide technical control and oversight while conducting source and operational management. For additional skills, refer to paragraph 15-3.

b. **KD Assignments:**
- Platoon Sergeant
- NCOIC
- Detachment Sergeant
- SEA/SEL

c. **Operating Assignments:**
- Senior CI Sergeant
- Special Forces Support
- Ranger Regiment
- SFAB
- SMU

d. **Institutional Assignments** (* When available to AGR)**:**
- Senior Drill Sergeant*

- Recruiter*
- Senior OC/T
- Senior SGL*
- Senior Instructor
- Capability Developer
- Talent Management NCO*
- Career Management NCO*
- Defense Attaché

    e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

    (1) **Institutional** (* When AGR can attend based on assignment)**:**
- SLC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course*
- SMU OTC
- JCITA Courses*
- DCITA Courses*
- Antiterrorism Force Protection Level II Course
- EJPME II
- Operation Security Certification
- CI Investigations in a Cyber Environment Course
- J2X/G2X Course
- Cyber Insider Threat Analyst Course
- MRT
- EOA Course
- SHARP Foundation Course
- Foundry Training

    (2) **Operational:**
- JQS/R
- STT
- ATN – Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

    (3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- CTIA
- JIP-I
- Security Asset Protection Professional Certification (SAPPC)
- CompTIA A+
- Microsoft Office Specialist

Chapter 9
MOS 35L, Career Development Model

The assignments listed in DA PAM 600-25 do not cover all successive assignments for each grade and MOS. For additional assignments and career opportunities, reference the Career Map, which is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: https://actnow.army.mil.

Chapter 10
MOS 35M, Human Intelligence (HUMINT) Collector

10-1. Major duties
Army HUMINT Collectors perform interrogations, source operations, debriefings, screenings, and intelligence liaison in all conflict phases in support of multi-domain operations at every echelon. HUMINT Collectors identify adversarial elements, activities, intentions, capabilities, and locations through the questioning of people in the OE. They perform HUMINT collection and conduct coordination in English and foreign languages with host-nation and coalition agencies. They question enemy prisoners of war and other detainees, enemy deserters, internally displaced persons, liaison contacts, friendly forces, people in the OE with a unique capability to gather information, and other strategic sources. HUMINT Collectors prepare, edit, and disseminate intelligence and technical reports. They use Army HUMINT computer information systems and communications equipment to address intelligence requirements and to gain situational understanding while planning and conducting HUMINT operations. They also utilize and manage interpreters when applicable. HUMINT Collectors use analytic techniques, tools, and databases to develop, execute, and assess HUMINT operations. The HUMINT Collector uses classified databases and publicly available information for research; they employ security measures to reduce signatures.

10-2. Prerequisites
See DA Pam 611–21 for details. The OCMI is the approving authority for all prerequisite waiver requests.

10-3. Goals for development
Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35M are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35M Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, KD, and Institutional assignments as well as movement between echelons and leadership and technical roles.

Proponent Note: Guidance should not be construed as a checklist for promotion selection. It does not guarantee promotion or a competitive Order of Merit number following Evaluation Boards. NCOs who have completed a diverse set of career assignments and have consistently outperformed their peers receiving exceptional rater and senior rater comments are viewed more favorably by board members.

10-4. PVT – SPC/CPL - HUMINT Collector (SL1)

a. **Skills.** SL1 HUMINT Collectors under supervision, perform interrogations, source operations, debriefings, and screenings in support of multi-domain operations to answer intelligence collection requirements (ICRs). They perform HUMINT collection in English and foreign languages. They can integrate a linguist in support of operations to ensure mission objectives are met. They prepare and submit intelligence and technical reports using Army HUMINT IA and communications equipment. A HUMINT Collector uses analytic techniques, tools, and databases to develop and execute HUMINT collection in support of the IWfF. The HUMINT Soldier uses classified databases and publicly available information for research while employing collection security measures to reduce the signature of HUMINT collection. They can perform multi-disciplined intelligence analysis in support of HUMINT operations and assist in generating critical findings to refine ongoing collection operations. They conduct HUMINT operations at every echelon IAW applicable laws, policies, treaties, regulations, and unit SOP. HUMINT Collectors must also remain in compliance with AR 11-6 (The Army Language Program).

b. **KD Assignments:** CPLs can serve in NCOIC positions.

c. **Operating assignments:**
- HUMINT Collector
- Interrogator
- Strategic Debriefer
- Operational Management Team Member

d. **Institutional Assignments:** There are no institutional assignments for SL1.

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional:**
- Ranger School*
- Basic Airborne Course*
- Air Assault School*
- Defense Strategic Debriefer Course (DSDC)
- OSINT Fundamentals
- Unit Armorer Course
- Foundry Training

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MITS
- MOS STP Operational Critical Tasks

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- American Council on the Teaching of Foreign Languages (ACTFL)
  - Language Proficiency Test (LPT)
  - Oral Proficiency Interview (OPI)
  - OPI computer (OPIc)
- CompTIA A+
- Microsoft Office Specialist

10-5. SGT – HUMINT Collector (SL2)

a. **Skills.** In addition to mastering SL1 skills, the 35M SGT provides purpose, motivation, and direction to subordinates through relevant and realistic training and leadership. They coach and counsel subordinate Soldiers as developing leaders. They can recognize pertinent information to be utilized in operations to identify opportunities for cross-cueing and dissemination to outside entities. The HUMINT Collector performs controlled source operations, interrogations, debriefings, intelligence liaison duties, and prioritizes HUMINT sources for questioning. They perform HUMINT collection and conduct coordination in English and foreign languages with host-nation and coalition agencies. They supervise language proficiency training and manage assigned interpreters. The HUMINT Collector prepares, edits, and submits intelligence and technical reports using Army HUMINT IA and communications equipment. They supervise and conduct analysis and research to develop and execute HUMINT collection missions. The HUMINT Collector supervises and employs collection security measures to reduce the signature of HUMINT collection operations. They conduct briefings to internal and external entities to provide a broader understanding of the capabilities of HUMINT and to coordinate HUMINT collection operations. HUMINT Collectors must also remain in compliance with AR 11-6 (The Army Language Program).

b. **KD Assignments:**
- Team Leader
- NCOIC

c. **Operating Assignments:**
- HUMINT Collector
- Interrogator
- Strategic Debriefer
- Operational Management Team Member
- Special Forces Support
- Ranger Regiment
- Defense HUMINT Services
- SFAB
- SMU

d. **Institutional:**
- SGL
- Military Language Instructor (MLI)
- Defense Attaché
- Command Language Program Manager (CLPM)

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL2 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional:**
- BLC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Defense HUMINT Operations Qualification Course (DHOQC)
- Joint Interrogation Management Course (JIMC)
- Joint CI and HUMINT Analyst Targeting Course (JCHATC)

- Basic, Intermediate, and Advanced Defense Language Institute Foreign Language Center (DLIFLC) Courses
- UPL Course
- Foundry Training

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Certified CI Threat Analyst (CCTA)
- ACTFL
  - LPT
  - RPT
  - OPI
  - OPIc
- CompTIA Network +
- Microsoft Office Specialist

