

Finance and Comptroller (CMF 36) Career Progression Plan

Chapter 1. Duties

The role of the Finance Corps is to optimally resource commanders' requirements through competent execution of Financial Management (FM) functions by acquiring, certifying, disbursing, and accounting of fiscal resources to support multi-domain operations across the range of military operations. This role enables Army sustainment to provide the joint force commander freedom of action, operational reach, and prolonged endurance. The FC branch operates within the Sustainment Warfighting function as critical integrators by providing FM capabilities and enabling commanders to obtain the resources needed to accomplish their mission. FM supports mission accomplishment through two core competencies: Resource Management (RM) and Finance Operations (FO). RM provides decision support to commanders for resourcing operations, developing command resource requirements, acquiring, programming, budgeting, allocating, distributing, and executing funds. FO provides payment support, disbursing support, and banking support. FO functions additionally provide timely commercial vendor and contractual payments, and disbursing services in accordance with established policies and regulatory guidance. The two core competencies are supported by overarching functions such as Internal Controls, Financial Data Analytics and Accounting of fiscal resources that are critical to the success of FM missions worldwide. Financial managers conduct core competencies outlined in FM 4-80 (FM Operations) and is supplemented by JP 3-80 (Resource Management) when assigned to support Joint Force commanders, Joint, Inter-agency, Inter-governmental and Multinational (JIIM) operations. Specially selected and managed assignments including the White House Communications Agency (WHCA), Congressional Budget Liaisons, Special Mission Units (SMUs) and others, provide FM professionals the opportunity to execute core competencies while supporting national-level missions. NCOs must possess the necessary technical and operational expertise to advise commanders and senior leaders at various levels on the prudent use of resources, and the necessary information to make resource informed decisions. They provide support to commanders at all echelons to enhance the readiness and operational capabilities of the total force and ensure success across the full spectrum of military operations.

Chapter 2. Transformation

Finance and Comptroller (FC) provides fiscal support to the Army, Joint Force, and unified action partners through disbursing, banking, payment support, programming, budget formulation, budget distribution, budget execution, accounting, internal controls, and financial data analytics. FM is a sustainment warfighting function element that provides support through the execution of Resource Management and Finance Operations to support units at the strategic, operational, and tactical levels across all support areas. The Finance Corps' values of patriotism, integrity, competence, and service are embodied in its commitment to the global combat force sustainment mission. Although the mission is highly technical, Finance Warriors are first and foremost Soldiers who are expected to remain physically fit, tactically, and technically proficient, and live the Army Values. In this regard FC leaders must be proficient in all Warrior Tasks and Battle Drills, take care of their Soldiers, and accomplish the mission. As such, they must maintain proficiency through completing professional military and civilian education, and successful performance in competency-based assignments. Finance Soldiers serve in a variety of roles/positions in Army Financial Management Centers (AFMCs), Finance Operations Centers (FIOCs), G8/J8 staff sections, brigade S8s, Finance Support Centers (FISCs), Finance Battalions (FIBNs), Finance Companies (FICOs) and other non-traditional finance units. Additionally, there are highly competitive and demanding assignment opportunities for FC Soldiers in unconventional organizations such as the United States Special Operations Command (USSOCOM), Joint Special Operations Command (JSOC), and United States Army

Special Operations Command (USASOC). There are numerous assignment opportunities within USASOC to include 1st Special Forces Command (SFC), Army Special Operations Aviation Command (ARSOAC), 75th Ranger Regiment, 160th Special Operations Aviation Regiment (SOAR), and Special Mission Units (SMUs). Soldiers assigned to these commands could have longer than normal utilization tours due to mission and training requirements. The following positions are considered as career enhancing/broadening assignments: Career Management NCO, Training With Industry (TWI), Small Group Leader (SGL), Instructor (AIT), Talent Management NCO, Inspector General (IG), Equal Opportunity Advisor (EOA), Sexual Assault Response Coordinator (SARC), Victim Advocate, Recruiter, Drill Sergeant, Training Developer, Course Director (AIT), NCOA 1SG, NCOA DEP CMDT, 3d U.S Infantry Regiment (Old Guard), Defense Comptrollership Program (DCP), Security Force Assistance Brigade (SFAB), White House Communications Agency (WHCA) and Fellowships (SGM-A/SMA/Congressional). Soldiers that have successively served in a career enhancing/broadening assignment should be considered as highly competitive for promotion. The proponent for the Finance Corps is the Commandant, U.S. Army Finance and Comptroller School (Proponency Division), 10000 Liberty Division Road, Fort Jackson, SC 29207-7050. Personnel developers can be reached at 803-751-8564 or DSN 734-8564.

Chapter 3. Recommended Career Management Self-Development, by rank

a. Private – Specialist/Corporal (PVT–SPC/CPL)

(1) The quality and success of a junior enlisted Soldier's career is directly proportionate to the Soldier's commitment to excellence and leader involvement in their development. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to employ those skills. Soldiers with a General Technical (GT) score below 110 or a Clerical (CL) score below 101 should seek to improve it through Basic Skills Education Program (BSEP).

(2) *Self-Development.* Self-development encompasses what Soldiers do to pursue personal and professional goals. Junior enlisted Soldiers are required to complete the DoD FM Certification Level 1 (40 Continuing Education and Training [CETs]/2 years with at least 2 years of DoD FM experience. All Soldiers should be enrolled in the Army Career Tracker (ACT) and actively using it for mentorship and career progression. Additional resources are found in the Army University website <https://armyuniversity.edu/access/SoldierDevelopment>.

(3) *Civilian Education.* Civilian education is critical to self-development. Junior enlisted Soldiers are encouraged to consult the Education Center and enroll in [ArmyIgnitED](#) to pursue their degrees. [College Level Examination Program \(CLEP\)](#) and Defense Activity for Non-Traditional Education Support (DANTES) options are available to take exams to demonstrate mastery of a subject instead of taking the class. Junior enlisted Soldiers can also use their Joint Service Transcript (JST) to convert military training into college credit hours.

(4) *Distributed Learning.* The Army Training Information System (ATIS) and [FM myLearn](#) are distributed learning websites offering various products related to the FC field, General Funds Enterprise Budget System (GFEBs) and other areas.

(5) *Army Reading.* Soldiers should read and understand the following publications related to equipment and duty skills associated with their MOS and assignment: FM 4-80; STP 21-1-SMCT; ATP 7-22.02; TC 3-21.5; TC 3-22.9; TC 3-25.26; TC 4-02.1; AR 670-1; AR 600-25; AR 670-1; DA PAM 600-25; DA PAM 670-1; all -10 maintenance manuals associated with their equipment and the Warrior Tasks and Battle Drills (WT/BD) associated with their current assignment.

(6) *Competition Boards.* Competition boards are an integral part of Soldier development. Boards teach junior enlisted Soldiers how to research, effectively communicate, and utilize critical thinking skills. Competition boards develop confidence by allowing junior enlisted Soldiers to interact with senior leaders in a structured professional environment. Boards also offer special

recognitions that help to distinguish Soldiers from their peers. Junior enlisted Soldiers should compete in Soldier level boards/competitions such as Soldier of the Month/Quarter/Year boards, FC Soldier of the Year, Expert Soldier Badge (ESB) and the Army Best Warrior Competition.

(7) *Credentialing Programs*. The Army Credentialing Opportunities On-Line (COOL) helps Army Service members find information on certifications and licenses related to their jobs and civilian careers. Junior enlisted Soldiers can acquire industry standard certifications with professional training and work experience while enhancing technical competence in their MOS and Additional Skill Identifiers. Some benefits of the COOL program are promotion points and college credits toward a degree from an accredited school.

(a) Star Credentials/Common Core certifications: Resilience-Building Leadership Professional (RBLP); Certified Lean Six Sigma Yellow Belt (ICYB) and all Microsoft Office Specialist (MOS) certifications. Additional information is found on the Army Cool website.

