

Air Defense Artillery (CMF 14) Career Progression

Chapter 1: Duties

Army Air Defense Artillery (ADA) forces provide air and missile defense and contribute to airspace management, situational awareness, and operational force protection to deter or defeat enemy aerial threats, protect the force and high value assets, enable freedom to maneuver, and contribute to victory. This is accomplished by defeating the full range of threats encountered in future strategic, operational, and tactical engagements, through interdependent operations with other Army and Joint, Interagency, Intergovernmental, and Multinational (JIIM) elements. ADA NCOs are uniquely qualified to train and execute Air Defense operations; they can serve at every echelon and will be subject matter experts in Air and Missile Defense (AMD).

To contact the Proponent Sergeant Major or Senior Career Advisors for each ADA MOS regarding any information contained within this publication, contact the Air Defense Artillery Proponent Office, known as the *Office, Chief of Air Defense Artillery (OCADA)* by Commercial Phone at (580) 442-8949, through official mail at OCADA, 1607 Randolph Road, Fort Sill, OK 73503, via email at army-ada-proponent@army.mil or via the OCADA website at <https://sill-www.army.mil/ocada/>.

Chapter 2: ADA Transformation

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

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

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

Existing Platforms. Soldiers executing SHORAD missions currently operate the Avenger weapon system, Man Portable Air Defense System (MANPADS) and other Stinger missile platforms, and Counter Rockets, Artillery, and Mortars (C-RAM) or Land Based Phalanx Weapon System (LPWS), SGT STOUT (Increment 1) Maneuver Short Range Air Defense (M-SHORAD), and these capabilities have provided critical protection of maneuver and forward-based forces engaged in Overseas Contingency Operations with combat-proven success.

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

High-to-Medium Air Defense (HIMAD). Soldiers operating the Patriot weapon system remain the largest portion of the Air Defense branch. As Patriot is the oldest weapon system in the Air Defense arsenal with the longest combat-tested effectiveness, many international forces are partnering with Air Defense Soldiers to conduct Joint and Multinational operations in traditional theaters. The expansion of the Terminal High Altitude Area Defense (THAAD) System also creates new opportunities for Soldiers to provide additional Air Defense capabilities for theater-level assets. Lower Tier Air and Missile Defense Sensor (LTAMDS) and Integrated Air and Missile Defense Battle Command System (IBCS) will allow greater flexibility on the battlefield integrating sensors and weapon systems. Lastly, Indirect Fires Protection Capability (IFPC) will now be operated by the traditional Patriot MOSs of 14E and 14T. Capability upgrades to missiles, software, and sensors will continue to create growth opportunities for HIMAD Soldiers.

Tailorable Air and Missile Defense Organizations. To increase combat effectiveness of these diversified weapon systems, ADA may organize future formations of SHORAD and HIMAD forces into composite AMD units, mixed SGT STOUT (Increment 1), DE/HPMS M-SHORAD, and IFPC battalions, and Patriot-pure battalions as well as integrating Air Defense forces into maneuver units. Already deployed Dismounted Patriot Information Coordination Central (DPICC) allows battalions with geographically separated missions flexibility in planning. When employed, these ADA forces are ideally suited for and frequently supporting JIIM operations to provide combatant commanders a significant strategic, operational, and tactical advantage on the battlefield by tailoring ADA units to counter expected threats within a specific theater. Multi-Domain Task Force (MDTF) seeks to integrate joint forces to face emerging peer and near peer threats. These tailorable units will provide the Army an organic capability to defeat aerial threats, minimize the effectiveness of aerial attack through passive air defense measures on the ground, and to attack the enemy's ability to launch aerial platforms to include ballistic missiles, drones, rockets,

artillery, and mortars before they can be employed against our forces, providing combat commanders a modular and expeditionary AMD capability that can rapidly deploy and interoperate with joint and coalition forces.

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

Future Operations. The requirements of future conflicts are unknown, but competent and confident Air and Missile Defense Soldiers should remain adaptable for diverse and challenging assignment opportunities. State-of-the-art Air Defense platforms provide tremendous growth within the branch (ARSTRUC 25-29, approved Feb 24, outlines the following: four ARNG Avenger battalions to Maneuver-Short Range Air Defense (M-SHORAD). At the end of TAA 25-29, there will be four Army Air and Missile Defense Commands (3 RA, 1 ARNG), ten ADA brigades (7 RA, 3 ARNG), four DivAD battalions (RA), four M-SHORAD battalions (ARNG), nine IFPC battalions (RA (5 MDTF, 4 Corps), sixteen Patriot battalions (RA), one Patriot/IFPC composite battalion (RA), three Avenger battalions (ARNG), and six stand-alone C-SUAS batteries (RA) and the growth of 3,400+ MTOE positions). These operations will rely on Integrated Air and Missile Defense to be a combat multiplier. Multi-Domain Operations (MDO) provides the Joint Force Commander with formations that have systems, leaders, and Soldiers that can operate in a highly contested operational environment, cannot easily be isolated from the rest of the Joint Force or from partners, and are able to conduct independent maneuver and employ cross-domain

fires in large-scale ground combat operations.

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

Private–Specialist/Corporal. The quality and success of a Soldier’s career is in direct proportion to the Soldier’s consistent commitment to excellence, regardless of the mission. Soldiers should strive to improve within the Institutional, Operational, and Self Development domains. The Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

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

Professional Reading. Starting at the very beginning of a Soldiers career self-development through professional reading is critical in the lifelong growth of an individual’s professional and personal self. There are many books, articles, papers, etc... that can benefit this lifelong growth. Aside from Army technical manuals, training circulars, and all the other military publications mentioned previously that help a Soldier or leader understand how something within the Army works, professional reading on topics like character building, team building, leadership lessons, and historical lessons helps an individual navigate the human dimension and interaction with others. Professional reading at this level should be focused on development and knowledge of self so that when it comes to leading others you can focus on leadership and team building topics. Additional reading lists can be found at:

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

<https://history.army.mil/CSA-reading-list/index.html>

<https://www.armyupress.army.mil/Resources/CSA-Recommended-Articles/>

<https://sill-www.army.mil/ada-journal/>

Education. Soldiers should participate in various military training and education opportunities with Basic Leader Course (BLC) being the first level in a series of NCOPDS courses educating enlisted Air and Missile Defenders throughout their career. **Starting June 2024** Distributed Leaders Courses (DLC) is no longer active or

a requirement for promotion. No promotion board eligibility requirements or promotion pin on requirements are required to be promoted from Specialist to Sergeant in accordance with the memorandum on the Suspension of Temporary and Select / Train / Educate / Promote Policy dated 02 May 2024. The Army Correspondence Course Program (ACCP) provides excellent educational opportunities that can advance individual educational objectives in continued education, leadership and technical proficiency. Soldiers with GT scores below 110 may limit future assignment opportunities and should seek to improve their scores through the Functional Academic Skills Test (FAST). Soldiers at all levels should expect to conduct Professional Military Education (PME). Self-development options are based on the Soldier's own desire to excel and can be facilitated through garrison education centers or through [ArmyIgnitED](#). ArmyIgnitED gives Soldiers the ability to manage their educational needs through communication with Education Counselors, manage tuition assistance, or identify and schedule courses, tests or distance learning. College Level Examination Program (CLEP) and Defense Activity Non-Traditional Education Support (DANTES) may provide additional opportunities for college credit for previously acquired knowledge or training; some of these educational programs available through ArmyIgnitED are available for those Soldiers unable to pursue traditional civilian courses by converting previously acquired knowledge or training into college credit. Civilian education is a critical piece of the self-development program, soldiers should plan their academic studies around a degree program that will help achieve their future personal and professional goals by starting the pursuit of an associate degree.

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

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

Professional Communication. Professional writing and verbal communications skills are critical to a successful career in the Army and are integral to PME success. Soldiers should seek out writing and speaking courses through either military or civilian programs and have a writing assessment completed prior to BLC. Writing programs such as the ones found on Army University Press (<https://www.armyupress.army.mil>) are excellent venues to learn, develop and hone your communications skills.

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

leadership and MOS competency.

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

Professional Reading. Starting at the very beginning of a Soldier's career self-development through professional reading is critical in the lifelong growth of an individual's professional and personal self. There are many books, articles, papers, etc... that can benefit this lifelong growth. Aside from Army technical manuals, training circulars, and all the other military publications mentioned previously that help a Soldier or leader understand how something within the Army works, professional reading on topics like character building, team building, leadership lessons, and historical lessons helps an individual navigate the human dimension and interaction with others. Professional reading at this level should be focused on leadership and team building topics. Additional reading lists can be found at:

<https://capl.army.mil/library/suggested-readings.php> or <https://history.army.mil/CSA-reading-list/index.html> or <https://www.armyupress.army.mil/Resources/CSA-Recommended-Articles/>

Education. Sergeants should expect to conduct military training and education from various sources including Professional Military Education (PME). **Starting June 2024** DLC is no longer active or a requirement for promotion. Completion of BLC is required to be promoted from Sergeant to Staff Sergeant in accordance with the memorandum on the Suspension of Temporary and Select / Train / Educate / Promote Policy dated 02 May 2024. High OPTEMPO of some assignments may limit the opportunity for traditional civilian education; however, those Sergeants willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. NCOs should continue their collegiate academic efforts around a degree plan that will help achieve future professional goals and continue working towards an associate degree. Lastly, Enlisted Joint Professional Military Education (EJPME) Level I (found on Joint Knowledge Online, JKO) is highly recommended to start expanding a sergeants knowledge on the joint operational environment.

Leadership Boards. Best Squad Competitions, NCO boards such as NCO of the

Quarter/Year and the Sergeant Audie Murphy or Sergeant Morales Clubs broaden the knowledge base, instill discipline and improve the Sergeant's ability to communicate verbally.

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

Professional Communication. Professional writing and verbal communications skills are critical to a successful career in the Army and are integral to PME success. Soldiers should seek out writing and speaking courses through either military or civilian programs and continue professional writing after the completion of BLC. Writing programs such as the ones found on Army University Press (<https://www.armyupress.army.mil>) are excellent venues to learn, develop and hone your communications skills.

Knowledge, Skills and Behaviors. Sergeants should be the tactical and technical NCO that executes training for individuals, crews, and small teams; should work toward becoming a Subject Matter Expert (SME) of ADA Doctrine and their systems' capabilities and limitations; develop a keen understanding of Troop Leading Procedures and Army Programs that are available to Soldiers. Sergeants should manage their team's participation in the Army Maintenance Program. They should begin attaining a knowledge of planning, preparing, executing, and assessing individual and crew training. The advancement in competence is continual as referenced by Army Combined Arms Center (CAC) "Competence Continuum."

- They should be knowledgeable of AR 25-50 and demonstrate effective written and oral communication skills and be aware of various Army writing styles (to include counseling, memorandums, and NCOERs). Developing interpersonal relationship skillset this level will build cohesive teams and allow them to manage crews and small teams.
- They should be assertive, balanced (Work/Life), committed, detailed focused, enthusiastic, initiative, motivating, proactive, problem solving and resilient.

***Reclassification:** If an NCO at this grade reclassifies into Air Defense Artillery, they must complete Critical Leader Developmental (CLD) assignments within their new MOS, prior to being considered for assignments in broadening opportunities.

Staff Sergeant. The quality and success of a Staff Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. This is typically the first level of leadership at which the NCO is responsible for leading other leaders. Staff Sergeants should continue to hone their leadership skills and maintain a

high proficiency level in their air defense tasks. The Staff Sergeant's career progression relies upon a strong drive to excel in duty performance and Air Defense proficiency in addition to the attainment of additional knowledge, skills, and behaviors (KSBs) related to leadership and MOS competency.

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

Professional Reading. Starting at the very beginning of a Soldier's career self-development through professional reading is critical in the lifelong growth of an individual's professional and personal self. There are many books, articles, papers, etc... that can benefit this lifelong growth. Aside from Army technical manuals, training circulars, and all the other military publications mentioned previously that help a Soldier or leader understand how something within the Army works, professional reading on topics like character building, team building, leadership lessons, and historical lessons helps an individual navigate the human dimension and interaction with others. Professional reading at this level should be focused on leadership, team building, and historical lessons learned topics. Additional reading lists can be found at: <https://capl.army.mil/library/suggested-readings.php> or <https://history.army.mil/CSA-reading-list/index.html> or <https://www.armyupress.army.mil/Resources/CSA-Recommended-Articles/>

Education. Staff Sergeants should expect to conduct military training and education from various sources including Professional Military Education (PME). Effective June 2024 DLC is no longer active or a requirement for promotion. Completion of Advanced Leaders Course (ALC), the second level in a series of NCOPDS courses is required to be promoted from Staff Sergeant to Sergeant First Class in accordance with the memorandum on the Suspension of Temporary and Select / Train / Educate / Promote Policy dated 02 May 2024. Staff Sergeants at this level should attend and graduate their appropriate Master Gunner Course. The primary mission of the master gunner is to aid and assist commanders at all echelons in the planning, development, execution, and evaluation of all crew-served weapons related training. Honor Graduate from a Master Gunner Course or NCOPDS course is a clear indicator of potential for further promotion. Staff Sergeants should also take the Enlisted Joint Professional Military Education (found on Joint Knowledge Online, JKO) High

OPTEMPO of some assignments may limit the opportunity for traditional civilian education; however, those Staff Sergeants willing to make the required sacrifices should seize the available opportunities. At this stage, Staff Sergeants should seek opportunities to pursue completion of an associate degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

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

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

Professional Communication. Professional writing and verbal communications skills are critical to a successful career in the Army and are integral to PME success. Staff Sergeants should seek out writing and speaking courses through either military or civilian programs and continue professional writing after the completion of ALC. Writing programs such as the ones found on Army University Press (<https://www.armyupress.army.mil>) are excellent venues to learn, develop and hone your communications skills.

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

- Effective trainers, Exceptional written and oral communication skills to provide professional counsel and direction. Developing interpersonal relationship skills at this level will build cohesive teams and allow them to manage a squad-sized element, Staff Sergeant's ability to multi-task and think analytically allows them to plan, prepare, execute, and assess crew drills and battle drills.
- Assertive, Balanced (Work/Life), Committed, Detailed Focused, Coach/Mentor, Stress Tolerant, Motivating, Proactive, Problem Solving, Resilient.

***Reclassification:** If an NCO at this grade reclassifies into Air Defense Artillery, they must complete Critical Leader Developmental (CLD) assignments within

their new MOS, prior to being considered for assignments in broadening opportunities.