10-6. SSG – HUMINT Collection Sergeant (SL3)

a. **Skills.** In addition to performing duties shown in the proceeding skill level, the HUMINT Collection Sergeant leads Soldiers through subordinate leaders. They coach, develop, and counsel subordinate leaders and Soldiers. They are responsible for the development of HUMINT training, including the identification of collective tasks to train during training events, draft training plans, and preparing to execute training that supports the units' collective tasks, METL, and meets the commander's intent. They supervise source operations, interrogations, debriefing, intelligence liaison, and prioritization of HUMINT sources for questioning. They perform HUMINT collection in English and foreign languages. HUMINT Collection Sergeants can recognize information of interest to CI and notify leadership of potential threats. They prepare, edit, review, and disseminate intelligence and technical reports using Army HUMINT IA and communications equipment. They can perform multi-disciplined intelligence analysis in support of HUMINT operations and generate critical findings to refine ongoing collection operations. HUMINT Collection Sergeants oversee collection security measures to reduce the signature of HUMINT collection. They manage the production of intelligence and operational products from available individual assessments and threats, vulnerabilities, and opportunities in support of all phases of HUMINT operations across all domains. Human Intelligence Collectors must also remain in compliance with AR 11-6 (The Army Language Program).

b. **KD Assignments:** The SSG should serve as a Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. Only service as a SSG will be counted towards the 24-month requirement. Service as a SGT (E5) does not count toward the 24-month requirement.
- Squad Leader (HUMINT Collection Team Leader)
- NCOIC

***c.* Operating Assignments.**
- HUMINT Collection Sergeant
- Interrogator
- Strategic Debriefer Sergeant
- Special Forces Support
- Ranger Regiment
- Defense HUMINT Services
- HUMINT Operations Management Team
- SFAB
- SMU
- G2X

***d.* Institutional Assignments** (* When available to AGR)**:**
- Drill Sergeant*
- OC/T
- SGL*
- Instructor
- MLI*
- Defense Attaché*
- Recruiter
- SERE Instructor*
- Defense Threat Reduction Agency (DTRA) Linguist*
- CLPM
- Capability Developer
- Advanced Operations Course- HUMINT (AOC-M)

***e.* Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL3 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

***(1)* Institutional** (* When AGR can attend based on assignment)**:**
- ALC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course*
- SMU OTC
- DHOQC*
- Joint Senior Interrogator Course (JSIC)*
- J2X Operations Course*
- Basic, Intermediate, and Advanced DLIFLC Courses
- EOL Course
- SHARP Foundation Course
- DSDC
- JCHATC
- JMIC
- EJPME I
- Foundry Training

***(2)* Operational:**
- JQS/R

- STT
- ATN – Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- CCTA
- Certified Human Trafficking Investigator (CHTI)
- ACTFL
    - LPT
    - RPT
    - OPI
    - OPIc
- CompTIA Security +
- Microsoft Office Specialist

10-7. SFC – Senior HUMINT Collection Sergeant (SL4)

a. **Skills.** In addition to performing duties in the proceeding skill level, the Senior HUMINT Collection Sergeant executes and manages missions while leading NCOs, who in-turn lead Soldiers. They are responsible for the evaluation of HUMINT training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They manage collective HUMINT operations. They provide oversight and technical asset management to ensure intelligence collection requirements are prioritized based on criticality to the mission and allocate the appropriate HUMINT assets to conduct collection activity. They manage source operations, debriefing operations, intelligence liaison activities, interrogation operations, and screening operations. The Senior HUMINT Collection Sergeant integrates cultural intelligence and analysis into HUMINT operations. They serve as an advisor to the command and staff on HUMINT operations, training, and policies and procedures. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWfF. They integrate HUMINT considerations into MDMP to maximize effectiveness of HUMINT activities. The Senior HUMINT Collection Sergeant coordinates external capabilities to support HUMINT operations. HUMINT Collectors must also remain in compliance with AR 11-6 (The Army Language Program).

b. **KD Assignments:**
- Platoon Sergeant
- Detachment Sergeant
- SEL/SEA
- NCOIC

c. **Operating Assignments.**
- Senior HUMINT Collection Sergeant
- Senior Interrogator
- Senior Strategic Debriefer Sergeant
- Special Forces Support
- Ranger Regiment
- Defense HUMINT Services
- SFAB
- SMU

d. **Institutional Assignments** (* When available to AGR)**:**

- Senior Drill Sergeant*
- Senior OC/T
- Senior SGL*
- Senior Instructor*
- Senior MLI*
- Defense Attaché*
- Recruiter*
- SERE Instructor
- DTRA Linguist*
- Talent Management NCO*
- Career Management NCO*
- Capability Developer
- IG NCO
- SARC-VA
- EOA

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional** (* When AGR can attend based on assignment)**:**
- SLC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course*
- SMU OTC
- Joint CI and HUMINT Management Course (JCHMC)*
- J2X Operations Course*
- Basic, Intermediate, and Advanced DLIFLC Courses
- DHOQC
- JIMC*
- JSIC*
- JCHATC
- EJPME I/II
- EOA Course
- Foundry Training

(2) **Operational:**
- JQS/R
- STT
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- CCTA
- CHTI

- ACTFL
  - LPT
  - RPT
  - OPI
  - OPIc
- Lean Six Sigma
- Project Manager

Chapter 11
MOS 35M, Career Development Model

The assignments listed in DA PAM 600-25 do not cover all successive assignments for each grade and MOS. For additional assignments and career opportunities, reference the Career Map, which is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: https://actnow.army.mil.

Chapter 12
MOS 35N, Signals Intelligence (SIGINT) Analyst

12-1. Major duties
The SIGINT Analyst performs and supervises analysis and reporting of intercepted foreign communications and non-communications signals at all echelons and within all domains. They assist in the collection management process and produce intelligence reports supporting each portion of the intelligence cycle. They perform and manage SIGINT support to the targeting process and IPOE. The SIGINT analyst writes and verifies critical information (CRITIC) reports. SIGINT Analysts identify aspects of and oversee the use of the electromagnetic spectrum (EMS) and deconflict cyberspace and electronic warfare (EW) operations within it. They deploy SIGINT equipment and integrate it into the IA.

12-2. Prerequisites
See DA Pam 611–21 for details. The OCMI is the approving authority for all prerequisite waiver requests.

12-3. Goals for development
Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35N are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35N Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, KD, and Institutional assignments as well as movement between echelons and leadership and technical roles.

Proponent Note: Guidance should not be construed as a checklist for promotion selection. It does not guarantee promotion or a competitive Order of Merit number following Evaluation Boards. NCOs who have completed a diverse set of career assignments and have consistently outperformed their peers receiving exceptional rater and senior rater comments are viewed more favorably by board members.

12-4. PVT – SPC/CPL – SIGINT Analyst (SL1)

a. **Skills**. SL1 SIGINT Analysts perform analysis on collected and processed SIGINT information. They know how to apply classification procedures to SIGINT Information and comply with the Intelligence Oversight (IO) Program. They understand the capabilities of the platforms and resources available and which capability used will best answer the commander's PIRs. They identify elements of electromagnetic spectrum theory, cyberspace and EW operations, digital network intelligence, and components of communications infrastructure information. They identify capabilities of SIGINT collection assets and deploy mission specific SIGINT equipment. They perform traffic analysis and assist in the fusion of non-communications SIGINT. They produce time-sensitive reports, serialized SIGINT reports, technical working aids, and database updates of reconstructed communication networks. They produce products in support of IPOE, and the targeting process.

b. **KD Assignments:** CPLs can serve in NCOIC positions.

c. **Operating Assignments:**
- SIGINT Analyst

d. **Institutional Assignments:** There are no institutional assignments for SL1.