(b) Proponent Recommended: Certified Government Financial Manager (CGFM); Certified Defense Financial Manager (CDFM); Certified Accounts Payable Associate (CAPA) and Microsoft Certified: Power BI Data Analyst Associate.

(8) *Army Career Tracker (ACT)*. ACT is designed to create an integrated approach synchronizing development across all training domains. Junior enlisted Soldiers can use ACT to request mentorship, track professional goals as well as how they compare to their peers. ACT can provide individual assessment feedback allowing junior enlisted Soldiers to view Army training, experiential learning, and education data. The [FC Career Map](#) can be downloaded from ACT in the Professional Development Model (PDM) module to assist with preparing Individual Development Plans.

b. Sergeant (SGT)

(1) A SGT is first and foremost a leader and trainer of Soldiers. As such, SGTs must demonstrate a high degree of proficiency in their MOS duties and leadership commensurate with their position. The SGT's career progression is dependent upon duty performance coupled with the knowledge, skills, and behaviors related to leadership and MOS competency. SGTs typically serve as Team Leaders and may supervise four or more Soldiers.

(2) *Self-Development*. Self-development is continuous and begins with the motivated NCO, supplemented by a concerted team effort. Part of the team effort is quality feedback from multiple sources including peers, subordinates, and superiors to assist in establishing self-development goals and self-improvement courses of action. SGTs are required to complete the DoD FM Certification Level 2 (60 Continuing Education and Training [CETs]/2years with at least 4 years of FM experience, with 2 years in DoD FM). Additional resources are found in the Army University website (<https://armyuniversity.edu/access/SoldierDevelopment>).

(3) *Civilian Education*. SGTs are strongly encouraged to continue academic pursuits while balancing NCO roles and responsibilities. SGTs should either have or be pursuing an Associate's degree using [ArmyIgnitED. College Level Examination Program \(CLEP\)](#) and Defense Activity for Non-Traditional Education Support (DANTES) options are available to maximize opportunities for degree progress. SGTs should use their Joint Service Transcript (JST) to convert military training into college credit hours.

(4) *Distributed Learning*. The Army Training Information System (ATIS) and [FM myLearn](#) are distributed learning websites offering various products related to the FC field, General Funds Enterprise Budget System (GFEBs) and other areas. The Central Army Registry contains additional learning resources (<http://rdl.train.army.mil/>).

(5) *Army Reading*. SGTs will read and demonstrate knowledge of Skill Level (SL) 10 publications in addition to the following: FM 4-80; ADP 7-0; ADP 1; ADP 6-22; ATP 5-19; ATP 7-22.01/02; FM 3-0; FM 4-0; FM 6-22; STP 21-24-SMCT; TC 3-21.5; TC 3-21.75; TC 3-22.9; TC 3-25.26; TC 4-02.1; TC 7-22.7; AR 25-50; AR 600-8-22; AR 600-9; AR 600-8-19; AR 600-20; AR 600-25; AR 670-1; DA PAM 600-25; DA PAM 670-1; all-10 maintenance manuals

associated with their equipment and the Warrior Tasks and Battle Drills (WT/BD) associated with their current assignment.

(6) *Competition Boards*. Competition boards reinforce an NCO's ability to research, effectively communicate, and employ critical thinking skills. Competition boards offer an assessment of an NCO's development, ability, and promotion potential. SGTs should compete in boards such as the NCO of the Month/Quarter/Year boards, FC NCO of the Year, SGT Audie Murphy/SGT Morales Clubs (Europe only), Army Best Warrior Competition, and Expert Soldier Badge (ESB) to broaden their knowledge base, instill discipline and improve their ability to communicate effectively.

(7) *Credentialing Programs*. The Army Credentialing Opportunities On-Line (COOL) helps Army Service members find information on certifications and licenses related to their jobs and civilian careers. NCOs can acquire industry standard certifications with professional training and work experience while enhancing technical competence in their MOS and Additional Skill Identifiers. Some benefits of the COOL program are promotion points and college credits toward a degree from an accredited school.

(a) Star Credential/Common Core certifications: Resilience-Building Leadership Professional (RBLP); Certified Associate in Project Management (CAPM); Certified Lean Six Sigma Yellow Belt (ICYB) and all Microsoft Office Specialist (MOS) certifications. Additional information is found on the Army COOL website.

(b) Proponent Recommended: Certified Government Financial Manager (CGFM); Certified Accounts Payable (CAPA); Certified Defense Financial Manager (CDFM) and Microsoft Certified: Power BI Data Analyst Associate.

(8) *Army Career Tracker (ACT)*. ACT serves as a single point-of-entry for career and leadership development providing an integrated approach supporting personal and professional development capitalizing on lifelong learning. ACT allows users to manage career objectives and monitor progress towards career requirements and goals. As leaders, SGTs can see their Soldier's information including assignment history, completed and pending training, earned certifications, and MOS related career recommendations. SGTs can use ACT to help create Individual Development Plans (IDP) for their subordinates, as well as provide them with regular feedback on their performance. The [FC Career Map](#) can be downloaded from ACT in the Professional Development Model (PDM).

c. Staff Sergeant (SSG)

(1) SSGs must remain committed to organizational excellence while developing junior leaders to be proficient in their duties. SSGs should seek expertise from doctrine and policies in accordance with Skill Levels 10 and 20, as well as their unit's Mission Essential Task List to drive readiness. SSGs should review the After-Action Reviews following SSG Evaluation Board to seek specific guidance concerning management of their personnel records and performance trends within their peer group for promotion. SSGs typically serve as Squad Leaders with five or more Soldiers under their direct leadership. Knowledge, skills, and competency in resource management are expanded at this skill level with numerous opportunities to serve as brigade S8s and in G8 staff sections. **NCOs should not be assigned to key developmental positions unless they have completed the requisite PME requirements for that rank.**

(2) *Self-Development*. Self-development encompasses what NCOs do to pursue personal and professional goals. Successful self-development focuses on the key attributes of the leader: character, presence, and intellect. SSGs are required to complete DoD FM Certification Level 2 (60 Continuing Education and Training [CETs]/2years with at least 4 years of FM experience, with 2 years in DoD FM). Additional resources can be found in: the Army University (<https://armyuniversity.edu/access/SoldierDevelopment>) and Center for Army Profession and Leadership (<https://cal.army.mil/>).

(3) *Civilian Education.* Civilian education is more critical to self and professional development at this grade. Degree completion at this rank further highlights commitment to lifelong learning as well as promotion potential. SSGs should have an Associate's degree and be pursuing a Bachelor's degree. [College Level Examination Program \(CLEP\)](#) and Defense Activity for Non-Traditional Education Support (DANTES) are options to maximize accumulation of credits towards a degree. SSGs should continue to use their Joint Service Transcript (JST) to convert military training into college credit hours.

(4) *Distributed Learning.* The Army Training Information System (ATIS) and [FM myLearn](#) are great distributed learning websites that offer various products in financial management, General Funds Enterprise Budget System (GFEBs), and other areas. Additional resources can be accessed from the Central Army Registry (CAR) website (<http://rdl.train.army.mil/>).

(5) *Army Reading.* SSGs should study and develop proficiency in all SL10 and SL20 tasks in addition to the following publications: FM 4-80; ATP 1-06.4; ATP 5-19; ATP 6-22.1; FM 3-0; FM 3-16; FM 6-22; FM 7-22; STP 21-24-SMCT; TC 3-21.5; TC 3-21.75; TC 3-22.9; TC 3-25.26; TC 4-02.1; TC 7-22.7; AR 25-50; AR 27-10; AR 350-1; AR 600-8-22; AR 600-9; AR 600-8-10; AR 600-8-19; AR 600-20; AR 600-25; AR 600-81; AR 600-85; AR 600-100; AR 623-3; AR 670-1; DA PAM 600-25; DA PAM 611-21; DA PAM 670-1; all-10 maintenance manuals associated with their equipment and the Warrior Tasks and Battle Drills (WT/BD) associated with their current assignment.