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

Doctrine and Resources. NCOs at this level should study and master all previous skill levels' doctrine as well as these additional military publications: ADP 3-09, ADP 5-0, ADP 6-0, ADRP 5-0, ATP 3-01.7, ATP 3-01.50, ATP 3-01.94, FM 3-0, FM 3-01, FM 6-0, AR 601-280, DA PAM 611-21, STP 44-14-SM-TG, ADA NCO 2025 Development Strategy, all -10 level technical manuals associated with their equipment; Individual Critical Task Lists (ICTL) and all crew drills associated with their respective equipment. Use of online resources and social media sites such as Army Career Tracker (ACT), Fires Knowledge Network (FKN), Center for Army Lessons Learned (CALL), Army Training Network (ATN), S1Net, MilSuite, and Human Resources Command (HRC) are essential for staying up to date on the latest Army and ADA information. NCOs at this level should be proficient in Unit Training Management (UTM) and intimately familiar with UTM resources such as ADP 7-0, the Army Training Network (ATN), Integrated Personnel and Pay System-Army (IPPS-A), Digital Training Management System (DTMS), and the Combined Arms Training Strategy (CATS) Development Tool.

Professional Reading. Starting at the very beginning of a Soldier's career self-development through professional reading is critical in the lifelong growth of an individual's professional and personal self. There are many books, articles, papers, etc... that can benefit this lifelong growth. Aside from Army technical manuals, training circulars, and all the other military publications mentioned previously that help a Soldier or leader understand how something within the Army works, professional reading on topics like character building, team building, leadership lessons, and historical lessons helps an individual navigate the human dimension and interaction with others. Professional reading at this level should be focused on leadership, human dimension, organizational climate and culture, team building, and historical lessons learned topics. Additional reading lists can be found at:

<https://capl.army.mil/library/suggested-readings.php> or <https://history.army.mil/CSA-reading-list/index.html> or <https://www.armyupress.army.mil/Resources/CSA->

[Recommended-Articles/](#)

Education. Sergeants First Class should expect to conduct military training and education from various sources including Professional Military Education (PME). Effective June 2024 DLC is no longer active or a requirement for promotion. Completion of Senior Leaders Course (SLC), which is the third level in a series of NCOPDS courses is required to be promoted from Sergeants First Class to Master Sergeant in accordance with the memorandum on the Suspension of Temporary and Select / Train / Educate / Promote Policy dated 02 May 2024. Sergeants First Class at this level should attend and graduate their appropriate Master Gunner Course. Honor Graduate from a Master Gunner Course or NCOPDS course is a clear indicator of potential for further promotion. Ideally, with effective maximum management of time and tuition assistance, a Sergeant First Class should have completed an associates and bachelor's degree. Lastly, Enlisted Joint Professional Military Education (EJPME) Level II (found on Joint Knowledge Online, JKO) is highly recommended to continue expanding a Sergeant First Class knowledge on the joint operational environment that was started at SL20. High OPTEMPO of some assignments may limit the opportunity for civilian education. However, those Sergeants First Class willing to make the required sacrifices should seize the available opportunities. Academic subjects such as organizational behavior, personnel management, time management, operations, and battle staff functions should be emphasized as essential to a Sergeant First Class.

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

Professional Communication. Professional writing and verbal communications skills are critical to a successful career in the Army and are integral to PME success. Sergeants First Class should seek out writing and speaking courses through either military or civilian programs and continue professional writing after the completion of SLC. Writing programs such as the ones found on Army University Press (<https://www.armyupress.army.mil>) are excellent venues to learn, develop and hone your communications skills.

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

multiple simultaneous operations and priorities.

They should be committed to their formations and subordinates achieving high goals by enforcing high standards; they should continue developing leadership skills and have the practical knowledge and ambition to apply effective leadership. A focus on attention to detail and their ability to inspire others to achieve excellence are both imperative to being successful as a Sergeant First Class. Platoon Sergeants and System Managers need exceptional project-management skills, a strong application of the Army Maintenance Program, mastered their training skills, and excellent written and oral communication skills to provide professional counsel and direction in each of these areas. Confident, Decisive, Proactive, Committed, Enthusiastic, Detailed Focused, Motivating, Inspiring, Collaborative, Resilient, Balanced (Work/Life), Ethical/Moral, Initiative, Critically Thinking, Problem Solving.

****Reclassification:* If an NCO at this grade reclassifies into Air Defense Artillery, they must complete Critical Leader Developmental (CLD) assignments within their new MOS, prior to being considered for assignments in broadening opportunities.**

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

Doctrine and Resources. Master Sergeants/First Sergeants should study and master all previous skill level doctrine as well as these military publications: JP 3-0, JP 3-01, JP 3-14, ADRP 3-09, ATP 2-01.3, ATP 3-01.16, ATP 3-90.90, FM 3-14, FM 3-27, FM 7-0, AR 5-22, AR 220-1, AR 600-20, AR 840-10, ADA NCO 2025 Development Strategy, all 10 level technical manuals associated with their equipment, Individual Critical Task Lists (ICTL) associated with their respective equipment and current assignment. Use of online resources and social media sites such as Army Career Tracker (ACT), Fires Knowledge Network (FKN), Center for Army Lessons Learned (CALL), Army Training Network (ATN), S1Net, MilSuite, and Human Resources Command (HRC) are essential for staying up to date on the latest Army and ADA information. NCOs at this level should be proficient in Unit Training Management (UTM) and intimately familiar with UTM resources such as ADP 7-0, the Army Training Network (ATN), Integrated Personnel and Pay System-Army (IPPS-A), Digital Training Management System (DTMS), and the Combined Arms Training Strategy (CATS) Development Tool.

Professional Reading. Starting at the very beginning of a Soldier's career self-development through professional reading is critical in the lifelong growth of an individual's professional and personal self. There are many books, articles, papers, etc... that can benefit this lifelong growth. Aside from Army technical manuals, training circulars, and all the other military publications mentioned previously that help a Soldier or leader understand how something within the Army works, professional reading on topics like character building, team building, leadership lessons, and historical lessons helps an individual navigate the human dimension and interaction with others. Professional reading at this level should be focused on organizational leadership, human dimension, organizational climate and culture, and historical lessons learned topics. Additional reading lists can be found at:

<https://capl.army.mil/library/suggested-readings.php> or <https://history.army.mil/CSA-reading-list/index.html> or <https://www.armyupress.army.mil/Resources/CSA-Recommended-Articles/>

Education. Master Sergeants should pursue military training and education from various sources that will enhance their understanding of how the Army operates to influence and improve Army systems and contribute to the success of their organizations. Effective June 2024 DLC is no longer active or a requirement for promotion. Completion of the Master Leaders Course (MLC), which is the fourth level in a series of NCOPDS courses is required for promotion board eligibility from Master Sergeant to Sergeant Major and be a Sergeants Major Academy (NCOLCoE) graduate which is the fifth level in a series of NCOPDS courses for promotion from Master Sergeant to Sergeant Major in accordance with the memorandum on the Suspension of Temporary and Select / Train / Educate / Promote Policy dated 02 May 2024. Completion of a bachelor's degree by Master Sergeants and First Sergeants is a reasonable expectation and pursuit of a master's degree encouraged. Master Sergeants and First Sergeants should also continue to exploit other distributed learning programs and broaden their focus to include functional training.

Professional Communication. Professional writing and verbal communications skills are critical to a successful career in the Army and are integral to PME success. Master Sergeants should seek out writing and speaking courses through either military or civilian programs and continue professional writing after the completion of MLC. Writing programs such as the ones found on Army University Press (<https://www.armyupress.army.mil/>) are excellent venues to learn, develop and hone your communications skills.

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

operations and priorities.

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

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

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

Chapter 4: Reserve Component

The integrated use of the Reserve Component (RC), US Army Reserve (USAR), and Army National Guard (ARNG) is essential to the successful accomplishment of largescale military operations that represent a large portion of the structure and capability of each service. ARNG contributions cover the entire spectrum of types of forces, including combat, Combat Support (CS), Combat Service Support (CSS) and general supporting forces. Hence, ARNG Soldiers must possess the same qualifications and capabilities as RA Soldiers due to the necessary augmentation of forces that often occurs in times of war or conflict. The quality and quantity of training that ARNG ADA Soldiers receive, and the duty assignments for career progression, are the same as their RA counterparts. ARNG Soldiers serving in ADA units have a Noncommissioned Officer Professional Development System (NCOPDS) that satisfies

the professional development and functional area requirements for all components. Today, ARNG Soldiers are performing a vital role in Overseas Contingency Operations as well as our nation's Homeland Defense. ARNG Soldiers are serving in GMD units that operate in concert with the Air Force and Navy as part of our nation's emerging integrated Ballistic Missile Defense System, protecting our nation from accidental or intentional limited ballistic missile attacks. ARNG Soldiers also serve in Avenger and LPWS batteries, defending friendly forces and mission essential areas from rocket, artillery, and mortar attacks. ARNG Soldiers continue to serve as Citizen Soldiers under the direction of the state government, providing immediate community support and aid to thousands of affected people during natural disasters man-made crisis.

Chapter 5: Professional Development Model

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

Assignments. Assignments facilitate the accumulation of experiences over time; providing opportunities to employ and further develop those skills and knowledge attained through the process of institutional training. Every assignment is invaluable to an NCO's professional development, and necessary for the success of our mission. Assignments are given IAW talent management. Talent is the intersection of three dimensions, Knowledge, Skills and Behaviors (KSBs). A Service Member's talent will be determined using displayed performance/potential (NCOERs, DA 1059s, Institutional Training acquired, etc.). Individuals with the greatest talent, merit the assignments with the greatest responsibility. When possible, an NCO **should always prioritize** completion of their respective Critical Leader Developmental (CLD) assignments. After completion of Critical Leader Developmental assignments, NCOs should seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. NCOs must bear in mind, regardless of the given assignment, performance evaluations will carry more weight than an assigned duty title.

Key (nominative) billets (CLD). A CMF may further optimize the distribution of NCO talent by selecting best qualified NCOs based on their KSBs to key positions across the enterprise. These positions are designated for experience leaders of character who demonstrate potential and have proven their competence in a broad range of environments. Positive performance in key billets should signal superior performance and potential. Nominative assignments are specialized broadening positions that are typically for highly skilled and experienced personnel. Individuals who are hand selected by the Regimental CSM or position SGM for these

assignments have demonstrated exceptional leadership qualities, expertise in their field, and a proven track record of success. **These billets are considered critical leader development assignments.**

Critical leader developmental assignments. Critical leader development positions are deemed fundamental to an NCO's development within their CMF. These positions entail direct leadership over Soldiers and NCOs within your MOS/CMF. Operational or generating MOS and CMF positions are identified by a respective proponent and revised periodically to develop critical technical and leadership skills and experience that advance the capabilities of the CMF and Army profession. Positive performance in these positions provides the greatest potential for advancement.

Broadening assignments. Operational or generating positions in a command or agency where duties are outside of one's MOS or CMF, or duties are at the operational or strategic levels. These assignments offer a purposeful expansion of an NCO's core MOS proficiency and leadership, resulting in agile and adaptive leaders capable of operating in complex environments. Broadening opportunities are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing global environments. After completion of Critical leader developmental assignments, NCOs should seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Broadening Assignments are a critical part of an NCO's professional development and can assist in favorable placement on Centralized Promotion Board OMLs. The assigned "weights" of different broadening assignments will vary from year to year, depending on the needs of the Army as well as the needs/focus of the Air Defense Artillery Branch (possible examples being growth or modernization). While all broadening assignments are important, those with the highest degrees of responsibility, selectivity and direct impact on the MOS/Branch will traditionally carry the most "weight" and be found the most favorable when considered for promotion.

Operational assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Command Staff positions are valued, as they develop the NCO's understanding and capabilities at a strategic echelon, instilling the desired KSBs required for future billets of additional rank and responsibility.

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

Major Duties (14E). The Patriot Fire Control Enhanced Operator/Maintainer supervises or serves in an ADA unit as a member of an Air Defense activity engaged

in operations or intelligence functions. Patriot Fire Control Enhanced Operator/Maintainers are responsible for system emplacement, initialization, and operator/organizational level system maintenance of the Patriot Fire Control Section (FCS), Fire Direction Center (FDC), and associated equipment. Duties also include Battle Damage Assessment Repair (BDAR), near-real-time status reporting, report generation, and system deployment. Recent Patriot Advanced Capabilities-3 (PAC-3) upgrades incorporate significant enhancements to the Radar Station (RS), Engagement Control Station (ECS), and PAC-3 missile, which uses hit-to-kill technology for greater lethality against Tactical Ballistic Missiles (TBMs) armed with weapons of mass destruction. Patriot Fire Control Enhanced Operator/Maintainers also evaluate target data and identify and engage targets, often operating in a joint and multinational environment to provide AMD protection from theater ballistic missiles and a host of other air and missile threats. MOS 14E Patriot Fire Control Enhanced Operator/Maintainer is currently supporting the Terminal High-Altitude Area Defense (THAAD) System and the Indirect Fires Protection Capability (IFPC) system.

- (1) *Prerequisites.* See DA Pam 611–21, HRC Smart Book, for requirements to initially award MOS 14E. The waiver authority for MOS 14E prerequisites is the Office of the Chief of ADA (OCADA), Personnel Proponent Division (PPD) at phone number (580) 558-0482. For further questions and additional guidance about the 14E DA-PAM 600-25 Smart Book, please Join the Microsoft Teams Page at:

<https://dod.teams.microsoft.us/l/team/19%3adod%3ac2c96e3d7e1846e8aeab08b925a6349b%40thread.tacv2/conversations?groupId=aa074577-894a-42d6-af24-e5445ebeaf39&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43>

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

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

Critical Leader Developmental Assignment. A Soldier's critical leader developmental assignments include Engagement Controller; Patriot Fire Control Enhanced Operator; Radar Crewmember; Radar Operator/Maintainer Crewmember;

Radar Support Crewmember; Vehicle Driver; Vehicle Driver/Gunner; and Support Team Crewmember. While each position is critical to your development as a 14E10, serving as an Engagement Controller is essential to your critical development. Soldier's must serve at least 6-12 months in these assignments to build the KSBs (ref. Ch. 3) required to be successful at the next skill level; this may consist of more than one assignment. For additional information on assignments, refer to Chapter 5.

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the soldier an opportunity to gain knowledge and experience at the organizational level. Operational positions are valued, as they develop the soldier, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14E's development are Engagement Controller and Vehicle Driver/Gunner.

