

Transportation (Career Management Field 88) Career Progression Plan

Chapter 1. Duties

Transportation Corps (TC) Soldiers are the critical element in the planning, supervising, and execution of Army and DOD Transportation Operations at the tactical, operational, and strategic levels of war. As a result of their unique abilities, CMF 88 Soldiers are highly deployable, serving as a consistent and constant enabler to the combatant commander. Leaders consistently leverage transportation expertise to deliver on a promise to move personnel and materiel by way of any conveyance; anywhere, anytime. CMF 88 clearly embodies multi-modal methodology that encompasses sea, land, air, and rail transportation. Indeed, the use of CMF 88 in every aspect of planning underscores the significance of the CMF 88 Soldier's skill sets. The CMF consists of seven MOSs and each one acts as a TC enabler; the seven enlisted MOSs are: 88H (Cargo Specialist), 88K (Army Watercraft Operator), 88L (Army Watercraft Engineer), 88M (Motor Transport Operator), 88N (Transportation Management Coordinator), 88Z (Transportation Senior Sergeant). The following MOS resides only in the USAR Component: 88U (Railway Specialist).

Chapter 2. Transformation

The TC provides Army transportation services essential for CONUS-based and forward-deployed power projection forces in support of the National Military Strategy. The TC is responsible for the worldwide movement of units, personnel, equipment and supplies from home station to foxhole. In terms of Logistics, the TC is the Spearhead of Logistics. The current operating environment demands focused logistics that is responsive, flexible, and precise. Focused logistics will be the fusion of information, logistics, and transportation technologies that provide rapid crisis response, capable of tracking and shifting assets even while enroute, and delivering tailored logistics packages and sustainment at the tactical, operational, and strategic levels of operations. The TC provides the operational process of synchronizing all elements of the logistics system to deliver the "right things" to the "right place" at the "right time" to support the geographic combatant commander. Transportation NCOs must be technically proficient with employment of transportation and mission unique equipment, personnel, and systems. In addition, they must understand logistics and distribution operations to include the use of transportation, supply, and maintenance automated systems. TC mission success requires NCOs to have the proper balance between technical know-how and the ability to understand and apply the appropriate tactical expertise while at home station and deployed to an operational environment. NCOs must keep in mind their two basic responsibilities, the accomplishment of the mission and the welfare of their Soldiers. Their Soldiers must be trained and able to perform their individual MOS tasks. The TC requires highly skilled, qualified, and dedicated NCOs who are committed to leading Soldiers. In every instance, the TC seeks physically fit NCOs who demonstrate a high physical fitness readiness state with a trend of consistent attainment of the wear of the Army Physical Fitness Badge and military standards of appearance.

Chapter 3. Recommend career management self-development by rank

a. Private - Specialist/Corporal.

(1) During this initial phase in one's career, all transporters must seek to become an expert in their assigned MOS by working several positions within their MOS performing functional aspect of the MOS. Typical assignments will be to operational units at the company level. Focus on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. Certification for both 88K (Watercraft Operator) and 88L (Watercraft Engineer) are required IAW AR 56-9, *Army Intra-theater Watercraft Systems*. At this level MOS 88K must attain K10 Certification and K20 Certification. In addition, enlisted personnel (88K/88L) are MOS-qualified only when certified to or above grade and have completed the appropriate

Professional Military Education (PME) courses. Soldiers assigned to units with vessels will license to appropriate grade within 6 months of assignment for the RA and 2 years of assignment for the RC. Army maritime personnel must be MOS qualified (technically certified) at each level of skill, as indicated in AR 56–9. In addition, the MOS 88K/L Soldiers must be MOS qualified at each level of skill per DA Pam 611–21.

(2) Soldiers should study and master the following military publications: ADP-1; ADRP 1-03; STP 21–1–SMCT; TC 3–21.5; TC 3–21.75; TC 7-21.13; FM 7–22; AR 670–1; all -10 level maintenance manuals associated with their equipment; all relevant MOS related Soldier Training Publications; and battle drills associated with their current assignment.

(3) The following resources are suggested for self-development: TC 7-22.7, Army Training Network <https://atn.army.mil/>, and <http://www.train.army.mil/> contain training opportunities and additional reading material for self-development.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education, however, those Soldiers able should seize available opportunities. CLEP and DAN TES are available for Soldiers unable to pursue formal civilian courses and a way to convert previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and Transportation Soldiers should plan their college program around a degree that relates to their MOS using information provided on the Service member Opportunity College-Army Degrees (SOCAD) website. Soldiers may also enroll in ArmyIgnitEd, an Army program that gives Soldiers the opportunity to pursue a degree program completely online. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various programs to accomplish individual educational objectives.

(5) Soldiers with GT scores below 110 should seek to improve their scores through Basic Skills Education Program (BSEP) classes, part of the Functional Academic Skills Training (FAST) program. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the Armed Forces Classification Test (AFCT) and improve promotion potential.

(6) The Army Correspondence Course Program (ACCP) also provides excellent educational advancements in continued education, leadership, and technical proficiency. Available opportunities are provided through ATRRS Self-Development or Army e-Learning (<https://www.atrrs.army.mil/>). Other education opportunities are available at the ACES website.

(7) Soldier boards, such as Soldier of the Quarter and/or Year, broaden the knowledge base, instill discipline, and improve the Soldier's ability to communicate verbally.

(8) The Transportation Corps Soldier of the Year Awards are bestowed upon CMF 88 Soldiers for exemplary performance.

(9) The Military Order of Saint Christopher is another award used to recognize CMF 88 Soldiers for outstanding performance.

(10) Soldiers may also earn promotion points for Technical Certification; a list of certifications can be found on the ArmyIgnitEd website. For information on these and other education programs, visit the Army Education Center (AEC) on your installation.

(11) Soldiers may pursue earning the following Skill Qualification Identifiers (SQI) and Additional

Skill Identifiers (ASI) through completing required training and/or assignments:

(a) *Skill Qualification Identifiers (SQI)*. P (Parachutist); S (Special Operations Support Personnel); G (Ranger); V (Ranger Parachutist)

(b) *Additional Skill Identifiers (ASI)*. F7 (Pathfinder)

(c) Requirements and qualifications for listed SQIs and ASIs can be found in DA Pam 611-21, Tables 12-1 and 12-2 respectively.

b. Sergeant.

(1) The quality of a Sergeant's career progression relies upon a consistent commitment to excellence, regardless of mission, and desire to attain additional knowledge, skills, and experience related to leadership and MOS competency. SGTs committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. Sergeants must demonstrate a high degree of proficiency in MOS duties, and competent performance of leadership functions commensurate with their position, in order to effectively train and lead Soldiers. Continuing to build upon functional transportation expertise and obtaining certifications is key. IAW AR 56-9, MOS 88K (Watercraft Operator) must attain K20 Certification. In addition, enlisted personnel (88K/ 88L) are MOS-qualified only when certified to or above grade and have completed the appropriate Noncommissioned Officer Professional Development Education System (NCOPDS) courses.

(2) Sergeants should study and master the following military publications: FM 3-0, FM 4-0, FM 7-22; AR 670-1; ADP 5-0; ADP 6-0; ADP 7-0; ADRP 1-03; TC 3-21.5; TC 3-21.75; STP 21-24-SMCT; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following resources are suggested for self-development: TC 7-22.7, Army Training Network <https://atn.army.mil/>, and <http://www.train.army.mil/> contain training opportunities and additional reading material for self-development.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education, but NCOs who are able should seek out civilian education opportunities. Pursuing a college education, from a degree producing institution, is not a mandatory requirement but is one that will place you ahead of your peers. CLEP and DANTES exams are available for those unable to pursue formal civilian courses and can be used to convert previously acquired knowledge or training into college credit. College education is a critical part self-development and Transportation NCOs should plan their college program around a degree that relates to their MOS using information provided on the Service member Opportunity College-Army Degrees (SOCAD) website. Soldiers may also enroll in ArmyIgnitEd, an Army program that gives Soldiers the opportunity to pursue a degree program completely online. These self-development options are based on the Sergeants own desire to excel. Many opportunities exist for Sergeants to participate in various programs to accomplish individual educational objectives.

(5) Sergeants with GT scores below 110 should seek to improve their scores through the FAST program. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential

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

(7) Awards bestowed upon an CMF 88 NCO for exemplary performance are the Transportation Corps NCO of the Year, and Instructor of the Year Award.

(8) The Military Order of Saint Christopher is another award used to recognize CMF 88 NCOs for outstanding performance.

(9) The ACCP also provides excellent educational advancements in continued education, leadership, and technical proficiency. Available opportunities are provided through ATRRS Self-Development or Army e-Learning (<https://www.atrrs.army.mil>). Other education opportunities are available at the ACES website.

(10) Sergeants may also earn promotion points for Technical Certification; a list of certifications can be found at the ArmyIgnitEd website. For information on these and other education programs, visit the AEC on your installation.

(11) Sergeants may pursue earning the following Skill Qualification Identifiers (SQI) and Additional Skill Identifiers (ASI) through completing required training and/or assignments:

(a) *Skill Qualification Identifiers (SQI)*. 3 (Combat Advisor); 4 (Non-Career Recruiter); 8 (Instructor); G (Ranger); L (Linguist); N (Joint Planner); P (Parachutist); S (Special Operations Support Personnel); U (75th Ranger Regiment Leader); V (Ranger Parachutist); X (Drill Sergeant)

(b) *Additional Skill Identifiers (ASI)*. F7 (Pathfinder); P5 (Master Fitness Trainer); 5W (Jumpmaster)

(c) Requirements and qualifications for listed SQIs and ASIs can be found in DA Pam 611-21, Tables 12-1 and 12-2 respectively.

c. Staff Sergeant.

(1) Staff Sergeants must remain committed to achieving excellence while developing subordinate leaders and Soldiers to be proficient in their duties. Staff Sergeants should continue to hone leadership skills and maintain a high proficiency level in their MOS. Staff Sergeants should begin to broaden their knowledge of other MOSs within CMF 88. IAW AR 56–9, Army Intratheater Watercraft Systems, MOS 88K must attain K30 Certification. In addition, enlisted personnel (88K/88L) are MOS-qualified only when certified to or above grade and have completed the appropriate Noncommissioned Officer Professional Development Education System (NCOPDS) courses. Soldiers assigned to MTOE units with vessels will license to appropriate grade within six months of assignment for the RA and two years of assignment for the RC.

(2) Staff Sergeants should study and master the military publications: FM 3-0; FM 4-0; FM 7-22; AR 670-1; ADP 4-0; ADP 5-0; ADP 6-0; ADP 6-22; ADP 7-0; ADRP 1-03; TC 3-21.5; TC 3-21.75; STP 21-24-SMCT; all 10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following resources are suggested for self-development: TC 7–22.7, Army Training Network <https://atn.army.mil/>, and <http://www.train.army.mil/> contain training opportunities and additional reading material for self-development.

(4) Civilian education opportunities may be limited due to the OPTEMPO of tactical assignments, but NCOs should seek out opportunities when possible. Pursuing a college

education, from a degree producing institution, is not a mandatory requirement but is one that will place you ahead of your peers. CLEP and DANTES are available for those unable to pursue formal civilian courses and can be used to convert previously acquired knowledge or training into college credit. College education is a critical part self-development and Transportation NCOs should plan their college program around a degree that relates to their MOS using information provided on the Service member Opportunity College-Army Degrees (SOCAD) website and/or any additional skill/plan. Soldiers may also enroll in ArmyIgnitEd, an Army program that gives Soldiers the opportunity to pursue a degree program completely online. These self-development options are based on the Staff Sergeants own desire to excel. Many opportunities exist for Staff Sergeants to participate in various correspondence courses to accomplish individual educational objectives.

(5) Staff Sergeants with GT scores below 110 should seek to improve their scores through the FAST program. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(6) Soldier boards such as NCO, Instructor, or Drill Sergeant of the Quarter and/or Year and the SGT Audie Murphy and/or SGT Morales Clubs broaden the knowledge base, instill discipline, and improve the Soldier's ability to communicate verbally.

(7) Awards bestowed upon an CMF 88 Soldier for exemplary performance are the Transportation Corps NCO of the Year, and Instructor of the Year Award.

(8) The Military Order of Saint Christopher is another award used to recognize CMF 88 NCOs for outstanding performance.

(9) The Army Correspondence Course Program (ACCP) also provides excellent educational advancements in continued education, leadership, and technical proficiency. Other education opportunities are available at the ACES website.

(10) Staff Sergeants may also earn Technical Certifications; a list of certifications can be found at the ArmyIgnitEd website. For information on these and other education programs, visit the AEC on your installation.

(11) Staff Sergeants may pursue earning the following Skill Qualification Identifiers (SQI) and Additional Skill Identifiers (ASI) through completing required training and/or assignments:

(a) *Skill Qualification Identifiers (SQI)*. 2 (Training Developer); 3 (Combat Advisor); 4 (Non-Career Recruiter); 8 (Instructor); G (Ranger); L (Linguist); N (Joint Planner); P (Parachutist); S (Special Operations Support Personnel); U (75th Ranger Regiment Leader); V (Ranger Parachutist); X (Drill Sergeant)

(b) *Additional Skill Identifiers (ASI)*. 1H (Sexual Harassment/Assault Response & Prevention (SHARP)); 2S (Battle Staff NCO); 3C (Operational Contract Support); 5W (Jumpmaster); 8R (Master Resilience Trainer); F7 (Pathfinder); P5 (Master Fitness Trainer); M9 (Master Driver Trainer)

(c) Requirements and qualifications for listed SQIs and ASIs can be found in DA Pam 611-21, Tables 12-1 and 12-2 respectively.

d. Sergeant First Class.

(1) As NCOs become more senior in rank, self-development becomes more important. Activities

like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach, and mentor Soldiers. The Sergeant First Class must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army operations, and battle staff functions should be emphasized as essential to a Sergeant First Class. IAW AR 56–9, *Army Intratheater Watercraft Systems*, MOS 88K must attain Certification. In addition, enlisted personnel (88K/88L) are MOS-qualified only when certified to or above grade and have completed the appropriate Noncommissioned Officer Professional Development Education System (NCOPDS) courses. NCO assigned to MTOE units with vessels will license to appropriate grade within six months of assignment for the RA and two years of assignment for the RC.

(2) These NCOs should study and master the following military publications: FM 3-0; FM 4-0; FM 7-22; AR 350-1; AR 670-1; ADP 4-0; ADP 5-0; ADP 6-0; ADP 6-22; ADP 7-0; ADRP 1-03; TC 3-21.5; TC 3-21.75; STP 21-24-; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following resources are suggested for self-development: FM 7–22.7, Army Training Network <https://atn.army.mil/>, and <http://www.train.army.mil/> contain training opportunities and additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education, however, those Sergeants First Class wanting to maintain a competitive edge should seize the available opportunities. The focus of self-development at the Sergeant First Class level should shift to developing advanced knowledge and skills. Ideally, a Sergeant First Class should have completed an associate degree by 12 years and continue studies towards an upper-level degree. The Sergeant First Class must continue to remain competent in technical fields, while focusing on broadening their management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army operations, and battle staff functions are beneficial to a Sergeant First Class.

(5) A Sergeant First Class with a GT score below 110 should seek to improve their score through the FAST program. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(6) Boards, such as NCO, Instructor, or Drill Sergeant of the Quarter and/or Year, broaden the knowledge base, instill discipline, and improve the NCO's ability to communicate verbally.