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional:**
- Ranger School*
- Basic Airborne Course*
- Air Assault School*
- OSINT Fundamentals
- Basic OSINT Course
- OSINT Tools & Intel Training Security Managers Course
- Cybersecurity Operations Development Program (CSODP)
- Military Cryptologic Continuing Education Program (MCCEP) Phase 1-3
- Military Intern SIGINT Analyst Program (MINSAP)
- Aerial Precision Geolocation (APG) Operator Course
- Unit Armorer Course
- Foundry Training

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- GIAC Certified Incident Handler
- Certified Information Security Manager
- Microsoft Office Specialist

12-5. SGT - SIGINT Analyst (SL2)

a. **Skills.** The 35N SGT, in addition to mastering all SL1 duties, trains and leads subordinate Soldiers. They verify classification of SIGINT Information. They provide products and solutions based on SIGINT analysis for the COP and the MDMP. They are responsible for daily SIGINT operations to include the collection and PED of intelligence products in support of the commander's PIRs. They verify time-sensitive reports, serialized SIGINT reports, technical working aids, and database updates of reconstructed communication networks. They provide SIGINT support to the targeting process and aid in integration of SIGINT with other command post organizations with interest in the electromagnetic spectrum. They produce SIGINT tasking from Specific Intelligence Requirements (SIRs)/essential elements of information and validate reconstructed networks. The SL2 SIGINT Analyst focuses on the analysis and dissemination of SIGINT products, understanding the role of SIGINT in support of operations, training Soldiers, and reviewing Soldier's products, enforcing the standards for oversight and compliance programs, auditing the use of SIGINT databases, and validating reporting.

b. **KD Assignments:**
- Team Leader
- NCOIC

c. **Operating Assignments:**
- SIGINT Analyst
- SMU
- Special Forces Support
- Ranger Regiment

d. **Institutional:**
- Defense Attaché

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL2 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional:**
- BLC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- OSINT Fundamentals
- Basic OSINT Course
- OSINT Tools & Intel Training Security Managers Course
- CSODP
- MCCEP Phase 1-3
- MINSAP
- Middle Enlisted Cryptologic Career Advancement Program (MECCAP)
- APG Operator Course
- UPL Course
- Foundry Training

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks

- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- GIAC Certified Incident Handler (GCIH)
- Certified Information Security Manager
- CompTIA A+
- CompTIA Network+
- Microsoft Office Specialist

12-6. SSG – SIGINT Analyst Sergeant (SL3)

a. **Skills.** In addition to performing duties in the preceding skill level, the SIGINT Sergeant leads Soldiers through subordinate leaders. They are responsible for the development of SIGINT training. They are responsible for the production and quality control of SIGINT products. They have in-depth knowledge of the recourses available to their organization and provide recommendations and capability briefs in the planning and use of SIGINT sensors included in the ISR Sync Matrix. They manage SIGINT support to the targeting process, integrate SIGINT requirements into the information collection process, de-conflict SIGINT/EW operations, manage SIGINT support to IPOE, and manage integration of SIGINT with other command post organizations with interest in the electromagnetic spectrum. They verify non-communications SIGINT Analysis and release time-sensitive reports, serialized SIGINT reports, technical working aids, and database updates of reconstructed communication networks. They monitor RFIs and ensures all products are disseminated in a timely manner.

b. **KD Assignments:** The SSG should serve as a Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. Only service as a SSG will be counted towards the 24-month requirement. Service as a SGT (E5) does not count toward the 24-month requirement.
- Squad Leader
- NCOIC

c. **Operating assignments:**
- SIGINT Sergeant
- SMU
- Special Forces Support
- Ranger Regiment
- NSA (National Security Agency)/ Central Security Service (CSS)

d. **Institutional Assignments** (* When available to AGR)**:**
- Drill Sergeant*
- OC/T
- SGL*
- Instructor
- Recruiter*
- Defense Attaché*
- Capability Developer*
- VA

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the

knowledge and skills of the SL3 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

　　(1) **Institutional** (* When AGR can attend based on assignment)**:**
- ALC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course*
- SMU OTC
- OSINT Tools & Intelligence Training Security Managers Course
- MCCEP Phase 1-3
- MINSAP
- MECCAP
- CSODP
- APG Operator Course
- EOL Course
- SHARP Foundation Course
- EJPME I
- Foundry Training

　　(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

　　(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within one's own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Certified Information Security Manager
- CompTIA Network+
- CompTIA Security+
- Microsoft Office Specialist

12-7. SFC – Senior SIGINT Sergeant (SL4)

a. **Skills.** In addition to performing duties in the preceding skill level, the Senior SIGINT Sergeant executes and manages missions while leading subordinate NCOs. They are responsible for the evaluation of SIGINT training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They coordinate the process for SIGINT collection of information with higher, adjacent, and subordinate units to address PIRs and intelligence gaps. They build relationships and continuously communicate with leaders in other disciplines and sections to create synergy of effort to maximize effectiveness of the IWfF. They generate a SIGINT operational readiness strategy and administer the CRITIC testing and evaluation program.

b. **KD Assignments:**
- Platoon Sergeant
- SEA/SEL

- Detachment Sergeant
- NCOIC

c. **Operating Assignments:**
- Senior SIGINT Analyst SGT
- SMU
- Special Forces Support
- Ranger Regiment
- Senior Watch NCO

d. **Institutional Assignments** (* When available to AGR)**:**
- Senior Drill Sergeant*
- Senior OC/T
- Senior Instructor
- Senior SGL*
- Defense Attaché*
- Recruiter*
- Capability Developer*
- Talent Management NCO*
- Career Management NCO*
- IG NCO
- SARC-VA
- EOA

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional** (* When AGR can attend based on assignment)**:**
- SLC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course*
- SMU OTC
- NSA Site Operations NCO
- DNEA Supervisor
- OSINT Tools & Intel Training Security Managers Course
- MCCEP Phase 1-3
- APG Operator Course*
- MRT
- EOA Course
- SHARP Foundation Course
- IG NCO
- EJPME I/II
- Foundry Training

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks

- MOS STP Operational Critical Tasks
- MITS
- NCOPD

   (3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Certified Information Security Manager
- CompTIA Security+
- CompTIA Network+
- Microsoft Office Specialist

Chapter 13
MOS 35N, Career Development Model

The assignments listed in DA PAM 600-25 do not cover all successive assignments for each grade and MOS. For additional assignments and career opportunities, reference the Career Map, which is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: https://actnow.army.mil.

Chapter 14
MOS 35P, SIGINT Voice Interceptor

14-1. Major duties
The SIGINT Voice Interceptor performs detection, acquisition, geolocation, identification, exploitation, and analysis of foreign communications at all echelons using SIGINT, and/or EW systems, and through access to extended SIGINT enterprise databases. The SIGINT Voice Interceptor identifies, copies, translates, transcribes and/or produces summaries of foreign communications. They perform analysis and ISR synchronization to support mission requirements. Success in this MOS requires demonstrated potential in their control language proficiency, technical skills, and leadership abilities.