Broadening Experience. High performing Soldiers who have successfully certified as a 14E on Gunnery Table's, display MOS competence and are technically proficient, should strive to obtain broadening experience. This can be achieved by serving in positions outside a certified crew for a period of 6 to 9 months such as a System Maintenance or the AMD Test Detachment. **These positions should not be filled by "new" (inexperienced) Soldiers (less than 24 months TIS).**

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

Self-Development. Civilian education is a critical piece of the self-development program, soldiers should plan their academic studies around a degree program that will help achieve their future personal and professional goals by starting the pursuit of an associate degree. Soldiers at this level should seek out means to improve/display individual MOS/Soldier skills and Army knowledge such as Soldier of the Quarter/Year Competitions, Best Squad/Crew Competitions etc. For additional information on self-development, refer to Chapter 3.

Additional Training. Additional training is considered functional training that enhances the MOS and unit capabilities. Some of these courses include Hazardous Material Handler and JT- 101: Introduction to Joint Multi-TDL Network. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

Sergeant (14E20). MOS 14E Sergeants should have mastered the preceding level of skill; and function as a Team Leader, Radar Operator/Maintainer Shift Leader, and Engagement Control Shift Leader. During this career stage, NCOs should focus on developing supervisory skills, enhancing technical and tactical MOS knowledge, and

mastering Skill Level 2 Warrior Tasks and Battle Drills. Sergeants are also responsible for developing the technical and tactical skills of their individual Soldiers and training their teams to proficiency. 14Es at this level should begin training subordinates on MOS 14E Crew Drills obtained from the Central Army Registry, understand the Individual Critical Task List (ICTL) for 14E2O, and the Soldier's Manual and Trainer's Guide STP 44-14E14-SM-TG; **all these MOS critical references can be obtained through the Army Career Tracker (ACT) website within the 14E Community page.**

Critical Leader Developmental Assignment. *Rated time spent serving in CLD positions for the next higher-grade counts toward current grade and next grade CLD completion (IE: Sergeant rated as a SR Engagement Controller).* A Sergeants career developmental assignments include Engagement Control Shift Leader; Radar Operator/Maintainer Shift Leader; and Team Leader. Sergeants must serve at least 18 months in these assignments to build the KSBs (ref. Ch. 3) required to be successful at the next skill level; this may consist of more than one assignment. Upon completion of CLD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. For additional information on assignments, refer to Chapter 5.

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Operational assignments are valued, as they develop the NCO, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14E Sergeant's development is Team Leader.

Broadening Experience. High performing Sergeants who have successfully certified as a 14E NCO on Gunnery Table's, display MOS competence and are technically proficient, should strive to obtain broadening experience. This can be achieved by serving in positions outside a certified crew for a period of 6 to 9 months such as a System Maintenance or the AMD Test Detachment. **These positions should not be filled by "new" (inexperienced) Sergeants (less than 12 months TIG).**

Institutional Training. Institutional training for MOS 14E Sergeants consists of graduating the Basic Leader Course, **preferably the Advanced Leader Course** and the THAAD Fire Control/Communications Radar Operator/Maintainer functional course, which is for those Soldiers being assigned to a THAAD unit and IFPC (training path to be identified soon). Graduating from an NCOPDS course with Honors is one of many ways to identify oneself as possessing potential for further promotion. For additional information on Institutional Training, refer to Chapter 3.

Self-Development. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. NCOs should continue their

collegiate academic efforts around a degree plan that will help achieve future professional goals and continue working towards an associate degree. Sergeants should also seek out means to improve/display individual MOS/Soldier skills and Army knowledge such as NCO of the Quarter/Year Competitions, Best Squad/Crew Competitions, induction into the Sergeant Audie Murphy Club (SAMC) and/or Sergeant Morales Club, etc. For additional information on self-development, refer to Chapter 3.

Additional Training. In addition to the individual skill courses listed for PVT through SPC/CPL, MOS 14E Sergeants will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Patriot Master Gunner (PMG) Course, Equal Opportunity Leaders Course, JT-101: Introduction to Joint Multi-TDL Network, Enlisted Joint Professional Military Education (EJPME) Level I (found on Joint Knowledge Online, JKO). For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

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

Key (Nominative) Billets (CLD). Key Billets are reserved for the highest rated NCOs in the MOS. These positions maintain a scope that covers not only the 14E MOS, but the entire Air Defense Branch. The magnitude of the responsibilities inherent in Key Billets, and the impact of the performance of the selected individual, mandate the extensive screening/selection process, designating only the Most Qualified NCOs for these positions. The Key Billets for a Staff Sergeant is Training Developer (DOTD); NCOA SGL; and Instructor (Master Gunner ASIT4).

Most Preferred: All Nominative positions are inherently Most Preferred. These positions, while broadening in nature are to be credited as Critical Leader Developmental Time.

Critical Leader Developmental Assignment. Rated time spent serving in CLD positions for the next higher-grade counts toward current grade and next grade CLD completion (I.E. Staff Sergeant rated as a Sergeant First Class). Staff Sergeants critical leader developmental assignments include Section Leader, Senior Engagement Controller, and Engagement Control Team Leader. Staff Sergeants must

serve at least 24 months in these assignments to build the KSBs (ref. Ch. 3); required to be successful at the next skill level; this may consist of more than one assignment. Upon completion of CLD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. For additional information on assignments, refer to Chapter 5.

Most Preferred: Section Leader and Senior Engagement Controller

Highly Preferred: Engagement Control Team Leader

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Operational Assignment positions are valued, as they develop the NCO, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14E Staff Sergeant's development are Assistant Operations Sergeant, S3 NCO, and Operations SGT.

Broadening Assignments. After completion of Critical Leader Developmental Assignments, NCOs should seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Staff Sergeants should seek to serve in a broadening assignment for a minimum 24 months to build the necessary knowledge, skills, and behaviors required at the next level. Broadening Assignments are a critical part of an NCO's professional development and are crucial for favorable placement on Centralized Promotion Board OMLs. The assigned "weights" of different broadening assignments will vary from year to year, depending on the needs of the Army as well as the needs/focus of the Air Defense Artillery Branch (possible examples being growth or modernization). While all broadening assignments are important, those with the highest degrees of responsibility, selectivity and direct impact on the MOS/Branch will traditionally carry the most "weight" and be found the most favorable when considered for promotion. Broadening assignments for MOS 14E Staff Sergeants include Drill Sergeant; Instructor; Recruiter; Training System/Evaluation NCO (Technical Assistance Field Team (TAFT) NCO); Test and Eval NCO; Training Support NCO and System Analyst.

Most Preferred: Drill Sergeant, Instructor, Recruiter, and Training System/Evaluation NCO (Technical Assistance Field Team (TAFT) NCO)

Highly Preferred: Systems Analyst, Test and Evaluation NCO and Training Support NCO.

Institutional Training. Institutional training for MOS 14E Staff Sergeants consists of graduating the Advanced Leader Course, **preferably the Senior Leader Course**, and the THAAD Fire Control/Communications Radar Operator/Maintainer functional

course, which is required for those Soldiers being assigned to a THAAD unit and IFPC training (training path to be identified soon). The Patriot Master Gunner course is available for NCOs with the highest tactical abilities that will assist in a unit's training, planning, and employment of the Patriot weapon system and positively influence a 14E NCO's career development. Honor Graduate from a Master Gunner Course or NCOPDS course is one of many ways to indicate potential for further promotion. For additional information on Institutional Training, refer to Chapter 3.

Most Preferred: Master Gunner Graduate and NCOA Graduate with Honors

Self-Development. High OPTEMPO of some assignments may limit the opportunity for traditional civilian education; however, those Staff Sergeants willing to make the required sacrifices should seize the available opportunities. At this stage, Staff Sergeants should seek opportunities to pursue completion of an associate degree. Staff Sergeants should also seek out means to improve/display individual MOS/Soldier skills and Army knowledge such as NCO of the Quarter/Year Competitions, Best Squad/Crew Competitions, induction into the Sergeant Audie Murphy Club (SAMC) and/or Sergeant Morales Club, etc. For additional information on self-development, refer to Chapter 3.

Most Preferred: Associate degree

Highly Preferred: 30 semester hours

Additional Training. In addition to the individual skill courses listed for PVT through SGT, MOS 14E Staff Sergeants should attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Master Gunner Course, Battle Staff, Common Faculty Development Program-Instructor Course (CFDP-IC), Enlisted Joint Professional Military Education (EJPME) Level I (found on Joint Knowledge Online, JKO), Army Recruiter Course, Drill Sergeant Course, Sexual Harassment/Assault Response and Prevention (SHARP) Foundation Course, and Equal Opportunity Advisors (EOA) Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

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

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

Key (Nominative) Billets (CLD). Key Billets are reserved for the highest rated NCOs in the MOS. These positions maintain a scope that covers not only the 14E MOS, but the entire Air Defense Branch. The magnitude of the responsibilities inherent in Key Billets, and the impact of the performance of the selected individual, mandate the extensive screening/selection process, designating only the Most Qualified NCOs for these positions. The Key Billets for a Sergeant First Class are Career Manager (OCADA); Talent Manager (HRC); Training Developer (DOTD); Instructor (Master Gunner ASIT4), and NCOA SGL.

Most Preferred: All Nominative positions are inherently Most Preferred. These positions, while broadening in nature are to be credited as Critical Leader Developmental Time.

Critical Leader Developmental Assignments. Rated time spent serving in CLD positions for the next higher-grade counts toward current grade and next grade CLD completion (IE: Sergeant First Class rated as a First Sergeant). A Sergeants First Class critical leader developmental assignments include Platoon Sergeant; Fire Direction Chief; Systems Evaluator; Train and Eval NCO and Detachment Sergeant. Sergeants First Class will serve 24 months in these assignments to build the KSBs (ref. Ch. 3); required to be successful at the next skill level. Patriot PSG positions are coded as Master Gunner authorizations; to be considered fully eligible to be a PSG in a Patriot unit, Sergeants First Class must complete PMG course and obtain the ASI T4. THAAD PSG positions are coded as a THAAD Fire Control/Communications Radar Operator/Maintainer authorization; to be considered fully eligible to be a PSG in a THAAD unit, Sergeants First Class must complete the THAAD Fire Control/Communications Radar Operator/Maintainer course and obtained the ASI 7A; opportunities for promotion to MSG are limited without the ASI T4. Upon completion of

CLD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. For additional information on assignments, refer to Chapter 5.

Most Preferred: Platoon Sergeant and Fire Direction Chief

Highly Preferred: Systems Evaluator, Train and Eval NCO, and Detachment Sergeant

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Operational Assignment positions are valued, as they develop the NCO, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14E Sergeants First Class's development are Operations NCO; Operations Sergeant/Evaluation NCO; and Capability Development (CD) Staff NCO.

Broadening Assignments. After completion of Critical Leader Developmental Assignments, NCOs should seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Sergeants First Class should seek to serve in a broadening assignment for a minimum 24 months to build the necessary knowledge, skills, and behaviors required at the next level. Broadening Assignments are a critical part of an NCO's professional development and are crucial for favorable placement on Centralized Promotion Board OMLs. The assigned "weights" of different broadening assignments will vary from year to year, depending on the needs of the Army as well as the needs/focus of the Air Defense Artillery Branch (possible examples being growth or modernization). While all broadening assignments are important, those with the highest degrees of responsibility, selectivity and direct impact on the MOS/Branch will traditionally carry the most "weight" and be found the most favorable when considered for promotion. Broadening assignments for MOS 14E Sergeants First Class include Senior Drill Sergeant; West Point Training Advisor/Tactical NCO; Instructor; Training System/Evaluation NCO (Technical Assistance Field Team (TAFT) NCO); ROTC Military Science Instructor (MSI); Test and Evaluation NCO; ADA Training Coordinator; Ground and Missile Defense Evaluator; Equal Opportunity NCO and Equal Opportunity Advisor (EOA).

Most Preferred: Senior Drill Sergeant, Instructor, ROTC Military Science Instructor (MSI), Tactical NCO and Training System/Evaluation NCO (Technical Assistance Field Team (TAFT) NCO)

Highly Preferred: Test and Evaluation NCO, ADA Training Coordinator, Ground and Missile Defense Evaluator, Equal Opportunity NCO and Equal Opportunity Advisor (EOA)

Institutional Training. Institutional training for MOS 14E Sergeants First Class

consists of graduating the Senior Leader Course, **preferably the Master Leaders Course**, and the THAAD Fire Control/Communications Radar Operator/Maintainer functional course, which is required for those Soldiers being assigned to a THAAD unit, and IFPC training (training path to be identified soon). The Patriot Master Gunner course is available for NCOs with the highest tactical abilities that will assist in a unit's training, planning, and deployment of the Patriot weapon system. To demonstrate tactical and technical expertise, Sergeants First Class who have not completed PMG should consider doing so to demonstrate a mastery of the Patriot weapon system being attained by junior Sergeants and Staff Sergeants who graduate PMG. Honor Graduate from a Master Gunner Course or NCOPDS course is one of many ways to indicate potential for further promotion.

Most Preferred: Master Gunner Graduate and NCOA Graduate with Honors

Self-Development. Ideally, with effective maximum management of time and tuition assistance, a Sergeant First Class should have completed an associate degree and finish the completion of a bachelor's degree if not already completing it. High OPTEMPO of some assignments may limit the opportunity for civilian education. However, those Sergeants First Class willing to make the required sacrifices should seize the available opportunities. For additional information on self-development, refer to Chapter 3.

Most Preferred: Bachelor's Degree

Highly Preferred: Associate degree

Additional Training. In addition to the individual skill courses listed for PVT through SSG, MOS 14E Sergeants First Class will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Master Gunner Course, Battle Staff, Common Faculty Development Program Instructor Course (CFDP-IC) Drill Sergeant Course, Enlisted Joint Professional Military Education (EJPME) Level II (found on Joint Knowledge Online, JKO), Master Resiliency Trainer, Master Fitness Trainer, Sexual Harassment/Assault Response and Prevention (SHARP) Foundation Course, and Equal Opportunity Advisors (EOA) Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

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

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

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

- (1) **Prerequisites.** See DA Pam 611–21, HRC Smart Book, for requirements to initially award MOS 14G. The waiver authority for MOS 14G prerequisites is the Office of the Chief of ADA (OCADA), Personnel Proponent Division (PPD) at phone number (580) 442-9173. For further questions and additional guidance about the 14G DA-PAM 600-25 Smart Book, please Join the Microsoft Teams Page at:
<https://dod.teams.microsoft.us/j/team/19%3adod%3a79cfd024169a4749ae07c74740f5210b%40thread.tacv2/conversations?groupId=c7928b35-0d34-4ef6-bcc7-f6e6fa9ac0a5&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43>

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

Private-Specialist/Corporal (14G10). Soldiers at this level should perform: prepare for movement, emplacement, initialization, operation/supervision and operator/organizational level system maintenance and PMCS on the Sentinel Radar and ADAM Cell equipment including the Air and Missile Defense Workstation (AMDWS), the Air Defense Systems Integrator (ADSI), the Tactical Airspace

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

Critical Leader Developmental Assignment. A Soldier's critical leader developmental assignments include Battle System Operator and Operations Assistant (battery level). Soldier's must serve at least 24 months in these assignments to build the KSBs (ref. Ch. 3) required to be successful at the next skill level; this may consist of more than one assignment. For additional information on assignments, refer to Chapter 5.