(7) Awards bestowed upon a CMF 88 NCO for exemplary performance are the Transportation Corps NCO of the Year, and Instructor of the Year Award.

(8) The Military Order of Saint Christopher is another award used to recognize CMF 88 NCOs for outstanding performance.

(9) Soldiers may also earn Technical Certifications; a list of certifications can be found at the ArmyIgnitEd website. For information on these and other education programs, visit the Army Education Center on your installation.

(10) Sergeants First Class may pursue earning the following Skill Qualification Identifiers (SQI), Additional Skill Identifiers (ASI), and Personnel Development Skill Identifiers (PDSI) through completing required training and/or assignments:

(a) *Skill Qualification Identifiers (SQI)*. 2 (Training Developer); 3 (Combat Advisor); 4 (Non-Career Recruiter); 8 (Instructor); B (Inspector General NCO); G (Ranger); L (Linguist); N (Joint Planner); P (Parachutist); Q (Equal Opportunity Advisor); S (Special Operations Support Personnel); U (75th Ranger Regiment Leader); V (Ranger Parachutist); X (Drill Sergeant)

(b) *Additional Skill Identifiers (ASI)*. 1H (Sexual Harassment/Assault Response & Prevention (SHARP)); 2S (Battle Staff NCO); 3C (Operational Contract Support); 5W (Jumpmaster); 8R (Master Resilience Trainer); F7 (Pathfinder); P5 (Master Fitness Trainer); M9 (Master Driver Trainer)

(c) *Personnel Development Skill Identifier (PDSI)*. M1F (Multifunctional Logistician Noncommissioned Officer)

(d) Requirements and qualifications for listed SQIs, ASIs, and PDSI can be found in DA Pam 611-21, Tables 12-1, 12-2, and 1-2 respectively.

e. Master Sergeant/First Sergeant.

(1) At this stage in one's career, the Master Sergeant/First Sergeant must identify themselves as multimodal transportation experts; demonstrating how to exploit the capabilities of all transportation assets available while serving as a solid contributor to any staff assigned. As NCOs become more senior in rank, self-development becomes more important. Activities like professional reading or college courses aid in developing organizational leadership skills needed to coach, teach, and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to Sergeant Major. Completion of a bachelor's degree is encouraged. Awards bestowed upon a CMF 88 NCO for exemplary performance are the Military Order of Saint Christopher Award (Ancient), and Instructor of the Year Award.

(2) MSGs/1SGs should study and master the following military publications: FM 3-0; FM 4-0; FM 7-22; AR 670-1; ADP 4-0; ADP 5-0; ADP 6-0; ADP 6-22; ADP 7-0; ADRP 1-03; TC 3-21; TC 21-75; STP 21-24-SMCT; AR 350-1; AR 601-280; AR 600-20; DA Pam 611-21; AR 220-1; AR 614-200; AR 600-8-19; AR 600-8-22; AR 600-9; AR 635-200; AR 600-8-2; AR 600-55.

(3) MSGs/1SGs should continue to exploit other distributed learning programs and broaden their focus, to include functional training. These Leaders should recognize their new role as Transportation Senior Sergeants and pursue functional course offerings from various sources that will enhance their understanding of how the Army runs to influence and improve Army systems and contribute to the success of their organizations.

(4) Awards bestowed upon a CMF 88 Master Sergeants/First Sergeants for exemplary performance is the Transportation Corps Distinguished Member of the Regiment.

(5) The Military Order of Saint Christopher Award (Ancient) is another award used to recognize CMF 88 Master Sergeants/First Sergeants for outstanding performance.

(6) The ACCP provides an excellent educational resource in continued education, leadership, and technical proficiency.

(7) Master Sergeants may pursue earning the following Skill Qualification Identifiers (SQI), Additional Skill Identifiers (ASI), and Personnel Development Skill Identifiers (PDSI) through completing required training and/or assignments:

(a) *Skill Qualification Identifiers (SQI)*. 2 (Training Developer); 3 (Combat Advisor); 8 (Instructor); B (Inspector General NCO); M (First Sergeant); N (Joint Planner); P (Parachutist); Q (Equal Opportunity Advisor); S (Special Operations Support Personnel)

(b) *Additional Skill Identifiers (ASI)*. 1H (Sexual Harassment/Assault Response & Prevention (SHARP)); 2S (Battle Staff NCO); 5W (Jumpmaster); 8R (Master Resilience Trainer); F7 (Pathfinder); P5 (Master Fitness Trainer)

(c) Personnel Development Skill Identifier (PDSI). M1F (Multifunctional Logistician Noncommissioned Officer)

(d) Requirements and qualifications for listed SQIs, ASIs, and PDSI can be found in DA Pam 611-21, Tables 12-1, 12-2, and 1-2 respectively.

f. Sergeant Major and Command Sergeant Major.

(1) Although not required, attainment of a bachelor's degree is highly recommended. An educated and articulate SGM/CSM reflects greatly upon the Transportation Corps. Although not required, the goal of the SGM/CSM is to possess a bachelor's degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SGM/CSM develop organizational leadership skills needed to coach, teach, and mentor Soldiers. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions.

(2) The SGM/CSM should read publications on the Army and their command team's professional reading list. TC 7-22.7, and <http://www.train.army.mil/> contain additional reading material for self-development. Continued reading about world politics, geopolitical issues and field manuals relating to Army operations and current battle doctrine enhance the knowledge base of the leader.

(3) Awards bestowed upon a CMF 88 Sergeant Major for exemplary performance is the Transportation Corps Distinguished Member of the Regiment.

(4) The Military Order of Saint Christopher Award (Ancient) is another award used to recognize CMF 88 Sergeants Major for outstanding performance.

(5) Sergeants Major may pursue earning the following Skill Qualification Identifiers (SQI), Additional Skill Identifiers (ASI), and Personnel Development Skill Identifiers (PDSI) through completing required training and/or assignments:

(a) *Skill Qualification Identifiers (SQI)*. 8 (Instructor); B (Inspector General NCO); P (Parachutist)

(b) *Additional Skill Identifiers (ASI)*. 6C (BN Level CSM Experience); 6S (Initial Level SGM Experience); 7C (BDE Level CSM Experience); 7K (Primary SGM Key Billet Experience); 7S (Primary Level SGM Experience)

(c) Personnel Development Skill Identifier (PDSI). M1F (Multifunctional Logistician Noncommissioned Officer)

(d) Requirements and qualifications for listed SQIs, ASIs, and PDSI can be found in DA Pam 611-21, Tables 12-1, 12-2, and 1-2 respectively.

Chapter 4. Military occupational specialty 88H Cargo Specialist

a. Major duties. The cargo specialist leads, directs, or performs duties to transship cargo between all modes of transport. The cargo specialist must be proficient in all methods of cargo handling and storage procedures (manual or mechanical). The 88H leads, instructs, and provides technical guidance to subordinates to ensure the safe operation of winches, hoists, and other cargo handling equipment. The 88H also plans, organizes, and executes the different types of terminal operations and services. The senior 88H supervises and manages the work force; provides staff supervision, policy, and guidance for personnel and cargo movement by air, rail, motor, and water transport; plans and supervises Central Receiving and/or Shipping Point (CRSP) and Arrival/Departure Airfield Control Group (A/DACG) operations. Evaluate sites for depots, truck terminals, railheads, beachheads, air terminals and water ports and/or terminals. Manages the use and maintenance of deployment and distribution systems; prepares and/or evaluates automated air and ship stowage plans; coordinates onward movement, and special cargo handling equipment at the next destination; coordinates administrative matters, communications activities, and training programs; and prepares tactical plans and training materials. The Sergeant First Class 88H also serves as a Contracting Officers Representative.

b. Prerequisites. See DA Pam 611–21 for details.

c. Goals for development.

(1) Private - Specialist/Corporal

(a) Institutional Training. Cargo Specialist Course. Attend Basic Leader Course (BLC), if possible. Obtaining recognition as Distinguished Honor Graduate, Distinguished Leader, Honor Graduate or Commandant's List in BLC should be a goal.

(b) Operational assignments. These include positions focused on the functional aspect of the MOS at the company level, which build a strong base of technical expertise in equipment, MOS skills, and common Soldier tasks. Positions such as Cargo Checker/Handler, Forklift Operator, Container Handler, and Crane Operator allow the Soldier to gain functional and leadership experience.

(c) Promotion indicators. Indicators a Soldier has promotion potential include maintained high physical fitness standards and consistent compliance with height and weight standards, consistently pursued education through military courses and civilian educational opportunities, and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(d) Attributes must reflect: One that is culturally astute, agility, adaptability, and resiliency.

(e) Self-development. Begin pursuing an associate degree or higher-level civilian education opportunities. For additional information on self-development, see Chapter 3.

(f) Additional training. Functional training includes TC-AIMS II, (Transportation Coordinators' Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), Ship Crane Certifications, Ship Loading and Stowage, Integrated Computerized Deployment System (ICODES), Joint Aircraft Load Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical Transportation of Hazardous Materials. Soldiers may also earn promotion points for Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Army Career Tracker (ACT) for complete Professional Development Model for 88H.

(g) Special assignments. N/A

(h) *Army career degrees.* See SOCAD Army Degree Program.

(2) Sergeant.

(a) *Institutional Training.* In preparation for promotion to SSG, complete BLC. Attend Cargo Specialist Advanced Leader Course (ALC), if possible. Graduating with honors from ALC should be a goal.

(b) *Operational assignments.* Focus on assignments at the company level that develop leadership skills and enhance technical and tactical skills. Seek assignments that provide an opportunity to serve in a leadership position. NCOs that seek tough demanding positions are considered more competitive and better candidates for promotion.

(c) *Career Development assignments:* The 88H SGT must seek out key leadership positions as a Cargo Checker, Container Handler, Senior Forklift Operator, Senior Crane Operator, and Terminal Operations NCO.

(d) *Promotion indicators.*

1. Strong NCOERs that reflect superior performance and potential in a variety of challenging assignments.
2. Exceeded course standards (Honor Graduate and Commandant's List).
3. Maintained high physical fitness standards and consistent compliance with height and weight standards.
4. Consistently pursued education through military courses and civilian educational opportunities.
5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.
6. Demonstrated exceptional duty performance and leadership qualities.

(e) *Desired Knowledge, Skills, and Behaviors:* Leadership, Tactical/Technical Competence, Teamwork, Decision Making, General Cognitive Ability, Problem Solving, Reasoning, Situational Awareness, Active Listening, and Stress Tolerance

(f) *Self-development.* Continue pursuit of associate degree or higher-level civilian education. NCO of the Month/Quarter/Year Boards. For additional information on self-development, see Chapter 3.

(g) *Additional training.* Functional training includes TC-AIMS II, (Transportation Coordinators' Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), Ship Crane Certifications, Ship Loading and Stowage, ICODES, Joint Aircraft Load Planning, Unit Movement Officer Deployment Planning Course (UMODPC), Global Air Transportation Execution Systems-Surface (GATES), and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical Transportation of HAZMAT (CERT). Soldiers may also earn promotion points for Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Army Career Tracker (ACT) for complete Professional Development Model for 88H.

(h) *Special assignments.* Drill Sergeant; Recruiter

(i) *Army career degrees.* See SOCAD Army Degree Program.

(3) Staff Sergeant.

(a) *Institutional Training.* In preparation for promotion to SFC, complete ALC. Attend Transportation Deployment/Distribution Senior Leader Course (SLC), if possible. Graduating with honors from SLC should be a goal.

(b) *Operational assignments.* Seek assignments in the Operating Force at company and BN levels focused on continued development and refinement of leadership skills and MOS competency. Seek tough leadership positions and excel in the performance of the duties associated with those positions. Seek to become a transportation functional expert and develop knowledge of how to exploit transportation conveyances of rail, truck, vessel, and air to accomplish the mission. Staff Sergeants should also seek out tough leadership positions such as Platoon Sergeant.

(c) *Career Development assignments.* The 88H SSG must seek out key leadership and developmental positions as Section Chief, Foreman, Assistant Operations Sergeant, Terminal Operations NCO, Load Planner, Operations NCO, Cargo Handler and Cargo Handler NCO. Recommend SSGs obtain 24 months experience in a critical leader development position.

(d) *Broadening assignments.* Key opportunities include AIT Instructor, Drill Sergeant, , ALC Instructor, Recruiter, and Training Management NCO. Superior performance in these type of positions sets NCOs apart from their peers.

(e) *Promotion indicators.* Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most and highly qualified SSGs for the next higher grade.

1. Most qualified SSGs will have demonstrated any combination of the following:

(a) Demonstrated exceptional duty performance for 24 months in one of the following positions: Section Chief, Foreman, or positions of greater responsibility.

(b) Maintained high physical fitness standards and show consistent compliance with height and weight standards.

(c) Exceeded ALC course standards (Distinguished Honor/Honor Graduate) or received an award for Leadership.

(d) Consistently pursued military education and attended Master Fitness Trainer (MFT) Course; Master Resiliency Trainer (MRT) Courses; Master Driver Trainer (ASI M9); Operational Contracting Support (ASI 3C); Equal Opportunity Leader (EOL) Course; Victim Advocate (VA) Course; Unit Movement Officer Deployment Planning Course (UMODPC); TC-AIMS II (Functional User); AMMO-62 Technical Transportation of Hazmat Course; Senior Transportation Operations Course (STOC).

(e) Attended other training, such as, Air Assault Course; Airborne Course; Ranger School.

(f) Become a member of the SGT Audie Murphy/Sergeant Morales Club; be recognized as NCO of the Quarter/Year; Instructor of the Year; Transportation Corps NCO of the Year.

(g) Earned the Instructor Badge or Expert Soldier Badge.

(h) Demonstrated exceptional duty performance while assigned in Career Developmental positions, such as Assistant Operations SGT, Terminal OPS NCO, Load Planner, Operations NCO/SGT, Cargo Handler, Cargo Handler NCO.

(i) Demonstrated exceptional duty performance while assigned in Broadening Assignments such as Drill Sergeant, Recruiter, AIT Instructor, ALC Instructor, or Training Management NCO (BOLC, Log Ldr College).

(j) Serve as a Presidential Support Driver or Highway Operations Sergeant (White House Transportation Agency) or serve in a Security Force Assistance BDE (SFAB).

2. Highly qualified SSGs will have demonstrated any combination of the following:

(a) Successfully served 12-18 months in a position such as Section Chief or Foreman.

(b) Maintained high physical fitness standards and show consistent compliance with height and

weight standards.

(c) Exceeded ALC course standards (Commandant's List).

(d) Consistently pursued military education and attended courses such as Integrated Computerized Deployment System (ICODES).

(e) Demonstrated successful duty performance while assigned in Career Developmental positions such as Assistant Operations SGT, Terminal OPS NCO, Load Planner, Operations NCO/SGT, Cargo Handler, Cargo Handler NCO.

(f) Demonstrated successful duty performance while assigned in Broadening Assignments such as Drill Sergeant, Recruiter, AIT Instructor, ALC Instructor, or Training Management NCO (BOLC, Log Ldr College).

(f) *Desired Knowledge, Skills, and Behaviors:* Leadership, Teamwork, Training & Developing Others, Management, Decision Making, Problem Solving, Active Listening, General Communication, Safety & Compliance, and Reasoning.

(g) *Self-development.* Continue pursuing higher-level civilian education opportunities, with a goal of completing an associate degree. For additional information on self-development, see Chapter 3.