(6) *Competition Boards.* Competition boards remain an integral part of leader development for SSGs. SSGs should seek to compete in boards and competitions such as the NCO of the Month/Quarter/Year, FC NCO of the Year, Army Best Warrior Competition, Expert Soldier Badge (ESB), and exclusive clubs such as Sergeant Audie Murphy and Sergeant Morales (Europe only). Competition boards will enable SSGs to broaden their knowledge base, instill discipline, build confidence, and improve their ability to effectively communicate.

(7) *Credentialing Programs.* The Army Credentialing Opportunities On-Line (COOL) helps Army Service members find information on certifications and licenses related to their jobs and civilian careers. Soldiers can acquire industry standard certifications with professional training and work experience while enhancing technical competence in their MOS and Additional Skill Identifiers. COOL offers college credits toward a degree from an accredited school.

(a) Star Credential/Common Core certifications: Resilience-Building Leadership Professional Coach (RBLP-C); Certified Associate in Project Management (CAPM); Certified Lean Six Sigma Yellow Belt (ICYB) and all Microsoft Office Specialist (MOS) certifications. Additional information is found on the Army COOL website.

(b) Proponent Recommended: Certified Defense Financial Manager (CDFM); Certified Government Financial Manager (CGFM); Certified Accounts Payable Professional (CAPP); Certified Financial Planner (CFP) and Microsoft Certified: Power BI Data Analyst Associate.

(8) *Army Career Tracker (ACT).* ACT provides an integrated approach that synchronizes development across all training domains. SSGs can use ACT to track professional goals, mandatory training requirements, and how they compare to their peers. Within ACT, SSGs can see their OML, and request mentors for professional development. ACT provides an efficient way to monitor career development while allowing them to track and advise subordinates. SSGs should provide regular feedback on performance to their subordinates and assist them with establishing and refining their Individual Development Plans. The [FC Career Map](#) can be downloaded from ACT in the Professional Development Model (PDM) module.

d. Sergeant First Class (SFC)

(1) SFCs are senior NCOs that are expected to dispatch leadership and other duties with an expert level of professionalism. The SFC is responsible for the training and readiness of the platoon through direct input to critical tasks, unit METL and long-range training calendars/plans. SFCs should focus less on individual accomplishments and more on team building and

providing value to the organization. Self-development activities, like professional reading and college courses, are paramount in developing leadership skills needed to coach, teach, and mentor Soldiers. Furthermore, SFCs should review the After-Action Reviews following SFC Evaluation Board to seek specific guidance concerning management of their personnel records and performance trends within their peer group for promotion. SFCs should assist with the training of junior officers. SFCs typically serve as Platoon Sergeants, S8s and G8 staff members in divisions and higher echelons. **NCOs should not be assigned to key developmental positions unless they have completed the requisite PME requirements for that rank.**

(2) *Self-development.* Self-development is a continuous process that encompasses what NCOs do to pursue personal and professional goals. Successful self-development focuses on the key attributes of the leader: character, presence, and intellect. SFCs are required to complete the DoD FM Certification Level 3 (80 Continuing Education and Training [CETs]/2years with at least 8 years of FM experience, with 2 years in DoD FM and least one 3-month developmental assignment). Additional self-development opportunities are found in: The Army University (<https://armyuniversity.edu/access/SoldierDevelopment>) and the Center for the Army Profession and Leadership (<https://cal.army.mil/>).

(3) *Civilian Education.* SFCs should have a home college in ArmyIgnitED and are encouraged to have completed a Bachelor's degree and actively pursuing a Master' degree. SFCs should educate their Soldiers on the College Level Examination Program (CLEP) and Defense Activity for Non-Traditional Education Support (DANTES) to further their education and Joint Service Transcript (JST) to convert their military training into college credit hours.

(4) *Distributed Learning.* The Army Training Information System (ATIS) and [FM myLearn](#) are distributed learning websites offering various products in FM, General Funds Enterprise Budget System (GFEBs) and other areas. Additional resources are found in: Army Distributed Learning Program (<https://tadlp.tradoc.army.mil/>), ACES (<https://www.education.army.mil/>), Central Army Registry (<https://rdl.train.army.mil/>), and Center for the Army Profession and Leadership (<https://cal.army.mil/>).

(5) *Army Reading.* SFCs will study and demonstrate proficient knowledge of the SL10-30 publications in addition to the following publications: FM 4-80; ATP 1-06.1; ATP 1-06.3; ATP 1-06.4; ATP 5-19; ATP 6-22.1 ATP 6-22.6; FM 3-0; FM 3-16; FM 6-22; FM 7-0; FM 7-22; STP 21-24-SMCT; TC 7-22.7; AR 25-50; AR 27-10; AR 220-1; AR 220-45; AR 350-1; AR 600-8-2; AR 600-8-22; AR 600-9; AR 600-8-10; AR 600-8-19; AR 600-20; AR 600-25; AR 600-32; AR 600-81; AR 600-85; AR 601-280; AR 600-100; AR 614-200; AR 623-3; AR 635-200; AR 670-1; DA PAM 600-25; DA PAM 670-1; DA PAM 611-21; JP 3-80; all-10 level maintenance manuals associated with their equipment and the Warrior Tasks and Battle Drills (WT/BD) associated with their current assignment.

(6) *Competition Boards.* SFCs should compete for honors such as the NCO of the Quarter/Year, FC NCO of the Year, Sergeant Audie Murphy/Sergeant Morales Clubs (Europe only), Army Best Warrior Competition, and the Expert Soldier Badge (ESB) in order to maintain discipline, proficiency and broaden their knowledge base.

(7) *Credentialing Programs.* The Army Credentialing Opportunities On-Line (COOL) helps Army Service members find information on certifications and licenses related to their jobs and civilian careers. Soldiers can acquire industry standard certifications with professional training and work experience while enhancing technical competence in their MOS and Additional Skill Identifiers. The COOL program offers college credit toward a degree from an accredited school.

(a) Star Credential/Common Core certifications: Resilience-Building Leadership Professional Trainer (RBLP-T); Certified Associate in Project Management (CAPM); Certified Lean Six Sigma Green Belt (ICGB) and all Microsoft Office Specialist (MOS) certifications. Additional information is found on the Army COOL website.

(b) Proponent Recommended: Certified Defense Financial Manager with Acquisition specialty (CDFM-A); Certified Government Financial Manager (CGFM); Certified Accounts Payable professional (CAPP); Certified Financial Planner (CFP) and Microsoft Certified Power BI Data Analyst Associate.

(8) *Army Career Tracker (ACT)*. ACT serves as a single point-of-entry for career and leadership development providing an integrated approach supporting personal and professional development which capitalizes on lifelong learning. ACT allows users to see their OML, manage career objectives and monitor progress towards career requirements and goals. As leaders, SFCs can see their subordinate's information, to include assignment history, completed and pending training, earned certifications, and MOS related career recommendations. SFCs have the ability to create Individual Development Plans for their subordinates, provide feedback on their performance and make recommendations for professional growth and development. The [FC Career Map](#) can be downloaded from ACT in the Professional Development Model (PDM) module.

e. Master Sergeant/First Sergeant (MSG/1SG)

(1) The MSG is a subject matter expert and a key enlisted member at various staff levels in battalions and higher echelons, that is responsible for shaping organizations and implementing systems to maintain proficiency. MSGs should also seek opportunities to broaden their knowledge on How The Army Runs to continue developing junior leaders and contribute to the success of their organizations. Senior NCOs (SNCO) should actively use ACT and DA Pam 600-25 for effective leadership and professional growth of their subordinates to maximize potential for career progression. The 1SG, laterally promoted from MSG, is charged with leadership responsibilities as the SNCO in the company, responsible for building combat readiness at the company level. MSGs should review the After-Action Reviews following MSG Evaluation Board to seek specific guidance concerning management of their personnel records and performance trends within their peer group for promotion. Limited authorizations and fiercely competitive records make civilian education a major discriminator for selection to Sergeant Major. MSGs/1SGs who complete a Bachelor's degree and continue to pursue a Master's degree should be favorably considered for promotion. **NCOs should not be assigned to key developmental positions unless they have completed the requisite PME requirements for that rank.**

(2) *Self-Development*. Self-development encompasses what NCOs do to pursue personal and professional goals. Successful self-development focuses on the key attributes of the leader: character, presence, and intellect. MSGs/1SGs are required to complete DoD FM Certification Level 3 (80 Continuing Education and Training [CETs]/2years with at least 8 years of FM experience, with 2 years in DoD FM and least one 3-month developmental assignment). More resources are found in: Army University (<https://armyuniversity.edu/access/SoldierDevelopment>) and the Center for the Army Profession and Leadership (<https://cal.army.mil/>).