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the soldier an opportunity to gain knowledge and experience at the organizational level. Command Staff positions are valued, as they develop the soldier, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14G's development are Battle System Operator and Operations Assistant.

Broadening Experience. High performing Soldiers who have successfully completed 14G Radar Certification Tables, display MOS competence and are technically proficient, should strive to obtain broadening experience. This can be achieved by serving in positions outside of a certified team for a period of 6 to 9 months such as a Command Driver or Training Support in a Staff Section. **These positions should not be filled by "new" (inexperienced) Soldiers (less than 24 months TIS).**

Institutional Training. Institutional training for MOS 14G Soldiers at this level consists of Basic Leader Course (BLC) and the ADAM/BAE functional course (suggested for those Soldiers assigned to an ADAM/BAE cell within a maneuver unit).

Graduating from an NCOPDS course with Honors is one of many ways to identify oneself as possessing potential for further promotion. For additional information on Institutional Training, refer to Chapter 3.

Self-Development. Civilian education is a critical piece of the self-development program, Soldiers should plan their academic studies around a degree program that will help achieve their future personal and professional goals by starting the pursuit of an associate degree. Soldiers at this level should seek out means to improve/display individual MOS/Soldier skills and Army knowledge such as Soldier of the Quarter/Year Competitions, Best Squad/Crew Competitions etc. For additional information on self-development, refer to Chapter 3.

Additional Training. Additional training is considered functional training that enhances the MOS and unit capabilities. The following course(s) are considered MOS enhancing courses for MOS 14G Soldiers: ADAM/BAE Cell Air-Ground Integration Course, Link-16 Basics Course, Link-16 Joint Interoperability Course, and Introduction to Multi-Tactical Data Link (TDL) Network (MTN) Operation Course, Multi-TDL Advanced Interoperability Course (MAJIC), and USMTF-Automated Message Preparation Course (USMTF-AUTO). For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

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

Critical Leader Developmental Assignment. Rated time spent serving in CLD positions for the next higher-grade counts toward current grade and next grade CLD completion (IE: Sergeant rated as a Section Sergeant). A Sergeant's critical leader developmental assignments are Team Leader. Sergeants must serve at least 18 months in these assignments to build the KSBs (ref. Ch. 3) required to be successful at the next skill level; this may consist of more than one assignment. Upon completion of CLD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. For additional information on assignments, refer to Chapter 5.

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or

higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Command Staff positions are valued, as they develop the NCO, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14G Sergeant's development are Team Leader, Watch Team NCO, ADA Battle Management Systems Operator/Battle Systems Operator.

Most Preferred: Team Leader

Highly Preferred: Watch Team NCO, ADA Battle Management Systems Operator/Battle Systems Operator

Broadening Experience. High performing Sergeants who have successfully certified as a 14G NCO on Gunnery Table's, display MOS competence and are technically proficient, should strive to obtain broadening experience. This can be achieved by serving in positions outside a certified crew for a period of 6 to 9 months such as an Operations Sergeant, Assistant Operations Sergeant or Training Support in a Staff Section. **These positions should not be filled by "new" (inexperienced) Sergeants (less than 12 months TIG).**

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

Self-Development. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. NCOs should continue their collegiate academic efforts around a degree plan that will help achieve future professional goals and continue working towards an associate degree. Sergeants should also seek out means to improve/display individual MOS/Soldier skills and Army knowledge such as NCO of the Quarter/Year Competitions, Best Squad/Crew Competitions, induction into the Sergeant Audie Murphy Club (SAMC) and/or Sergeant Morales Club, etc. For additional information on self-development, refer to Chapter 3.

Additional Training. In addition to the individual skill courses listed for PVT through SPC/CPL, MOS 14G Sergeants will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the United States Message Text Formatting Manager Course (USMTF-MGR), Link-16 Unit Manager Course (LUM), Enlisted Joint Professional Military Education Level I (found on Joint Knowledge Online, JKO), and Multi-TDL Planners Course (PLANNER). For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

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

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

Key (Nominative) Billets (CLD). Key Billets are reserved for the highest rated NCOs in the MOS. These positions maintain a scope that covers not only the 14G MOS, but the entire Air Defense Branch. The magnitude of the responsibilities inherent in Key Billets, and the impact of the performance of the selected individual, mandate the extensive screening/selection process, designating only the Most Qualified NCOs for these positions. The Key Billets for a Staff Sergeant are Training Developer (DOTD) and SGL ALC.

Most Preferred: All Nominative positions are inherently Most Preferred. These positions, while broadening in nature are to be credited as Critical Leader Developmental Time.

Critical Leader Developmental Assignment. Rated time spent serving in CLD positions for the next higher-grade counts toward current grade and next grade CLD completion (IE: Staff Sergeant rated as a Battle Systems Manager). A Staff Sergeant's critical leader developmental assignment is Section Sergeant. Staff Sergeants must serve at least 24 months in these assignments to build the KSBs (ref. Ch. 3); required to be successful at the next skill level; this may consist of more than one assignment. Upon completion of CLD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. For additional information on assignments, refer to Chapter 5.

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Command Staff positions are valued, as they develop the NCO, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14G Staff Sergeant's development are Section Sergeant, Operations Sergeant and Liaison Sergeant.

Most Preferred: Section Sergeant

Highly Preferred: Operations Sergeant and Liaison Sergeant

Broadening Assignments. After completion of Critical Leader Developmental Assignments, NCOs should seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Staff Sergeants should seek to serve in a broadening assignment for a minimum 24 months to build the necessary knowledge, skills, and behaviors required at the next level. Broadening Assignments are a critical part of an NCO's professional development and are crucial for favorable placement on Centralized Promotion Board OMLs. The assigned "weights" of different broadening assignments will vary from year to year, depending on the needs of the Army as well as the needs/focus of the Air Defense Artillery Branch (possible examples being growth or modernization). While all broadening assignments are important, those with the highest degrees of responsibility, selectivity and direct impact on the MOS/Branch will traditionally carry the most "weight" and be found the most favorable when considered for promotion. Broadening assignments for MOS 14G Staff Sergeants include Drill Sergeant, Recruiter, Instructor, MCASP Instructor (Mission Command Arts & Science Program) and Instructor/Trainer LCC, AD Battle Management Systems NCO (OC/T) and Training Support (30th BDE).

Most Preferred: Drill Sergeant, Recruiter, Instructor, MCASP Instructor, Instructor/Trainer LCC

Highly Preferred: AD Battle Systems NCO (OC/T), Training Support (30th BDE)

Institutional Training. Institutional training for MOS 14G Staff Sergeants consists of graduating Advanced Leader Course (ALC), **preferably the Senior Leader Course** and ADAM/BAE functional course (suggested for those Soldiers being assigned to an ADAM/BAE cell within a maneuver unit). The Mission Command Digital Master Gunner (MCDMG) course is for NCOs with the highest tactical abilities that will assist in a unit's training, planning, and employment of AMD systems and positively influence a 14G NCO's career development. Honor Graduate from a NCOPDS course is one way to indicate higher potential for further promotion. For additional information on Institutional Training, refer to Chapter 3.

Most Preferred: MCDMG Graduate and NCOA Honor Graduate

Self-Development. High OPTEMPO of some assignments may limit the opportunity

for traditional civilian education; however, those Staff Sergeants willing to make the required sacrifices should seize the available opportunities. At this stage, Staff Sergeants should seek opportunities to pursue completion of an associate degree. Staff Sergeants should also seek out means to improve/display individual MOS/Soldier skills and Army knowledge such as NCO of the Quarter/Year Competitions, Best Squad/Crew Competitions, induction into the Sergeant Audie Murphy Club (SAMC) and/or Sergeant Morales Club, etc. For additional information on self-development, refer to Chapter 3.

Most Preferred: Associate degree

Highly Preferred: 30 semester hours

Additional Training. In addition to the individual skill courses listed for PVT through SGT, MOS 14G Staff Sergeants will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Joint Interface Control Officer Course (JICO), Advanced JICC Operators Course (AJOC), Battle Staff, Common Faculty Development Program-Instructor Course (CFDP-IC), Army Recruiter Course, Drill Sergeant Course, Sexual Harassment/Assault Response and Prevention (SHARP) Foundation Course, and Equal Opportunity Advisors (EOA) Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

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

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

Key (Nominative) Billets (CLD). Key Billets are reserved for the highest rated NCOs in the MOS. These positions maintain a scope that covers not only the 14G MOS, but the entire Air Defense Branch. The magnitude of the responsibilities inherent in Key Billets, and the impact of the performance of the selected individual, mandate the extensive screening/selection process, designating only the Most Qualified NCOs for these positions. The Key Billets for a Sergeant First Class are Career Manager (OCADA), Talent Manager (HRC), Training Developer (DOTD), Developer/Writer (RTI) and SGL SLC/Senior Instructor.

Most Preferred: All Nominative positions are inherently Most Preferred. These positions, while broadening in nature are to be credited as Critical Leader Developmental Time.

Critical Leader Developmental Assignments. Rated time spent serving in CLD positions for the next higher-grade counts toward current grade and next grade CLD completion (IE: Sergeant First Class rated as a First Sergeant). A Sergeant First Class's critical leader developmental assignment is Battle Systems Manager. Sergeants First Class will serve 24 months in these assignments to build the KSBs (ref. Ch. 3); required to be successful at the next skill level. Upon completion of CLD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. For additional information on assignments, refer to Chapter 5.

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Command Staff positions are valued, as they develop the NCO, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14G Sergeants First Class's development are Battle Systems Manager.

Broadening Assignments. After completion of Critical Leader Developmental Assignments, NCOs should seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Staff Sergeants should seek to serve in a broadening assignment for a minimum 24 months to build the necessary knowledge, skills, and behaviors required at the next level. Broadening Assignments are a critical part of an NCO's professional development and are crucial for favorable placement on Centralized Promotion Board OMLs. The assigned "weights" of different broadening assignments will vary from year to year, depending on the needs of the Army as well as the needs/focus of the Air Defense Artillery Branch (possible examples being growth or modernization). While all broadening assignments are important, those with the highest degrees of responsibility, selectivity and direct impact on the MOS/Branch will traditionally carry the most "weight" and be found the most favorable when considered for promotion. Broadening assignments for MOS 14G Sergeants First Class include ADA AMD OC/T, ADAM Cell OC/T, Caribbean LANT/TAO, Staff Assistant Airspace Manager (SA ASM), Test and Eval

NCO, OPS NCO (Center of Military History), OPS NCO OC/T, OPS NCO FCOE, OPS NCO 82nd TSD, OPS NCO 122nd TSD, Victim Advocate, SARC, EO Advisor.

Most Preferred: Senior Drill Instructor/Senior Instructor, AD Battle Systems Management Operator (US Army ADA School/ INSTR PLT)

Highly Preferred: ADA AMD OC/T, ADAM Cell OC/T, Caribbean LANT/TAO, Staff Assistant Airspace Manager (SA ASM), Test and Eval NCO, OPS NCO (Center of Military History), OPS NCO OC/T, OPS NCO FCOE, OPS NCO 82nd TSD, OPS NCO 122nd TSD, Victim Advocate, SARC, EO Advisor

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

Most Preferred: MCDMG Graduate and NCOA Honor Graduate

Self-Development. Ideally, with effective maximum management of time and tuition assistance, a Sergeant First Class should have completed an associate degree and finish the completion of a bachelor's degree if not already completed it. High OPTEMPO of some assignments may limit the opportunity for civilian education. However, those Sergeants First Class willing to make the required sacrifices should seize the available opportunities. For additional information on self-development, refer to Chapter 3.

Most Preferred: Bachelor's Degree

Highly Preferred: Associate degree

Additional Training. In addition to the individual skill courses listed for PVT through SSG, MOS 14G Sergeants First Class will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Joint Air Operations Command and Control Course (JAOC2C), Battle Staff, Common Faculty Development Program Instructor Course (CFDP-IC), Drill Sergeant Course, Master Resiliency Trainer, Enlisted Joint Professional Military Education (EJPME) Level II (found on Joint Knowledge Online, JKO), Master Fitness Trainer, Sexual Harassment/Assault Response and Prevention (SHARP) Foundation Course, and Equal Opportunity Advisors (EOA) Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

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

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

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

- (1) **Prerequisites.** See DA Pam 611–21, HRC Smart Book, for requirements to initially award MOS 14H. The waiver authority for MOS 14H prerequisites is the Office of the Chief of ADA (OCADA), Personnel Proponent Division (PPD) at phone (580) 442-9173. For further questions and additional guidance about the 14H DA-PAM 600-25 Smart Book, please Join the Microsoft Teams Page at:

<https://dod.teams.microsoft.us/l/team/19%3adod%3adf5b3da6d91c43caa5582c3d8f72aa7d%40thread.tacv2/conversations?groupId=3850fa5c-fb3a-4154-a6a9-4524a57b2c7d&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43>

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

Private-Specialist/Corporal (14H10). Soldiers at this level should be capable of performing prepare for movement and emplacement, initialization, and operator/organizational level system maintenance and PMCS on Air and Missile Defense Planning Control Systems (AMDPCS); evaluate tactical electronic intelligence data for force/engagement operations in a joint service network; perform operations and intelligence duties and operates/performs operator PMCS on vehicles/system prime power units. Perform data connectivity between air defense communications equipment, Tri-Services Tactical Communications (TRITAC) network, Mobile Subscriber Equipment (MSE), and Link 11/16 with the Navy, Marine Corps, and Multi-National forces; perform on-line/off- line Common Hardware-Software diagnostics and fault isolation programs; emplace, initialize, operates, and prepares for movement of LAN and WAN remote video displays. 14Hs at this level

should become familiar with MOS Crew Drills obtained from the Central Army Registry, the Individual Critical Task List (ICTL) for 14H10, and the Soldier's Manual and Trainer's Guide STP 44-14H14-SM-TG. Soldiers will continue to master the Skill Level 1 Warrior Tasks and Battle Drills.

Critical Leader Developmental Assignment. A Soldier's critical leader developmental assignments include Early Warning Specialist. Soldier's must serve at least 24 months in these assignments to build the KSBs (ref. Ch. 3) required to be successful at the next skill level; this may consist of more than one assignment. For additional information on assignments, refer to Chapter 5.

