

# Sustainment

## 1. Introduction to Sustainment.

Field Manual (FM) 4-0, Sustainment Operations, provides a doctrinal approach to sustainment. FM 4-0 defines sustainment as the provision of logistics, finance and comptroller operations, personnel services, and health service support necessary to maintain operations until successful mission completion. Sustainment operations encompass diverse career fields and branches that operate across the entire sustainment community. These include, but are not limited to, Logistics, Adjutant General, and Finance and Comptroller branches. The U.S. Army Combined Arms Support Command (CASCOM) at Fort Lee, VA operates as the Sustainment Center of Excellence (SCoE) and is the major conduit for all sustainment activities. Cohesion across branches is accomplished through forums and working groups to achieve unity of effort across the collective sustainment community. CASCOM addresses the inherent sustainment warfighting challenges and complexities across all warfighting functions, informs policy, strategic priorities, promotes collaboration across the total Army and joint partners, develops agile leaders, and ensures greater efficiency and effectiveness pursuant to fulfilling Title 10 obligations. CASCOM also regulates access to the multifunctional logistics branch (90) from non- logistics branches.

a. *Purpose.* The purpose of this section is to provide information and guidance that is applicable to all Sustainment Branches (Logistics, Adjutant General, and Finance and Comptroller). This section defines developmental requirements common across the Sustainment Warfighting Functions of Logistics, Finance and Comptroller, and Personnel Services. (Personnel Services includes AG). Sustainment is also the force development proponent for medical logistics (MEDLOG) and operational contract support (OCS). Find details on the Army Personnel Development System for Health Service Support in DA PAM 600-4 at [https://armypubs.army.mil/epubs/DR\\_pubs/DR\\_a/ARN36761-PAM\\_600-4-000-WEB-1.pdf](https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN36761-PAM_600-4-000-WEB-1.pdf)

b. *Talent management.* Talent management enhances Army readiness by maximizing the potential of the Army's greatest asset - our people. As we meet the requirements of Army Talent Management, officers will have a greater breadth of experiences and skills required to meet the challenges of the Army's Strategic Roles to Shape, Prevent, and Consolidate Gains in Large Scale Combat Operations (LSCO). Multi-domain operations (MDO) consist of an interrelationship of air, land, maritime, space, and cyberspace. Officers should be able to plan, coordinate, and integrate capabilities in multi-domain operations. Recognizing, fostering, and expanding an officer's unique talents begins at the rank of lieutenant and continues over the entire course of their career. There are several people responsible for talent management. These people include, and are not limited to, the officer's raters, mentors, senior logistician at the respective installation, our professional military education (PME) educators, HRC career managers, and branch proponent officers. In identifying the talent sustainment officers hold, it is important to understand the Knowledge, Skills, and Behaviors (KSBs) that define each individual officer. To keep abreast of the latest Army Talent Management Task Force initiatives and opportunities available, both officers and leaders should frequently visit <https://talent.army.mil>.

(1) Key Developmental (KD) assignments are positions at each rank deemed fundamental to the development of an officer's key competences at that rank. An officer's performance in KD assignments heavily influences their potential for service at the next higher rank. Any assignment not considered KD, is developmental and broadening.

(2) Key terms as defined by the Army Talent Innovation Division are included in the Sustainment Table 1.

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**Sustainment Table 1. Key Talent Management Terms**

|                   |                                                                                                                                                                                                                 |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Talent Management | Management of talent across the pillars of ACQUIRE, DEVELOP, EMPLOY, and RETAIN with the goal to enhance Army readiness by maximizing the potential and contribution of the Army's greatest asset – our people. |
| Talent            | The unique intersection of knowledge, skills, behaviors, and preferences in every Officer.                                                                                                                      |
| Knowledge         | Facts, information, and skills acquired by a person through experience, education, or training                                                                                                                  |
| Skills            | The ability to apply knowledge to a task.                                                                                                                                                                       |
| Behaviors         | The way in which one acts or conducts oneself, especially toward others.                                                                                                                                        |
| Preferences       | Interests, career ambitions, and personal life goals.                                                                                                                                                           |