(h) *Additional training.* Additional functional training includes TC-AIMS II, (The Transportation Coordinators' Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), Ship Crane Certifications, Ship Loading and Stowage, ICODES, Joint Aircraft Load Planning, Global Air Transportation Execution Systems-Surface (GATES), and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT) and Unit Movement Officer Deployment Planning Course (UMODPC). Soldiers may also earn Technical Certifications, a list of certifications is available on the ArmyIgnitEd website. See Army Career Tracker (ACT) for complete Professional Development Model for 88H. Battle Staff NCO Course (BSNCO), Support Operations Course (SOC), and Senior Transportation Operations Course (STOC).

(i) *Special assignments.* In addition to the Broadening Assignments listed above, the Army Enlisted Aide Program is an opportunity open to all NCOs to serve on the personal staff of a general/flag officer. It is not recommended for a NCO to serve back-to-back tours in special assignments.

(j) *Army career degrees.* See SOCAD Army Degree Program.

(4) Sergeant First Class.

(a) *Institutional Training.* In preparation for promotion to MSG, complete SLC. Attend Master Leader Course (MLC), if selected. Senior Enlisted Joint Professional Military Education Course I (SEJPME I).

(b) *Operational assignments.* SFCs should maintain a good balance of generating and operating force assignments that enhance a Soldier's experience, knowledge, and career progression. NCOs who have served successfully and frequently in challenging leadership positions are considered more competitive for promotion than those who have not.

(c) *Career Development assignments.* The 88H SFC must seek out key leadership and developmental positions as Platoon Sergeant, Terminal Operations Sergeant, Detachment Sergeant, Operations Sergeant, Cargo NCO, Cargo Handler, Mobilization Deployment Planning NCOIC. The Platoon Sergeant position is key for successful development within the

Sustainment Warfighting Function. Recommended time in this critical position is 24-36 months.

(d) Broadening assignments. Key opportunities include AIT Instructor, Drill Sergeant, SLC Small Group Leader, Recruiter, Inspector General NCO, Training Developer, Senior Capabilities Development NCO, Training with Industry, and Talent Management NCO.

(e) Promotion indicators. Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most and highly qualified SFCs for the next higher grade.

1. Most qualified SFCs will have demonstrated any combination of the following:

(a) Demonstrated exceptional duty performance for 24 months in one of the following positions Platoon Sergeant, Terminal OPS NCOIC, Detachment Sergeant, or a position of greater responsibility.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded SLC course standards (Distinguished Honor/Honor Graduate) or received an award for Leadership.

(d) Consistently pursued military education and attended Battle Staff; Master Fitness Trainer (MFT) Course; Master Resiliency Trainer (MRT) Courses; Master Driver Trainer (ASI M9); Operational Contracting Support (ASI 3C); Equal Opportunity Leader (EOL) Course; Victim Advocate (VA) Course; Unit Movement Officer Deployment Planning Course (UMODPC); TC-AIMS II (Functional User); AMMO-62 Technical Transportation of Hazmat Course; Senior Transportation Operations Course (STOC).

(e) Attended other training, such as, Air Assault; Airborne; Ranger School.

(f) Become a member of the SGT Audie Murphy/Sergeant Morales Club; recognized as NCO of the Quarter/Year; Instructor of the Year; Transportation Corps NCO of the Year.

(g) Earned the Instructor Badge or Expert Soldier Badge.

(h) Demonstrated exceptional duty performance while assigned in Career Developmental positions such as Terminal Operations Sergeant; Platoon SGT; Operations Sergeant.

(i) Demonstrated exceptional duty performance while assigned in Broadening Assignments such as Drill Sergeant; Recruiter; AIT Instructor, SLC SGL; Talent Management NCO (HRC); Senior Capabilities Development NCO; Training with Industry; Inspector General NCO; Senior Instructor; Training Developer.

(j) Serve as a Presidential Support Driver or Highway Operations Sergeant (White House Transportation Agency) or serve in a Security Force Assistance BDE (SFAB).

2. Highly qualified SFCs will have demonstrated any combination of the following:

(a) Successfully served 12-18 months in a position such as Platoon Sergeant; Terminal Operations Sergeant; Detachment Sergeant.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded SLC course standards (Commandant's List).

(d) Consistently pursued military education and attended courses such as Integrated Computerized Deployment System (ICODES).

(e) Demonstrated successful duty performance while assigned in Career Developmental positions such as Operations Sergeant, Cargo NCO; Terminal Operations Sergeant; Detachment Sergeant/Training NCO; Cargo Handler, Mobility Deployment Planning NCOIC.

(f) Demonstrated successful duty performance while assigned in Broadening Assignments such as Drill Sergeant; Recruiter; AIT Instructor; SLC SGL; Talent Management (HRC); Senior Capabilities Development NCO; Training With Industry; Inspector General NCO; Senior Instructor; Training Developer.

(f) *Desired Knowledge, Skills, and Behaviors:* Leadership, Management, Multi-Domain Collaboration, Decision Making, Problem Solving, Reasoning, Systems Thinking, Communication, Safety & Compliance, and Stress Tolerance.

(g) *Self-development.* Complete associate degree. The completion of an associate degree conveys initiative and potential. Begin pursuing a bachelor's degree or other higher-level education opportunities. For additional information on self-development, see Chapter 3.

(h) *Additional training.* Additional functional training includes TC-AIMS II, (The Transportation Coordinators'- Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), Ship Crane Certifications, Ship Loading and Stowage, ICODES, Joint Aircraft Load Planning, GATES, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT), UMODPC, BSNCOC, Support Operations Course, and Senior Transportation Operations Course (STOC). Soldiers may also earn Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Army Career Tracker (ACT) for complete Professional Development Model for 88H.

(i) *Special assignment.* In additions to the Broadening Assignments listed above, Equal Opportunity Advisor (EOA), SARC, Defense Attaché, and Army Enlisted Aide are additional opportunities 88H SFCs can pursue. It is not recommended for a NCO to serve in back-to-back tours in special assignments.

(j) *Army career degrees.* See SOCAD Army Degree Program.

(6) **Master Sergeant/First Sergeant and Sergeant Major/Command Sergeant Major.** See Chapter 25.

Chapter 5. Military occupational specialty 88H professional development model

The 88H Professional Development Model, also referred to as Career Map, is available on the ACT Web site at <https://actnow.army.mil>.

Chapter 6. Military occupational specialty 88H Reserve Component

The integration of the RC within the TC is essential to the successful accomplishment of transportation operations. The RC represents a substantial portion of the overall TC structure and capability. NCOPDS in the RC mirrors RA training and requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters. Wartime mission of successfully performing transportation operations within a theater of operations is identical in all three components. The RC professional development is managed in a similar way as the RA (see Chapter 4).

Chapter 7. Military occupational specialty 88K Watercraft Operator

a. *Major duties.* The watercraft operator leads, operates, and performs seamanship duties on Army watercraft. The Watercraft Operator must be competent in the use of electronic navigation equipment (for example, sonar and radar), navigational aids, radios, and single-letter international code flags; proficient at docking and/or undocking vessels and loading/unloading vessels. Watercraft Operators receive extensive training in damage control, firefighting, lifesaving, and rescue procedures. MOS 88K NCOs are trained for independent watercraft operations. The senior 88K applies Inland and International navigation rules while operating vessels; conducts crew drills and supervises training on the vessel; disseminates information on weather; maintains the vessel station bill and crew list;

operates communications, electronics, and navigational systems; processes operations and intelligence information; receives, stores, distributes, and turns in vessel supplies, equipment, and food; responsible for the vessel mess functions to include all money exchanges, headcount records, daily cook worksheets, and food utilization reports; coordinates the operation of collective lighter control points. Serves as the watercraft SME at echelon above BDE staff positions, provides staff supervision, policy, and guidance for personnel and cargo movement by water transportation. The Sergeant First Class 88K also serves as a contracting officer's representative.

b. Prerequisites. See DA Pam 611–21 for details.

c. MOS requirements. Soldiers assigned to MTOE units with vessels will license to appropriate grade within 6 months of assignment for the RA and 2 years of assignment for the RC. Army maritime personnel must be MOS qualified (technically certified) at each level of skill, as indicated in AR 56–9. In addition, the MOS 88K NCO must be MOS qualified at each level of skill per DA Pam 611–21.

d. Goals for development.

(1) Private - Specialist/Corporal.

(a) Institutional Training. Watercraft Operator Course. Attend Basic Leader Course (BLC), if possible. Obtaining recognition as Distinguished Honor Graduate, Distinguished Leader, Honor Graduate or Commandant's List in BLC should be a goal. Attend Watercraft Operator Certification Course (Course# 062-F5), no earlier than 24 months after completing 88K AIT but prior to promotion to SGT, to attain MOS certifications required IAW AR 56-9 to serve in 20 level positions.

(b) Operational assignments. These include positions focused on the functional aspect of the MOS at the company level, which build a strong base of technical expertise in equipment, basic MOS skills and common Soldier tasks. Positions such as Seaman allow the Soldier to gain functional and leadership experience.

(c) Promotion indicators. Indicators a Soldier has promotion potential include maintained high physical fitness standards and consistent compliance with height and weight standards, consistently pursued education through military courses and civilian educational opportunities, and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(d) Attributes must reflect: One who is culturally astute, agility, adaptability, and resiliency.

(e) Self-development. Begin pursuing an associate degree or higher-level civilian education opportunities. For additional information on self-development, see Chapter 3.

(f) Additional training. Continue certification and licensing to grade IAW requirements outlined in AR 56-9. In addition to skill level certification to grade, other training includes TC-AIMS II, (The Transportation coordinators' Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT CERT. Soldiers may also earn promotion points for Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88K on ACT for more information.

(g) Special assignments. N/A

(h) *Army career degrees.* See SOCAD Army Degree Program.

(2) Sergeant.

(a) *Institutional Training.* In preparation for promotion to SSG, complete BLC. Attend Watercraft Operator Advanced Leader Course (ALC) prior to promotion to SSG to attain 30 level MOS certifications required IAW AR 56-9 to serve in 30 level positions on vessels. Graduating with honors from ALC should be a goal.

(b) *Operational assignments.* Focus on assignments at the company level that develop leadership skills and enhance technical and tactical skills. Seek assignments that provide an opportunity to serve in a leadership position. NCOs who have served frequently and successfully in challenging positions are considered more competitive and better candidates for promotion.

(c) *Career Development assignments.* The 88K SGT must seek out key leadership positions as a Leading Seaman, Coxswain, Marine Safety NCO, Dispatcher, or DSTE Operations.

(d) *Promotion Indicators are.*

1. Strong NCOERs that reflect superior performance and potential in a variety of challenging assignments.
2. Exceeded course standards (Honor Graduate and Commandant's List).
3. Maintained high physical fitness and consistent compliance with height and weight standards.
4. Consistently pursued education through military courses and civilian educational opportunities.
5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.
6. Demonstrated exceptional duty performance and leadership qualities.

(e) *Desired Knowledge, Skills, and Behaviors:* Leadership, Tactical/Technical Competence, Teamwork, Decision Making, General Cognitive Ability, Problem Solving, Reasoning, Situational Awareness, Safety & Compliance, and General Communication.

(f) *Self-development.* Continue pursuit of associate degree or higher-level civilian education. NCO of the Month/Quarter/Year Boards. For additional information on self-development, see Chapter 3.

(g) *Additional training.* Additional functional training includes Maritime Radar Observers Course (MROC). Aside from skill level certification to grade, other training includes TC-AIMS II, (Transportation Coordinators Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional; however important training includes BSNCO, and the Support Operations Course. Soldiers may also earn promotion points for Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88K on ACT for more information.

(h) *Special assignments.* Drill Sergeant; Recruiter.

(i) *Army career degrees.* See SOCAD Army Degree Program.

Staff Sergeant.

(a) *Institutional Training.* Attend Watercraft Operator Senior Leader Course (SLC) prior to attain 40 level certifications required IAW AR 56-9 to serve in 40 positions on vessels. Attend Transportation Deployment/Distribution Senior Leader Course (SLC), if possible. Graduating with honors from SLC should be a goal.

(b) *Operational assignments.* Seek assignments at company and BN levels focused on continued development and refinement of leadership skills and tactical and technical expertise. Seek out the tough leadership positions, which offer unique opportunities in the areas of leadership and problem solving and excel in duties associated with those positions. These positions.

(c) *Career Development assignments.* The 88K SSG must seek out key leadership and developmental positions as Section Sergeant, Boatswain, and Watercraft NCO. Recommend SSGs obtain 24 months experience in a critical leader development position.

(d) *Broadening assignments.* Key opportunities include Drill Sergeant, Recruiter. Superior performance in these type of positions sets NCOs apart from their peers.

(e) *Promotion indicators.* Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most and highly qualified SSGs for the next higher grade.

1. Most qualified SSGs will have demonstrated any combination of the following:

(a) Demonstrated exceptional duty performance for 24 months in one of the following positions Section Sergeant, Boatswain, or positions of greater responsibility.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded ALC course standards (Distinguished Honor/Honor Graduate) or received an award for Leadership.

(d) Consistently pursued military education and attended Master Fitness Trainer (MFT) Course; Master Resiliency Trainer (MRT) Courses; Master Driver Trainer (ASI M9); Operational Contracting Support (ASI 3C); Equal Opportunity Leader (EOL) Course; Victim Advocate (VA) Course; Unit Movement Officer Deployment Planning Course (UMODPC); TC-AIMS II (Functional User); AMMO-62 Technical Transportation of Hazmat Course.;

(e) Attended other training, such as, Air Assault Course; Airborne Course; or Ranger School.

(f) Earned the Instructor Badge or Expert Soldier Badge.

(g) Become a member of the SGT Audie Murphy/Sergeant Morales Club; recognized as NCO of the Quarter/Year; Instructor of the Year; Transportation Corps NCO of the Year.

(h) Demonstrated exceptional duty performance while assigned in Career Developmental positions such as Watercraft NCO, Boatswain, Section Sergeant.

(i) Demonstrated exceptional duty performance while assigned in Broadening Assignments such as Drill Sergeant, Recruiter.

2. Highly qualified SSGs will have demonstrated any combination of the following:

(a) Successfully served 12-18 months in a position such as Section Sergeant, Boatswain.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded ALC course standards (Commandant's List).

(d) Consistently pursued military education and attended courses such as Marine Standardization Examiner (MSE); Integrated Computerized Deployment System (ICODES).

(e) Demonstrated successful duty performance while assigned in Career Developmental positions such as Watercraft NCO.

(f) Demonstrated successful duty performance while assigned in Broadening Assignments such as Drill Sergeant; Recruiter.

(f) *Desired Knowledge, Skills, and Behaviors:* Leadership, Tactical/Technical Competence, Training and Developing Others, Decision Making, General Cognitive Ability, Problem Solving, Reasoning, Situational Awareness, Safety & Compliance, and General Communication.

(g) *Self-development.* Continue pursuing higher-level civilian education opportunities, with a goal of completing an associate degree. For additional information on self-development, see Chapter 3.

(h) *Additional training.* K30 Certification, K40 Certification Bridge RM, Global Maritime Distress and Safety System, and Maritime Radar Observers Course (MROC). Aside from skill level certification to grade, other training includes TC-AIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT), and Senior Transportation Operations Course (STOC). Other nonfunctional training includes BSNCO, and Support Operations Course. Soldiers may also earn Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88K on ACT for more information.