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the soldier an opportunity to gain knowledge and experience at the organizational level. Command Staff positions are valued, as they develop the soldier, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14H's development are Operations Assistant.

Broadening Experience. High performing Soldiers who have successfully certified as a 14H on Gunnery Table's, display MOS competence and are technically proficient, should strive to obtain broadening experience. This can be achieved by serving in positions outside a certified crew for a period of 6 to 9 months such as the AMD Test Detachment. **These positions should not be filled by "new" (inexperienced) Soldiers (less than 24 month TIS).**

Institutional Training. Institutional training for MOS 14H Soldiers at this level consists of Basic Leader Course (BLC), though currently only required for promotion from Sergeant to Staff Sergeant, AN/TPY-2 Sensor Manager Qualification Course (SMQC), THAAD Launching Control Station (LCS) course. THAAD LCS and Sensor Manager are for those Soldiers being assigned to a THAAD units and Space and Missile Defense Command (SMDC) units. Graduating from an NCOPDS course with Honors is one of many ways to set oneself apart from peers while identifying an increased potential for further promotion. For additional information on Institutional Training, refer to Chapter 3.

Self-Development. Civilian education is a critical piece of the self-development program, soldiers should plan their academic studies around a degree program that will help achieve their future personal and professional goals by starting the pursuit of an associate degree. Soldiers at this level should seek out means to improve/display individual MOS/Soldier skills and Army knowledge such as Soldier of the Quarter/Year Competitions, Best Squad/Crew Competitions etc. For additional information on self-development, refer to Chapter 3.

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

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

Critical Leader Developmental Assignment. Rated time spent serving in CLD positions for the next higher-grade counts toward current grade and next grade CLD completion (IE: Sergeant rated as a Section Leader). A Sergeants career developmental assignment is Team Leader. Sergeants must serve at least 18 months in these assignments to build the KSBs (ref. Ch. 3) required to be successful at the next skill level; this may consist of more than one assignment. Upon completion of CLD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. For additional information on assignments, refer to Chapter 5.

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Command Staff positions are valued, as they develop the NCO, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14H Sergeant's development are Global Operations/Operations Sergeant.

Broadening Experience. High performing Sergeants who have successfully certified as a 14H NCO on Gunnery Table's, display MOS competence and are

technically proficient, should strive to obtain broadening experience. This can be achieved by serving in positions outside a certified crew for a period of 6 to 9 months such as the AMD Test Detachment. **These positions should not be filled by “new” (inexperienced) Sergeants.**

Institutional Training. Institutional training for MOS 14H Sergeants consists of graduating Basic Leader Course (BLC), **preferably the Advanced Leader Course**, AN/TPY-2 Sensor Manager Qualification Course, THAAD LCS course, which are for those Soldiers being assigned to THAAD units and/or SMDC units. Graduating from an NCOPDS course with Honors is one of many ways to set oneself apart from peers while identifying an increased potential for further promotion. For additional information on Institutional Training, refer to Chapter 3.

Self-Development. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. NCOs should continue their collegiate academic efforts around a degree plan that will help achieve future professional goals and continue working towards an associate degree. Sergeants should also seek out means to improve/display individual MOS/Soldier skills and Army knowledge such as NCO of the Quarter/Year Competitions, Best Squad/Crew Competitions, induction into the Sergeant Audie Murphy Club (SAMC) and/or Sergeant Morales Club, etc. For additional information on self-development, refer to Chapter 3.

Additional Training. In addition to the individual skill courses listed for PVT through SPC/CPL, MOS 14H SGTs will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. The following courses are considered an MOS enhancing course for MOS 14H SGTs: AN/TPY-2 Sensor Manager Qualification Course, Equal Opportunity Leader’s Course THAAD LCS Operator, Link- 16 Basics Course, Enlisted Joint Professional Military Education (EJPME) I, CompTIA Security+, Link-16 Joint Interoperability Course, JT-101: Introduction to Joint Multi-TDL Network, Introduction to Multi-TDL Network (MTN) Operations Course, Multi-TDL Advanced Joint Interoperability Course (MAJIC), USMTF-AUTO Preparation Course, Link-16 Unit Manager Course (LUM) and Multi-TDL Planners Course (PLANNER), Army Recruiter Course, Unit Prevention Leader (UPL). For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

Staff Sergeant (14H30). MOS 14H SSGs should have already mastered the preceding levels of skill; During this career stage NCOs should focus on developing supervisory skills, enhancing technical and tactical MOS knowledge, mastering Skill Level 3 WTBD, and continued development and refinement of the NCO’s direct level leadership and MOS technical and tactical expertise. The quality and success of a Staff Sergeant’s career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. This is typically the first level of leadership at which the NCO is responsible for leading other leaders. Staff Sergeants should

continue to hone their leadership skills and maintain a high proficiency level in their air defense tasks.

Key (Nominative) Billets (CLD). Key Billets are reserved for the highest rated NCOs in the MOS. These positions maintain a scope that covers not only the 14H MOS, but the entire Air Defense Branch. The magnitude of the responsibilities inherent in Key Billets, and the impact of the performance of the selected individual, mandate the extensive screening/selection process, designating only the Most Qualified NCOs for these positions. The Key Billets for a Staff Sergeant are ADA Training Developer (DOTD) and NCOA SGL.

Most Preferred: All Nominative positions are inherently Most Preferred. These positions, while broadening in nature are to be credited as Critical Leader Developmental Time.

Critical Leader Developmental Assignment. Rated time spent serving in CLD positions for the next higher-grade counts toward current grade and next grade CLD completion (IE: Staff Sergeant rated as a Early Warning System Manager). Staff Sergeants critical leader developmental assignments include Section Leader and Engagement Control Team Leader. Staff Sergeants must serve at least 24 months in these assignments to build the KSBs (ref. Ch. 3); required to be successful at the next skill level; this may consist of more than one assignment. Upon completion of CLD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. For additional information on assignments, refer to Chapter 5.

Most Preferred: Section Leader

Highly Preferred: Engagement Control Team Leader

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Command Staff positions are valued, as they develop the NCO, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14H Staff Sergeant's development Assistant Operations SGT and Operations Sergeant.

Broadening Assignments. After completion of Critical Leader Developmental Assignments, NCOs should seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Staff Sergeants should seek to serve in a broadening assignment for a minimum 24 months to build the necessary knowledge, skills, and behaviors required at the next level. Broadening Assignments are a critical part of an NCO's professional development and are crucial for favorable placement on Centralized Promotion Board OMLs. The assigned

“weights” of different broadening assignments will vary from year to year, depending on the needs of the Army as well as the needs/focus of the Air Defense Artillery Branch (possible examples being growth or modernization). While all broadening assignments are important, those with the highest degrees of responsibility, selectivity and direct impact on the MOS/Branch will traditionally carry the most “weight” and be found the most favorable when considered for promotion. Broadening assignments for MOS 14H Staff Sergeants include Drill Sergeant; Instructor; and Recruiter.

Most Preferred: Drill Sergeant and Recruiter

Highly Preferred: Instructor

Institutional Training. Institutional training for MOS 14H SSGs consists of graduating Advanced Leader Course (SLC), **preferably the Senior Leader Course**, AN/TPY-2 SMQC. Sensor Manager assignments are for those Soldiers being assigned to SMDC units. For additional information on Institutional Training, refer to Chapter 3. Staff Sergeants at this level should attend the appropriate Master Gunner Course as well. Honor Graduate from a Master Gunner Course or NCOPDS course is one of many ways to indicate increased potential for further promotion as well as setting oneself apart from peers. For additional information on Institutional Training, refer to Chapter 3.

Most Preferred: PMG Graduate and NCOA Honor Graduate

Self-Development. High OPTEMPO of some assignments may limit the opportunity for traditional civilian education; however, those Staff Sergeants willing to make the required sacrifices should seize the available opportunities. At this stage, Staff Sergeants should seek opportunities to pursue completion of an associate degree. Staff Sergeants should also seek out means to improve/display individual MOS/Soldier skills and Army knowledge such as NCO of the Quarter/Year Competitions, Best Squad/Crew Competitions, induction into the Sergeant Audie Murphy Club (SAMC) and/or Sergeant Morales Club, etc. For additional information on self-development, refer to Chapter 3.

Most Preferred: Associate degree

Highly Preferred: 30 semester hours

Additional Training. In addition to the individual skill courses listed for PVT through SGT, MOS 14H SSGs will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. The following courses are considered an MOS enhancing course for MOS 14H SSGs: Common Faculty Development Instructor Course (CFDP-IC), Digital Master Gunner Course, AN/TPY-2 Sensor Manager Qualification Course, Link-16 Basics Course, Link- 16 Joint Interoperability Course, Introduction to Multi- TDL Network (MTN) Operations Course, Multi-TDL Advanced Joint Interoperability Course, USMTF-AUTO Preparation

Course, Link-16 Unit Manager Course (LUM) and Multi-TDL Planners Course, Drill Sergeant Course, and Sensor Manager Leader Development Course (SMLDC), Army Space Cadre Basic Course, Equal Opportunity Leader's Course, SHARP Foundation Course, Master Resiliency Trainer (MRT), Master Fitness Trainer (MFT), CompTIA SEC+ & NET+. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2)

Sergeant First Class (14H40). MOS 14H SFCs should be capable of performing duties shown in the preceding level of skill. As NCOs become more senior in rank, self-motivated development becomes more important. Sergeants First Class are evaluated less on their individual accomplishments and more on building productive Air Defense organizations that will achieve mission success. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach, and mentor Leaders. This is typically the first level of leadership at which the NCO is responsible for developing organizations (platoons/sections). During this career stage NCOs should focus on the mastering of technical and tactical MOS knowledge, supervisory skills, and Skill Level 4 WTBDs. The quality and success of a Sergeants First Class career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Sergeants First Class who are committed to achieving high goals will master leadership skills and have the practical knowledge and ambition to put them to good use. This is typically the first level of leadership at which the NCO is directly responsible for a unit's success. Sergeants First Class should continue to hone their leadership skills and maintain a high proficiency level in their Air Defense tasks.

Key (Nominative) Billets (CLD). Key Billets are reserved for the highest rated NCOs in the MOS. These positions maintain a scope that covers not only the 14H MOS, but the entire Air Defense Branch. The magnitude of the responsibilities inherent in Key Billets, and the impact of the performance of the selected individual, mandate the extensive screening/selection process, designating only the Most Qualified NCOs for these positions. The Key Billets for a Sergeant First Class are Career Manager (OCADA); Talent Manager (HRC); and Training Developer (DOTD) and NCOA SGL.

Most Preferred: All Nominative positions are inherently Most Preferred. These positions, while broadening in nature are to be credited as Critical Leader Developmental Time.

Critical Leader Developmental Assignments. Rated time spent serving in CLD positions for the next higher-grade counts toward current grade and next grade CLD completion (IE: Sergeant First Class rated as a First Sergeant). A Sergeants First Class critical leader developmental assignments include Early Warning System Manager and First Sergeant (14H4M). Sergeants First Class will serve 24 months in

these assignments to build the KSBs (ref. Ch. 3); required to be successful at the next skill level. Upon completion of CLD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. For additional information on assignments, refer to Chapter 5

Most Preferred: First Sergeant (14H4M) (SPACE BN)

Highly Preferred: Early Warning System Manager

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Command Staff positions are valued, as they develop the NCO, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14H Sergeants First Class's development are Operations Sergeant.

Broadening Assignments. After completion of Critical Leader Developmental Assignments, NCOs should seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Staff Sergeants should seek to serve in a broadening assignment for a minimum 24 months to build the necessary knowledge, skills, and behaviors required at the next level. Broadening Assignments are a critical part of an NCO's professional development and are crucial for favorable placement on Centralized Promotion Board OMLs. The assigned "weights" of different broadening assignments will vary from year to year, depending on the needs of the Army as well as the needs/focus of the Air Defense Artillery Branch (possible examples being growth or modernization). While all broadening assignments are important, those with the highest degrees of responsibility, selectivity and direct impact on the MOS/Branch will traditionally carry the most "weight" and be found the most favorable when considered for promotion. Broadening assignments for MOS 14H Sergeants First Class include BDE SARC; EO Advisor; (ROTC) Military Science Instructor (MSI); Research/Development/Test and Evaluation NCO; West Point Training Advisor/Tactical NCO, and Training Systems/Evaluation NCO.

Most Preferred: Senior Drill Sergeant and Sr. Instructor

Highly Preferred: MSI, Tactical NCO, Training Systems/Evaluation NCO, and Research/Development/Test and Evaluation NCO

Institutional Training. Institutional training for MOS 14H Sergeants First Class consists of graduating Senior Leader Course (SLC), **preferably the Master Leader Course**, AN/TPY-2 SMQC. Sensor Manager assignments are for those Soldiers being assigned to SMDC units. To demonstrate tactical and technical expertise, Sergeants First Class who have not completed PMG should consider doing so to demonstrate a mastery of the Patriot weapon system being attained by junior Sergeants and Staff Sergeants who graduate PMG. Honor Graduate from a Master

Gunner Course or NCOPDS course is one of many ways to indicate potential for further promotion.

Most Preferred: PMG Graduate and NCOA Honor Graduate

Self-Development. Ideally, with effective maximum management of time and tuition assistance, a Sergeant First Class should have completed an associate degree and finish the completion of a bachelor's degree if not already completed it. High OSTEMPO of some assignments may limit the opportunity for civilian education. However, those Sergeants First Class willing to make the required sacrifices should seize the available opportunities. For additional information on self-development, refer to Chapter 3.

Most Preferred: Bachelor's Degree

Highly Preferred: Associate degree

Additional Training. In addition to the individual skill courses listed for PVT through SSG, MOS 14H SFCs will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. The following courses are considered MOS enhancing courses for MOS 14H SFCs: Digital Master Gunner Course, Link-16 Basics Course, Link-16 Joint Interoperability Course, JT-101: Introduction to Joint Multi-TDL Network, JT-102, Introduction to Multi-Tactical Data Link (TDL) Network (MTN) Operations Course (MAJIC), Army Space Cadre Basic Course, Multi TDL Advanced Joint Interoperability Course (JICC), USMTF-AUTO Preparation Course, Link-16 Unit Manager Course (LUM) and Multi-TDL Planners Course, Command and Control Battle Management Communications (C2BMC) Planner, and JT-310: CAPSTONE – Advanced JICC Operators Course (AJOC). The following courses are considered leadership enhancing courses for MOS 14H SFCs: Battle Staff, Equal Opportunity Advisors (EOA), Enlisted Joint Professional Military Education (EJPME) II, and SMLDC. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

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

Chapter 9: MOS 14P Air and Missile Defense Crewmember

Major duties (14P). The Air and Missile Defense Crewmember (AMD) engages short-range aerial threats and supervises, operates, or serves as a member of a Short-Range Air Defense (SHORAD) Battalion or AMD Composite Battalion that provides tailorable forces to combatant commanders as a divisional or theatre asset. Crew members prepare, operate, and fire the Avenger weapon system, the Land-Based Phalanx Weapon System (LPWS), SGT STOUT (Increment 1), and Maneuver Short Range Air Defense (M-SHORAD) Directed Energy. AMD Crewmembers

establish and maintain radio and wire communications, assist in maintaining the range card, and perform target engagement evaluation. Crew members also apply infrared techniques to detect and engage targets, operate the identification friend or foe programmer/charger, resupply ammunition, and prepare the SGT STOUT (Increment 1), DE M-SHORAD, and the Avenger weapon systems for firing. Additional duties include performing emergency action procedures for weapon systems, maintaining sight alignment on systems, and operating and maintaining system carriers. AMD Crew Members are currently assigned to Avenger Batteries and composite AMD battalions that provide tailorable forces to combatant commanders. These units are task-organized to provide maneuver elements with gun/missile support during combat operations.