*c. Knowledge Skills, and Behaviors.* The Army manages its officer talent by identifying knowledge, skills, and behaviors (KSBs) throughout a career, and matching those talents against specific jobs in the officer's career path. Knowledge is gained through professional military education attendance and self-development. Skills are developed by functional courses, and experience learned during time in the operational force. Behaviors are learned and reinforced by life experiences and by modeling other professionals. There are many KSBs that each officer possesses, and most build upon each other progressively. Below is a chart of critical KSBs logistics branch officers must possess to be successful at each grade.

| <b>Crucial Sustainment Officer KSBs by Grade</b> |                      |                     |                          |                  |
|--------------------------------------------------|----------------------|---------------------|--------------------------|------------------|
|                                                  | <b>LT</b>            | <b>CPT</b>          | <b>MAJ</b>               | <b>LTC</b>       |
| Knowledge                                        | Branch Proficient    | Branch Expertise    | Branch Mastery           | Sust WFF Mastery |
|                                                  | Sust WFF Base        | Sust WFF Proficient | Sust WFF Expertise       | Joint Proficient |
|                                                  | Tactical Competence  | Combined Arms Base  | Combined Arms Proficient | Enterprise Base  |
|                                                  | Technical Competence | Mission Command     | Joint Base               | DOTMLPF          |
| Skills                                           | Physically Fit       | Physically Fit      | Effective Communicator   | Decision Maker   |
|                                                  | Reasoning            | Delegating          | Collaborative            | Visionary        |
|                                                  | Team Player          | Critical Thinking   | Analytical Thinking      | Mentoring        |
| Behaviors                                        | Problem Solver       | Sound Judgement     | Mentally Agile           | Diplomatic       |
|                                                  | Rapid Learning       | Confident           | Interpersonal Tact       | Self-Aware       |
|                                                  | Warrior Ethos        | Team Oriented       | Tenacious                | Authentic        |
|                                                  | Humility             | Humility            | Humility                 | Humility         |

*d. Profession/Career management and mentorship.* Army requirements, professional development, and officer/unit preferences all influence officer assignments. Officers should establish a 5-year plan to shape their careers. Officers must identify their goals with the assistance of mentors and develop a plan to reach identified goals. The Army Career Tracker facilitates planning one's career with the advice of a mentor. The Army Career Tracker helps an officer lay out their goals. Officers invite seniors to be their mentors through the Army Career Tracker. Mentors do not have to be in the officer's rating chain or career field. Mentors must be officers who the Soldier is comfortable with having fair and frank discussions about family, career, life goals, and the Army. An officer guided by an involved mentor is the best way to manage a career. The senior sustainment officer on an installation should conduct routine officer professional development forums informing the sustainment officer population in areas of talent management.

*e. Development.* The training an officer receives and administers throughout their career is an essential element of leader development. Several training domains are essential building blocks in our leader development. Training falls within the following three domains: institutional, operational, and self-development. Execution of Home station training (individual/collective training), Combat Training Center (CTC)-like exercises (Joint Readiness Training Center (JRTC), National Training Center (NTC), Joint

Multinational Readiness Center (JMRC), Foal Eagle, Joint Reception, Staging, Onward movement Integration (JRSOI), and so forth) and training management build or increase an officer's proficiency.

(1) *Home station training.* Home station training provides experience in training and certifying individual and collective skills across all the sustainment occupational skills. Senior sustainers of all units and installations must ensure that all sustainers remain proficient in their individual sustainment skill level through home station low-density training. Known as "sustainment gunnery," annual low-density certification of individual MOS proficiency provides sustainers a key training management opportunity. Home station training also includes section/squad, platoon, and company-level certification training exercises. The home station training experience provides our officers with the opportunity to gain expertise in training management.