(3) *Civilian Education*. MSGs/1SGs are highly encouraged to have completed a Bachelor's degree and be pursuing a Master's Degree. SNCOs should engage in continuous professional reading to refine their organizational leadership skills, coach, teach and mentor Soldiers. SNCOs will broaden their focus and pursue functional course offerings from various sources. MSGs/1SGs should educate their Soldiers on using [College Level Examination Program \(CLEP\)](#) and Defense Activity for Non-Traditional Education Support (DANTES) to further their education and Joint Service Transcript (JST) to convert their military training into college credit hours.

(4) *Distributed Learning*. MSGs/1SGs should continue utilizing other distributed learning programs to broaden their focus to include functional training. MSGs/1SGs with subordinates having a GT score below 110 should enroll them in BSEP. The Army Training Information System (ATIS) and [FM myLearn](#) are great distributed learning websites offering a variety of

products in financial management, General Funds Enterprise Budget System (GFEBs), and other areas. Additional resources are found in: Army Distributed Learning Program (<https://tadlp.tradoc.army.mil/>), ACES (<https://www.education.army.mil/>), Central Army Registry (<https://rdl.train.army.mil/>) and Center for the Army Profession and Leadership (<https://cal.army.mil/>).

(5) *Army Reading*. MSGs/1SGs are expected to have knowledge of all previous doctrine to ensure they understand their mission and the joint operating environment. They should master the SL10-40 tasks in addition to the following: FM 4-80; FM 3-0; FM 3-07; FM 3-16; FM 6-22; FM 7-0; FM 7-22; AR 25-50; AR 27-10; AR 220-1; AR 220-45; AR 350-1; AR 600-8-2; AR 600-8-22; AR 600-9; AR 600-8-10; AR 600-8-19; AR 600-20; AR 600-25; AR 600-32; AR 600-81; AR 600-85; AR 601-280; AR 600-100; AR 614-200; AR 623-3; AR 635-200; AR 670-1; DA PAM 600-25; DA PAM 670-1; JP 3-80; all -10 level maintenance manuals associated with their equipment, and the Warrior Tasks and Battle Drills (WT/BD) associated with their current assignment.

(6) *Competition Boards*. MSGs/1SGs should assume mentorship roles in professional clubs such as Sergeant Audie Murphy or Sergeant Morales. MSGs/1SGs should encourage their subordinates to compete in monthly unit level competition boards and other professional club boards. MSGs/1SGs may be recognized with the following FC awards: BG Robert C. Goetz Medallion, MG Nathan Towson Medallion and Distinguished Member of the Regiment (DMR).

(7) *Credentialing Programs*. The Army Credentialing Opportunities On-Line (COOL) helps Army Service members find information on certifications and licenses related to their jobs and civilian careers. Soldiers can acquire industry standard certifications with professional training and work experience while enhancing technical competence in their MOS and Additional Skill Identifiers. COOL program provides college credit towards a degree from an accredited school.

(a) Star Credential/Common Core certifications: Resilience-Building Leadership Professional Trainer (RBLP-T); Certified Associate in Project Management (CAPM); Certified Lean Six Sigma Green Belt (ICGB) and all Microsoft Office Specialist (MOS) certifications. Additional information is found on the Army COOL website.

(b) Proponent Recommended: Certified Defense Financial Manager with Acquisition specialty (CDFM-A); Certified Government Financial Manager (CGFM); Certified Accounts Payable Professional (CAPP); Certified Financial Planner (CFP) and Microsoft Certified: Power BI Data Analyst Associate.

(8) *Army Career Tracker (ACT)*. ACT serves as a single point-of-entry for career and leadership development providing an integrated approach supporting personal and professional development which capitalizes on lifelong learning. ACT allows users to see their OML, manage career objectives and monitor progress towards requirements and goals. As leaders, MSGs/1SGs can use ACT to provide performance feedback, make recommendations and assist their Soldiers with establishing and refining their Individual Development Plans for career progression. The [FC Career Map](#) can be downloaded from ACT in the Professional Development Model (PDM) module.

f. Sergeant Major/Command Sergeant Major (SGM/CSM)

(1) The SGM/CSM is considered a Subject Matter Expert and the senior enlisted advisor in the organization. They are detail oriented, possess a broad understanding of strategic and organizational leadership skills in order to advise commanders on operations and enlisted matters. SGMs/CSMs should have organizational leadership skills while enhancing strategic leadership skills through professional development at the battalion, brigade, division and higher echelons. SGMs/CSMs are required to be excellent communicators and skilled in community and public relations as they are often relied upon to represent the command in various roles and capacities. They must truly understand How the Army Runs and the mechanism utilized to execute the National Defense Strategy. SGMs/CSMs should embody the Army culture

consistent with the foundational values, beliefs, and behaviors that drive an organization's social environment and play a vital role in mission accomplishment. They assist in driving change in culture by defining it, communicating it openly and effectively, inspiring others, and modeling it conspicuously and authentically.

(2) *Self-Development*. Self-development encompasses what NCOs do to pursue personal and professional goals. Successful self-development focuses on the key attributes of the leader: character, presence, and intellect. SGMs are required to complete DoD FM Certification Level 3 (80 Continuing Education and Training [CETs]/2years with at least 8 years of FM experience, with 2 years in DoD FM and least one 3-month developmental assignment).

(3) *Civilian Education*. SGMs/CSMs are strongly encouraged to have a Master's Degree. SGMs/CSMs should educate their subordinates on using [College Level Examination Program \(CLEP\)](#) and Defense Activity for Non-Traditional Education Support (DANTES) to further their education and using the Joint Service Transcript (JST) to convert military training into college credit hours.

(4) *Distributed Learning*. SGMs/CSMs should encourage subordinates to always seek knowledge. Army Training Information System (ATIS) and [FM myLearn](#) are distributed learning websites that offer various products in financial management, General Funds Enterprise Budget System (GFEBS), and other areas. SGMs/CSMs should read publications on the Army and their command team's professional reading lists. Continued reading on world politics, geopolitical issues, National Defense Strategy and Authorization Acts (NDAA), the Army Chief of Staff's (CSA) reading list, SMA's reading list, Army leadership publications, military publications relating to Army operations and current battle doctrine to enhance their knowledge base.

(5) *Credentialing Programs*. The Army Credentialing Opportunities On-Line (COOL) helps Army Service members find information on certifications and licenses related to their jobs and civilian careers. Soldiers can acquire industry standard certifications with professional training and work experience while enhancing technical competence in their MOS and Additional Skill Identifiers.

(a) Star Credential/Common Core certifications: Resilience-Building Leadership Professional Trainer (RBLP-T); Certified Associate in Project Management (CAPM); Certified Lean Six Sigma Black Belt (ICBB) and all Microsoft Office Specialist (MOS) certifications. Additional information is found on the Army COOL website.

(b) Proponent Recommended: Certified Defense Financial Manager with Acquisition specialty (CDFM-A); Certified Government Financial Manager (CGFM); Certified Accounts Payable Professional (CAPP); Certified Financial Planner (CFP) and Microsoft Certified: Power BI Data Analyst Associate.

(6) *Army Career Tracker (ACT)*. ACT serves as a single point-of-entry for career and leadership development by providing an integrated approach to personal and professional development which capitalizes on lifelong learning. SGMs/CSMs should use the Individual Development Plans to provide mentorship, guidance, make recommendations and provide feedback on performance to their subordinates. The [FC Career Map](#) can be downloaded from ACT in the Professional Development Model (PDM) module.