- (1) **Prerequisites.** See DA Pam 611–21, HRC Smart book, for requirements to initially award MOS 14P. The waiver authority for MOS 14P prerequisites is the Office of the Chief of Air Defense Artillery (OCADA), Personnel Proponent Division, at (580) 442-4535. For further questions and additional guidance about the 14P DA-PAM 600-25 Smart Book, please Join the Microsoft Teams Page at:

<https://dod.teams.microsoft.us/l/team/19%3adod%3a7390063e140a4e57acc7e8d9b6b3d7c2%40thread.tacv2/conversations?groupId=5095871d-a4d1-49ed-b6d3-2563e80a97f7&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43>

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

Private-Specialist/Corporal (14P10). Soldiers at this level prepare, operate, and fire the Land-Based Phalanx Weapons System (LPWS), SGT STOUT (Increment 1), M-SHORAD Directed Energy, Avenger Weapon System, and Man Portable Air Defense System (MANPADS) in degraded operations as required while assigned to the Avenger Weapon System; establish and maintain radio and wire communications; perform Pre-Action Aim Calibration (PAC) procedures; assist in maintaining a range card; perform target engagement evaluation using the Targeting Console; apply infrared (IR) techniques to detect and engage targets; resupply ammunition and prepare systems for firing; perform emergency procedures for weapon systems; maintain sight alignment on systems; operate and maintain system carriers. The crewmembers will be proficient in multiple platforms and armaments, including the M3P .50 Caliber Machine Gun, 30 MM Cannon, Stinger Missile, 50-Kilowatt Laser, and the Reconfigurable Integrated-weapons Platform (RIWP). 14Ps at this level should become familiar with MOS Crew Drills obtained from the Central Army Registry, the Individual Critical Task List (ICTL) for 14P10, and the Soldier's Manual and Trainer's Guide STP 44-14P14-SM-TG. Soldiers will continue to master the Skill Level 1 Warrior Tasks and Battle Drills.

Critical Leader Developmental Assignment. A Soldier's critical leader developmental assignments include AMD Crewmember; Senior Gunner; and Team Leader. Soldier's must serve at least 6-12 months in these assignments to build the KSBs (ref. Ch. 3) required to be successful at the next skill level; this may consist of

more than one assignment. For additional information on assignments, refer to Chapter 5.

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the soldier an opportunity to gain knowledge and experience at the organizational level. Command Staff positions are valued, as they develop the soldier, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14P's development are Missile HNDLR/Driver (S4).

Broadening Experience. High performing Soldiers who have successfully certified as a 14P on Gunnery Table's, display MOS competence and are technically proficient, should strive to obtain broadening experience. This can be achieved by serving in positions outside a certified crew for a period of 6 to 12 months such as Missile Handler. **These positions should not be filled by "new" (inexperienced) Soldiers (less than 24 months TIS).**

Institutional Training. Institutional training for MOS 14P Soldiers consists of the Basic Leaders Course (BLC) though currently only required for promotion from Sergeant to Staff Sergeant. The Basic Leaders Course (BLC) is a non-MOS specific, field-oriented leadership course built around basic leader tasks. The training focuses on values, attributes, skills, and actions needed for team leader responsibilities at the rank of sergeant. Graduating from an NCOPDS course with Honors is one of many ways to identify oneself as possessing potential for further promotion. For additional information on Institutional Training, refer to Chapter 3.

Self-Development. Civilian education is a critical piece of the self-development program, soldiers should plan their academic studies around a degree program that will help achieve their future personal and professional goals by starting the pursuit of an associate degree. Soldiers at this level should seek out means to improve/display individual MOS/Soldier skills and Army knowledge such as Soldier of the Quarter/Year Competitions, Best Squad/Crew Competitions etc. For additional information on self-development, refer to Chapter 3.

Additional Training. Additional training is considered functional training that enhances the MOS and unit capabilities. Some of these courses include Hazardous Material Handler and Ammo Handlers Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

Sergeant (14P20). MOS 14P SGTs should have mastered the preceding level of skill while being able to supervise and assist in the preparation and firing of the LPWS, SGT STOUT (Increment 1), M-SHORAD, and Avenger weapons systems; operate the Local Control Station (LCS); collect and consolidate intelligence information; process special and periodic reports; prepare and maintain situation maps; transmit intelligence and grid locations of incoming targets; designate fighting positions; transmit alert status and readiness changes over a secured network;

receives air early warning and tracks incoming targets over the Handheld Terminal Unit (HTU) or Crew Chief Air Situation Display (CCASD). 14Ps at this level should become familiar with MOS Crew Drills obtained from the Central Army Registry, the Individual Critical Task List (ICTL) for 14P20, and the Soldier's Manual and Trainer's Guide STP 44-14P14-SM-TG.

Critical Leader Developmental Assignment. Rated time spent serving in CLD positions for the next higher-grade counts toward current grade and next grade CLD completion (IE: Sergeant rated as a Squad Leader). A Sergeants career developmental assignment is Team Leader, Senior Missile Handler, and Senior Gunner. Sergeants must serve at least 18 months in these assignments to build the KSBs (ref. Ch. 3) required to be successful at the next skill level; this may consist of more than one assignment. Upon completion of CLD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. For additional information on assignments, refer to Chapter 5.

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Command Staff positions are valued, as they develop the NCO, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14P Sergeant's development are Senior Missile Handler (S4).

Broadening Experience. High performing Sergeants who have successfully certified as a 14P NCO on Gunnery Table's, display MOS competence and are technically proficient, should strive to obtain broadening experience. This can be achieved by serving in positions outside a certified crew for a period of 6 to 9 months such as Senior Missile Handler. **These positions should not be filled by "new" (inexperienced) Sergeants (less than one-year TIG).**

Institutional Training. Institutional training for MOS 14P Sergeants consists of graduating Basic Leader Course (BLC), **preferably the Advanced Leader Course**, The Advance Leaders Course (ALC) consists of technical training. Technical training is "hands-on," performance-oriented, and specific to the MOS. The level of training received at ALC progressively and sequentially improves on the previous instruction received in the BLC and operational assignments. **Recent course redesign incorporates new virtual learning requirements.** Soldiers are scheduled for the course 90 – 120 days prior to the start date by priority (MOS requirements and promotion points). Soldiers are required to complete a mandatory virtual learning phase prior to attending the follow-on resident phase. Graduating from an NCOPDS course with Honors is one of many ways to set oneself apart from peers while identifying an increased potential for further promotion. For additional information on Institutional Training, refer to Chapter 3.

Self-Development. Pursuing a college education at this level is not a mandatory

requirement but one that will place you above your peers. NCOs should continue their collegiate academic efforts around a degree plan that will help achieve future professional goals and continue working towards an associate degree. Sergeants should also seek out means to improve/display individual MOS/Soldier skills and Army knowledge such as NCO of the Quarter/Year Competitions, Best Squad/Crew Competitions, induction into the Sergeant Audie Murphy Club (SAMC) and/or Sergeant Morales Club, etc. For additional information on self-development, refer to Chapter 3.

Additional Training. In addition to the individual skills listed for PVT through SPC/CPL, MOS 14P Sergeants will attend courses designed to improve their abilities to lead in specific organizations or duty positions. These courses include the Avenger Master Gunner Course, DIVAD Master Gunner Course, Equal Opportunity Leader's Course and Enlisted Joint Professional Military Education Level I (found on Joint Knowledge Online, JKO). For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

Staff Sergeant (14P30). MOS 14P SSGs should have mastered the preceding levels of skill, as well as supervise a LPWS, SGT STOUT (Increment 1), or M-SHORAD section, and Avenger team/squad; prepare and supervise section movement; supervise radio and wire communications; plan for and supervise ammunition resupply; deploy section to provide air defense coverage; assist in establishing operating tactical command posts and operating centers; coordinate operations and intelligence data. Supervise the operation of the Local Control Station (LCS); supervise dissemination of air and ground early warning information to subordinate fire units over the Handheld Terminal Unit (HTU); assist in the update of an Operation Order (OPORD) and situation maps and overlays; supervise installation and operations of tactical communication equipment and battle drills; employ weapon systems; supervise Preventive Maintenance Checks and Services (PMCS). 14Ps at this level should become familiar with MOS Crew Drills obtained from the Central Army Registry, the Individual Critical Task List (ICTL) for 14P30, and the Soldier's Manual and Trainer's Guide STP 44-14P14-SM-TG.

Key (Nominative) Billets (CLD). Key Billets are reserved for the highest rated NCOs in the MOS. These positions maintain a scope that covers not only the 14P MOS, but the entire Air Defense Branch. The magnitude of the responsibilities inherent in Key Billets, and the impact of the performance of the selected individual, mandate the extensive screening/selection process, designating only the Most Qualified NCOs for these positions. The Key Billet for a Staff Sergeant is NCOA SGL. **Most Preferred: All Nominative positions are inherently Most Preferred. These positions, while broadening in nature are to be credited as Critical Leader Developmental Time.**

Critical Leader Developmental Assignment. Rated time spent serving in CLD positions for the next higher-grade counts toward current grade and next grade CLD completion (IE: Staff Sergeant rated as a Platoon Sergeant). Staff Sergeants

critical leader developmental assignments include Master Gunner, Squad Leader (K7), and Section Leader. Staff Sergeants must serve at least 24 months in these assignments to build the KSBs (ref. Ch. 3); required to be successful at the next skill level; this may consist of more than one assignment. Avenger Squad Leader positions are coded as Master Gunner authorizations in Avenger Batteries to be considered fully qualified to be a Squad Leader Staff Sergeants are highly recommended to complete the AMG course and obtain the ASI K7; this course will make SSGs highly competitive but is not mandatory for promotion to the next grade. Upon completion of CLD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. For additional information on assignments, refer to Chapter 5.

Most Preferred: Master Gunner (S5/K7)

Highly Preferred: Squad Leader (K7) and Section Leader

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Currently there are no Command Staff positions for a 14P30.

Broadening Assignments. After completion of Critical Leader Developmental Assignments, NCOs should seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Staff Sergeants should seek to serve in a broadening assignment for a minimum 24 months to build the necessary knowledge, skills, and behaviors required at the next level. Broadening Assignments are a critical part of an NCO's professional development and are crucial for favorable placement on Centralized Promotion Board OMLs. The assigned "weights" of different broadening assignments will vary from year to year, depending on the needs of the Army as well as the needs/focus of the Air Defense Artillery Branch (possible examples being growth or modernization). While all broadening assignments are important, those with the highest degrees of responsibility, selectivity and direct impact on the MOS/Branch will traditionally carry the most "weight" and be found the most favorable when considered for promotion. Broadening assignments for MOS 14P Staff Sergeants include Drill Sergeant; Instructor; Recruiter; ADA Crew OC/T; ADA AMD Crew OC/T, Test and Eval NCO; INSTR Jumpmaster; Training Support NCO; S3 NCO; and Team Leader.

Most Preferred: Drill SGT, Recruiter, and Instructor

Highly Preferred: ADA Crew OC/T, ADA AMD Crew OC/T, Test and Eval NCO, and INSTR JPMSTR

Institutional Training. Institutional training for MOS 14P Staff Sergeants consists of graduating Advanced Leader Course (ALC), **preferably the Senior Leader Course,**

DIVAD Master Gunner Course, and Avenger Master Gunner (AMG) courses are available for NCOs with the highest tactical abilities that will assist in a unit's training, planning, and employment of the Avenger weapon system and positively influence a 14P NCO's career development. The Senior Leaders Course (SLC) is structured like ALC and prepares NCOs to assume duties and responsibilities needed to lead a platoon or company-sized element. The SLC has proponent phases that include hands-on and performance-oriented training, emphasizing war fighting skills. **Recent course**

redesign incorporates new virtual learning requirements. Soldiers are scheduled for the course 90 – 120 days prior to the start date by priority (MOS requirements and Order of Merit List (OML) standing). Soldiers are required to complete a mandatory virtual learning phase prior to attending the follow-on resident phase. For additional information on Institutional Training, refer to Chapter 3.

Most Preferred: AMG Graduate and NCOA Honor Graduate

Self-Development. High OPTEMPO of some assignments may limit the opportunity for traditional civilian education; however, those Staff Sergeants willing to make the required sacrifices should seize the available opportunities. At this stage, Staff Sergeants should seek opportunities to pursue completion of an associate degree. Staff Sergeants should also seek out means to improve/display individual MOS/Soldier skills and Army knowledge such as NCO of the Quarter/Year Competitions, Best Squad/Crew Competitions, induction into the Sergeant Audie Murphy Club (SAMC) and/or Sergeant Morales Club, etc. For additional information on self-development, refer to Chapter 3.