(2) *CTC-like training events.* An officer should actively seek opportunities to experience a CTC-like training event that stresses a unit collectively, with integrated external observer controllers providing professional after-action reviews. Although CTC rotations are not prescribed, it is recommended and certainly an important factor in the determination of future assignments. Additionally, field grade officers should actively pursue division warfighter-like exercises that test units at echelons above the brigade with integrated observer controllers sourced from the mission command-training program.

(3) *Training management.* Finally, all sustainment officers are expected to be proficient in the training model (in accordance with ADRP 7-0), synchronize training in company training meetings and master the ability to plan, prepare, execute, and assess training.

f. *Assessments:* Officers will participate in assessments throughout their military careers. These assessments will be used to evaluate an officer's professional strengths in areas such as interpersonal interactions, reading comprehension, writing evaluations, physical fitness, warfighting competence, and critical thinking. The first assessment that an officer will complete will take place during BOLC, where eight different assessments will be administered during the course. These assessments will be used by the Lieutenant to create their initial individual development plan. With most of the assessment results being confidential and only received by the evaluated officer, it is recommended that results and advised areas to improve upon be shared with the respective mentor. Upon graduation from BOLC, the individual development plan should be shared with the Officer's new organizational leadership on how they will develop themselves for future positions in the Army. Captains attending their Captains Career Course will also take various assessments to build upon their BOLC assessments and the development they received during their first operational assignments. Included in these assessments are the Career Courses' Cognitive Assessment Battery (C2AB) and the Graduate Record Examination (GRE). Field Grade Officers will also complete assessments during attendance at the Command and General Staff College, and during the Battalion Commander Assessment Program and the Colonels Command Assessment Program, if selected to attend by a centralized Army board.

g. *Professional Military Education (PME).* PME is an educational requirement that supports officer development. PME opportunities correlate to each rank.

(1) Required PME is the Basic Officer Leaders Course (BOLC), Captains Career Course (CCC), Intermediate Level Education (ILE), and Senior Service College or accredited equivalent-level schooling. For promotion consideration to a higher rank, officers must complete the required PME at the current rank.

(2) Professional Military Education requirements are included in Sustainment Table 2:

**Sustainment Table 2. Required Professional Military Education**

| Required Professional Military Education | Rank/Time In Service                     |
|------------------------------------------|------------------------------------------|
| Basic Officer Leaders Course             | 2LT                                      |
| Captains Career Course                   | 1LT-CPT (Time In Service [TIS] 3-6 yrs.) |
| Intermediate Level Education             | CPT-MAJ (TIS 8-15 yrs.)                  |
| Senior Service College                   | LTC-COL (TIS 16-24 yrs.)                 |

\*Note – TIS refers to time as an officer, not to include prior-enlisted service

h. **Broadening.** Broadening is the purposeful expansion of an individual's capabilities and understanding provided through opportunities internal and external to the Army throughout their career that are gained through experiences in different organizational cultures and environments. Broadening results in a leader skilled in sustainment from the tactical through strategic levels in multiple environments. All assignments are broadening and categorized as one of the following: KD, tactical/multifunctional, functional, institutional, scholastic, joint/multinational, interagency/intergovernmental, and cross- component. Serving in KD, functional, multifunctional, and institutional assignments that develop and increase the officer's skills & capabilities leads to success for both the officer and the Army.

(1) Examples of broadening assignments are found in the branch-specific chapters.

(2) Find competitive academic and scholastic broadening opportunities for all ranks/grades in the annually published Broadening Opportunity Programs Catalog at <https://www.hrc.army.mil/bop>.