14-2. Prerequisites
See DA Pam 611–21 for details. The OCMI is the approving authority for all prerequisite waiver requests.

14-3. Goals for development
Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35P are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35P Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, KD, and Institutional assignments as well as movement between echelons, leadership, and technical roles.

Proponent Note: Guidance should not be construed as a checklist for promotion selection. It does not guarantee promotion or a competitive Order of Merit number following Evaluation

Boards. NCOs who have completed a diverse set of career assignments and have consistently outperformed their peers receiving exceptional rater and senior rater comments are viewed more favorably by board members.

14-4. PVT – SPC/CPL - SIGINT Voice Interceptor (SL1)
   a. **Skills**. SL1 SIGINT Voice Interceptors collect, analyze, process, exploit, and disseminate information collected via organic SIGINT collection and exploitation equipment, or through access to extended SIGINT enterprise databases. They translate text and voice-based target language material and perform initial analysis of target communications. SIGINT Voice Interceptors use organic collection assets or may be required to construct field crafted collection antennas for collection purposes. They identify target communications signals of interest through target language recognition, extract communications details that meet targeting criteria, and must identify information that meets time-sensitive reporting and CRITIC criteria – all while complying with the SIGINT oversight and compliance programs. They are familiar with their systems and the unit PIR/SIRs to support the IWfF. SIGINT Voice Interceptors must also remain in compliance with AR 11-6 (The Army Language Program).
   b. **KD Assignments:** CPLs can serve in NCOIC positions.
   c. **Operating Assignments:** SIGINT Voice Interceptor
   d. **Institutional:** There are no institutional assignments for SL1.
   e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.
   (1) **Institutional:**
- Ranger School*
- Basic Airborne Course*
- Air Assault School*
- MCCEP Phase 1-3
- Military Language Analyst Program (MLAP)
- Basic, Intermediate, and Advanced DLIFLC Courses
- APG Operator Course
- OSINT Fundamentals
- Basic OSINT Course
- Unit Armorer Course
- Foundry Training
   (2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD
   (3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- ACTFL
  - LPT
  - RPT

- CompTIA A+
- Microsoft Office Specialist

14-5. SGT - SIGINT Voice Interceptor (SL2)

a. **Skills.** In addition to mastering duties in the preceding skill level, the SL2 SIGINT Voice Interceptor trains and leads subordinate Soldiers. They execute daily SIGINT operations related to the processing, and exploitation of foreign communications whether collected by organic assets, or accessed over extended SIGNT enterprise databases, and enable SIGINT support to the targeting process. When operating organic collection systems, they must survey and establish the collection sites to be used by the collection teams. They are responsible for planning and directing access to SIGINT systems while reporting the status of those systems to higher echelons. They are responsible for maintaining the language training plans for their subordinates. SL2 SIGINT Voice Interceptors enforce the standards for oversight and compliance programs, audit the use of SIGINT databases, and validate SIGINT reporting. They are directly responsible for the team and equipment associated with SIGINT training and collection missions.

b. **KD Assignments:**
- Team Leader
- NCOIC

c. **Operating Assignments:**
- SIGINT Voice Interceptor
- SFAB
- SMU
- Special Forces Support
- Ranger Regiment

d. **Institutional Assignments:**
- Training Developer
- Defense Attaché
- Company CLPM

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL2 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional:**
- BLC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- MECCAP
- MLAP
- MCCEP Phases 1-3
- Basic, Intermediate, and Advanced DLIFLC Courses
- Foundry Low Level Voice Intercept (LLVI) Course
- APG Operator Course
- OSINT Fundamentals
- Basic OSINT Course
- OSINT Tools & Intel Training Security Managers Course
- UPL Course

- Foundry Training

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- ACTFL (LPT and RPT)
- Certified Collection Management Professional-Fundamentals (CCMP-F)
- CompTIA A+
- Microsoft Office Specialist

14-6. SSG – SIGINT Voice Interceptor Sergeant (SL3)

a. **Skills.** In addition to performing duties in the preceding skill level, the SIGINT Voice Interceptor Sergeant leads Soldiers through subordinate leaders. They are responsible for the development of SIGINT training, including the identification of collective tasks to train during training events, drafting the training plan, and preparing to execute training that supports the units' collective tasks, METL, and meets the commander's intent. They are responsible for developing Communication Intelligence (COMINT) collection and PED tasks. They are responsible for providing supporting analysis to the production of an electronic order of battle and validate SIGINT reporting. They conduct audits of SIGINT databases to ensure compliance with all oversight and compliance programs. They must understand the capabilities and limitations of their Soldiers and their equipment to properly plan and execute their training and mission requirements.

b. **KD Assignments:** The SSG should serve as a Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. Only service as a SSG will be counted towards the 24-month requirement. Service as a SGT (E5) does not count toward the 24-month requirement.
- Squad Leader
- NCOIC

c. **Operating Assignments:**
- SIGINT Voice Interceptor Sergeant
- Senior Transcriber
- DTRA Linguist
- Transcription/Translation Supervisor
- SFAB
- SMU
- Special Forces Support
- Ranger Regiment

d. **Institutional Assignments:**
- Drill Sergeant
- OC/T

- SGL
- Instructor
- MLI
- Defense Attaché
- Recruiter
- Capability Developer
- Training Developer
- Battalion (BN) CLPM

e. Military Training/Education by Domain. Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL3 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional:**
- ALC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course*
- SMU OTC
- MECCAP
- MLAP
- MCCEP Phase 1-3
- Basic, Intermediate, and Advanced DLIFLC Courses
- Foundry LLVI Course
- APG Course
- OSINT Fundamentals
- NSA (MLAP)
- OSINT Tools & Intel Training Security Managers Course
- EOL Course
- SHARP Foundation Course
- EJPME I
- Foundry Training

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- ACTFL
  - LPT
  - RPT
- Certified Professional Supervisor (CPS)
- Certified Risk Manager (CRM)

- CCMP-F
- CompTIA A+
- Microsoft Office Specialist

14-7. SFC – Senior SIGINT Voice Interceptor (SL4)
 a. **Skills.** In addition to performing duties in the preceding skill level, the Senior SIGINT Voice Interceptor Sergeant executes and manages missions while leading NCOs, who in-turn lead Soldiers. They are responsible for the evaluation of SIGINT training and provide guidance on the development of the training plan in support of the units' collective tasks, METL, and the commander's intent. They have the additional responsibility to plan, manage, and direct the SIGINT mission. This includes coordinating organic and non-organic intelligence assets, planning SIGINT operations, directing and de-conflicting multi-team SIGINT language collection and PED operations.
 b. **KD Assignments:**
- Platoon Sergeant
- NCOIC
- SEA/SEL
- Detachment SGT

 c. **Operating Assignments:**
- Senior SIGINT Voice Interceptor
- Special Operations Team – Alpha NCOIC
- Senior Transcriber
- SFAB
- SMU
- Special Forces Support
- Ranger Regiment
- NSA Site Cryptologic Linguist
- NSA/CSS Site Senior Transcriber
- NSA/CSS TOPI Senior Cryptologic Linguist
- Expeditionary MI Brigade (BDE) (E-MIB) Cryptologic Support Team
- E-MIB/BDE Combat Team Collection and PED Sections

 d. **Institutional Assignments** (* When available to AGR)**:**
- Career Management NCO*
- Senior Drill Sergeant*
- Senior OC/T
- Senior SGL*
- Senior Instructor
- Chief MLI*
- Defense Attaché*
- Recruiter
- Training Developer*
- DTRA Linguist*
- Talent Management NCO*
- Career Management NCO
- IG NCO
- SARC-VA
- EOA
- BDE CLPM

 e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what

is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional** (* When AGR can attend based on assignment)**:**
- SLC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course*
- SMU OTC
- MCCEP Phase 1-3
- Basic, Intermediate, and Advanced DLIFLC Courses
- APG Operator Course
- OSINT Fundamentals
- OSINT Tools & Intel Training Security Managers Course*
- EJPME II
- EOA Course
- SHARP Foundation Course
- Foundry Training