Chapter 4. Military Occupational Specialty 36B Financial Management Technician

a. *Major duties*. Performs or supervises duties specific to the following FM processes: budgeting; disbursing; accounting; commercial vendor services; pay support; protecting government funds from fraud, waste, and abuse; internal controls; financial data analytics; accounting; analyzing commander's tasks and priorities to ensure proper fiscal resources are available to accomplish the mission. FC support is executed through its two core competencies and key functions that constitute financial management as outlined in FM 4-80. The core competencies are (1) Resource Management (RM): consists of four indispensable functions: Programming, Budget Formulation, Budget Distribution, and Budget Execution. RM involves

acquiring, programming, budgeting, allocating, distributing, and controlling all appropriated funds, in addition to providing guidance and advice to commanders in developing command resource requirements; (2) Finance Operations (FO): consists of three indispensable functions: Disbursing, Banking, and Payment Support. These functions provide timely commercial vendor and contractual payments, payment support and disbursing services in accordance with established policies and regulatory guidance.

b. *Prerequisites.* See [Group: Smartbook DA PAM 611-21 |milBook Home \(milsuite.mil\)](#).

c. *Goals for Development.* At each rank, FC Soldiers must meet certain standards in terms of schooling, operational assignments, and self-development. Meeting these standards ensures that Soldiers acquire the skills, knowledge, and behaviors needed to remain proficient and competitive. Early assignments to FC units and budget positions provide the necessary environment to establish a solid technical foundation. Soldiers must enhance their professionalism by furthering their civilian and military education and displaying a trend of outstanding quantifiable performance and potential in all positions held when considered against the total Soldier concept. FC Soldiers are encouraged to demonstrate their capabilities and potential by striving to exceed standards in technical proficiency and leadership. Soldiers are further encouraged to seek diversity of duty positions when possible to challenge, develop, and illustrate their knowledge and skills. Diversity of duty assignments may consist of operating, key developmental, and institutional assignments, as well as movement between echelons, leadership, and technical roles.

(1) *Career Management:* ACT in conjunction with DA PAM 600-25 inform Soldiers and NCOs of their career progression and professional development. All Soldiers should be enrolled in, and actively utilizing ACT as a tool to monitor and guide career progression both for themselves and their subordinates.

(2) *Achievements:* Recognition for individual achievement through the course of a Soldier's career can contribute to being recognized above their peers for advancement.

(3) *FC Corps/Regimental awards:* FC Soldier/NCO of the Year, BG Robert C. Goetz Medallion, MG Nathan Towson Medallion and Distinguished Member of the Regiment

(4) *Personal Awards:* Recognition of exemplary performance can set a Soldier ahead of their peers for promotion and should be considered based on the individual events and merit that resulted in recognition.

(5) *Recognition:* Membership in SGT Morales (Europe Only)/SGT Audie Murphy Clubs, BDE or higher Soldier/NCO of the Quarter/Year, Expert Soldier Badge, and Army Best Warrior competition winners should be considered above their peers. Soldiers who achieved Distinguished Honor Graduate/Honor Graduate status, placed on the Commandant's List, or selected as the Distinguished Leadership Awardee in any NCOPDS, and recipients of the Military Outstanding Volunteer Service Medal will be considered as most qualified.

(6) *Success:* Soldiers ultimately manage their own careers. The quality and success of a Soldier's career is directly proportional to their consistent commitment to excellence, regardless of the assignment or mission. Soldiers should focus their self-development to prepare themselves for positions of greater responsibility.

1. Private – Specialist/Corporal (PVT-SPC/CPL)

(a) *Institutional Training.* Institutional training are Army centers and schools that provide initial, functional, and professional military education. The basic knowledge gleaned in the institutional Army further develops through the operational domain. SPCs/CPLs are strongly encouraged to complete the Basic Leaders Course (BLC) to enhance their knowledge and leadership potential. Specific promotion pin-on requirements are based on the applicable Army regulations and policies. Upon graduation from BLC, the SPC will be laterally promoted to the rank of CPL. The requisite time in grade (TIG) and time in service (TIS) requirements for promotion consideration to SGT is found in AR 600-8-19.

(b) *Operational Assignments.* Operational assignments encompass all activities that allow leaders to learn through experiences. Optimizing leader development in the operational domain requires a deliberate approach to leader progression in the context of training events and operational deployments, where leaders apply what they have learned from schools to a wide variety of situations and environments. Experience is obtained in operational assignments by serving in positions that include, but are not limited to the following: Team Leader; Disbursing Clerk; Accounting Clerk; FST Clerk; CVS Clerk; FM Clerk; Accounting Clerk; Budget Clerk; Disbursing Tech; FM Tech; CVS Tech; FST Tech; FI Tech; Accounting Tech and Budget Tech

(c) *Additional Training.* MOS specific functional training courses include: General Fund Enterprise Budget System (GFEBS) Distributed Learning Courses; GFEBS Cost Management; Disbursing Operations Course and Business Analytics Course. Non-MOS specific courses such as: Airborne (SQI P); Air Assault (ASI 2B); Ranger (SQI G); Digital Training Management System (DTMS) Course; Unit Armorer Course; Drivers Training and the Expert Soldier Badge, enhance individual Soldier skills and overall unit readiness.

(d) *Special Awards.* Junior enlisted Soldiers are eligible to receive the following accolade(s): MG Nathan Towson Medallion (FC Soldier of the Year); CSM Daisy Cavey Brown Leadership Award (Distinguished Leadership Awardee for AIT) and the Military Outstanding Volunteer Service Medal (MOVSM).

(e) *Professional Clubs and Organizations.* Junior enlisted Soldiers are eligible to join the following professional military clubs and organizations: [Finance Corps Association](#); [American Society of Military Comptrollers](#); [Association of the United States Army](#).

2. Sergeant (SGT)

(a) *Institutional Training.* Institutional training are Army centers and schools that provide initial, functional, and professional military education. The basic knowledge gleaned in the institutional Army further develops through the operational domain. SGTs are highly encouraged to complete the Advanced Leaders Course (ALC) to enhance their knowledge and leadership potential. Specific professional military education (PME) and promotion pin-on requirements are based on the applicable Army regulations and policies. SGTs that achieve distinctions such as Distinguished Honor Graduate/Honor Graduate Distinguished Leadership Award, Superior Academic Achievement, or placed on the Commandant's List, should be considered ahead of their peers for promotion. The requisite time in grade (TIG) and time in service (TIS) requirements for promotion consideration to SSG is found in AR 600-8-19.

(b) *Operational Assignments.* The operational domain is where leaders undergo most of their development. The focus during this phase is on operational assignments that develop leadership, MOS and common Soldier skills. Technical and tactical expertise is essential in the execution of FM core competencies. Optimizing leader development in the operational domain requires a deliberate approach to leader progression in the context of training events and operational deployments, where leaders apply what they have learned from schools to the operational environment. SGTs will develop their knowledge, skills, and behaviors (KSBs) through developmental assignments and experiences gained from serving in positions that include but are not limited to: Team Leader; Disbursing Analyst; CVS Analyst; FST Analyst; Budget Analyst; IC Analyst; FM Analyst and Accounting Analyst.

(c) *Additional Training.* MOS specific functional training courses include: Business Analytics Course; Disbursing Operations Course, GFEBS Cost Management; Planning, Programming, Budgeting and Execution (PPBE). Non-MOS specific courses such as: Airborne (SQI P); Air Assault (ASI 2B); Ranger (SQI G); Unit prevention Leader (UPL) Course; Bus Drivers Training; Unit Armorer Course; Digital Training Management System (DTMS) Course; Recruiter; Drill Sergeant and Expert Soldier Badge, enhances individual Soldier skills and overall unit readiness.