Most Preferred: Associate degree

Highly Preferred: 30 semester hours

Additional Training. In addition to the individual skill courses listed for PVT through SGT, MOS 14P SSGs will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. The following courses are considered an MOS enhancing course for MOS 14P SSGs: Battle Staff, Common Faculty Development Instructor Course (CFDP-IC), Avenger Master Gunner Course, Drill Sergeant Course, Equal Opportunity Leader's Course, SHARP Foundation Course, Master Resiliency Trainer (MRT), M-SHORAD Master Gunner Course, and Master Fitness Trainer (MFT). For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2)

Sergeant First Class (14P40). MOS 14P SFCs should have mastered the preceding levels of skill, as well as supervise LPWS, SGT STOUT (Increment 1), M-SHORAD, and Avenger platoon operations; perform or supervise ADA operations and

intelligence duties; assist platoon leaders in planning, management, and training activities of subordinate sections; supervise and conduct ADA battle management center operations; conduct platoon reconnaissance, selection, and occupation of position (RSOP); coordinate platoon and section logistical activities. As NCOs become more senior in rank, self-motivated development becomes more critical. Sergeants First Classes are evaluated less on their accomplishments and more on building productive Air Defense organizations to achieve mission success. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills to coach, teach, and mentor Leaders. During this career stage, NCOs should focus on mastering technical and tactical MOS knowledge, supervisory skills, and Skill Level 4 Warrior Tasks and Drills. The quality and success of a Sergeant First Class career is directly proportional to a consistent commitment to excellence, regardless of the mission. Sergeants First Class committed to achieving high goals will master leadership skills and have the practical knowledge and ambition to put them to good use. Sergeant First Class are also responsible for developing the leadership skills of junior NCOs and Officers, as well as training teams, sections, and platoons. NCOs should also seek additional duties and special duty assignments demonstrating their initiative, versatility, and potential for increased responsibility. Sergeants First Class should continue to hone their leadership skills and maintain a high proficiency level in their Air Defense tasks.

Key (Nominative) Billets (CLD). Key Billets are reserved for the highest rated NCOs in the MOS. These positions maintain a scope that covers not only the 14P MOS, but the entire Air Defense Branch. The magnitude of the responsibilities inherent in Key Billets, and the impact of the performance of the selected individual, mandate the extensive screening/selection process, designating only the Most Qualified NCOs for these positions. The Key Billets for a Sergeant First Class are Career Manager (OCADA); Talent Manager (HRC); Instructor (Master Gunner) ASI K7; TNG DEV (14P), TNG DEV, and NCOA SGL.

Most Preferred: All Nominative positions are inherently Most Preferred. These positions, while broadening in nature are to be credited as Critical Leader Developmental Time.

Critical Leader Developmental Assignments. Rated time spent serving in CLD positions for the next higher-grade counts toward current grade and next grade CLD completion (IE: Sergeant First Class rated as a First Sergeant). A Sergeants First Class critical leader developmental assignments include Platoon Sergeant. Sergeant First Class will serve 24 months in these assignments to build the KSBs (ref. Ch. 3); required to be successful at the next skill level. Avenger PSG positions are coded as Master Gunner authorizations; to be considered fully qualified to be a PSG Sergeant First Class are highly recommended to complete the AMG / DIVAD MG courses and obtain the ASI K7/S5; this course will make SFC highly competitive but is not mandatory for promotion to the next grade. Upon completion of CLD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. For additional information on assignments,

refer to Chapter 5

Most Preferred: Platoon Sergeant and Instructor (Master Gunner ASIK7)

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Command Staff positions are valued, as they develop the NCO, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14P Sergeants First Class's development are Master Gunner and Operations Sergeant.

Broadening Assignments. After completion of Critical Leader Developmental Assignments, NCOs should seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Staff Sergeants should seek to serve in a broadening assignment for a minimum 24 months to build the necessary knowledge, skills, and behaviors required at the next level. Broadening Assignments are a critical part of an NCO's professional development and are crucial for favorable placement on Centralized Promotion Board OMLs. The assigned "weights" of different broadening assignments will vary from year to year, depending on the needs of the Army as well as the needs/focus of the Air Defense Artillery Branch (possible examples being growth or modernization). While all broadening assignments are important, those with the highest degrees of responsibility, selectivity and direct impact on the MOS/Branch will traditionally carry the most "weight" and be found the most favorable when considered for promotion. Broadening assignments for MOS 14P Sergeants First Class include ADA Crew OC/T; Instructor; ADA Operations OC/T; Test and Evaluation NCO; West Point Training Advisor/Tactical NCO, and ADA AMD Crew OC/T.

Most Preferred: Sr. Instructor MANPAD, Sr. Drill Sergeant

Highly Preferred: Test and Eval NCO, ADA AMD Crew OCT, and ADA OPS NCO OC/T

Institutional Training. Institutional training for MOS 14P Sergeants First Class consists of graduating Senior Leader Course (SLC), **preferably the Master Leader Course**, the DIVAD Master Gunner Course, and the Avenger Master Gunner (AMG) courses are available for NCOs with the highest tactical abilities that will assist in a unit's training, planning, and employment of the Avenger weapon system and positively influence a 14P NCO's career development. The Master Leader Course is designed to challenge and educate selected Sergeants First Class in the areas of professional writing, communication skills, public speaking, critical thinking, organizational and command leadership, management skills, joint and operational level of war fighting, discipline, readiness, health, and administrative requirements. In addition, students will be exposed to topics like national security, JIIM environments,

and strategic thinking. Honor Graduate from a Master Gunner Course or NCOPDS course is one of many ways to indicate potential for further promotion.

Most Preferred: AMG Graduate and NCOA Honor Graduate

Self-Development. Ideally, with effective maximum management of time and tuition assistance, a Sergeant First Class should have completed an associate's degree and finish the completion of a bachelor's degree if not already completed it. High OPTEMPO of some assignments may limit the opportunity for civilian education. However, those Sergeants First Class willing to make the required sacrifices should seize the available opportunities. For additional information on self-development, refer to Chapter 3.

Most Preferred: Bachelor's Degree

Highly Preferred: Associate degree

Additional Training. In addition to the individual skill courses listed for PVT through SSG, MOS 14P Sergeants First Class will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Avenger Master Gunner Course, Battle Staff, Common Faculty Development Program Instructor Course (CFDP-IC) Drill Sergeant Course, Master Resiliency Trainer, Enlisted Joint Professional Military Education (EJPME) Level II (found on Joint Knowledge Online, JKO), Master Fitness Trainer, Sexual Harassment/Assault Response and Prevention (SHARP) Foundation Course, M-SHORAD Master Gunner Course, and Equal Opportunity Advisors (EOA) Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

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

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

Major Duties (14T). The Patriot Launching Station Enhanced Operator/Maintainer serves or supervises in an ADA unit engaged in Air Defense operations or intelligence functions. Launcher Operator/Maintainers are responsible for system emplacement, mobility, initialization, accountability, and maintenance on the Patriot Launching Station (LS), accompanied Heavy Expanded Mobility Tactical Truck (HEMTT), Enhanced Launcher Electronic System (ELES), Patriot guided missile round, Guided Missile Transporter (GMT), Forklift, and the Indirect Fires Protection Capability (IFPC) system, and associated equipment. Duties also include system deployment, security, missile resupply/reload functions, and Battle Damage Assessment and Repair (BDAR). Soldiers must develop an awareness and expertise of recent PAC3/Missile Segment Enhancement (MSE) upgrades that incorporate significant advancements to

the Launching Station and the PAC-3 missile which uses both hit-to kill technology and proximity lethality enhancers for greater effectiveness against enemy aerial threats including advanced Tactical Ballistic Missiles (TBMs), Cruise Missiles (CMs), Anti-Radiation Missiles (ARMs), and Air Breathing Threats (ABTs). MOS 14T Soldiers often operate in Joint, Interagency, Intergovernmental, and Multinational (JIIM) environments to provide AMD protection from theater ballistic missiles and a host of other air and missile threats.

- (1) **Prerequisites.** See DA Pam 611–21, HRC Smart book, for requirements to initially award MOS 14T. The waiver authority for MOS 14T prerequisites is the Office of the Chief of Air Defense Artillery (OCADA), Personnel Proponent Division (PPD) at phone (580) 558-0484. For further questions and additional guidance about the 14T DA-PAM 600-25 Smart Book, please Join the Microsoft Teams Page at:

<https://dod.teams.microsoft.us/l/team/19%3adod%3a8a25ebb512d14a65aba81f2a3c5df6ab%40thread.tacv2/conversations?groupId=0d758ad8-a7fa-4164-9999-4050c4778c25&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43>

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

Private-Specialist/Corporal (14T10). Soldiers at this level should be able to initialize, operate, troubleshoot, and engage the Patriot Weapon system; perform Preparing for Movement and Emplacement (PM&E) drills of a Launching Station (LS) and associated equipment; resupply, reload, maintain, and test Patriot missile rounds; perform organizational level PMCS including conventional and system maintenance of the Patriot weapon system, LS, prime generator, HEMTT, missile round, GMT, Forklift, HMMWV, and associated equipment assigned to a Launcher Platoon; establish and maintain radio and wire communications; operate and perform Launching Station Test Set (LSTS); perform operations and intelligence duties; 14Ts at this level should become familiar with MOS 14T Crew Drills obtained from the Central Army Registry, the Individual Critical Task List (ICTL) for 14T10, all -10 level Technical Manuals for associated equipment, and the Soldier's Manual and Trainer Guide STP 44-14T14SM-TG. All these MOS-critical references can be obtained through the Army Career Tracker (ACT) website within the 14T Community page. Soldiers will continue to master the Skill Level 1 Warrior Tasks and Battle Drills.

Critical Leader Developmental Assignment. A Soldier's critical leader developmental assignments are Launcher Crew Member, Launcher Support Crew Member, Support Section Crew Member, and Vehicle Driver/Gunner. Soldier's must serve at least 24 months in these assignments to build the KSBs (ref. Ch. 3) required to be successful at the next skill level; this may consist of more than one assignment. For additional information on assignments, refer to Chapter 5

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the soldier an opportunity to gain knowledge and

experience at the organizational level. Command Staff (Battalion Level) positions are valued, as they develop the soldier, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14T's development are the Missile Handler/Driver and Vehicle Driver positions at the Battalion level.

Broadening Experience. High performing Soldiers who have successfully certified as a 14T on Gunnery Table VIII, display MOS competence and are technically proficient, should strive to obtain broadening experience. This can be achieved by serving in the Systems Maintenance Section for a period of 6 to 9 months or being assigned to the Air and Missile Defense Test Detachment (WSMR). **The AMD Test Detachment and System Maintainer positions should not be filled by "new" (inexperienced) Soldiers (less than 24 month TIS).**

Institutional Training. Institutional training for MOS 14T Soldiers consists of the Basic Leaders Course (BLC) though currently only required for promotion from Sergeant to Staff Sergeant, and the Terminal High Altitude Area Defense (THAAD) Launcher Operator/Maintainer functional course, which is required for those Soldiers assigned to a THAAD unit. For additional information on Institutional Training, refer to Chapter 3. Graduating from an NCOPDS course with Honors is one of many ways to set oneself apart from peers while identifying an increased potential for further promotion.

Self-Development. Civilian education is a critical piece of the self-development program, soldiers should plan their academic studies around a degree program that will help achieve their future personal and professional goals by starting the pursuit of an associate degree. 14T Soldiers at this level should seek out means to improve/display individual MOS/Soldier skills and Army knowledge such as Soldier of the Quarter/Year Competitions, Best Squad/Crew Competitions etc. For additional information on self-development, refer to Chapter 3.

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

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

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

Critical Leader Developmental Assignment. Rated time spent serving in CLD positions for the next higher-grade counts toward current grade and next grade CLD completion (IE: Sergeant rated as a Launcher Section Chief). A Sergeants career developmental assignments include Assistant Launcher Section Chief, Support Section Team Leader and/or Team Leader; they must serve at least 18 months in these assignments to build the KSBs (ref. Ch. 3) required to be successful at the next level; this may consist of more than one assignment. Upon completion of CLD time, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Time spent serving in CD positions for the next higher-grade counts toward current grade and next grade CD completion. For additional information on assignments, refer to Chapter 5

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Command Staff positions are valued, as they develop the NCO, instilling the desired KSBs required for future billets of additional rank and responsibility.

Assignments that support a 14T20's development are the Senior Missile Handler/Driver and the OPNS SGT positions at the Battalion level.

Broadening Experience. High performing Sergeants who have successfully certified as a 14T NCO on Gunnery Table VIII, display MOS competence and are technically proficient, should strive to obtain broadening experience. This can be achieved by serving in the Systems Maintenance Section for a period of 6 to 9 months or being assigned to the Air and Missile Defense Test Detachment (WSMR). **The AMD Test Detachment and System Maintainer positions should not be filled by "new" (inexperienced) Sergeants (less than 12 months TIG).**

Institutional Training. Institutional training for MOS 14T Sergeants consists of graduating Basic Leader Course (BLC), **preferably the Advanced Leader Course**, and the THAAD Launcher Operator/Maintainer functional course, which is required for those Soldiers being assigned to a THAAD unit. For additional information on Institutional Training, refer to Chapter 3. Graduating from an NCOPDS course with Honors is one of many ways to set oneself apart from peers while identifying an increased potential for further promotion.

Self-Development. Developing the individual traits required to complete the DLC 2

requires a level of personal commitment and sacrifice that sets an MOS 14T Sergeant above their peers. DLC 2 is a requirement to attend ALC and must be completed prior to becoming eligible in the primary zone for promotion to Staff Sergeant. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. NCOs should continue their collegiate academic efforts around a degree plan that will help achieve future professional goals and continue working towards an associate degree. 14T Sergeants should also seek out means to improve/display individual MOS/Soldier skills and Army knowledge such as NCO of the Quarter/Year Competitions, Best Squad/Crew Competitions, induction into the Sergeant Audie Murphy Club (SAMC) and/or Sergeant Morales Club, etc. For additional information on self-development, refer to Chapter 3.

Additional Training. In addition to the individual skill courses listed for PVT through SPC/CPL, MOS 14T Sergeants will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Patriot Master Gunner (PMG) Course, Enlisted Joint Professional Military Education Level I (found on Joint Knowledge Online, JKO), Equal Opportunity Leaders Course, Unit Prevention Leader, and JT-101: Introduction to Joint Multi-TDL Network. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

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

Key (Nominative) Billets (CLD). Key Billets are reserved for the highest rated NCOs in the MOS. These positions maintain a scope that covers not only the 14T MOS, but the entire Air Defense Branch. The magnitude of the responsibilities inherent in Key Billets, and the impact of the performance of the selected individual, mandate the extensive screening/selection process, designating only the Most Qualified NCOs for these positions. The Key Billet for a Staff Sergeant is NCOA SGL and Training Developer (DOTD).

Most Preferred: All Nominative positions are inherently Most Preferred. These positions, while broadening in nature are to be credited as Critical Leader Developmental Time.

Critical Leader Developmental Assignment. Rated time spent serving in CLD positions for the next higher-grade counts toward current grade and next grade CLD completion (IE: Staff Sergeant rated as a Platoon Sergeant). Staff Sergeant's Critical Leader developmental assignments are Launcher Section Chief and Section Leader. Staff Sergeants must serve at least 24 months in these assignments to build the appropriate KSBs (ref. Ch. 3) required to be successful at the next skill level; this may consist of more than one assignment. Upon completion of CD, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. For additional information on assignments, refer to Chapter 5.