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- ACTFL
  - LPT
  - RPT
- Certified Executive Leader
- CPS
- CRM
- CCMP-F
- CompTIA A+
- Microsoft Office Specialist

Chapter 15
MOS 35P, Career Development Model

The assignments listed in DA PAM 600-25 do not cover all successive assignments for each grade and MOS. For additional assignments and career opportunities, reference the Career Map, which is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: https://actnow.army.mil.

Chapter 16
MOS 35S, Signals Collector/Exploitation Analyst

16-1. Major duties
Conducts and supervises tasking, survey, collection, geolocation, processing, and exploitation of foreign signals through Technical SIGINT (TechSIGINT) COMINT analysis and dissemination supporting multi-domain electromagnetic spectrum operations at the tactical, operational, and strategic levels across National, Joint, Coalition, and Army echelons; assists in the collection management process; operates and employs cryptologic equipment.

16-2. Prerequisites
See DA Pam 611–21 for details. The OCMI is the approving authority for all prerequisite waiver requests.

16-3. Goals for development
Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35S are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35S Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, KD, and Institutional assignments as well as movement between echelons and leadership and technical roles.

Proponent Note: Guidance should not be construed as a checklist for promotion selection. It does not guarantee promotion or a competitive Order of Merit number following Evaluation Boards. NCOs who have completed a diverse set of career assignments and have consistently outperformed their peers receiving exceptional rater and senior rater comments are viewed more favorably by board members.

16-4. PVT – SPC/CPL - Signal Collector/Exploitation Analyst (SL1)
 a. **Skills.** SL1 Signals Collector/Exploitation Analysts conducts basic TechSIGINT and COMINT analysis of foreign signals at echelon in support of National, Joint, Coalition, and Army requirements to determine signal parameters for identification and processing utilizing cryptologic equipment. Surveys the multi-domain electromagnetic spectrum to characterize and locate target analog and digital signals; prepares logs and technical reports for dissemination and coordination.
 b. **KD Assignments:** CPLs can serve in NCOIC positions.
 c. **Operating Assignments:** SIGNALS COLL/ANALYST
 d. **Institutional Assignments:** There are no institutional assignments for SL1.
 e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.
 (1) **Institutional:**
   • Ranger School*
   • Basic Airborne Course*
   • Air Assault School*

- OSINT Fundamentals
- Basic OSINT Course
- MCCEP Phases 1-3
- APG Operator Course
- Unit Armorer Course
- MSAP
- Military Electronic Intelligence (ELINT) Signals Analysis Program (MESAP)
- Military Operational ELINT Signals Analysis Program (MOSAP)
- Foundry Training

(2) Operational:
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MITS
- MOS STP Operational Critical Tasks

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- GCIH
- Intelligence Fundamentals Professional Certification
- Certified Ethical Hacker
- CompTIA A+
- Microsoft Office Specialist

16-5. SGT – Signals Collection/Exploitation Analyst (SL2)
a. **Skills.** Performs duties shown in preceding skill level, supervises, and develops Soldiers. Conducts intermediate level TechSIGINT and COMINT analysis to determine parameters for processing. Leads missions, determines SIGINT selection sites, and maintains mission related databases in support of signal survey and collection missions.
b. **KD Assignments:**
- Team Leader
- NCOIC

c. **Operating Assignments:**
- SIGNALS COLL/ANALYST
- COMINT Analyst
- Foreign Instrumentation SIGINT Analyst
- ELINT Analyst
- Space Company/Detachment/BDE

d. **Institutional Assignments:**
- Defense Attaché

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL2 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.
(1) **Institutional:**
- BLC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*

- Air Assault School*
- OSINT Tools & Intel Training Security Managers Course
- MCCEP Phase 1-3
- MECCAP
- APG Operator Course
- MOSAP
- MSAP
- MESAP
- Intermediate Communications Signals Analysis (451)
- UPL Course
- EOL Course
- Foundry Training

(2) Operational:
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Certified Information Security Manager
- CompTIA Network+

16-5. SSG – Signals Collection/Exploitation Sergeant (SL3)

a. Skills. Performs duties shown in preceding skill level and provides guidance to subordinate Soldiers. Leads TechSIGINT and COMINT missions, implements certification, and conducts advanced analysis to determine parameters for processing. Maintains dataflow configuration for mission related databases in support of SIGINT information needs and requirements at echelon. Develops collection tasking, drafts SIGINT mission management documentation, and publishes related reports.

b. KD Assignments: The SSG should serve as a Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. Only service as a SSG will be counted towards the 24-month requirement. Service as a SGT (E5) does not count toward the 24-month requirement.
- Squad Leader
- NCOIC

c. Operating Assignments:
- SIGNALS COLL/ANALYST SGT
- ELINT Analyst
- COMINT Analyst
- Space Company/Detachment/BDE
- SMU
- Ranger Regiment
- Special Forces Support

- NSA/CSS

d. **Institutional Assignments:**
- Drill Sergeant
- OC/T
- Instructor
- Recruiter
- Training Developer
- Test and Evaluation NCO
- Capability Developer
- Defense Attaché
- EOL
- VA

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL3 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional:**
- ALC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course*
- SMU OTC
- MECCAP
- MCCEP Phase 1-3
- MOSAP
- MSAP
- MESAP
- Intermediate Communications Signals Analysis (451)
- Advanced Communications Signals Analysis (452)
- MRT
- EOL Course
- SHARP Foundation Course
- EJPME I
- Foundry Training

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Certified Collection Management Professional
- Global Information Assurance Certification Python Coder

16-6. SFC – Senior Signals Collection/Exploitation Sergeant (SL4)

a. **Skills.** Performs duties shown in preceding skill level; leads, plans tactical and strategic TechSIGINT and COMINT operations. Develops training certification programs, validates SIGINT dataflow, reviews mission management documentation, publishes technical findings of SOIs, and releases collection tasking in support of SIGINT information needs and requirements at echelon.

b. **KD Assignments:**
- Platoon Sergeant
- SEA/SEL
- Detachment Sergeant
- NCOIC

c. **Operating Assignments:**
- SR SIG COLL/ANALYST SGT
- SR TECH INTEL ANALYST
- Senior Watch NCO
- SMU
- Special Forces Support
- Ranger Regiment

d. **Institutional Assignments:**
- Senior Drill Sergeant
- Senior OC/T
- Recruiter
- Training Developer
- IG NCO
- SARC-VA
- EAO
- Senior Instructor
- Senior SGL
- Capability Developer
- Career Management NCO
- Talent Management NCO
- Defense Attaché

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional:**
- SLC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course*
- SMU OTC
- Intermediate Communications Signals Analysis (451)
- Advanced Communications Signals Analysis (452)
- MRT
- SHARP Foundation Course

- EOA Course
- IG NCO
- EJPME II
- Foundry Training

(2) **Operational:**
- Job Qualification Standards/Requirements
- ATN – Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Project Management
- Lean Six Sigma

Chapter 17
MOS 35S, Career Development Model

The assignments listed in DA PAM 600-25 do not cover all successive assignments for each grade and MOS. For additional assignments and career opportunities, reference the Career Map, which is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: https://actnow.army.mil.