(i) *Special assignments.* In addition to the Broadening Assignments listed above, the Army Enlisted Aide Program is an opportunity open to all NCOs to serve on the personal staff of a general/flag officer. It is not recommended for a NCO to serve back-to-back tours in special assignments.

(j) Army career degrees. See SOCAD Army Degree Program.

(3) Sergeant First Class.

(a) *Institutional Training.* In preparation for promotion to MSG, complete all phases of SLC. Attend Master Leader Course (MLC), if selected. Senior Enlisted Joint Professional Military Education Course I (SEJPME I).

(b) *Operational assignments.* SFCs should maintain a good balance of generating and operating force assignments that enhance a Soldier's experience, knowledge, and career progression. NCOs who have served successfully and frequently in challenging leadership positions are considered more competitive for promotion than those who have not.

(c) *Career Development assignments.* The 88K SFC must seek out key leadership and developmental positions as Platoon Sergeant, Detachment Sergeant, Small Tug Vessel Master, First Mate, Marine Operations NCO, Operations Sergeant, or Boatswain.

(d) Broadening assignments. Key opportunities include AIT Instructor, SLC Instructor, Drill Sergeant, Training Developer, and Watercraft Operator (SATMO).

(e) *Promotion indicators.* Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most and highly qualified SFCs for the next higher grade.

1. Most qualified SFCs will have demonstrated any combination of the following:

(a) Demonstrated exceptional duty performance for 24 months in one of the following positions: Detachment Sergeant, Platoon Sergeant, Small Tug Vessel Master, First Mate, or positions of

greater responsibility.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded SLC course standards (Distinguished Honor/Honor Graduate) or received an award for Leadership.

(d) Consistently pursued military education and attended Master Fitness Trainer (MFT) Course; Master Resiliency Trainer (MRT) Courses; Master Driver Trainer (ASI M9); Operational Contracting Support (ASI 3C); Equal Opportunity Leader (EOL) Course; Victim Advocate (VA) Course; Unit Movement Officer Deployment Planning Course (UMODPC); TC-AIMS II (Functional User); AMMO-62 Technical Transportation of Hazmat Course.

(e) Attended other training, such as, Air Assault; Airborne; Ranger School.

(f) Become a member of the SGT Audie Murphy/Sergeant Morales Club; recognized as NCO of the Quarter/Year; Instructor of the Year; Transportation Corps NCO of the Year.

(g) Earned the Instructor Badge or Expert Soldier Badge.

(h) Demonstrated exceptional duty performance while assigned in Career Developmental positions such as Marine Operations NCO; Operations Sergeant.

(i) Demonstrated exceptional duty performance while assigned in Broadening Assignments such as Drill Sergeant; SLC Instructor; AIT Instructor; Marine Operations NCO (SATMO); Training Developer.

2. Highly qualified SFCs will have demonstrated any combination of the following:

(a) Successfully served 12-18 months in a position such as Detachment Sergeant, Platoon Sergeant, Small Tug Vessel Master, First Mate.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded SLC course standards (Commandant's List).

(d) Consistently pursued military education and attended courses such as Marine Standardization Examiner (MSE); Integrated Computerized Deployment System (ICODES).

(e) Demonstrated successful duty performance while assigned in Career Developmental positions such as Operations Sergeant; Marine Operations NCO.

(f) Demonstrated successful duty performance while assigned in Broadening Assignments such as Drill Sergeant, SLC Instructor, AIT Instructor, Marine Operations NCO (SATMO), Training Developer.

(f) *Knowledge, Skills, and Behaviors:* Leadership, Management, Multi-Domain Collaboration, Decision Making, Problem Solving, Reasoning, General Communication, Safety & Compliance, Training and Developing Others, and Tactical/Technical Competence.

(g) *Self-development.* Complete associate degree. The completion of an associate degree conveys initiative and potential. Begin pursuing a bachelor's degree or other higher-level education opportunities. For additional information on self-development, see Chapter 3.

(h) *Additional training.* Functional training includes continued work on certification, BMR, Global Maritime Distress and Safety System, and MROC. Aside from skill level certification to grade, other training includes TC-AIMS II, (The Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, Senior Transportation Operations Course (STOC), and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional; however important training includes BSNOC, and Support Operations Course. Soldiers may also earn Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88K on ACT for more information.

(i) *Special assignments.* In addition to the Broadening Assignments listed above, Equal Opportunity Advisor (EOA), SARC, Assistant Inspector General, and Army Enlisted Aide are opportunities a 88K SFC can pursue. It is not recommended for a NCO to serve in back-to-back tours in special assignments. Army career degrees. See SOCAD Army Degree Program.

(4) **Master Sergeant/First Sergeant and Sergeant Major/Command Sergeant Major.** See Chapter 25.

Chapter 8. Military occupational specialty 88K professional development model

The 88K Professional Development Model, also referred to as Career Map, is available on the ACT Web site at <https://actnow.army.mil>.

Chapter 9. Military occupational specialty 88K Reserve Component

The integration of the RC within the TC is essential to the successful accomplishment of Transportation Operations. The RC represents a substantial portion of the overall TC structure and capability. NCOPDS in the RC mirrors RA training and requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters. Wartime mission of successfully performing transportation operations within a theater of operations is identical in all three components. The RC professional development is managed in a similar manner as the RA (see Chapter 7).

Chapter 10. Military occupational specialty 88L Watercraft Engineer

a. *Major duties.* The watercraft engineer leads, performs, and trains subordinate personnel to operate and maintain the vessel's engines and power plant. In addition to the engines, duties include electrical and cooling systems; lubrication fuel systems; refrigeration; steering mechanisms; pneumatic and hydraulic systems; the hull; piping and general vessel maintenance. The Sergeant First Class instructs and supervises marine engine department personnel in all systems maintenance; oversees posting of vessel log books, forms and records; assigns personnel to duty positions; schedules equipment for calibration; establishes maintenance priorities; prepares and reviews shipyard specifications; prepares marine vessel historical reports and records, preventive maintenance schedules and records, materiel readiness reports, equipment improvement recommendations and unsatisfactory/faulty equipment reports; and records required and completed modifications.

b. *Prerequisites.* See DA Pam 611–21 for details.

c. *MOS requirements.* Army maritime personnel must be MOS qualified (technically certified) at each level of skill, as indicated in AR 56–9. In addition, the MOS 88L NCO must be MOS qualified at each level of skill per DA Pam 611–21.

d. *Goals for development.*

(1) Private - Specialist/Corporal.

(a) *Institutional Training.* Watercraft Engineer Course. Attend Basic Leader Course (BLC), if possible. Obtaining recognition as Distinguished Honor Graduate, Distinguished Leader, Honor Graduate, or Commandant's List in BLC should be a goal. Attend Watercraft Engineer Certification Course (Course# 652-F2), no earlier than 24 months after completing 88L AIT but prior to promotion to SGT, to attain MOS certifications required IAW AR 56-9 to serve in 20 level positions on vessels.

(b) Operational assignments. These include positions focused on the functional aspect of the MOS at the company level, which build a strong base of technical expertise in equipment, MOS skills, and common Soldier tasks. Positions such as Marine Engineman allow the Soldier to gain functional and leadership experience.

(c) Promotion indicators. Indicators a Soldier has promotion potential include maintained high physical fitness standards and consistent compliance with height and weight standards, consistently pursued education through military courses and civilian educational opportunities, and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(d) Attributes must reflect: One that is culturally astute, agility, adaptability, and resiliency.

(e) Self-development. Begin pursuing an associate degree or higher-level civilian education opportunities. For additional information on self-development, see Chapter 3.

(f) Additional training. L10 Certification and L20 Certification. Training and certification to grade remain top priority at this level. Aside from skill level certification to grade, other training includes TC-AIMS II, (The Transportation Coordinators-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). See Professional Development Model (PDM) for 88L on ACT for more information.

(g) Special assignments. N/A

(h) Army career degrees. See SOCAD Army Degree Program.

(2) Sergeant.

(a) Institutional Training. In preparation for promotion to SSG, complete BLC. Attend Watercraft Engineer Advanced Leader Course (ALC), prior to promotion to SSG to attain 30 level MOS certifications required IAW 56-9 to serve in 30 level positions on vessels. Graduating with honors from ALC should be a goal.

(b) Operational assignments. Focus on assignments at the company level that develop leadership skills and enhance technical and tactical skills. Seek assignments that provide an opportunity to serve in a leadership position. NCO that seek tough demanding positions are considered more competitive than those who do not.

(c) Career Development assignments. The 88L SGT must seek out key leadership positions as a Senior Marine Engineman or Marine Maintenance NCO.

(d) Promotion indicators.

1. Strong NCOERs that reflect superior performance and potential in a variety of challenging assignments.
2. Exceeded course standards (Honor Graduate and Commandant's List).
3. Maintained high physical fitness standards and consistent compliance with height and weight standards.
4. Consistently pursued education through military courses and civilian educational opportunities.
5. Consistently demonstrated high standards of conduct and adherence to Army values on and

off duty.

(e) Demonstrated exceptional duty performance while assigned as a Senior Marine Engineman. *Knowledge, Skills, and Behaviors*: Leadership, Tactical/Technical Competence, Teamwork, Systems Thinking, Mechanical & Electrical, Decision Making, Problem Solving, Reasoning, General Communication, and Safety & Compliance.

(f) *Self-development*. Continue pursuit of associate degree or higher-level civilian education. NCO of the Month/Quarter/Year Boards. For additional information on self-development, refer Chapter 3.

(g) *Additional training*. Continue with watercraft skill level certifications. Other training includes TC-AIMS II (Transportation Coordinators' Automated Information for Movements System II), Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). See Professional Development Model (PDM) for 88L on ACT for more information.

(h) *Special assignments*. Drill Sergeant; Recruiter.

(i) Army career degrees. See SOCAD Army Degree Program.

(3) Staff Sergeant.

(a) *Institutional Training*. Attend Watercraft Engineer Senior Leader Course (SLC) to attain 40 level certifications required IAW AR 56-9 to serve in 40 level positions on vessels. Attend Transportation Deployment/Distribution Senior Leader Course (SLC), if possible. Graduating with honors from SLC should be a goal.

(b) *Operational assignments*. Seek assignments at company and BN levels focused on continued development and refinement of leadership skills and tactical and technical expertise. Seek out the tough leadership positions and excel in the performance of the duties associated with those positions. These positions offer unique opportunities in the areas of leadership and problem solving.

(f) Career Development assignments. The 88L SSG must seek out key leadership and developmental positions as Assistant Marine Engineer, Junior Marine Engineer, Marine Maintenance SGT, and Watercraft Engineer. Recommend SSGs obtain 24 months experience in a critical leader development position.

(d) Broadening assignments. Key opportunities include ALC Instructor, Recruiter, and Junior Marine Engineer (SATMO).

(e) *Promotion indicators*. Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most and highly qualified SSGs for the next higher grade:

1. Most qualified SSGs will have demonstrated any combination of the following:

(a) Demonstrated exceptional duty performance for 24 months in one of the following positions Assistant Marine Engineer, Junior Marine Engineer, or positions of greater responsibility.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded ALC course standards (Distinguished Honor/Honor Graduate) or received an award for Leadership.

(d) Consistently pursued military education and attended Master Fitness Trainer (MFT)

Course; Master Resiliency Trainer (MRT) Courses; Master Driver Trainer (ASI M9); Operational Contracting Support (ASI 3C); Equal Opportunity Leader (EOL) Course; Victim Advocate (VA) Course; Unit Movement Officer Deployment Planning Course (UMODPC); TC-AIMS II (Functional User); AMMO-62 Technical Transportation of Hazmat Course; Integrated Computerized Deployment System (ICODES).

(e) Attended other training, such as, Air Assault Course; Airborne Course; Ranger School.

(f) Become a member of the SGT Audie Murphy/Sergeant Morales Club; recognized as NCO of the Quarter/Year; Instructor of the Year; Transportation Corps NCO of the Year.

(g) Earned the Instructor Badge or Expert Soldier Badge.

(h) Demonstrated exceptional duty performance while assigned in Career Developmental positions such as Marine Maintenance Sergeant; Watercraft Engineer.

(i) Demonstrated exceptional duty performance while assigned in Broadening Assignments such as Recruiter; ALC Instructor; Junior Marine Engineer (SATMO).

2. Highly qualified SSGs will have demonstrated any combination of the following:

(a) Successfully served 12-18 months in positions, such as, Assistant Marine Engineer; Junior Marine Engineer.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded ALC course standards (Commandant's List).

(d) Consistently pursued civilian education and earned credit hours towards a degree.

(e) Consistently pursued military education and attended courses such as Marine Standardization Examiner (MSE).

(f) Demonstrated successful duty performance while assigned in Career Developmental positions such as Marine Maintenance Sergeant, Watercraft Engineer.

(g) Demonstrated successful duty performance while assigned in Broadening Assignments such as Recruiter, ALC Instructor, Junior Marine Engineer (SATMO).

(f) *Attributes must reflect. Desired Knowledge, Skills, and Behaviors:* Leadership, Management, Training and Developing Others, General Communication, Decision Making, Problem Solving, Reasoning, Teamwork, Mechanical & Electrical, and Safety & Compliance.

(g) *Self-development.* For additional information on self-development, refer to paragraph 26–3. Continue AA/AS. Continue pursuing higher-level civilian education opportunities, with a goal of completing an associate degree. For additional information on self-development, see Chapter 3.

(h) Additional training. Continue with watercraft skill level certifications. Other training includes TC-AIMS II, (Transportation Coordinators' Automated Information for Movements System II), Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, Senior Transportation Operations Course, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Additional nonfunctional training includes BSNCO, and Support Operations Course. Soldiers may also earn Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88L on ACT for more information.

(i) *Special assignments.* In addition to the Broadening Assignments listed above, the Army Enlisted Aide Program is an opportunity open to all NCOs to serve on the personal staff of a general/flag officer. It is not recommended for an NCO to serve back-to-back tours in a special assignment.

(j) Army career degrees. See SOCAD Army Degree Program.

(4) Sergeant First Class.

(a) *Institutional Training.* In preparation for promotion to MSG, complete SLC. Attend Master Leader Course (MLC), if selected. Senior Enlisted Joint Professional Military Education Course I (SEJPME I).

(b) *Operational assignments.* SFCs should maintain a good balance of generating and operating force assignments that enhance a Soldier's experience, knowledge, and career progression. NCOs who have served successfully and frequently in challenging leadership positions are considered more competitive for promotion than those who have not.

(c) *Career Development assignments.* The 88L SFC must seek out leadership and developmental positions as Platoon Sergeant, Assistant Engineer, Small Tug Chief Engineer, Marine Maintenance Supervisor, and Marine Maintenance NCO.

(d) *Broadening assignments.* Key opportunities include AIT Instructor, SLC Instructor, Training Developer, and Marine Maintenance NCO (SATMO).

(e) *Promotion indicators.* Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most and highly qualified SFCs for the next higher grade:

1. Most qualified SFCs will have demonstrated any combination of the following:

(a) Demonstrated exceptional duty performance for 24 months in one of the following positions Platoon Sergeant, Assistant Engineer, Small Tug Chief Engineer, or positions of greater responsibility.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded SLC course standards (Distinguished Honor/Honor Graduate) or received an award for Leadership.