(d) *Special Awards*. SGTs are eligible to receive the following accolade(s): MG Nathan Towson Medallion (FC NCO of the Year); CSM Robert W. Johns Leadership Award (Distinguished Leadership Awardee for ALC) and the Military Outstanding Volunteer Service Medal (MOVSM).

(e) *Professional Clubs and Organizations*. SGTs are eligible to become members of the following professional military clubs and organizations: [Finance Corps Association](#); [American Society of Military Comptrollers](#); [Association of the United States Army](#); Sergeant Audie Murphy Club; and Sergeant Morales Club (Europe only).

(f) *Broadening/Special Assignments*. Special assignments are those broadening assignments that provide a purposeful expansion of knowledge, skills, and behaviors through assignment opportunities. Broadening assignments are fundamental to continued growth throughout an NCO's career and are crucial in developing leaders with experience and skills able to operate in changing environments. These assignments include: Drill Sergeant; Recruiter; Special Mission Unit; 3d U.S. Infantry Regiment (Old Guard); Instructor (AIT); Recruiter; NCOA SGL (ALC); SFAB; Training Developer and White House Communications Agency (WHCA).

3. Staff Sergeant (SSG)

(a) *Institutional Training*. Institutional training are Army centers and schools that provide initial, functional, and professional military education. The basic knowledge gleaned in the institutional Army develops further through the operational domain. SSGs are highly encouraged to complete the Senior Leaders Course (SLC) to expand their knowledge base and leadership potential. Specific PME and promotion pin-on requirements to SFC are based on the applicable Army regulations and policies. NCOs that achieve distinctions such as Distinguished Honor Graduate/Honor Graduate, Distinguished Leadership Award, Superior Academic Achievement, or placed on the Commandant's List, should be considered ahead of their peers for promotion. The requisite time in grade (TIG) and time in service (TIS) requirements for promotion consideration is found in AR 600-8-19.

(b) *Operational Assignments*. The operational domain is where leaders undergo most of their development. Optimizing leader development in the operational domain requires a deliberate approach to leader progression in the context of training events and operational deployments, where leaders apply what they have learned from schools to a wide variety of situations and environments. SSGs will develop knowledge, skills, and behaviors (KSBs) through developmental assignments and critical experiences gained from serving in positions that include, but are not limited to the following: Squad/Section Leader (Key Leadership Position); Brigade S8/Division G8; SR FM Analyst; SR FI Analyst; SR CVS Analyst; SR Disbursing Analyst; SR Budget Analyst; SR IC Analyst; SR FI OPS Analyst and SR FST Analyst.

(c) *Additional Training*. MOS specific functional training courses: GFEBs Cost Management; Planning, Programming, Budgeting, and Execution (PPBE); Business Analytics Course; Army Comptroller Course (ACC) and Common Faculty Development-Instructor/Developer Course. Completion of non-MOS specific courses such as: Battle Staff (ASI 2S); Unit Prevention Leader (UPL); Equal Opportunity Leader (EOL); Airborne (SQI P); Ranger (SQI G); Air Assault (ASI 2B); Master Fitness Trainer (MFT) (ASI P5); Master Resilience Trainer Course (MRTC) (ASI 8R); Master Driver; Recruiter; Drill Sergeant; SFAB Advisor Course; Expert Soldier Badge; SHARP Foundation Course (ASI 1B) and SARC/VA Course (ASI 1H), enhances both individual Soldier skills and overall unit readiness.

(d) *Special Awards*. SSGs are eligible to receive the following accolade(s): MG Nathan Towson Medallion; CSM Paul L. Morrissette Leadership Award (Distinguished Leadership Awardee for SLC); Army Recruiter Gold Badge; Army Master Recruiter Badge; Basic Army Instructor Badge; Senior Army Instructor Badge and the Military Outstanding Volunteer Service Medal (MOVSM).

(e) *Professional Clubs and Organizations.* SSGs are eligible to become members of the following professional military clubs and organizations: [Finance Corps Association](#); [American Society of Military Comptrollers](#); [Association of the United States Army](#); Sergeant Audie Murphy Club; and Sergeant Morales Club (Europe only).

(f) *Broadening/Special Assignments.* Special assignments are those broadening assignments that provide an expansion of knowledge, skills, and behaviors through assignment opportunities. Broadening assignments are fundamental to continued growth throughout an NCO's career and are crucial in developing leaders with experience and skills able to operate in changing environments. These assignments include: Drill Sergeant; Instructor (AIT); Recruiter; NCOA Small Group Leader (ALC); Training Developer; SHARP/VA and Training With Industry (TWI). Non-traditional finance assignments are also available in: Security Force Assistance Brigade (SFAB); Special Mission Units (SMU); 3d U.S. Infantry Regiment (Old Guard) and White House Communications Agency (WHCA).

(g) *Promotion Selection Indicators:* In addition to evaluating performance, consider the following indicators to identify Most Qualified (MQ) SSGs when evaluating promotion potential to the rank of Sergeant First Class (SFC):

(1) Leadership positions: MQ: 18-24 months of successful duty as a Senior Analyst with Squad/Section Leader responsibilities and 12 months in a broadening assignment with MQ rating and highly numerated ranking.

(2) Physical Fitness: MQ: ACFT Score of 540 or above with at least 80 in each event.

(3) Military Education: MQ: Leadership Award; Distinguished Honor Graduate; Honor Graduate; Commandant's List; or Superior Academic Achievement.

(4) Civilian Education: MQ: Associate's Degree.

(5) Training: Special consideration should be given to SSGs who have completed training beyond required NCOPDS. MQ: Drill Sergeant (SQI X); Recruiter (SQI 4); Master Fitness Trainer (ASI P5); SFAB Advisor Course; Airborne (SQI P); Air Assault (ASI 2B); Ranger (SQI G); Master Resilience Training (ASI 8R); Equal Opportunity Leader; Battle Staff (ASI 2S); SHARP Foundation Course (ASI 1B); SHARP/VA Course (ASI 1H); Common Faculty Development-Instructor/Developer Course (SQI 8).

(6) MQ—Other Indicators: Sergeant Audie Murphy/Sergeant Morales; FC NCO of the Year/NCO of the Year (BDE level or higher); Army Comptroller Course; Business Analytics Course; CDFM/CGFM; ESB; Senior Army Instructor Badge; Army Master Recruiter Badge; MG Nathan Towson Medallion.

4. Sergeant First Class (SFC)

(a) *Institutional Training.* Institutional training are Army centers and schools that provide initial, functional, and professional military education. The basic knowledge gleaned in the institutional Army further develops through the operational domain. SFCs are highly encouraged to complete the Senior Leaders Course (SLC) to expand their knowledge base and leadership potential. Specific PME and promotion pin-on requirements to MSG are based on the applicable Army regulations and policies. The requisite time in grade (TIG) and time in service (TIS) requirements for promotion consideration is found in AR 600-8-19.

(b) *Operational assignments.* The operational domain is where leaders undergo most of their development. SFCs should maintain a good balance of generating and operating force assignments to enhance their experience, knowledge, and career progression. The key experiences are operational assignments of increased responsibility that best prepare SNCOs to perform duties and handle the responsibilities of a MSG. SFCs will develop their knowledge, skills, and behaviors (KSBs) through developmental assignments and critical experiences from serving in positions that include, but are not limited to: Platoon Sergeant (Key Leadership Position); Brigade S8/Division or Corps G8; FM Manager; IC Manager; Disbursing Manager; Budget Manager; Banking Manager; Audit Manager; Plans & OPS Manager; FI OPS Manager; and FI

SPT OPS

(c) *Additional training.* MOS specific functional training courses include: GFEBS Cost Management; Planning, Programming, Budgeting and Execution (PPBE); Intermediate Data Analytics Course (IDAC); Defense Financial Managers Course (DFMC); Army Comptroller Course (ACC); Executive Comptroller Course (ECC) and Common Faculty Development Instructor/Developer Course. Completion of non-MOS specific courses such as: Battle Staff (ASI 2S); Airborne (SQI P); Air Assault (ASI 2B); Master Fitness Trainer (MFT) (ASI P5); Master Resilience Training Course (MRTC) (ASI 8R); Master Driver; SHARP Foundation Course (ASI 1B); Ranger (SQI G); SARC/VA Career Course (ASI 1H); Drill Sergeant; Recruiter; IG NCO Course; Expert Soldier Badge and CASCOS SPO Course, enhances both individual Soldier and overall unit readiness.