Chapter 18
MOS 35T, MI Systems Maintainer (MAINT)/Integrator (INTGR)

18-1. Major duties.
The MI Systems MAINT/INTGR configures, monitors, integrates, maintains, troubleshoots, repairs, and manages IISs, equipment, transmission media, and networks. The 35T conducts Program of Record and Non-Standard Equipment integration into IA compatible with Mission Command systems and architecture. The MI Systems MAINT/INTGR performs computer hardware and software programming, installation, and configuration for aerial and ground IISs. They provide field and sustainment level maintenance to multi-functional, multi-user, data and information gathering, intelligence processing, peripheral, and associated systems, and devices in deployed and fixed sensitive compartmented information facilities. The 35T performs and supervises the planning, employment, configuration, integration, monitoring and maintenance of complex computer-controlled networks and national cryptologic systems to enable the IWfF to provide support to the Intelligence Community in multiple domains and operational environments.

18-2. Prerequisites
See DA Pam 611–21 for details. The OCMI is the approving authority for all prerequisite waiver requests.

18-3. Goals for development

Soldiers should always strive to exceed the standard regardless of the position currently held. Soldiers must enhance their professionalism by ever-increasing civilian and military education levels and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the whole Soldier concept. Soldiers in MOS 35T are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. It is encouraged that 35T Soldiers seek diversity of duty positions, when possible, to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of Operating, KD, and Institutional assignments as well as movement between echelons and leadership and technical roles.

Proponent Note: Guidance should not be construed as a checklist for promotion selection. It does not guarantee promotion or a competitive Order of Merit number following Evaluation Boards. NCOs who have completed a diverse set of career assignments and have consistently outperformed their peers receiving exceptional rater and senior rater comments are viewed more favorably by board members.

18-4. PVT – SPC/CPL - MI Systems MAINT/INTGR (SL1)
   a. **Skills**. SL1 MI Systems MAINT/INTGR apply power, computer, network, communications/signal, receiver, elements of troubleshooting theories to IISs. They integrate into an intelligence architecture and perform maintenance on and administration of intelligence workstations, servers, networks devices, sensors, and communications aerial and ground systems. They deploy intelligence satellite communication systems. Lastly, the 35T performs shop operations as directed through SOPs.
   b. **KD Assignments:** CPLs can serve in NCOIC positions.
   c. **Operating Assignments:**
   - MI SYS MAINT/INTGR
   - SMU
   d. **Institutional Assignments:** There are no institutional assignments for SL1.
   e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL1 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.
   (1) **Institutional** (* When AGR can attend based on assignment)**:**
   - Ranger School*
   - Basic Airborne Course*
   - Air Assault School*
   - Unit Armorer Course
   - Test, Measurement, Diagnostic Equipment Coordinator
   - Global Combat Support System – Army (GCSS-A) Common Core
   - Anti-Terrorism/Force Protection Level I
   - Foundry Training
   (2) **Operational:**
   - JQS/R
   - STT
   - ATN – Training and Evaluation Outlines for Individual/Collective/Common Tasks
   - MOS STP Operational Critical Tasks
   - MITS
   - NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.

- Microsoft 365 Certified: Fundamentals
- Certified Personal Trainer
- Lean Six Sigma

18-5. SGT – MI Systems MAINT/INTGR (SL2)

a. **Skills.** In addition to performing duties in the preceding SL, the SL2 MI Systems MAINT/INTGR trains and provides purpose, motivation, and direction to subordinate Soldiers. Furthermore, they lead the integration of aerial and ground intelligence systems into an IA. They also lead shop operations.

b. **KD Assignments:**
- Team Leader
- NCOIC

c. **Operating Assignments:**
- MI SYS MAINT/INTGR
- SMU
- Shop Foreman
- Quality Assurance/Quality Control NCOIC
- Production Control NCOIC
- Test and Evaluation NCO

d. **Institutional Assignments:** Defense Attaché (When available to AGR)

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL2 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional** (* When AGR can attend based on assignment)**:**
- BLC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- UPL Course
- GCSS-A Maintenance Supervisor
- Gunner Entry Program
- Safety Officer Course
- Foundry Training

(2) **Operational:**
- JQS/R
- STT
- ATN – Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development:** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Certified Digital Radio Broadcast Specialist

- Cisco Certified Network Associate
- Lean Six Sigma

18-6. SSG - MI Systems MAINT/INTGR Sergeant (SL3)

 a. **Skills.** In addition to performing duties in the preceding SL, the SL3 MI Systems MAINT/INTGR coach, counsel, and mentor subordinate NCOs. They also manage the integration of aerial and ground intelligence systems into an IA. Additionally, they manage shop operations and the technical training and certification program for the 35Ts within their unit.

 b. **KD Assignments:** The SSG should serve as a Squad Leader or NCOIC for a minimum of 24 months. NCOIC is an additional duty that is not listed as a principal duty title within CMF 35. NCOIC duties must be reflected on the rated Soldier's NCOER to receive credit as KD time. Soldiers serving in a KD position commensurate to the next higher rank (consecutively or non-consecutively) will receive credit towards their KD requirement, providing that this captured time has been documented on the rated Soldier's NCOER. Only service as a SSG will be counted towards the 24-month requirement. Service as a SGT (E5) does not count toward the 24-month requirement:
- Squad Leader
- NCOIC

 c. **Operating Assignments:**
- MI SYS MAINT/INTGR SGT
- SMU
- Intelligence Maintenance Support Activity (IMSA) NCOIC
- SFAB
- Test and Evaluation NCO

 d. **Institutional:**
- Drill Sergeant
- Recruiter
- SGL
- Instructor
- Capability Developer
- Defense Attaché*.*

 e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL3 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

 (1) **Institutional:**
- ALC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course*
- SMU OTC
- MRT
- SHARP Foundation Course
- EOL Course
- EJPME I
- Foundry Training

 (2) **Operational:**

- JQS/R
- STT
- ATN – Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development.** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Cisco Certified Network Professional
- Certified Online Instruction
- Lean Six Sigma

18-7. SFC – Senior MI Systems MAINT/INTGR (SL4)

a. **Skills**. In addition to performing the duties in the preceding SL the SL3 MI Systems MAINT/INTGR evaluate the integration of aerial and ground intelligence systems and shop operations. They coordinate with sustainment organizations to ensure the success of maintenance operations with the IMSA. Furthermore, they evaluate the technical training and certification program managed by the SSG and counsel senior leaders on the employment, training, and personnel required for intelligence systems.