(d) Consistently pursued military education and attended Master Fitness Trainer (MFT) Course; Master Resiliency Trainer (MRT) Courses; Master Driver Trainer (ASI M9); Operational Contracting Support (ASI 3C); Equal Opportunity Leader (EOL) Course; Victim Advocate (VA) Course; Unit Movement Officer Deployment Planning Course (UMODPC); TC-AIMS II (Functional User); AMMO-62 Technical Transportation of Hazmat Course; Integrated Computerized Deployment System (ICODES).

(e) Attended other training, such as, Air Assault; Airborne; Ranger School.

(f) Become a member of the SGT Audie Murphy/Sergeant Morales Club; recognized as NCO of the Quarter/Year; Instructor of the Year; Transportation Corps NCO of the Year.

(g) Earned the Instructor Badge or Expert Soldier Badge.

(h) Demonstrated exceptional duty performance while assigned in Career Developmental positions such as Marine Maintenance Supervisor, or Marine Maintenance NCO.

(i) Demonstrated exceptional duty performance while assigned in Broadening Assignments such as SLC Instructor, AIT Instructor, Marine Maintenance NCO (SATMO), Training Developer.

2. Highly qualified SFCs will have demonstrated any combination of the following:

(a) Successfully served 12-18 months in one of the following positions Platoon Sergeant, Assistant Engineer, or Small Tug Chief Engineer.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded SLC course standards (Commandant's List).

- (d) Consistently pursued military education and attended courses such as Marine Standardization Examiner (MSE).
- (e) Demonstrated successful duty performance while assigned in Career Developmental positions such as Marine Maintenance NCO, or Marine Maintenance Supervisor.
- (f) Demonstrated successful duty performance while assigned in Broadening Assignments such as SLC Instructor, AIT Instructor, Marine Maintenance NCO (SATMO), Training Developer.

(f) *Attributes must reflect—Desired Knowledge, Skills, and Behaviors:* Leadership, Management, Multi-Domain Collaboration, Decision Making, Problem Solving, Reasoning, Systems Thinking, General Communication, Mechanical & Electrical, and Safety & Compliance.

(g) *Self-development.* Complete associate degree. The completion of an associate degree conveys initiative and potential. Begin pursuing a bachelor's degree or other higher-level education opportunities. For additional information on self-development, See Chapter 3.

(h) *Additional training.* Continue watercraft skill level certifications. Aside from skill level certification to grade, other training includes TC-AIMS II, (The Transportation Coordinators' Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, Senior Transportation Operations Course (STOC), and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional; however important training includes BSNCO, and Support Operations Course. Soldiers may also earn Technical Certifications, a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88L on ACT for more information.

(i) *Special assignments.* In addition to the Broadening Assignments listed above, Equal Opportunity Advisor (EOA), SARC, Recruiter, and Army Enlisted Aide are opportunities 88L SFCs can pursue. It is not recommended for a NCO to serve back-to-back tours in special assignments.

(j) Army career degrees. See SOCAD Army Degree Program.

(5) **Master Sergeant/First Sergeant and Sergeant Major/Command Sergeant Major.** See Chapter 25.

Chapter 11. Military occupational specialty 88L professional development model

The 88L Professional Development Model, also referred to as Career Map, is available on the ACT Web site at <https://actnow.army.mil>.

Chapter 12. Military occupational specialty 88L Reserve Component

The integration of the RC within the TC is essential to the successful accomplishment of transportation operations. The RC represents a substantial portion of the overall TC structure and capability. NCOPDS in the RC mirrors RA training and requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters. Wartime mission of successfully performing transportation operations within a theater of operations is identical in all three components. The RC professional development is managed in a similar manner as the RA (see Chapter 7).

Chapter 13. Military occupational specialty 88M Motor Transport Operator

a. Major duties. The motor transport operator supervises or operates wheeled vehicles to transport personnel and cargo. Operates all wheeled vehicles and equipment over rough terrain and roadways for support of combat operations. The senior 88M provides professional support and technical guidance to customers requiring motor transport; operates in the transportation field as a platoon sergeant; plans, manages, and monitors unit motor transport operations as the truck master; establishes and organizes the unit motor park; prepares and implements the truck company convoy operations security and defense plan; receives and distributes highway motor transport missions; supervises and directs unit dispatching of vehicles; coordinates engineer requirements to support a truck BN; serves as the transportation SME at staff level positions, such as the Support Operations section. Additionally, the motor transport operator serves as convoy commander for convoys over 40 vehicles with civilian and/or military mixed crews, coordinates lodging, fuel, maintenance, and supply for convoy operations over periods of a week or longer without direct supervision from higher HQ. The 88M Sergeant First Class also serves as a Contracting Officers Representative.

b. Prerequisites. See DA Pam 611–21 for details.

c. Goals for development.

(1) Private - Specialist/Corporal.

(e) Institutional Training. Motor Transport Operator Course. Attend Basic Leader Course (BLC), if possible. Obtaining recognition as Distinguished Honor Graduate, Distinguished Leader, Honor Graduate or Commandant's List in BLC should be a goal.

(f) Operational assignments. These include positions at the company level focused on building a strong base of technical expertise in basic MOS skills and common Soldier tasks. Soldiers should seek assignments such as Vehicle Driver, Heavy Vehicle Driver, HET Vehicle Driver, Dispatcher, and Driver.

(g) Promotion indicators. Indicators a Soldier has promotion potential include maintained high physical fitness standards and consistent compliance with height and weight standards, consistently pursued education through military courses and civilian educational opportunities, and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(h) Attributes must reflect: One that is culturally astute, agility, adaptability, and resiliency

(i) Self-development. Begin pursuing an associate degree or higher-level civilian education opportunities. For additional information on self-development, refer to Chapter 3.

(j) Additional training. This includes TC-AIMS II, (Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Soldiers may also earn promotion points for Technical Certifications, a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88M on ACT for more information.

(k) Special assignments. Special assignments for 88M Soldiers include, but are not limited to, positions within Security Force Assistance Brigade (SFAB), United States Army Special Operations Command (USASOC), 1st Special Forces Command (SFC), United States Army

JFK Special Warfare Center and School (USAJFKSWCS75th Ranger Regiment, , and Special Mission Units (SMU). Soldiers assigned to these commands could have longer than normal utilization tours due to mission and training requirements. These positions are considered career-enhancing assignments and successful service makes someone considered to be best qualified for promotion.

(l) Army career degrees. See SOCAD Army Degree Program.

(2) Sergeant.

(e) *Institutional Training.* In preparation for promotion to SSG, complete BLC. Attend Motor Transport Operator Advanced Leader Course (ALC), if possible. Graduating with honors from ALC should be a goal.

(f) *Operational assignments.* Focus on assignments at the company level that develop your leadership skills and enhance your technical and tactical skills. Seek assignments that provide an opportunity to serve in a leadership position. NCOs who have served frequently in tough jobs and are successful are considered more competitive than those who have not.

(g) Career Development assignments. The 88M SGT must seek out key leadership positions as a Senior Vehicle Driver, Dispatcher, Operations Sergeant, Assistant Operations Sergeant, Training Management NCO, Heavy Vehicle Driver, Chauffer, Courier, Drivers Test Sergeant, and Training NCO.

(h) *Promotion indicators.*

1. Strong NCOERs that reflect superior performance and potential in a variety of challenging assignments.
2. Exceeded course standards (Honor Graduate and Commandant's List).
3. Maintained high physical fitness standards and consistent compliance with height and weight standards.
4. Consistently pursued education through military courses and civilian educational opportunities.
5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.
6. Demonstrated exceptional duty performance while assigned as a Dispatcher, Senior Vehicle Driver, Heavy Vehicle Driver, Driver, Chauffer, and Operations Sergeant.

(i) *Desired Knowledge, Skills, and Behaviors:* Leadership, Tactical/Technical Competence, Teamwork, Decision Making, Situational Awareness, Psychomotor Ability, Problem Solving, Management, Training and Developing Others, and Safety & Compliance.

(j) *Self-development.* Continue pursuit of associate degree or higher-level civilian education. NCO of the Month/Quarter/Year Boards. For additional information on self-development, see Chapter 3.

(k) *Additional training.* This training includes TC-AIMS II, (Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, Unit Movement Officer Deployment Planning Course (UMODPC), Global Air Transportation Execution Systems-Surface (GATES), and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT).

Soldiers may also earn promotion points for Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88M on ACT for more information.

(l) *Special assignments.* Special assignments for 88M SGTs include, but are not limited to, Drill Sergeant, Recruiter, White House Communications Agency (WHCA), Security Force Assistance Brigade (SFAB), United States Army Special Operations Command (USASOC), 1st Special Forces Command (SFC), United States Army JFK Special Warfare Center and School (USAJFKSWCS), 75th Ranger Regiment, and Special Mission Units (SMU). NCOs assigned to these commands could have longer than normal utilization tours due to mission and training requirements. These positions are considered as career enhancing assignments and successful service makes someone considered to be best qualified for promotion.

(i) Army career degrees. See SOCAD Army Degree Program.

(3) Staff Sergeant.

(e) *Institutional Training.* In preparation for promotion to SFC, complete ALC. Attend Transportation Deployment/Distribution Senior Leader Course (SLC), if possible. Graduating with honors from SLC should be a goal.

(f) *Operational assignments.* Seek assignments in the Operating Force at the company and BN levels focused on continued development and refinement of leadership skills and tactical and technical expertise. Seek out the tough leadership positions and excel in the performance of the duties associated with those positions. These positions offer unique opportunities in the areas of leadership and problem solving.

(g) Career Development assignments. The 88M SSG must seek out key leadership and developmental positions as Squad Leader, Section Sergeant, Senior Vehicle Operator, Master Driver Trainer, Operations Sergeant, Senior Driver, Heavy Vehicle Driver, and Chauffer. Recommend SSGs obtain 24 months experience in a critical leader development position.

(h) Broadening assignments. Key opportunities include AIT Instructor, Drill Sergeant, Training Developer, ALC Instructor, BLC Small Group Leader, Recruiter, Observer Controller/Trainer, Courier and positions with the White House Transportation Agency or White House Communications Agency. Superior performance in these types of positions sets NCOs apart from their peers.

(i) *Promotion indicators.* Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most and highly qualified SSGs for the next higher grade.

1. Most qualified SSGs will have demonstrated any combination of the following:

(a) Demonstrated exceptional duty performance for 24 months as a Squad Leader, Section Sergeant, Senior Vehicle Driver, Senior Driver, or positions of greater responsibility.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded ALC course standards (Distinguished Honor/Honor Graduate) or received an award for Leadership

(d) Consistently pursued military education and attended Battle Staff; Master Fitness Trainer (MFT) Course; Master Resiliency Trainer (MRT) Course; Equal Opportunity Leader (EOL) Course; Victim Advocate (VA) Course; Unit Movement Officer Deployment Planning Course (UMODPC); TC-AIMS II (Functional User); Integrated Computerized Deployment System

(ICODES); Support Operations Course; Senior Transportation Operations Course.

(e) Attended other training, such as, Air Assault; Airborne; Ranger School.

(f) Become a member of the SGT Audie Murphy/Sergeant Morales Club; recognized as NCO of the Quarter/Year; Instructor of the Year; Transportation Corps NCO of the Year.

(g) Earned the Instructor Badge or Expert Soldier Badge.

(h) Demonstrated exceptional duty performance while assigned in Career Developmental positions such as Master Driver Trainer, Heavy Vehicle Driver, Driver, Chauffeur, Operations Sergeant.

(i) Demonstrated exceptional duty performance while assigned in Broadening Assignments such as AIT Instructor, ALC Instructor, BLC SGL, Drill Sergeant, Recruiter, Observer Controller/Trainer (OC/T), Drivers Test Sergeant, Tactical Vehicle Coordinator.

2. Highly qualified SSGs will have demonstrated any combination of the following:

(a) Successfully served 12-18 months in positions such as Squad Leader, Section Sergeant, Senior Vehicle Operator, Senior Driver, Assistant Truckmaster.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded ALC course standards (Commandant's List).

(d) Consistently pursued military education and attended courses such as Commercial Drivers License (CDL); Master Driver Trainer (ASI M9); AMMO-62 Technical Transportation of Hazmat Course; License Instructor/License Examiner (LI/LE).

(e) Demonstrated successful duty performance while assigned in Career Developmental positions such as Master Driver Training, Heavy Vehicle Driver, Driver, Chauffeur, Operations Sergeant.

(f) Demonstrated successful duty performance while assigned in Broadening Assignments such as AIT Instructor; ALC Instructor, BLC SGL, Drill Sergeant, Recruiter, Observer Controller/Trainer (OC/T), Drivers Test Sergeant, Tactical Vehicle Coordinator.

(g) *Desired Knowledge, Skills, and Behaviors:* Leadership, Decision Making, Problem Solving, General Cognitive Ability, Situational Awareness, Reasoning, Psychomotor Ability, Safety & Compliance, Management, Training and Developing Others, and General Communication.

(h) *Self-development.* Continue pursuing higher-level civilian education opportunities, with a goal of completing an associate degree. For additional information on self-development, see Chapter 3.

(i) *Additional training.* Additional functional training includes TC-AIMS II, (Transportation Coordinators' Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, Unit Movement Officer Deployment Planning Course (UMODPC), Global Air Transportation Execution Systems-Surface (GATES), Senior Transportation Operations Course (STOC), and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional however important training includes, BSNCO, and the Support Operations Course. Soldiers may also earn Technical Certifications, a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88M on ACT for more information.

(j) *Special assignments.* Special assignments for 88M SSGs include, but are not limited to, Drill Sergeant, Recruiter, White House Transportation Agency (WHTA), Security Force Assistance Brigade (SFAB), United States Army Special Operations Command (USASOC), 1st Special Forces Command (SFC), United States Army JFK Special Warfare Center and School (USAJFKSWCS), 75th Ranger Regiment, 160th Special Operations Aviation Regiment (SOAR), and Special Mission Units (SMU). Soldiers assigned to these commands could have longer

than normal utilization tours due to mission and training requirements. These positions are considered as career enhancing assignments and successful service makes someone considered to be best qualified for promotion.

(k) Army career degrees. See SOCAD Army Degree Program.

(4) Sergeant First Class.

(a) *Institutional Training.* In preparation for promotion to MSG, complete SLC. Attend Master Leader Course (MLC), if selected. Senior Enlisted Joint Professional Military Education Course I (SEJPME I).

(b) *Operational assignments.* SFCs should maintain a good balance of generating and operating force assignments that enhance a Soldier's experience, knowledge, and career progression. NCOs who have served successfully and frequently in tough leadership positions are considered more competitive for promotion than those who have not.

(c) *Career Development assignments.* The 88M SFC must seek out key leadership and developmental positions as Platoon Sergeant, Detachment Sergeant, Section Sergeant, Operations Sergeant, Truckmaster, Highway Operations Sergeant, Master Driver, Master Driver Trainer, Chauffer. The Platoon Sergeant positions is key for successful development within the Sustainment Warfighting Function. Recommended time in this critical position is 24-36 months.

(d) *Broadening assignments.* Key opportunities include AIT Instructor, Recruiter, Logistics Advisor NCOIC (SFAB), Presidential Support Driver (WHTA), Highway Operations Sergeant (WHTA), BLC Senior Small Group Leader, ALC/SLC Instructor, Talent Management NCO (HRC), Training Developer, Inspector General NCO, Observer Controller/Trainer, Sexual Assault Response Coordinator, Equal Opportunity Advisor, Tactical NCO, and Training with Industry.