(d) *Special Awards.* SFCs are eligible to receive the following accolade(s): MG Nathan Towson Medallion; CSM Paul L. Morrissette Leadership Award (Distinguished Leadership Awardee for SLC); Basic Army Instructor Badge; Senior Army Instructor Badge, Army Recruiter Gold Badge; Army Master Recruiter Badge and the Military Outstanding Volunteer Service Medal (MOVSM).

(e) *Professional Clubs and organizations.* SFCs are eligible to become members of the following professional military clubs and organizations: [Finance Corps Association](#); [American Society of Military Comptrollers](#); [Association of the United States Army](#); Sergeant Audie Murphy Club and Sergeant Morales Club (Europe only).

(f) *Broadening/Special assignments.* Special assignments are those broadening assignments that provide an expansion of knowledge, skills, and behaviors through assignment opportunities. Broadening assignments are fundamental to continued growth throughout the NCO's career and are crucial in developing leaders with a range of experience and skills able to operate in changing environments. Broadening assignments include: Talent Management NCO; SR Instructor (AIT); IPPS-A Finance NCO; Drill SGT; Equal Opportunity Advisor (EOA); Training Developer; Special Mission Unit; Career Management NCO (Proponency); Training with Industry (TWI); White House Communications Agency (WHCA); Inspector General (IG) NCO; Recruiter; Master Resilience Trainer; NCOA Small Group Leader (SLC); SARC/VA; SHARP and Defense Comptrollership Program (DCP).

(g) *Promotion Selection Indicators:* In addition to evaluating performance, consider the following indicators to identify Most Qualified (MQ) SFCs when evaluating promotion potential to the rank of Master Sergeant (MSG):

(1) Leadership Positions: MQ: 18-24 months of successful duty as a Platoon Sergeant; 18-24 months in a critical development position and 12 months in a broadening assignment with MQ rating and highly numerated ranking. Drill Sergeant and SLC Small Group Leader (SGL) time is equivalent to Platoon Sergeant time.

(2) Physical Fitness: MQ: ACFT Score of 540 or above with at least 80 in each event.

(3) Military Education: MQ: Leadership Award; Distinguished Honor Graduate; Honor Graduate; Commandant's List; Superior Academic Achievement.

(4) Civilian Education: MQ: Bachelor's Degree.

(5) Training: Special consideration should be given to those NCOs who have completed training beyond required NCOPDS. MQ: Drill Sergeant (SQI X); Recruiter (SQI 4); Ranger (SQI G); Airborne (SQI P); Air Assault (ASI 2B); Master Fitness (ASI P5); Battle Staff NCO (ASI 2S); Master Resilience Training Course (ASI 8R); Inspector General Course; Common Faculty Development-Instructor/Developer Course (SQI 8).

(6) MQ—Other Indicators: Sergeant Audie Murphy/Sergeant Morales; FC NCO of the Year/NCO of the Year (BDE level or higher); Senior Army Instructor Badge; Army Master Recruiter Badge; CDFM-A/CGFM; ESB; MG Nathan Towson Medallion.

5. Master Sergeant/First Sergeant (MSG/1SG)

(a) *Institutional Training.* The basic knowledge gleaned from the intuitional domain develops further through the operational domain. MSGs should complete the Master Leaders Course (MLC) to increase their knowledge base and leadership potential. Specific PME and promotion pin-on requirements are based on applicable Army policies and regulations. The requisite time in grade (TIG) and time in service (TIS) requirements for promotion consideration is found in AR 600-8-19.

(b) *Operational assignments.* Continue to maintain a good balance of generating and operating force assignments through assignments that continue to develop the Soldier's experience, knowledge, and career progression. The key developmental experience positions are operational assignments of increased responsibility that best prepare MSGs to the perform duties and responsibilities of a SGM. MSGs/1SGs will develop their knowledge, skills, and behaviors (KSBs) through developmental assignments and critical experiences gained from serving in positions that include but are not limited to the following; First Sergeant (Key Leadership Position); Division G8; FM Advisor; Plans & OPS Advisor; IC Advisor; Budget Advisor and Deputy Disbursing Officer (DDO).

(c) *Additional Training.* MOS specific functional training courses include: Advanced Business Analytics Course (ABAC); GFEBS Cost Management; Planning, Programming, Budgeting and Execution (PPBE); Army Comptrollers Course (ACC); Executive Comptroller Course (ECC); Senior Resource Managers Course (SRMC); Defense Financial Management Course DFMC) and Defense Decision Support Course (DDSC). Completion of non-MOS specific courses such as: Battle Staff (ASI 2S); Airborne (SQI P); Air Assault (ASI 2B); Ranger (SQI G); Master Fitness Trainer (ASI P5); Master Resilience Training Course (ASI 8R); SHARP Foundation Course (ASI 1B); SARC/VA Career Course (ASI 1H); Expert Soldier Badge; Common Faculty Development-Instructor Course and Company Commander & First Sergeant Pre-Command Course (CCFSC), enhances both individual Soldier skills and overall unit readiness.

(d) *Special Awards.* MSGs/1SGs are eligible to receive the following accolade(s): MG Nathan Towson Medallion; Senior Army Instructor Badge, Army Master Instructor Badge and the Military Outstanding Volunteer Service Medal (MOVSM).

(e) *Professional Clubs and organizations.* Professional Clubs: MSGs/1SGs are eligible to become members of the following professional military clubs and organizations: [Finance Corps Association](#); [American Society of Military Comptrollers](#); [Association of the United States Army](#); Sergeant Audie Murphy Club and Sergeant Morales Club (Europe only).

(f) *Broadening/Special Assignments.* Special assignments are those broadening assignments that provide an expansion of knowledge, skills, and behaviors through assignment opportunities. Broadening assignments are fundamental to continued growth throughout an NCO's career and are crucial in developing leaders with experience and skills able to operate in changing environments. Broadening assignments include: Course Director (AIT); Special Missions Unit; Inspector General (IG) NCO; NCOA DEP CMDT; Equal Opportunity Advisor; SARC/VA; SHARP; NCOA 1SG; Defense Comptrollership Program (DCP) and White House Communications Agency (WHCA).

(g) *Promotion Selection Indicators:* In addition to evaluating performance, consider the following indicators to identify Most Qualified (MQ) MSGs/1SGs, when evaluating promotion potential to the rank of Sergeant Major (SGM):

(1) Leadership: MQ: 18-24 months of successful duty as a First Sergeant; 18-24 months in a critical development position and 12 months in a broadening assignment with MQ rating and highly numerated ranking.

(2) Physical Fitness: MQ: ACFT Score of 540 or above with at least 80 in each event.

(3) Military Education: MQ: Leadership Award; Distinguished Honor Graduate; Honor Graduate; Commandant's List; Superior Academic Achievement.

(4) Civilian Education: MQ: Pursuing a Master's Degree.

(5) Training: Consideration should be given to NCOs that have completed training beyond required NCOPDS. MQ: Master Fitness Course (ASI P5); Master Resilience Training Course (ASI 8R); Inspector General Course; Equal Opportunity Advisor Course (SQI Q); Common Faculty Development-Instructor Course (SQI 8); SHARP Foundation Course (ASI 1B); SARC/VA Course (ASI 1H); CCFSC; ACC; ECC; SRMC; DFMC; DDSC; SRMC; ABAC; DCP.

(6) MQ—Other Indicators: MG Nathan Towson Medallion; ESB; CDFM-A/CGFM; Master Instructor Badge.