b. **KD Assignments:**
- Platoon Sergeant
- SEA/SEL
- Detachment Sergeant
- NCOIC

c. **Operating Assignments:**
- Senior MI SYS MAINT/INTGR
- SMU
- IMSA NCOIC

d. **Institutional Assignments:**
- Senior Drill Sergeant
- Senior SGL
- Senior Instructor
- OC/T
- Defense Attaché
- Training Developer
- Senior Capability Developer
- Talent Management NCO
- Career Management NCO

e. **Military Training/Education by Domain.** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL4 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional:**
- SLC
- Ranger School*
- Basic Airborne Course*
- Jumpmaster Course*
- Air Assault School*

- Battle Staff Course*
- SMU OTC
- MRT
- SHARP Foundation Course
- EOA Course
- EJPME II
- DISMG-C
- Foundry Training

(2) Operational:
- JQS/R
- STT
- ATN – Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) Self-Development. Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Lean Six Sigma
- Project Management Professional
- Resilience-Building Leadership Professional

Chapter 19
MOS 35T, Career Development Model

The assignments listed in DA PAM 600-25 do not cover all successive assignments for each grade and MOS. For additional assignments and career opportunities, reference the Career Map, which is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: https://actnow.army.mil.

Chapter 20
MOS 35Z5O, Intelligence MSG (SL5)

20-1. Major duties
The Intelligence MSG serves as the principal NCO in a company as a 1SG, or as the principal NCO in staff sections of BN and higher echelons in tactical, operational, strategic, and joint level environments. The MSG/1SG provides leadership and tactical and technical guidance to peers and subordinates, as well as providing recommendations and insight to superiors in the accomplishment of their duties. They edit and prepare plans, training materials, and coordinate the implementation of operations, training programs, and communication activities. They review intelligence related publications, policies, procedures, and prepare recommended changes and updates to support present and future operations. They compare, review, and request force manning and structure authorization documents with intelligence scope, mission, and function to recommend revisions or requisitions.

20-2. Prerequisites
See DA Pam 611–21 for details. The OCMI is the approving authority for all prerequisite waiver requests.

20-3. Goals for development.
The Intelligence MSG should always strive to exceed the standard regardless of the position currently held and must display a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. MOS 35Z are expected to have a balanced, diverse career of assignments and duty positions, enhanced the professionalism as Intelligence leaders by ever-increasing civilian and military education levels, and displayed a trend of outstanding quantifiable performance and potential in all positions held. Diversity of duty assignments may consist of Operating, KD, and Institutional assignments as well as movement between echelons and leadership and technical roles.

Proponent Note: Guidance should not be construed as a checklist for promotion selection. It does not guarantee promotion or a competitive Order of Merit number following Evaluation Boards. NCOs who have completed a diverse set of career assignments and have consistently outperformed their peers receiving exceptional rater and senior rater comments are viewed more favorably by board members.

20-4. Intelligence MSG (SL5)
  a. Skills:
  (1) **MSG:** The Intelligence MSG is responsible for all aspects of the previous skill levels duties and responsibilities related to all intelligence disciplines. They must achieve mastery of the knowledge and experience gained throughout their career. The Intelligence MSG leads, manages, and trains company and BN level intelligence activities. They operate at the service, joint, inter-agency, inter-governmental, and multi-national levels of intelligence operations. They provide oversight and experience of all aspects of the IWfF. They manage intelligence readiness, the intelligence cycle, and empower the intelligence enterprise through organizational expertise and operational guidance in the areas of MI systems implementation and intelligence support. The Intelligence MSG synchronizes intelligence efforts with operational requirements to achieve unity of effort to meet the commander's intent. They review, evaluate, prepare, and execute asset and personnel deployment, employment, and redeployment.
  (2) **1SG:** The 1SG is the senior enlisted advisor to the Commander at the Company level. 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 1SG is the senior trainer at the company level and synchronizes the company's training plan with the unit's METL, CTLs, and WTBDs by driving the implementation of the 8-Step Training Model. The 1SG evaluates individual and collective training, providing key insight to the commander. They monitor and ensure unit readiness and are key in the development and enforcement of the unit's physical fitness program. The 1SG serves as a coordinator for training and resources, as well as the lead integrator with outside organizations and entities. They design, implement, and manage an NCO leader development program and are the standard bearer for their organization while serving as a role model for all Soldiers, NCOs, and Officers.
  b. **KD Assignments:**
  - 1SG
  - SEA/SEL
  - Division/Corps ACE NCOIC
  - S2 NCOIC (BDE)
  - Operations Sergeant (BN/BDE S3)
  - SMU Team SGT
  c. **Operating Assignments:**
  - Intelligence MSG

- Operations Sergeant (BN/BDE)
- SMU
- SFAB

d. **Institutional Assignments** (* When available to AGR)**:**
- Senior Career Management NCO*
- Senior Talent Management NCO*
- Deputy Commandant
- Chief OC/T
- Joint Intelligence Centers and/or Activities
- Course NCOIC
- SGL (Master Leaders Course)
- Chief Training Developer
- Defense Attaché
- IG NCO

e. **Military Training/Education by Domain:** Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL5 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) **Institutional** (* When AGR can attend based on assignment):
- MLC
- Company Commander/1SG Pre-Command Course*
- Ranger School*
- Airborne Course*
- Jumpmaster Course*
- Air Assault School*
- Battle Staff Course
- SMU OTC
- DISMG-C
- Special Technical Operations Planner Course
- How the Army Runs Course
- EJPME II
- SGM-A (Must be MLC complete for consideration)

(2) **Operational:**
- JQS/R
- STT
- ATN – Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development:** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Professional and Executive Level Credentialing
- Project Manager
- Microsoft Office Specialist

Chapter 21
MOS 35Z5O, Career Development Model

The assignments listed in DA PAM 600-25 do not cover all successive assignments for each grade and MOS. For additional assignments and career opportunities, reference the Career Map, which is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: https://actnow.army.mil.

Chapter 22
MOS 35Z6O, Intelligence SGM (SL6)

22-1. Major duties
The Intelligence SGM enables Mission Command by serving as the principle enlisted advisor at BDE and above organizations, as well as service, joint, inter-agency, inter-governmental, and multinational levels of intelligence operations in support of unified land operations. They provide oversight and experience inclusive of all aspects of the IWfF. They manage intelligence readiness, the intelligence cycle and empowers the intelligence enterprise through operational guidance, technical expertise, and the integration of All Source, CI, SIGINT, HUMINT, GEOINT, and intelligence systems maintenance at all echelons. They synchronize intelligence efforts with operational requirements to achieve unity of effort and meet the commander's intent. They review, evaluate, prepare, and execute intelligence asset and personnel deployment, employment, and redeployment. They compare intelligence Modified Table of Organizational Equipment (MTOE) and Tables of Distribution and Allowances (TDA) authorizations and recommend revisions. They supervise and oversee the implementation of IA, to include the conduct of MI systems maintenance and test operations. Success in this MOS requires demonstrated expertise in a variety of progressive assignments including leadership, key billet, and staff positions at the tactical, operational, and strategic levels. Attaining MOS 35Z requires demonstrated potential in both technical skills and leadership abilities. Success also requires the Intelligence SGM to seek as much assignment diversity as possible with duty in both tactical and strategic assignments, Division and Corps assignments, CONUS and OCONUS assignments, and MTOE and TDA assignments. Soldiers selected to perform at this level must have a working knowledge and understanding of all intelligence functions. A keen understanding of operations is crucial to the success of an Intelligence SGM. Understanding how the IWfF fits within operations is imperative to ensuring subordinate organizations are prepared and ready to perform at the requisite level of advisement to their commander or staff officer formations.