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Command Staff positions are valued, as they develop the NCO, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14T Staff Sergeant's development are Operations Sergeant (OPS Sergeant and S3 NCO).

Broadening Assignments. After completion of Critical Leader Developmental Assignments, NCOs should seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Staff Sergeants should seek to serve in a broadening assignment for a minimum 24 months to build the necessary knowledge, skills, and behaviors required at the next level. Broadening Assignments are a critical part of an NCO's professional development and are crucial for favorable placement on Centralized Promotion Board OMLs. The assigned "weights" of different broadening assignments will vary from year to year, depending on the needs of the Army as well as the needs/focus of the Air Defense Artillery Branch (possible examples being growth or modernization). While all broadening assignments are important, those with the highest degrees of responsibility, selectivity and direct impact on the MOS/Branch will traditionally carry the most "weight" and be found the most favorable when considered for promotion. Broadening assignments for MOS 14E Staff Sergeants include Recruiter; Drill Sergeant; BLC Small Group Leader; Technical Assistance Field Team (TAFT) NCO; AIT/THAAD Instructor; Master

Resiliency Trainer (MRT) Instructor and ADA Training Coordinator.

Most Preferred: Instructor AIT/THAAD, ADA TNG Coordinator (Security Assistance Training Management Organization (SATMO))

Highly Preferred: Recruiter, Drill Sergeant

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

Most Preferred: PMG Graduate and NCOA Honors Graduate

Self-Development. High OPTEMPO of some assignments may limit the opportunity for traditional civilian education; however, those Staff Sergeants willing to make the required sacrifices should seize the available opportunities. At this stage, Staff Sergeants should seek opportunities to pursue completion of an associate degree. 14T Staff Sergeants should also seek out means to improve/display individual MOS/Soldier skills and Army knowledge such as NCO of the Quarter/Year Competitions, Best Squad/Crew Competitions, induction into the Sergeant Audie Murphy Club (SAMC) and/or Sergeant Morales Club, etc. For additional information on self-development, refer to Chapter 3.

Most Preferred: Associate degree

Highly Preferred: 30 Semester Hours

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

Sergeant First Class (14T40). MOS 14T Sergeants First Class should have already mastered the preceding levels of skill; they will also plan, prepare, execute,

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

Key (Nominative) Billets (CLD). Key Billets are reserved for the highest rated NCOs in the MOS. These positions maintain a scope that covers not only the 14T MOS, but the entire Air Defense Branch. The magnitude of the responsibilities inherent in Key Billets, and the impact of the performance of the selected individual, mandate the extensive screening/selection process, designating only the Most Qualified NCOs for these positions. The Key Billets for a Sergeant First Class are Career Manager (OCADA); Talent Manager (HRC); Training Developer (DOTD) and NCOA SGL. Instructor (Patriot Master Gunner ASIT4).

Most Preferred: All Nominative positions are inherently Most Preferred. These positions, while broadening in nature are to be credited as Critical Leader Developmental Time.

Critical Leader Developmental Assignments. Rated time spent serving in CLD positions for the next higher-grade counts toward current grade and next grade CLD completion (IE: Sergeant First Class rated as a First Sergeant). A Sergeants First Class critical leader developmental assignments are Platoon Sergeant, Master Gunner, Senior Instructor, and PMG Instructor. Sergeants First Class will serve 24 months in these assignments to build the KSBs (ref. Ch. 3); required to be successful at the next skill level. Patriot PSG positions are coded as Master Gunner authorizations; to be considered fully eligible to be a PSG in a Patriot unit, Sergeants First Class must complete PMG course and obtain the ASI T4; opportunities for promotion to MSG are limited without the ASI T4. THAAD PSG positions are coded as a THAAD Launcher Operator/Maintainer; to be considered fully eligible to be a PSG in a THAAD unit, Sergeants First Class must complete the THAAD Launcher Operator/Maintainer functional course and obtained the ASI X8; opportunities for promotion to MSG are limited without the ASI X8. Upon completion of CD, NCOs should then seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. For additional information on assignments, refer to Chapter 5.

Most Preferred: Platoon Sergeant and Patriot Master Gunner

Operational Assignments. Primarily a modified table of organization and equipment assignment with duties in your MOS or CMF at the battalion level or higher. These assignments provide the NCO an opportunity to gain knowledge and experience at the organizational level. Command Staff positions are valued, as they develop the NCO, instilling the desired KSBs required for future billets of additional rank and responsibility. Assignments that support a 14T Sergeants First Class's development are Master Gunner (at BN Level) and Operations Sergeant.

Broadening Assignments. After completion of Critical Leader Developmental Assignments, NCOs should seek broadening assignments that demonstrate their initiative, versatility, and potential for increased responsibility. Staff Sergeants should seek to serve in a broadening assignment for a minimum 24 months to build the necessary knowledge, skills, and behaviors required at the next level. Broadening Assignments are a critical part of an NCO's professional development and are crucial for favorable placement on Centralized Promotion Board OMLs. The assigned "weights" of different broadening assignments will vary from year to year, depending on the needs of the Army as well as the needs/focus of the Air Defense Artillery Branch (possible examples being growth or modernization). While all broadening assignments are important, those with the highest degrees of responsibility, selectivity and direct impact on the MOS/Branch will traditionally carry the most "weight" and be found the most favorable when considered for promotion. Broadening assignments for MOS 14E Sergeants First Class include West Point Training Advisor/Tactical NCO; NCOPDS Senior/Small Group Leader, AIT Instructor, Senior Drill Sergeant/Drill Sergeant; Technical Assistance Field Team (TAFT) NCO; CDID Staff NCO; ROTC Military Science Instructor; Research, Development, Test & Evaluation (RDTE) NCO; CTC Observer/Controller; Assistant IG; Sexual Assault Response Coordinator (SARC) and Equal Opportunity Advisor (EOA).

Most Preferred: Instructor (AIT/THAAD), ADA Training Developer (Security Assistance Training Management Organization (SATMO))

Highly Preferred: Senior Drill Sergeant, MSI, Tactical NCO, EO Advisor, SARC, Inspector General

Institutional Training. Institutional training for MOS 14T Sergeants First Class consists of graduating Senior Leader Course (SLC), **preferably the Master Leader Course**, and the THAAD Operator/Maintainer functional course, which is required for those Soldiers being assigned to a THAAD unit. The Patriot Master Gunner (PMG) course is available for NCOs with the highest tactical abilities that will assist in a unit's training, planning, and deployment of the Patriot weapon system. To demonstrate tactical and technical expertise, Sergeants First Class who have not completed PMG should consider doing so to demonstrate a mastery of the Patriot weapon system

being attained by junior Sergeants and Staff Sergeants who graduate PMG. Honor Graduate from a Master Gunner Course or NCOPDS course is one of many ways to indicate potential for further promotion.

Most Preferred: PMG Graduate and NCOA Honor Graduate

Self-Development. Ideally, with effective maximum management of time and tuition assistance, a Sergeant First Class should have completed an associate degree and be in the process of finishing a bachelor's degree if not already completed it. High OPTEMPO of some assignments may limit the opportunity for civilian education. However, those Sergeants First Class willing to make the required sacrifices should seize the available opportunities. For additional information on self-development, refer to Chapter 3.

Most Preferred: Bachelor's Degree

Highly Preferred: Associate degree

Additional Training. In addition to the individual skill courses listed for PVT through SSG, MOS 14T Sergeants First Class will attend courses specifically designed to improve their abilities to lead in specific organizations or duty positions. Some of these courses include the Patriot Master Gunner Course, Battle Staff, Common Faculty Development Program Instructor Course (CFDP-IC) Drill Sergeant Course, Master Resiliency Trainer, Enlisted Joint Professional Military Education (EJPME) Level II (found on Joint Knowledge Online, JKO), Master Fitness Trainer, Sexual Harassment/Assault Response and Prevention (SHARP) Foundation Course, and Equal Opportunity Advisors (EOA) Course. For listing of all official training refer to DA PAM 611-21 (Table 12-1/12-2).

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

Chapter 11: MOS 14Z Air Defense Artillery Senior Sergeant (ADA SR SGT)

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

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

Chapter 3.

Master Sergeant/First Sergeant (14Z50). Career Developmental Assignment. A Master Sergeants Career developmental assignment is First Sergeant. **Master Sergeants without a minimum of 30 months of 1SG rated time including 1SG rated time as a SFC should not be selected to the next higher grade.** 36 months is optimal in this assignment to build the KSBs (ref, Ch. 3) required to be successful at the next skill level; this may consist of more than one assignment. Space and Missile Defense Command (SMDC)/AAMDC/Brigade/Battalion Headquarters and Headquarters Battery First Sergeants are hand-selected by the Brigade and higher echelon Command Sergeants Major and are considered to have mastered serving as a First Sergeant based on previous rated performance, knowledge, skills, and behaviors above peers. First Sergeants that serve in an organization with a field grade officer as a Commander are selected through a nominative selection process and are considered to have mastered serving as a First Sergeant based on previous rated performance, knowledge, skills, and behaviors above peers. **Most Preferred: All Nominative positions are inherently Most Preferred. These positions, while broadening in nature are to be credited as Critical Leader Developmental Time.**

Operational Assignments. Assignments for Master Sergeants include First Sergeant, Operations Sergeant, Air Defense Master Evaluator, ADA Senior NCO OC/Tand Intelligence Sergeant. Additionally, those Master Sergeants that have successfully served as an Operations Sergeant Major with rated time should be favorably considered for promotion as they have proven the ability to perform at the next skill level. USA Support Element (Saudi Arabia), and/or the Operations NCOIC/Capabilities Development NCO (CFT).

Broadening Assignments. Broadening assignments for MOS 14Z includes NCOPDS School Chief, Senior Military Science Instructor, Chief Instructor of an Army Service School, US Military Training Mission (USMTM) NCO, Technical Assistance Field Team (TAFT) NCO, Captain Career Course (CCC) NCOIC, Master Leader Course (MLC) Small Group Leader, GMD NCO, Security Force Assistance/Transition (SFAT) Team NCO, USA Support Element (Saudi Arabia), Senior Observer/Controller Trainer, Combat Division Staff NCO (CDID), DOTD Operations NCOIC, and AC/RC Chief Advisor.

Institutional Training. Institutional training for MOS 14Z leaders consists of the Sergeants Major Academy (SGM-A) conducted at the NCO Leadership Center of Excellence (NCOLCoE).

Self-development. The importance of education at this level of the individual's career is paramount as the positions that are held require knowledge, skills, and behaviors pertaining to communication, writing, computer proficiency, analytical thinking, as well as having a broader strategic perspective. Education will also assist in future assignments, since most Sergeant Major positions are staff positions at

battalion level or higher. The Enlisted Joint Professional Military Education (EPJME) Phase I course is highly recommended. For additional information on self-development, refer to Chapter 3. As a Master Sergeant, promotions to Sergeant Major are extremely competitive and college education is preferred. The academic goals of the Master Sergeant/First Sergeant should center on completion of a bachelor's degree.

Most Preferred: Bachelor's Degree

Highly Preferred: Associate degree +

Sergeants Major/Command Sergeants Major (14Z6O). Career Developmental Assignments. A Sergeant Major's career developmental assignment is Battalion Operations SGM (6S) for a period of 36 months. Battalion Operations Sergeants Major serve as the principal Air Defense Artillery enlisted leader within a Battalion Staff conducting operational and/or tactical air defense operations. They provide technical and tactical expertise in the use of advanced battle command systems to leaders and subordinates in the accomplishment of their duties. BN SGMs plan, edit and prepare tactical plans and courses of action for the commander. They select position locations for the tactical operations center and provide defensive position planning for its security. BN SGMs monitor the professional development for all enlisted Soldiers under their direct supervision. These SGMs should be considered most experienced for selection to Command Sergeant Major, the Key Leadership position for SGMs. Successful completion of 6K/6S/6C qualifies SGMs/CSMs for consideration to a 7S or 7C billet. Sergeants Major who serve 36 months in these positions are qualified to serve in 7K positions.

Sergeants Major Assessment Program (SMAP)

Selection to serve as a BDE CSM or Key Billet SGM is one of many important decisions the Army makes because they are critical to the accomplishment of the Army's mission and success of the unit. To expand the Army's understanding of each leader's talents and assess their readiness for assignment as a BDE CSM, the Army will conduct a SMAP as part of the formal slating process. The SMAP will consider cognitive, non-cognitive, physical, written, and verbal assessments to include a series of interviews which will inform the slating process. The Army will use the SMAP results to validate BDE CSM selects and potential removal of NCOs from the OML for BDE CSM consideration during the slating process. **Failure to participate in the SMAP will disqualify the NCO for BDE CSM consideration.** Leading Soldiers is an extraordinary privilege and the SMAP will improve the Army's selection process for these mission essential assignments. Participation in the SMAP does not guarantee selection against a BDE CSM position. SMAP specific guidance are released in a separate board message.

The established eligibility criterion throughout the board message ensures identification of highly qualified, broadly skilled, and experienced NCOS who have been developed to assume higher levels of responsibility. The Army expects these NCOs to serve selflessly no matter where they are assigned, and all NCOs considered by this board will be considered without regard to category or assignment. Once established as eligible for evaluation by the board, Soldiers are not authorized to opt out. All eligible NCOs will be

evaluated and placed on an OML.

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

Broadening Assignments. Broadening positions at this level include Proponent SGM, Enlisted Branch SGM, NCOLCoE Instructor, NCOLCoE Fellowship assignments, Assistant Inspector General (IG), and Congressional Fellowship.

Institutional Training. The Army Pre-Command Course (PCC)/CSM Development Program is a Chief of Staff of the Army requirement for those assigned or projected for assignment to assume key positions as senior enlisted leaders at the Battalion and Brigade level in FORSCOM units. The TRADOC BDE/BN Commander's Course is a requirement for those assigned or projected for assignment to assume key positions as senior enlisted leaders at the Battalion and Brigade level in TRADOC units. The FIRES PCC (optional), located at Fort Sill, OK is a course for those leaders at the BDE/BN level across all Air Defense. Contact OCADA at usarmy.sill.tradoc.mbx.ada-proponent@army.mil for upcoming course dates. It is encouraged that, if possible, new command teams attend the same course. **Note:** This course doesn't reflect in ATRRS for senior enlisted leaders and would require organizational funding to attend.

Self-development. Many excellent college degree programs will benefit you as a SGM or CSM, such as Human Resources Management (HRM), Organizational Management, Military Science, and Leadership. Continue to seek self-improvement as part of the individuals Lifelong Learning. The academic goals of the Sergeant Major/Command Sergeant Major should center on completion of a bachelor's degree and efforts toward a master's degree in their chosen discipline. For additional information on self-development, refer to paragraph 6-3.

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