## Logistics

### 2. Introduction to the Logistics Corps Officer

Logistics Corps Officers are assessed as multifunctional officers at the rank of second lieutenant. This chapter explains Logistics Officers' accession, assignment, and professional development, to include the skills, knowledge, and behaviors necessary to succeed in the Army and the Joint force.

a. **Purpose.** Logistics officers are tactical experts possessing detailed knowledge of the entire sustainment operational environment, which includes tactical, operational, and strategic formations in both conventional and special operations. The global logistics concept addresses strategic-level requirements for Logistics officers to be educated, trained, and experienced to provide a superior expeditionary logistics posture. Logistics officers apply the principles of sustainment to optimize support while maintaining combat power and providing Army and Joint forces with prolonged endurance. They effectively integrate Army Special Operations Forces (ARSO) and leverage joint logistics capabilities.

b. **Proponent information.** The CG, CASCOT is the proponent for the Logistics branch and the contact office is the Logistics Branch Proponency Office at CASCOT, Fort Lee, VA 23801, 804-734-0315 or 804-734-0312 or email: [usarmy.Lee.asu.mbx.logpro@army.mil](mailto:usarmy.Lee.asu.mbx.logpro@army.mil).

c. **Functions.** Logistics branch officers serve at the tactical, operational, and strategic levels and require extensive knowledge and experience in planning, preparing, executing, and assessing all warfighting functions to provide support and services to ensure freedom of action, extend operational reach, and prolong endurance (ADP 4-0). Logistics tasks include ammunition management, supply, field services, transportation, maintenance, distribution, operational contract support, explosive ordnance disposal and general engineering. Logistics officers must be competent in these tasks across all warfighting functions in support of both conventional and special operations forces. Logistics officers must be adaptive and trained to support unified actions through nonconventional means across dispersed, logistically undeveloped, and non-permissive areas for enduring operations. Logistics branch officers must be familiar with the other sustainment warfighting function components, including personnel services

(HR support, financial management operations, legal support, religious support, and band support) and health services support (casualty care, medical evacuation, and medical logistics). Logistics officers should also develop their expertise through the four logistics learning areas of supply chain management, defense industrial-base management, life-cycle management, and logistics planning.

*d. History and background.* In 1993, the operations career field created Functional Area (FA) 90 to support the development of multifunctional logisticians. FA90 designation signified officers skilled across the functional branches: Transportation, Ordnance, and Quartermaster. In 2005, as part of an Officer Personnel Management System (OPMS) review, an effort was undertaken to examine how to advance the notion of multifunctional logistics leaders. The result was the creation of a Logistics branch for officers in the grade of captain through colonel, with the formal recognition of a Logistics Officer Corps as approved by the Army Chief of Staff in May 2006. The official date for the establishment of the Logistics branch was 1 January 2008.

*e. Logistics branch description.* The logistics branch encompasses all commissioned officers who hold the primary Area of Concentration (AOC) 90 as multifunctional logisticians. Logistics officers serve as lieutenants and develop their functional branch (Transportation, Ordnance or Quartermaster) skills during the initial four years of their careers. Upon promotion to Second Lieutenant and completion of the Logistics Basic Officer Leaders Course (LGBOLC), they are inducted into the logistics branch, qualifying them for various functional assignments.

### **3. Logistics Officer Knowledge, Skills, and Behaviors Required**

*a. Knowledge, Skills, and Behaviors are required of all officers.* From the basic course forward, tactics are an essential skill set and are incorporated into the training and education from the time an officer commissions. Logistics officers develop their careers as multifunctional leaders, as well as experts in their basic branch functions. They leverage the eight principles of sustainment (anticipation, continuity, responsiveness, integration, simplicity, improvisation, survivability, and economy) to deliver quality logistics support. Critical thinking skills are paramount and understanding that industrial base capability and capacity is critical. They are broadly experienced and adaptable across the levels of war: tactical, operational, and strategic. They operate in support of unified action partners in special operations, joint, governmental, non-governmental, and multinational organizations leveraging capabilities in order to meet the objective. In addition to overarching leader qualities, Logistics officers must understand the sustainment functions (maintenance, transportation, supply, field services, distribution, operational contract support, and general engineering), human resource support, financial management, health service support, explosive ordnance disposal, and band operations. They must then apply that understanding to the core sustainment competencies:

- (1) Understanding of joint combined arms maneuver.
- (2) Total force sustainment integration.
- (3) Expeditionary sustainment.
- (4) Unified action partner (UAP) integration.
- (5) Strategic sustainment enterprise operations.
- (6) Sustainment information systems.