(e) *Promotion indicators.* Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most and highly qualified SFCs for the next higher grade:

1. Most qualified SFCs will have demonstrated any combination of the following:

(a) Demonstrated exceptional duty performance for 24 months in one of the following positions: Platoon Sergeant, Section Sergeant, Truckmaster, Detachment Sergeant or positions of greater responsibility.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded SLC course standards (Distinguished Honor/Honor Graduate) or received an award for Leadership.

(d) Consistently pursued military education and attended Battle Staff (ASI 2S); Master Fitness Trainer (MFT) Course; Master Resiliency Trainer (MRT) Course; Support Operations Course; Senior Transportation Operations Course; Operational Contracting Support (ASI 3C); Air Assault; Airborne; SHARP; Equal Opportunity Leader (EOL) Course; Victim Advocate (VA) Course; Unit Movement Officer Deployment Planning Course (UMODPC); TC-AIMS II (Functional User); Integrated Computerized Deployment Systems (ICODES).

(e) Attended other training, such as, Ranger School, Air Assault, Airborne.

(f) Become a member of the SGT Audie Murphy/Sergeant Morales Club; recognized as NCO of the Quarter/Year; Instructor of the Year; Transportation Corps NCO of the Year.

(g) Earned the Instructor Badge or Expert Soldier Badge.

(h) Demonstrated exceptional duty performance while assigned in Career Developmental

positions such as Highway Operations Sergeant, Operations Sergeant, Master Driver, Master Driver Trainer, Chauffer.

Demonstrated exceptional duty performance while assigned in Broadening Assignments such as Logistics Advisor NCOIC (SFAB), AIT Instructor, BLC SSGL, ALC Instructor, SLC Instructor, Recruiter, Observer Controller/Trainer, Presidential Support Driver or Highway Operations Sergeant (White House Transportation Agency), Inspector General NCO, Training With Industry, Equal Opportunity Advisor, Sexual Assault Response Coordinator (SARC), Talent Management NCO (HRC), Training Developer, Tactical NCO (U.S. Military Academy West Point).

2. Highly qualified SFCs will have demonstrated any combination of the following:

(a) Successfully served 12-18 months in positions such as Platoon Sergeant, Truckmaster, Section Sergeant.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded SLC course standards (Commandant's List).

(d) Consistently pursued military education and attended courses such as Commercial Drivers License (CDL); Master Driver Trainer (ASI M9); AMMO-62 Technical Transportation of Hazmat Course; License Instructor/License Examiner (LI/LE).

(e) Demonstrated successful duty performance while assigned in Career Developmental positions such as Highway Operations Sergeant, Operations Sergeant, Master Driver, Master Driver Trainer, Chauffer.

(f) Demonstrated successful duty performance while assigned in Broadening Assignments such as Logistics Advisor NCOIC (SFAB), AIT Instructor, BLC SSGL, ALC Instructor, SLC Instructor, Recruiter, Observer Controller/Trainer, Presidential Support Driver or Highway Operations Sergeant (White House Transportation Agency), Inspector General NCO, Training With Industry, Equal Opportunity Advisor, Sexual Assault Response Coordinator (SARC), Talent Management NCO (HRC), Training Developer, Tactical NCO (U.S. Military Academy West Point).

(f) *Desired Knowledge, Skills, and Behaviors:* Leadership, Decision Making, Management, Problem Solving, Multi-Domain Collaboration, Situational Awareness, Reasoning, Safety & Compliance, Training and Developing Others, and General Communication.

(g) *Self-development.* Complete associate degree. The completion of an associate degree conveys initiative and potential. Begin pursuing a bachelor's degree or other higher-level education opportunities. For additional information on self-development, see Chapter 3.

(h) *Additional training.* Additional functional training includes TC-AIMS II, (Transportation Coordinators'- Automated Information for Movements System II), Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, Unit Movement Officer Deployment Planning Course (UMODPC), Global Air Transportation Execution Systems-Surface (GATES), Senior Transportation Operations Course (STOC), and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional training includes BSNCO, and the Support Operations Course. Soldiers may also earn Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88M on ACT for more information.

(i) *Special assignments.* Special assignments for 88M SFCs include, but are not limited to, positions with the White House Transportation Agency (WHTA), Security Force Assistance Brigade (SFAB), United States Army Special Operations Command (USASOC), 1st Special Forces Command (SFC), United States Army JFK Special Warfare Center and School (USAJFKSWCS), 75th Ranger Regiment, 160th Special Operations Aviation Regiment (SOAR),

and Special Mission Units (SMU). Soldiers assigned to these commands could have longer than normal utilization tours due to mission and training requirements. These positions are considered as career enhancing assignments and successful service makes someone considered to be best qualified for promotion.

(j) Army career degrees. See SOCAD Army Degree Program.

(5) **Master Sergeant/First Sergeant and Sergeant Major/Command Sergeant Major.** See Chapter 25.

Chapter 14. Military occupational specialty 88M professional development model

The 88M Professional Development Model, also referred to as Career Map, is available on the ACT Web site at <https://actnow.army.mil>.

Chapter 15. Military occupational specialty 88M Reserve Component

The integration of the RC within the TC is essential to the successful accomplishment of transportation operations. The RC represents a substantial portion of the overall TC structure and capability. NCOPDS in the RC mirrors RA training and requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters. Wartime mission of successfully performing transportation operations within a theater of operations is identical in all three components. The RC professional development is managed in a similar manner as the RA (see Chapter 4).

Chapter 16. Military occupational specialty 88N Transportation Management Coordinator

a. Major duties. The Transportation Management Coordinator supervises, monitors, controls and coordinates the movement of personnel, equipment, and cargo by air, rail, highway, and water; determines the most efficient mode of transport that accomplishes mission requirements; advises military and DOD civilians concerning the selection of sites for depots, truck terminals, railheads, beachheads, airfields, ports, and inland waterway terminals. The senior 88N supervises cargo documentation and movement control units for all transportation modes; formulates and reviews documentation on technical traffic management functions; devises and reviews movement programs for logistical support functions in a theater of operations; serves as the transportation liaison between other military services, commercial agencies, and host nation support elements; reviews DOD contracts and agreements with host nations; verifies the accuracy of movement control documents; performs as staff NCO in military traffic management agencies; monitors QCs that ensure commercial transportation services meet contractual obligations; monitors and documents all customs discrepancies and reports them to appropriate authorities; ensures allocation of transport capability is appropriate to accomplish each mission in a cost-effective manner; serves as the primary operator of Standard Army Management Information Systems critical to moving the Army. The 88N Sergeant First Class also serves as a contracting officers' representative.

b. Prerequisites. See DA Pam 611–21 for details.

c. Goals for development.

(1) Private - Specialist/Corporal.

(a) Institutional Training. Transportation Management Coordinator Course. Attend Basic Leader Course (BLC), if possible. Obtaining recognition as Distinguished Honor Graduate, Distinguished Leader, Honor Graduate or Commandant's List in BLC should be a goal.

(b) Operational assignments. These include positions focused on building a strong base of

technical expertise in basic MOS skills and common Soldier tasks. Soldiers should seek assignments that build upon the knowledge gained during training in positions such as Transportation Management Coordinator or Movements Specialist.

(c) *Promotion indicators.* Indicators a Soldier has promotion potential include maintained high physical fitness standards and consistent compliance with height and weight standards, consistently pursued education through military courses and civilian educational opportunities, and consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(d) *Attributes must reflect:* One that is culturally astute, agility, adaptability, and resiliency.

(e) *Self-development.* Begin pursuing an associate degree or higher-level civilian education opportunities. For additional information on self-development, see Chapter 3.

(f) *Additional training.* Functional training includes TC-AIMS II, (Transportation Coordinators'-Automated Information for Movements System II), Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP), Global Air Trans Execution System (GATES), Unit Movement Officer-Deployment Planning Course (UMODPC), and Joint Container Management Course. Other training includes Technical TRANS of HAZMAT (CERT). Soldiers may also earn promotion points for Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88N on ACT for more information.

(g) *Special assignments.* Special assignments for 88N Soldiers include, but are not limited to, positions in 1st Special Forces Command (SFC), and United States Army JFK Special Warfare Center and School (USAJFKSWCS). These positions are considered as career enhancing assignments and successful service makes someone considered to be best qualified for promotion.

(h) Army career degrees. See SOCAD Army Degree Program.

(2) Sergeant.

(a) *Institutional Training.* In preparation for promotion to SSG, complete BLC. Attend Transportation Management Coordinator Advanced Leader Course (ALC), is possible. Graduating with honors from ALC should be a goal.

(b) *Operational assignments.* Focus on assignments that develop leadership skills and enhance technical and tactical skills. 88N NCOs, based on authorized positions, are not always afforded the opportunity to serve in leadership positions. However, there are assignments that involve leadership responsibility and 88N SGTs should take advantage of any opportunity to serve in a leadership role.

(c) *Career Development assignments.* The 88N SGT must seek out positions as Movements NCO, or Transportation Management NCO. To gain leadership experience 88N SGTs should seek out opportunities within these positions to serve in a leadership role.

(d) *Promotion indicators.*

1. Strong NCOERs that reflect superior performance and potential in a variety of challenging assignments.
2. Exceeded course standards (Honor Graduate and Commandant's List).

3. Maintained high physical fitness standards and consistent compliance with height and weight standards.
4. Consistently pursued education through military courses and civilian educational opportunities.
5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.
6. Demonstrated exceptional duty performance while assigned as a Transportation Management NCO or Movements NCO.

(e) Desired Knowledge, Skills, and Behaviors: Leadership, Decision Making, Situational Awareness, General Cognitive Ability, Problem Solving, Reasoning, Stress Tolerance, Active Listening, Teamwork, and Training & Developing Others.

(f) Self-development. Continue pursuit of associate degree or higher-level civilian education. NCO of the Month/Quarter/Year Boards. For additional information on self-development, see Chapter 3.

(g) Additional training. Functional training includes TC-AIMS II, (Transportation Coordinators'-Automated Information for Movements System II), Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning (ADP), and Military Standard Transportation and Movement Procedures (MILSTAMP), Global Air Trans Execution System (GATES), Unit Movement Officer-Deployment Planning Course (UMODPC), and Joint Container Management Course, and Joint Operations Planning and Execution System (JOPES). Other training includes Technical TRANS of HAZMAT (CERT). Soldiers may also earn promotion points for Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88N on ACT for more information.

(h) Special assignments. Special assignments for 88N SGTs include, but are not limited to, Drill Sergeant, Recruiter, White House Communications Agency (WHCA), United States Army Special Operations Command (USASOC), 1st Special Forces Command (SFC), 75th Ranger Regiment, and Special Mission Units (SMU). Soldiers assigned to these commands could have longer than normal utilization tours due to mission and training requirements. These positions are considered as career enhancing assignments and successful service makes someone considered to be best qualified for promotion.

(i) Army career degrees. See SOCAD Army Degree Program.

(3) Staff Sergeant.

(a) Institutional Training. In preparation for promotion to SFC, complete ALC. Attend Transportation Deployment/Distribution Senior Leader Course (SLC), if possible. Graduating with honors from SLC should be a goal.

(b) Operational assignments. Seek assignments focused on continued development and refinement of leadership skills and tactical and technical expertise; seek to become a functional expert in your MOS. 88N NCOs, based on authorized positions, are not always afforded the opportunity to serve in leadership positions. However, there are assignments that involve leadership responsibility and 88N SSGs should take advantage of any opportunity to serve in a leadership role. Positions such as a Movements Supervisor, Movements NCO, or Transportation Management Supervisor are viewed as equivalent to holding a position as a section or squad leader. Seek out the tough leadership positions and excel in the performance

of the duties associated with those positions. These positions offer unique opportunities in the areas of leadership and problem solving.

(c) *Career Development assignments.* The 88N SSG must seek out key leadership and developmental positions as Movements Supervisor, Transportation Management Supervisor, Movements NCO. Recommend SSGs obtain 24 months experience in a critical leader development position.

(d) *Broadening assignments.* Key opportunities include AIT Instructor, Drill Sergeant, Recruiter, ALC Instructor, Joint Mobility Operations NCO, Joint Air Transportation NCO, JOPES Planning NCO, Force Generation NCO, Observer Controller/Trainer. Superior performance in these types of positions sets NCOs apart from their peers.

(e) *Promotion indicators.* Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most and highly qualified SSGs for the next higher grade:

1. Most qualified SSGs will have demonstrated any combination of the following:

(a) Demonstrated exceptional duty performance for 24 months in one of the following positions Transportation Management Supervisor, Movements Supervisor, of positions of greater responsibility.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded ALC course standards (Distinguished Honor/Honor Graduate) or received an award for Leadership.

(d) Consistently pursued military education and attended Battle Staff (ASI 2S); Master Fitness Training (MFT) Course; Master Resiliency Trainer (MRT) Course; Master Driver Trainer (ASI M9); Operational Contracting Support (ASI 3C); Equal Opportunity Leader (EOL) Course; Victim Advocate (VA) Course; Support Operations Course; Senior Transportation Operations Course.

(e) Attended other training, such as, Air Assault, Airborne, Ranger School

(f) Become a member of the SGT Audie Murphy/Sergeant Morales Club; recognized as NCO of the Quarter/Year; Instructor of the Year; Transportation Corps NCO of the Year.

(g) Earned the Instructor Badge or Expert Soldier Badge.

(h) Demonstrated exceptional duty performance while assigned in Career Developmental positions such as Movements NCO.

(i) Demonstrated exceptional duty performance while assigned in Broadening Assignments such as AIT Instructor; ALC Instructor; Drill Sergeant; Recruiter; Joint Mobility Operations NCO; Joint Air Transportation NCO; JOPES Planning NCO; Force Generation NCO; Observer Controller/Trainer (OC/T).

2. Highly qualified SSGs will have demonstrated any combination of the following:

(a) Successfully served 12-18 months in positions such as Movements Supervisor, Transportation Management Supervisor (equivalent to a section or squad leader).

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded ALC course standards (Commandant's List).

(d) Consistently pursued military education and attended courses such as Unit Movement Officer Deployment Plannint Course (UMODPC); TC-AIMS II (Functional User); Integrated Computerized Deployment System (ICODES); AMMO-62 Technical Transportation of Hazmat Course; Joint Operational Planning and Execution Systems (JOPES).

(e) Demonstrated successful duty performance while assigned in Career Developmental positions such as Movements NCO.

(f) Demonstrated successful duty performance while assigned in Broadening Assignments such as AIT Instructor, ALC Instructor, Drill Sergeant, Recruiter, Joint Mobility Operations NCO, Joint Air Transportation NCO, JOPES Planning NCO, Force Generation NCO, Observer Controller/Trainer (OC/T).

(f) *Desired Knowledge, Skills, and Behaviors:* Leadership, Management, Decision Making, Situational Awareness, General Cognitive Ability, Problem Solving, Reasoning, Stress Tolerance, Active Listening, Safety & Compliance and Training & Developing Others.

(g) *Self-development.* Continue pursuing higher-level civilian education opportunities, with a goal of completing an associate degree. For additional information on self-development, see Chapter 3.

(h) *Additional training.* Functional training includes Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, ADP, and Military Standard Transportation and Movement Procedures (MILSTAMP), Global Air Trans Execution System (GATES), TC-AIMS II, UMODPC, Joint Container Management Course, JOPES, and Senior Transportation Operations Course. Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional training includes BSNCO, and the Support Operations Course. Soldiers may also earn Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88N on ACT for more information.