22-2. Prerequisites
Professional Development Proficiency Codes (PDPC) listed below provide the requisite knowledge and skills necessary to support operational needs of units and the Army. PDPCs synchronize talent management through effective developmental assignments. For further detailed descriptions, qualifications, award authority, functions, and restrictions, see DA Pam 611–21, table 12-2.
   b. SGM/CSM PDPC:
   - 6S – Entry level SGM position.
   - 6C – BN level CSM position in CSL billets at the BN (LTC) level.
   - 6K – Initial level key billets; requires 18-24 months in an E9 billet.
   - 6X – Staff SGM Advisor to LTC (Post 6K/6S/6C).
   - 6P – Post BN level CSM experience – CSM positions requiring a successful completion of a CSM billet at the battalion (LTC) level and already awarded 6C.
   - 7S – Primary level SGM position after initial assignment as a SGM.
   - 7C – BDE CSM position in CSL billets at the brigade (COL) level.

- 7K – Primary level key billets; requires 30 months in an E9 billet (18-24 months in a 6K billet is preferred but not required).
- 7X – Staff SGM Advisor to COL (Post 7K/7S/7C).
- 7P – Post BDE level CSM experience – CSM positions requiring a successful completion of a CSM billet at the BDE (COL) level and already awarded 7C.

22-3. Goals for development
The Intelligence SGM should always strive to exceed the standard regardless of the position currently held. Boards select MQ and HQ leaders with a balanced, diverse career of assignments and duty positions, enhanced the professionalism as Intelligence leaders by ever-increasing civilian and military education levels, and displayed a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier model. MQ and HQ performance in MOS 35Z6O is demonstrated through exceeding the standards of proficiency and potential in leadership and technical skills and seeks diversity in assignment type and duty positions. Diversity of duty assignments may consist of operating, KD, and institutional assignments as well as movement between echelons and leadership and technical roles.

22-4. SGM/CSM- Intelligence SGM (SL6)
  a. **Skills:**
  (1) **SGM:** The Intelligence SGM enables Mission Command by serving as a principle enlisted advisor/leader at the service, joint, inter-agency, inter-governmental, and multi-national levels of intelligence operations understanding Army and Joint Doctrine. They provide oversight and experience inclusive of all aspects of the IWfF and all intelligence disciplines. They manage intelligence readiness and the intelligence synchronization across all echelons. They assist in the management of professional military education and personnel assignments internal to the organization. They perform talent management and mentor subordinate units. The SGM compares, reviews, and requests force manning and structure authorization documents, with intelligence scope, mission, and function, to recommend revisions or requisitions. They build relationships and teams within the organization to streamline processes and facilitate rapid resolution of issues and conflicts and extend influence outside the organization. They edit and prepare plans, training materials, and coordinate the implementation of operations, training programs, and communication activities. They review intelligence related publications, policies, procedures, and prepare recommended changes and updates to support present and future operations.
  (2) **CSM:** The CSM is the senior NCO in the command at BN and higher levels. They are the principal advisor to the commander, providing advice and making recommendations to the commander and staff in matters pertaining to the organization. They provide oversight and experience inclusive of all aspects of the IWfF and all intelligence disciplines. They understand Mission Command and execute the commander's intent through disciplined initiative, supporting the commander's priorities. They engage key stakeholders and foster strong relationships, across echelons, with agencies within the community and build relationships with peer units and higher headquarters to champion the unit up and out. They carry out and enforce policies and standards on performance, training, appearance and conduct of the organization. They focus on key training objectives and are present and engaged with the unit's training and operations, all while eliminating or minimizing training distractions. The CSM is responsible for the enlisted talent management of their organization to maintain directed levels of individual readiness. They design, implement, and manage an NCO leader development program and are the standard bearer for their organization while serving as a role model for all Soldiers, NCOs, and Officers. They communicate effectively, able to easily explain strategic and operational policy to the tactical level.

b. KD Assignments:
- Operations SGM
- Intelligence SGM
- CSM (BN/Squadron/BDE/Garrison)
- J2 SEA/SEL
- Intelligence Senior SGT (Ranger Regiment/Special Operations)
- Troop SGM

c. Operating Assignments:
- Operations SGM (6S, 6X, 7S)
- Intelligence SGM (6S, 6K, 7S, 7K, 7X)
- CSM (BN/Squadron/BDE/Garrison) (6C, 7C)
- J2 SEA/SEL (7K)
- Intelligence Senior SGT (Ranger Regiment/Special Operations) (7K)
- Troop SGM (6S)

d. Institutional Assignments (* When available to AGR)**:**
- Branch SGM (6X)
- Talent Manager (7S)
- Chief Career Management NCO* (6X)
- NCOA Commandant* (7P)
- SMU OTC Director (6S)
- MLI Program Manager (6S)
- Intelligence Senior SGT/Intelligence SGM (Combat Training Centers) (6S, 6X)
- SEA (HT-JCoE) (6S)
- Capability Developer Intelligence SGM (7X)
- Training Developer (6S)
- Doctrine Analysis/Division Chief (6S)
- Chief Intelligence SGT (6S)
- Chief Instructor/Writer (6S)
- Executive Officer (NCOLCoE) (7S)
- SGM-A Fellowship Program*
- Congressional Fellowship
- White House Fellowship
- Military Personnel Exchange Program

e. Military Training/Education by Domain: Courses listed here are not all encompassing but illustrate a snapshot of opportunities that can be pursued to add depth and breadth to the knowledge and skills of the SL6 Soldier. Seeking additional training and education, beyond what is listed here, is highly recommended and will differentiate Soldiers from their peers. It is recommended that Soldiers refer to Chapter 3 of this document, the Foundry Course Catalog, the COOL website, and the ACT website, at a minimum, for developmental opportunities.

(1) Institutional (* When AGR can attend based on assignment)**:**
- MI Pre-Command Course (PCC)
- BN PCC/CSM Course
- BDE PCC/CSM Course
- Nominative Leader Course
- Keystone Course
- Ranger School*
- Airborne School*
- Air Assault School*
- SMU OTC
- DISMG-C
- How the Army Runs Course

- EJPME II

(2) **Operational:**
- JQS/R
- STT
- ATN - Training and Evaluation Outlines for Individual/Collective/Common Tasks
- MOS STP Operational Critical Tasks
- MITS
- NCOPD

(3) **Self-Development:** Seeking continuous development in this domain, immaterial of concentration/major and within ones' own personal and professional interests, is strongly encouraged to bridge gaps between the other education/training domains.
- Professional and Executive Level Credentialing
- Project Management
- Microsoft Office Specialist

Chapter 23
MOS 35Z6O, Career Development Model

The assignments listed in DA PAM 600-25 do not cover all successive assignments for each grade and MOS. For additional assignments and career opportunities, reference the Career Map, which is located on the ACT Web site. ACT is the Army's first comprehensive leadership development tool to integrate training, assignment history and formal and/or informal education activities in one location. ACT can be accessed at the following web address: https://actnow.army.mil.