*b. Logistics Officer Competencies.* Logistics officers need to master many competencies throughout their careers to be successful. In each rank section below are critical competencies for some of the more prevalent positions a logistics officer can be assigned to. The competencies listed are not all-inclusive but are deemed some of the more important ones that the officer holding that position should be able to accomplish during their tenure. These competencies apply to both Regular Army and Reserve Component officers.

*c. Unique Skills of a Logistics Branch Officer.* The Logistics branch incorporates AOCs and numerous skill identifiers (SI) into developing multifunctional logisticians. Officers share a common, primary AOC of 90A00 and a secondary AOC indicating their functional specialty (90A88, 90A91, or 90A92).

(1) Multifunctional Logistics (AOC 90A) is the AOC for the Logistics branch. Officers command logistics units as well as serve in various multifunctional logistics staff positions. All officers receive this designation as their AOC once they graduate from LOG BOLC.

*d. Skill identifiers (SI) and coded positions for logistics officers.* The SIs below are critical and available to all 90A logisticians and appear on the officer's record upon completion of training or specific

utilization assignments. Officers assigned to the positions coded with the following skill identifiers must hold the SI or be scheduled for training:

- (1) Aerial Delivery and Material (SI R9)
- (2) Petroleum and Water (SI R8)
- (3) Mobilization and Demobilization Operations (SI 6M)
- (4) Mortuary Affairs (SI 4V)
- (5) Operational Contract Support (SI 3C)
- (6) Joint Logistics Planners Course/ Theater Sustainment Planners Program (SI P1)
- (7) Unit Air Movements Officer (SI 3S)
- (8) Advanced Civil Schooling and Training with Industry utilization assignments are coded 96 and 97 respectively.
- (9) School of Advanced Military Studies (SI 6S)
- (10) Data Engineer (SI D3)
- (11) Data Analyst (SI D4)

e. *Health Services Material Officer (AOC 70)*. Medical Logistics Officers within AOC 70 officers within the Medical Service Corps (MSC) are an integral part of the support battalion structure and, as such, they can serve in 90A KD positions at the O3 – O6 levels. Company commands for captains and support operations officers for majors are the most common 90A positions filled by MSC officers. MSC officers will attend LOG C3 prior to assignment in a 90A KD position. If already Captain Career Course qualified, the Support Operations Course is an acceptable substitute. Training in conjunction with captain and/or major KD assignments enable MSC officers to compete for command assignments of multifunctional units at the battalion and brigade level. Officers must have the requisite training and KD experience at the captain and/or major level to compete in those lieutenant colonel/colonel command categories. MSC officers who serve in 90A positions retain their primary AOC 70 and obtain 90 as a secondary AOC.

f. *Finance and Comptroller (FC) (AOC 36) and Adjutant General (AG) (AOC 42) Corps Officers*. Sustainment officers within FC and AG must meet the following criteria for consideration to command sustainment brigades: serve in a tactical logistics organization (Sustainment BDE, CSSB, BSB) for a minimum of 24 months prior to competing, serve as a special troop battalion commander, and successfully complete the Support Operations Course (Phases I and II).

g. *Special operations experience*. All Airborne qualified logistics officers are eligible to serve in Special Operations Forces (SOF) formations. Logisticians can gain SOF experience at the lieutenant, captain, and major level as they move between SOF and conventional forces serving in both KD and broadening assignments throughout. Lieutenants and captains can serve in functional assignments and 90A positions to include company/detachment command for KD experience. Majors may serve in 90A positions including support operations/XO/S3/S4 positions to achieve KD requirements. SOF provides lieutenant and colonel command positions as well as other KD positions. Senior and Joint SOF assignments are best filled with logisticians who have previously served successful tours in SOF and these assignments should be considered accordingly, when the available assignment pool allows.