(i) *Special assignments.* Special assignments for 88N SSGs include, but are not limited to, Drill Sergeant, Recruiter, and positions within White House Communications Agency (WHCA), Theater Special Operations Command (TSOC), United States Army Special Operations Command (USASOC), 1st Special Forces Command (SFC), 75th Ranger Regiment, Defense Logistics Agency, US Army Transportation Command, and Special Mission Units (SMU). Soldiers assigned to these commands could have longer than normal utilization tours due to mission and training requirements. These positions are considered as career enhancing assignments and successful service makes someone considered best qualified for promotion. See Professional Development Model (PDM) for 88N on ACT for more information.

(j) Army career degrees. See SOCAD Army Degree Program.

(4) Sergeant First Class.

(a) *Institutional Training.* In preparation for promotion to MSG, complete SLC. Attend Master Leader Course (MLC), if selected. Senior Enlisted Joint Professional Military Education Course I (SEJPME I).

(b) *Operational assignments.* SFCs should maintain a good balance of generating and operating force assignments to enhance the NCO's experience, knowledge, and career progression. 88N NCOs, based on authorized positions, are not always afforded the opportunity to serve in leadership positions. However, there are assignments that involve leadership responsibility and 88N SFCs should take advantage of any opportunity to serve in a leadership role.

(c) *Career Development assignments.* The 88N SFC must seek out key leadership and developmental positions as a Detachment Sergeant, Senior Movements NCO, Staff Movements NCO, Transportation Logistics NCO, and Chief Movements Supervisor. These positions have responsibilities equivalent to those of a Platoon Sergeant. Opportunities serving in a Platoon Sergeant capacity are key for successful development within the Sustainment Warfighting

Function. Recommended time in these types of critical positions is 24-36 months.

(d) Broadening assignments. Key opportunities include AIT Instructor, Drill Sergeant, Recruiter, Logistics Advisor NCOIC (SFAB), Chief Movements Supervisor (WHTA), Observer Controller/Trainer (OC/T), Maintenance Logistician, Career Management NCO (TC Proponent), Talent Management NCO (HRC), SLC Instructor, Training Developer, SARC, Victim Advocate, Senior Training Management NCO; and UMODPC Instructor.

(e) Promotion indicators. Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most and highly qualified SFCs for the next higher grade:

1. Most qualified SFCs will have demonstrated any combination of the following:

(a) Demonstrated exceptional duty performance for 24 months in one of the following positions Detachment Sergeant, Senior Movements NCO, Chief Movements Supervisor, or positions of greater responsibility.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded SLC course standards (Distinguished Honor/Honor Graduate) or received an award for Leadership.

(d) Consistently pursued military education and attended Battle Staff (ASI 2S); Master Fitness Trainer (MFT) Course; Master Resiliency Trainer (MRT) Course; Master Driver Training (ASI M9); Support Operations Course; Senior Transportation Operations Course; Operational Contracting Support (ASI 3C); Equal Opportunity Leader (EOL) Course; Victim Advocate (VA) Course.

(e) Attended other training, such as, Air Assault, Airborne, or Ranger School.

(f) Become a member of the SGT Audie Murphy/Sergeant Morales Club; recognized as NCO of the Quarter/Year; Instructor of the Year; Transportation Corps NCO of the Year.

(g) Earned the Instructor Badge or Expert Soldier Badge.

(h) Demonstrated exceptional duty performance while assigned in Career Developmental positions such as Staff Movements NCO, Operations Sergeant, Transportation Logistics NCO.

(i) Demonstrated exceptional duty performance while assigned in Broadening Assignments such as AIT Instructor, Drill Sergeant, Recruiter, Logistics Advisor NCOIC (SFAB), Chief Movements Supervisor (WHTA), Observer Controller/Trainer (OC/T), Sexual Assault Response Coordinator (SARC), Maintenance Logistician, Talent Management NCO (HRC), Career Management NCO (Transportation Corps Proponent), Training Developer, SLC Instructor, Victim Advocate (VA), Senior Training Management NCO, Unit Movement Officer Deployment Planning Course (UMODPC) Instructor.

2. Highly qualified SFCs will have demonstrated any combination of the following:

(a) Successfully served 12-18 months in one of the following positions Detachment Sergeant, Senior Movements NCO, Chief Movements Supervisor.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded SLC course standards (Commandant's List).

(d) Consistently pursued military education and attended courses such as Unit Movement Officer Deployment Planning Course (UMODPC); TC-AIMS II (Functional User); Integrated Computerized Deployment System (ICODES); AMMO-62 Technical Transportation of Hazmat Course; Joint Operational Planning and Execution System (JOPES).

(e) Demonstrated successful duty performance while assigned in Career Developmental positions such as Staff Movements NCO, Operations Sergeant, Transportation Logistics NCO.

(f) Demonstrated successful duty performance while assigned in Broadening Assignments

such as AIT Instructor, Drill Sergeant, Recruiter, Observer Controller/Trainer (OC/T), Sexual Assault Response Coordinator (SARC), Maintenance Logician, Talent Management NCO (HRC), Career Management NCO (Transportation Corps Proponent), Training Developer, SLC Instructor, Victim Advocate (VA), Senior Training Management NCO, Unit Movement Officer Deployment Planning Course (UMODPC) Instructor.

(f) *Desired Knowledge, Skills, and Behaviors:* Leadership, Management, Decision Making, Situational Awareness, Written Communication, Problem Solving, Reasoning, Stress Tolerance, Perceptual Speed & Accuracy, Systems Thinking, IT Programs & Systems and Conscientiousness.

(g) *Self-development.* Complete associate degree. The completion of an associate degree conveys initiative and potential. Begin pursuing a bachelor's degree or other higher-level education opportunities. For additional information on self-development, see Chapter 3.

(h) *Additional training.* Functional training includes Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, ADP, and Military Standard Transportation and Movement Procedures (MILSTAMP), Global Air Trans Execution System (GATES), TC-AIMS II, UMODPC, Joint Container Management, JOPEs, Senior Transportation Operations Course (STOC). Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional training includes BSNCOc, and the Support Operations Course. Soldiers may also earn Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88N on ACT for more information.

(i) *Special assignments.* Special assignments for 88N SFCs include, but are not limited to, positions within White House Transportation Agency (WHTA), Security Force Assistance Brigade (SFAB), Theater Special Operations Command (TSOC), United States Army Command (USASOC), 75th Ranger Regiment, and Special Mission Units (SMU). Soldiers assigned to these commands could have longer than normal utilization tours due to mission and training requirements. These positions are considered as career enhancing assignments and successful service makes someone considered as best qualified for promotion.

(j) Army career degrees. See SOCAD Army Degree Program.

(5) **Master Sergeant/First Sergeant and Sergeant Major/Command Sergeant Major.** See Chapter 25

Chapter 17. Military occupational specialty 88N professional development model
The 88N Professional Development Model, also referred to as Career Map, is available on the ACT Web site at <https://actnow.army.mil>.

Chapter 18. Military occupational specialty 88N Reserve Component
The integration of the RC within the TC is essential to the successful accomplishment of transportation operations. The RC represents a substantial portion of the overall TC structure and capability. NCOPDS in the RC mirrors RA training and requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters. Wartime mission of successfully performing transportation operations within a theater of operations is identical in all three components. The RC professional development is managed in a similar manner as the RA (see Chapter 4).

Chapter 19. Military occupational specialty 88U Railway

Specialist (Reserve Component)

a. Major duties. The Railway Specialist provides rail network capability and infrastructure assessments. Performs and assists with rail planning. Coordinates the use of Host nation or contracted rail assets. Performs Contracting Officer's Representative (COR) duties to oversee contracts.

b. Prerequisites. See DA Pam 611–21 for details.

c. Goals for development.

(1) Private - Specialist/Corporal.

(a) Institutional Training. Railway Specialist Course. Attend Basic Leader Course (BLC), if possible. Obtaining recognition as Distinguished Honor Graduate, Distinguished Leader, Honor Graduate or Commandant's List in BLC should be a goal.

(b) Operational assignments. The focus during the early years should be geared toward building a strong base of technical expertise in basic MOS skills. Soldiers should seek responsibility and take advantage of opportunities to display their leadership skills and initiative during all collective training. May serve as Railway Specialist.

(c) Promotion indicators.

1. Honor Graduate and Commandant's List
2. Maintained high physical fitness standards and consistent compliance with height and weight standards.
3. Consistently pursued education through military courses and civilian educational opportunities.
4. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.

(d) Attributes must reflect: One that is culturally astute, agility, adaptability, and resiliency.

(e) Self-development. Begin pursuing an associate degree or higher-level civilian education opportunities. For additional information on self-development, see Chapter 3.

(f) Additional training. Functional training includes Railroad track standards and maintenance training courses. Additional training includes TC-AIMS II, (Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Soldiers may also earn promotion points for Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88U on ACT for more information.

(g) Special assignments. None.

(h) Army career degrees. See SOCAD Army Degree Program.

(2) Sergeant.

(a) Institutional Training. In preparation to promotion to SSG, complete BLC. Attend Railway Specialist Advanced Leader Course (ALC), if possible. Graduating with honors from ALC should be a goal

(b) Operational assignments. The focus during this phase of development should be geared toward leadership refinement. Soldiers should seek greater levels of responsibility and positions, which challenge both their technical and tactical knowledge. May serve as a Railway Advisor.

(c) Promotion indicators.

1. Strong NCOERs that reflect superior performance and potential in a variety of challenging assignments.
2. Exceeded course standards (Honor Graduate and Commandant's List).
3. Maintained high physical fitness standards and consistent compliance with height and weight standards.
4. Consistently pursued education through military courses and civilian educational opportunities.
5. Consistently demonstrated high standards of conduct and adherence to Army values on and off duty.
6. Demonstrated exceptional duty performance while assigned as a Railway Advisor.
7. Demonstrated career flexibility as shown by serving in a multimodal developmental position.

(d) Desired Knowledge, Skills, and Behaviors: Leadership, Tactical/Technical Competence, Teamwork, Decision Making, Situational Awareness, Psychomotor Ability, Problem Solving, Management, Training and Developing Others, and Safety & Compliance.

(e) Self-development. Continue pursuit of associate degree or higher-level civilian education. For additional information on self-development, see Chapter 3.

(f) Additional training. Functional training includes railroad track standards and maintenance training courses. Additional training includes TC-AIMS II, (Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Soldiers may also earn promotion points for Technical Certifications, a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88U on ACT for more information.

(g) Special assignments. Drill Sergeant and Recruiter.

(h) Army career degrees. See SOCAD Army Degree Program.

(3) Staff Sergeant.

(a) Institutional Training. In preparation for promotion to SFC, complete ALC. Attend Transportation Deployment/Distribution Senior Leader Course (SLC) and Railway Specialist Senior Leader Course (SLC), if possible. Graduating with honors from SLC should be a goal.

(b) Operational assignments. Focus must be on continued development and refinement of leadership skills and tactical and technical expertise; seek to become a functional expert in your MOS. Seek out the tough leadership positions and excel in the performance of the duties associated with those positions. These positions offer unique opportunities in the areas of leadership and problem solving.

(c) Promotion indicators. Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to

identify the most and highly qualified SSGs for the next higher grade:

1. Most qualified SSGs will have demonstrated any combination of the following:

- (a) Demonstrated exceptional duty performance for 24 months serving in a Rail Advisor position or a position of greater responsibility.
- (b) Maintained high physical fitness standards and consistent compliance with height and weight standards.
- (c) Exceeded ALC course standards (Distinguished Honor/Honor Graduate) or received an award for Leadership.
- (d) Consistently pursued military education and attended Battle Staff (ASI 2S); Master Fitness Trainer (MFT) Course; Master Resiliency Trainer (MRT) Courses; Master Driver Trainer (ASI M9); Operational Contracting Support (ASI 3C); Equal Opportunity Leader (EOL) Course; Victim Advocate (VA) Course. Unit Movement Officer Deployment Planning Course (UMODPC); TC-AIMS II (Functional User); Integrated Computerized Deployment System (ICODES); AMMO-62 Technical Transportation of Hazmat Course. Joint Operational Planning and Execution System (JOPES).
- (e) Become a member of the SGT Audie Murphy/Sergeant Morales Club; recognized as NCO of the Quarter/Year; Instructor of the Year; Transportation Corps NCO of the Year.
- (f) Earned Instructor Badge or Expert Soldier Badge
- (g) Demonstrated exceptional duty performance while assigned in Career Developmental positions such as Railway Advisor.
- (j) Demonstrated exceptional duty performance while assigned in Broadening Assignments such as AIT Instructor, ALC Instructor.

2. Highly qualified SSGs will have demonstrated any combination of the following:

- (a) Successfully served 12-18 months in a position such as Railway Advisor.
- (b) Maintained high physical fitness standards and consistent compliance with height and weight standards.
- (c) Exceeded ALC course standards (Commandant's List).
- (d) Consistently pursued military education and attended courses such as Rail Head Operations Group Training Course; Track Inspection Certification; Locomotive Engineer Certification; Locomotive Conductor Certification.
- (e) Demonstrated exceptional duty performance while assigned in Career Developmental positions such as Railway Advisor.
- (f) Demonstrated exceptional duty performance while assigned in Broadening Assignments such as AIT Instructor/Writer, ALC Instructor.

(d) *Desired Knowledge, Skills, and Behaviors:* Leadership, Decision Making, Problem Solving, General Cognitive Ability, Situational Awareness, Reasoning, Psychomotor Ability, Safety & Compliance, Management, Training and Developing Others, and General Communication.

(e) *Self-development.* Continue pursuing higher-level civilian education opportunities, with a goal of completing an associate degree. For additional information on self-development, see Chapter 3.

(f) *Additional training.* Functional training includes railroad track standards and maintenance training courses. Additional training includes TC-AIMS II, (Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, Military Standard Transportation and Movement Procedures (MILSTAMP), and Senior Transportation Operations Course (STOC). Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional; however important training includes BSNCO, and the Support Operations Course. Soldiers may also earn promotion points for Technical

Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88U on ACT for more information.

(g) *Special assignments.* Recruiter, Drill Sergeant, SHARP, Career Counselor.

(h) Army career degrees. See SOCAD Army Degree Program.

(4) Sergeant First Class.

(a) *Institutional Training.* In preparation for promotion to MSG, complete SLC. Attend Master Leader Course (MLC), if selected. Senior Enlisted Joint Professional Military Education Course I (SEJPME I).

(b) *Operational assignments.* Continue to seek out the leadership positions. NCOs who have served successfully and frequently in tough leadership positions are considered more competitive for promotion than those who have not.

(c) *Promotion indicators.* Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most and highly qualified SFCs for the next higher grade:

1. Most qualified SFCs will have demonstrated any combination of the following:

(a) Demonstrated exceptional duty performance for 24 months in a Senior Rail Advisor position or a position of greater responsibility.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded SLC course standards (Distinguished Honor/Honor Graduate) or received an award for Leadership.

(d) Consistently pursued military education and attended Battle Staff NCO (ASI 2S); Master Fitness Trainer (MFT) Course; Master Resiliency Trainer (MRT) Courses; Master Driver Trainer (ASI M9); Operational Contracting Support (ASI 3C); Equal Opportunity Leader (EOL) Course; Victim Advocate (VA) Course. Unit Movement Officer Deployment Planning Course (UMODPC); TC-AIMS II (Functional User); Integrated Computerized Deployment System (ICODES); AMMO-62 Technical Transportation of Hazmat Course. Joint Operational Planning and Execution System (JOPES).