6. Sergeant Major/Command Sergeant Major (SGM/CSM)

(a) *Institutional Training.* Institutional training are Army centers and schools that provide initial, functional, and professional military education such as the Sergeants Major Course (SMC), Battalion/Brigade Pre-Command Course (BBPCC), Nominative Leaders Course (NLC) and Keystone Course.

(b) *Operational assignments.* Operational assignments encompass all activities that allow leaders to learn through experiences. At this level, all tactical, operational, and strategic capabilities are applied. Optimizing leader development in the operational domain requires a deliberate approach to leader progression in the context of training events and operational deployments, where leaders apply what they have learned to the operational environment. Experience in the operational domain is essential for leader development. The Key developmental assignments are AFMC SGM; USASOC G8; FORSCOM G8; ARCENT G8; CORPS G8s; FC Regimental/School CSM and BN/BDE CSMs. FC SGMs develop critical FM experience from the following operational assignments; USAFMCOM G3; SR FM Advisor; Plans & OPS SGM and SETAF-AF G8. Upon completion of Primary Level SGM assignments and Post BN/BDE CSM experience, FC SGMs are eligible to serve in Nominative positions such as: USARPAC G8; Army Futures Command (AFC) G8; USAREUR-AF G8, USAFMCOM CSM; ASA(FM&C) SGM.

(c) *Additional Training.* MOS specific functional courses include: Executive Comptroller Course (ECC); Advanced Business Analytics Course (ABAC); Planning, Programming, Budgeting and Execution (PPBE); Senior Resource Managers Course (SRMC); Defense Financial Management Course (DFMC); Defense Decision Support Course (DDSC). Completion of non-MOS specific courses such as: Airborne (SQI P); Air Assault (ASI 2B); Ranger (SQI G); SARC/VA Career Course (ASI 1H); EOA Course (SQI Q); How the Army Runs (HTAR); Nominative Leaders Course (NLC); Keystone Course Force Management Course; Battalion/Brigade Pre-Command Course (BBPCC), enhances both individual Soldier skills and overall readiness.

(d) *Special Awards.* SGMs/CSMs are eligible to receive the following accolade(s): MG Nathan Towson Medallion; Distinguished Member of the Regiment (DMR); BG Robert C. Goetz Medallion and the Military Outstanding Volunteer Service Medal (MOVSM).

(e) *Professional Clubs and Organizations.* SGMs/CSMs are eligible to become members of the following professional military clubs and organizations: [Finance Corps Association](#); [American Society of Military Comptrollers](#) and [Association of the United States Army](#).

(f) *Broadening/Special Assignments.* Broadening assignments are fundamental to continued growth throughout an NCO's career and are crucial in developing leaders with experience and skills able to operate in changing environments. These assignments include: Chief, Career Management (Proponency); Instructor (SGM-A); Special Mission Units; Fellowships (SGM-A, SMA and Congressional); NCOA CMDT; EO SGM; IG SGM; FC Regimental/School CSM; BN/BDE CSM; and Defense Comptrollership Program (DCP).

(g) *Promotion Selection Indicators:* In addition to evaluating performance, consider the following indicators to identify "Most Qualified" (MQ) SGMs/CSMs when evaluating promotion potential for centralized selection list (CSL) and nominative positions:

(1) Leadership: MQ: 12-24 months as a G8 or AFMC SGM with MQ rating and highly numerated ranking; 24-36 months as a BN/BDE CSM with MQ rating and highly numerated ranking.

(2) Physical Fitness: MQ: ACFT Score of 540 or above with at least 80 in each event.

(3) Military Education: MQ: Distinguished Honor Graduate; Honor Graduate; Commandant's List; Superior Academic Achievement.

(4) Civilian Education: MQ: Master's Degree.

(5) Training: Special consideration should be given to those NCOs who have completed training beyond required NCOPDS. MQ: Airborne; Air Assault; Ranger; Master Instructor Course; ECC; ABAC; DFMC; SRMC; BBPCC.

(6) MQ-Other Indicators: MG Nathan Towson Medallion; Distinguished Member of the Regiment; BG Robert C. Goetz Medallion; Master Instructor Badge; CDFM-A/CGFM.

Chapter 5. Military Occupational Specialty 36B Professional Development Model

The career map can be accessed and downloaded from the Army Career Tracker (ACT) at <https://actnow.army.mil>.

Chapter 6. Military Occupational Specialty 36B National Guard and Reserve Component

a. Major duties. National Guard (NG) and Reserve Component (RC) Soldiers play an important role in the Finance Operations and Resource Management mission. Technical competency training is critical to the wartime effectiveness of the mission. NG/RC Finance and Comptroller Soldiers make-up 67% of the total Finance Corps population and deploy in the same capacity as AC Soldiers.

(1) The ARNG has a unique dual mission, with both Federal (Title 10) and State (Title 32) responsibilities. During peacetime, the Governor, through the State Adjutant General, commands ARNG forces. The Governor can call the ARNG into action during local or statewide emergencies, including, but not limited to severe storms, drought, forest fires, floods, and civil disturbances. In addition, the President of the United States can activate the ARNG to participate in Federal missions. When federalized, ARNG units are commanded by the Commander in Chief of the theater in which they are operating. The ARNG is a key element in the U.S. Army's multicomponent unit force, training with RA and USAR units to ensure all three components work as a fully integrated team. Outside of their Title 32 State-specific mission, the mission, and duties for ARNG Finance units are identical to those of the RA. The ARNG CMF 36 field is managed identically to that of the RA, with the following exceptions outlined below in (e).

b. Qualification. To qualify for the 36B MOS, RC Soldiers must complete the Finance Technician Course conducted by the U.S. Army Finance and Comptroller School or a RC training institution designated by the U.S. Army Finance and Comptroller School. All other entry standards apply. Duty assignments for career progression are the same for RC as for the Active Component (AC).

c. Reclassification. To reclassify as a Finance Technician, Soldiers must first complete the Finance Technician Course conducted by the U.S. Army Finance and Comptroller School or a One Army School System training institution designated by the U.S. Army Finance and Comptroller School. Master Sergeants and above will need to request a waiver to attend the course. SGTs and SSGs who reclassify but have not completed the Advanced Leader Course (ALC) must attend Finance and Comptroller ALC. SSGs and SFCs who reclassify and have not completed the Senior Leader Course (SLC) must attend Finance and Comptroller SLC.

d. Career progression. NG/RC career progression should parallel Active Component (AC) to the maximum extent possible (see chapter 3 and 4 above).

Promotion requirements and standards specific to the ARNG are regulated by AR 600-8-19 and polices outlined in NGR 600-200.

e. Special Assignments. Due to force structure, ARNG Soldiers have no opportunity to serve in

Generating Force assignments. Recruiting assignments are closed to traditional ARNG Soldiers; however, opportunities exist within the Title 10/Title 32 AGR program that allows service in this capacity, as well as other supporting assignments in an active-duty status. ARNG Soldiers can also volunteer for specified periods of active duty to complete specific missions, being released upon completion of the mission to a traditional drilling status. In addition, state policies should encourage service in the following capacity when geographically feasible:

- (1) Various United States Property and Fiscal Office (USP&FO) assignments.
- (2) Recruit Sustainment Program (RSP) NCO.
- (3) Regional Training Institute/multifunctional training BN instructor.
- (4) State Counter Drug Task Force.
- (5) Other assignments within the State, which are specific to Resource Management.

f. Additional training. Based on the dual mission of the ARNG, Soldiers and NCOs should be required to complete training through other State and Federal entities that better prepare them to execute their State active-duty mission (for example, Federal Emergency Management Agency (FEMA) Emergency Response Courses, First Responder training, and so forth). In addition, State offices should make every effort to ensure their Soldiers are afforded the same additional training opportunities as the RA, as this practice allows their Soldiers to readily integrate into RA formations, having similar skill sets and experiences as their RA counterparts. Successful completion of additional skill identifier (ASI) producing schools, including, but not limited to Battle Staff Operations and Master Resilience Trainer, can provide additional skill sets that can be used during State active-duty missions when military assets are being employed in relief efforts.