(e) Become a member of the SGT Audie Murphy/Sergeant Morales Club; recognized as NCO of the Quarter/Year; Instructor of the Year; Transportation Corps NCO of the Year.

(f) Earned the Instructor Badge or Expert Soldier Badge.

(g) Demonstrated exceptional duty performance while assigned in Career Developmental positions such as Senior Rail Advisor.

(h) Demonstrated exceptional duty performance while assigned in Broadening Assignments such as AIT Instructor; ALC Instructor.

2. Highly qualified SFCs will have demonstrated any combination of the following:

(a) Successfully served 12-18 months in a position such as Senior Rail Advisor.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded SLC course standards (Commandant's List).

(d) Consistently pursued military education and attended courses such as Rail Head Operations Group Training Course; Track Inspection Certification; Locomotive Engineer Certification; Locomotive Conductor Certification.

(e) Demonstrated successful duty performance while assigned in Career Developmental positions such as Senior Rail Advisor.

(f) Demonstrated successful duty performance while assigned in Broadening Assignments such as AIT Instructor, ALC Instructor.

(d) *Desired Knowledge, Skills, and Behaviors:* Leadership, Decision Making, Management, Problem Solving, Multi-Domain Collaboration, Situational Awareness, Reasoning, Safety & Compliance, Training and Developing Others, and General Communication.

(e) *Self-development.* Complete associate degree. The completion of an associate degree conveys initiative and potential. Begin pursuing a bachelor's degree or other higher-level education opportunities. For additional information on self-development, see Chapter 3.

(f) *Additional training.* Functional training includes railroad track standards and maintenance training courses. Additional training includes TC-AIMS II, (Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, Military Standard Transportation and Movement Procedures (MILSTAMP), and Senior Transportation Operations Course (STOC). Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional however important training includes BSNCO, and the Support Operations Course. Soldiers may also earn Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88U on ACT for more information.

(g) *Special assignments.* Recruiter.

(h) Army career degrees. See SOCAD Army Degree Program.

(5) **Master Sergeant/First Sergeant and Sergeant Major/Command Sergeant Major.** See Chapter 25.

Chapter 24. Military occupational specialty 88U professional development model
The 88U Professional Development Model, also referred to as Career Map, is available on the ACT Web site at <https://actnow.army.mil>.

Chapter 25. Military occupational specialty 88Z Transportation Senior Sergeant
a. Major duties. The Transportation Senior Sergeant plans, directs, and controls movement operations and service support for freight, personnel, and cargo by all modes of transportation. Manages and coordinates the operation and maintenance of Army watercraft. As the Rail Operations NCO, the 88Z provides direct assistance and advice related to Host Nation (HN) rail infrastructure and the employment of HN assets in support of nation building and military operations; coordinates and communicate with the HN, supported unit, or contracted entity to facilitate rail operations. Assists in the coordination and implementation of operations, administration, training programs, and communication activities. Accounts for location, employment, and deployment of organic operating equipment and maintenance activities. Consolidates, prepares, reviews, and processes regular and special reports of command transportation and watercraft activities. Serves as the primary enlisted advisor in transportation companies. Multimodal expert charged with knowing the transportation capabilities, requirements, and culture of ground, air, waterway, and rail movement operations. Advises military and DOD civilians concerning the selection of sites for depots, truck terminals, railheads, beachheads, airfields, ports, and inland waterway terminals. Monitors Standard Army Management Information Systems activity at the strategic deployment level to direct and sustain in-transit visibility of shipments. Additionally responsible for facilitating and coaching unit activities through the Reception, Staging, Onward Movement and Integration process at the theater level. The 88Z (Master Sergeant and Sergeant Major) also serves as a Contracting Officers Representative.

b. *Prerequisites.* See DA Pam 611–21 for details.

c. *Goals for development.*

(1) Master Sergeant and First Sergeant.

(a) *Institutional Training.* Attend U.S. Army Sergeants Major Course (SMC), if selected. Senior Enlisted Joint Professional Military Education I and II (SEJPME I and II).

(b) *Operational assignments.* The critical assignment for a Master Sergeant is First Sergeant, of which a minimum time of 24 months and up to 36 months rated time as a First Sergeant is recommended. While all First Sergeant opportunities are beneficial, positions in Security Force Assistance Brigades (SFAB) offer unique experiences and access to training and certifications not available in other assignments. In addition to gaining First Sergeant experience, 88Z MSGs should seek opportunities to serve in staff level positions at the brigade and above level.

(c) *Career Development assignments.* First Sergeant, Transportation Supervisor, Senior Truckmaster, and Operations Sergeant.

(d) *Broadening assignments.* Key opportunities include SLC Chief Instructor, Instructor, Operations Sergeant (WHTA), Inspector General NCO, Detachment Sergeant, European Detachment NCOIC, Senior Talent Management NCO, and TC Quality Assurance Senior NCO.

(e) *Promotion indicators.* NCOs who have served successfully and frequently in challenging leadership positions are considered to be more competitive for promotion than those who have not. Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most and highly qualified MSGs for the next higher grade:

1. Most qualified MSGs will have demonstrated any combination of the following:

(a) Demonstrated exceptional duty performance for 24 months in one of the following First Sergeant, Operations Sergeant, Senior Truckmaster, or positions of greater responsibility.

(b) Maintained high physical fitness standards and maintain consistent compliance with height and weight standards.

(c) Exceeded MLC course standards (Distinguished Honor/Honor Graduate) or received an award for Leadership.

(d) Consistently pursued military education and attended Battle Staff (ASI 2S); Master Fitness Trainer (MFT) Course; Master Resiliency Trainer (MRT) Course; Master Driver Training (ASI M9); Support Operations Course; Operational Contracting Support (ASI 3C); Equal Opportunity Leader (EOL) Course; Victim Advocate (VA) Course; Unit Movement Officer Deployment Planning Course (UMODPC); TC-AIMS II (Functional User); Integrated Computerized Deployment System (ICODES); AMMO-62 Technical Transportation of Hazmat Course; Joint Operational Planning and Execution System (JOPES); Senior Transportation Operations Course.

(e) Attended other training, such as, Air Assault, Airborne, Security Forces Assistance Brigade (SFAB) Course, or Ranger School.

(f) Become a member of SGT Audie Murphy/Sergeant Morales Club; be recognized as Instructor of the Year, or as a Distinguished Member of the Regiment (DMOR).

(g) Earned the Instructor Badge or Expert Soldier Badge.

(h) Demonstrated exceptional duty performance while assigned in Career Developmental positions such as Transportation Supervisor.

(i) Demonstrated exceptional duty performance while assigned in Broadening Assignments such as SLC Chief Instructor, Instructor, Operations Sergeant (WHTA), Inspector General NCO; Detachment Sergeant, European Detachment NCOIC, Senior Talent Management

NCO, and TC Quality Assurance Senior NCO.

2. Highly qualified MSGs will have demonstrated any combination of the following:

- (a) Successfully served 12-18 months in one of the following positions First Sergeant, Operations Sergeant, Senior Truckmaster, or positions of greater responsibility.
 - (b) Maintained high physical fitness standards and consistent compliance with height and weight standards.
 - (c) Exceeded MLC course standards (Commandant's List).
 - (d) Consistently pursued military education and attended courses such as MRT; SHARP; EOA; MFT.
 - (e) Demonstrated successful duty performance while assigned in Career Developmental positions such as Transportation Supervisor.
 - (f) Demonstrated successful duty performance while assigned in Broadening Assignments such as SLC Chief Instructor, Instructor, Operations Sergeant (WHTA), Inspector General NCO, Detachment Sergeant, European Detachment NCOIC, Senior Talent Management NCO, and TC Quality Assurance Senior NCO
- (f) *Desired Knowledge, Skills, and Behaviors:* Leadership, Management, Training and Developing Others, Decision Making, Problem Solving, Multi-Domain Collaboration, Reasoning, Communication, Sustains Climate & Morale, and Performance Management
- (g) *Self-development.* For additional information on self-development, see Chapter 3. .

(h) *Additional training.* Additional training includes Senior Transportation Operations Course (STOC), TC-AIMS II, (Transportation Coordinators'-Automated Information for Movements System II) Integrated Data Environment (IDE) and/or Global Transportation Network (GTN) Convergence (IGC), ICODES, Joint Aircraft Load Planning, Joint Container Management Course, and Military Standard Transportation and Movement Procedures (MILSTAMP). Other training includes Technical TRANS of HAZMAT (CERT). Other nonfunctional training includes BSNCO, Support Operations Course, How the Army Runs Course, and JOPES. Soldiers may also earn Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88Z on ACT for more information.

(i) *Special assignments.* White House Transportation Agency (WHTA) Operations Sergeant. WHTA provides 24-hour transportation and cargo support services and assists with worldwide transportation support for presidential motorcades and presidential travel as directed by the White House Military Office (WHMO). Soldiers assigned to WHTA could have longer than normal utilization tours due to mission and training requirements. Additional special assignments include Senior Career Advisor (HRC), Inspector General NCO, NATO, Observer Controller/Trainer, Chief Instructor SLC Branch, and positions within United States Army JFK Special Warfare Center and School (USAJFKSWCS), 160th Special Operations Aviation Regiment (SOAR), and Special Mission Units (SMU). These positions should be considered career enhancing assignments.

(j) Army career degrees. See SOCAD Army Degree Program.

(2) Sergeant Major and Command Sergeant Major.

(a) *Institutional Training.* Executive Leader Course (ELC). Senior Enlisted Joint Professional Military Education I and II (SEJPME I and II).

(b) *Operational assignments.* SGMs should pursue leadership positions as the Command Sergeant Major at the Battalion and Brigade level.

(c) Career Development assignments. Command Sergeant Major, SDDC Battalion Sergeant Major, Senior Enlisted Advisor, Operations Sergeant Major, Senior Transportation Supervisor, Division or Corps Transportation Sergeant Major.

(d) Broadening Assignment. Key opportunities include Instructor, Logistics Proponent NCO, Senior Career Management NCO, Inspector General SGM, Senior Instructor (MTOC SGM), Senior Enlisted Advisor (WHTA).

(e) *Promotion indicators.*

1. Most qualified SGM/CSMs will have demonstrated any combination of the following:

(a) Demonstrated exceptional duty performance for 24 months in one of the following positions
Command Sergeant Major; Battalion Sergeant Major, Senior Enlisted Advisor.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded SMC course standards (Distinguished Honor/Honor Graduate) or received an award for Leadership.

(d) Consistently pursued military education and attended Battle Staff (ASI 2S); Master Fitness Trainer (MFT) Course; Master Resiliency Trainer (MRT) Course; Master Driver Trainer (ASI M9); Support Operations Course; Senior Transportation Operations Course; Operational Contracting Support (ASI 3C); Equal Opportunity Leader (EOL) Course; Victim Advocate (VA) Course; Unit Movement Officer Deployment Planning Course (UMODPC); TC-AIMS II (Functional User); Integrated Computerized Deployment System (ICODES); AMMO-62 Technical Transportation of Hazmat Course; Joint Operational Planning and execution Systems (JOPES).

(e) Become a member of the Sergeant Audie Murphy/Sergeant Morales Club; honored as a Distinguished Member of the Regiment (DMOR).

(f) Earned the Instructor Badge or Expert Soldier Badge.

(g) Demonstrated exceptional duty performance while assigned in Career Developmental positions such as Senior Transportation Supervisor, Operations Sergeant Major, Division or Corps Transportation Sergeant Major.

(h) Demonstrated exceptional duty performance while assigned in Broadening Assignments such as Instructor, Logistics Proponent NCO, Senior Career Management NCO, Inspector General SGM, Senior Instructor (MTOC SGM), Senior Enlisted Advisor (WHTA).

2. Highly qualified SGM/CSMs will have demonstrated any combination of the following:

(a) Successfully served 12-18 months in positions such as Command Sergeant Major, Battalion Sergeant Major, Senior Enlisted Advisor.

(b) Maintained high physical fitness standards and consistent compliance with height and weight standards.

(c) Exceeded SMC course standards (Commandant's List).

(d) Consistently pursued military education and attended courses such as MRT; SHARP; EOL; MFT.

(e) Demonstrated successful duty performance while assigned in Career Developmental positions such as Senior Transportation Supervisor, Operations Sergeant Major, Division or Corps Transportation Sergeant Major.

(f) Demonstrated successful duty performance while assigned in Broadening Assignments such as Instructor, Logistics Proponent NCO, Senior Career Management NCO, Inspector General SGM, Senior Instructor (MTOC SGM), Senior Enlisted Advisor (WHTA).

(f) *Desired Knowledge, Skills, and Behaviors:* Leadership, Management, Training and Developing Others, Decision Making, Problem Solving, Multi-Domain Collaboration, Reasoning, Communication, Sustains Climate & Morale, and Performance Management

(g) *Self-development.* Although not a requirement for promotion to Sergeant Major, it is recommended for Sergeant Majors to complete a bachelor's degree. The Sergeant Major should enroll in a graduate program after completion of a bachelor's degree.

(h) *Additional training.* Soldiers may also earn Technical Certifications; a list of certifications is available on the ArmyIgnitEd website. See Professional Development Model (PDM) for 88Z on ACT.

Special assignments. Senior Career Management Sergeant Major. Serves as the Proponent Sergeant Major responsible for managing personnel Proponency issues for all TC enlisted Soldiers; formulates plans, policies, and programs pertaining to force structure, acquisition, training, distribution, sustainment, deployment, and separation of enlisted Soldiers for the Chief of Transportation (COT); coordinates with HQDA and major commands to achieve proponent objectives; serves as enlisted advisor to the Director, Office of the Chief of Transportation (OCOT), Regimental Command Sergeant Major and the Chief of Transportation.

1. Assistant Inspector General Sergeant Major, (HQ, SDDC). Fact finders who use training, inspections, staff and/or unit assist visits, as well as investigation as their primary tool to assist leadership, staff, or the field.

2. SMC SGL, SMC instructor/writer. The Regiment recommends favorable consideration to those who serve or have served in the aforementioned positions 12 months or longer and performed duties in an exemplary manner.

3. The White House Transportation Agency (WHTA). WHTA provides 24-hour transportation and cargo support services to the First Family, White House staff, and official visitors of the First Family in the Washington DC area; assists with worldwide transportation support for presidential motorcades and presidential travel as directed by the White House Military Office (WHMO); supervises and assists with the transportation of Presidential gift trunks. NCOs assigned to these commands could have longer than normal utilization tours due to mission and training requirements. These positions should be considered as career enhancing assignments.

(g) Army career degrees. See SOCAD Army Degree Program.

Chapter 26. Military occupational specialty 88Z professional development model

The 88Z Professional Development Model, also referred to as Career Map, is available on the ACT Web site at <https://actnow.army.mil>.

Chapter 27. Military occupational specialty 88Z Reserve Component

The integration of the RC within the TC is essential to the successful accomplishment of transportation operations. The RC represents a substantial portion of the overall TC structure and capability. NCOPDS in the RC mirrors RA training and requires all NCOs to meet one standard in terms of schooling and operational assignments. An additional role found within the ARNG is the performance of state missions during times of emergencies and/or natural disasters. Wartime mission of successfully performing transportation operations within a theater of operations is identical in all three components. The RC professional development is managed in a similar manner as the RA (see Chapter 4).