#### **4. Regular Army Logistics Officer Development**

*The Logistics Officer Professional Development Model (PDM)*. The Logistics PDM is based on a guiding principle, focusing on multifunctional, functional, and broadening experiences across tactical, academic, unified action partner, and strategic enabling levels. The model ensures an officer is developed and provides career-long opportunities to gain new skill sets, expands understanding of mission command, sustainment functions, and broadens capabilities. From lieutenant-to-lieutenant colonel, the majority of KD experience is in tactical formations as platoon leaders, company commanders, and battalion commanders. Tactical, operational, and strategic level assignments broaden Logistics officers when not in KD positions. Logistics officers accessed through the direct commission (DC) process may not meet the traditional Logistics Officer career path. DC LG officers are accessed to meet specific identified skill gaps and are typically accessed at the rank of captain or higher. For DC LG officer education and development guidance see paragraph h. See Logistics Figure 1.

a. *Lieutenant*. Logistics officers serve as lieutenants and develop their tactical logistics branch skills during the initial four years of their careers. Upon promotion to Second Lieutenant and successful completion of the Basic Officer Leaders Course (BOLC), they are inducted into the Logistics branch,

qualifying them for various functional assignments in the Transportation, Ordnance and Quartermaster fields.

(1) Key developmental assignments. Key development (KD) assignments for lieutenants are either Platoon Leader, Company/Battery/Troop Executive Officer positions, or under special and limited circumstances, Company Command (2LT/1LT Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units). There are no recommended limits to time served in key development positions for a lieutenant. Senior leaders are encouraged to maximize opportunities for lieutenants to perform in tactical key development positions. If a 2LT/1LT is trained and certified in SI D3/D4 (Data Analyst/Data Engineer) or is a direct commissioned Data Analyst 90A/LG Officer, key development assignments can be a Captain Authorized Billet with code D3 or D4 in TOE, MTOE, TDA, Mobilization TDA or Augmentation TDA Units.

(2) Explosive Ordnance Disposal (EOD). The Logistics Branch includes AOC 89E, EOD, where qualified officers are assigned within EOD coded billets or 90A coded billets based on population and needs of the Army. For an overview of specific 89E positions and distinct career paths see <https://api.army.mil/e2/c/downloads/2025/02/19/b1d37b87/da-pam-600-3-ordnance-fy25.pdf> Paragraph 15 (b).

(3) Data Engineer (SI D3) and Data Analyst (SI D4) are available to Logistics officers from LT to LTC. Officers must complete the curriculum and graduate from the master's degree program(s) aligned with the Data Engineer (SI D3) or the Data Analyst (SI D4) pathway of the AI2C Artificial Intelligence Scholar Program (AISP). This curriculum is currently administered through Carnegie Mellon University. See DA PAM 611-21 or the T2COM Artificial Intelligence Integration Center (AFC-AI2C) for more information and application guidance.

(4) Highly qualified officers across all ranks are encouraged to develop their leadership potential through consideration for assignment to challenging and prestigious units. A competitive process, including thorough assessment and interview, is available for officers seeking selection to the following organizations:

(a) Exceptional Lieutenants demonstrating high potential for leader development may compete for positions within Special Mission Units (SMU), the Ranger Regiment, Special Forces Groups, and Joint Special Operations Command (JSOC). Assignment to these units is highly selective and contingent upon meeting stringent qualification standards and successful completion of the selection process. Officers are encouraged to proactively seek information regarding requirements and preparation through their chain of command and the Human Resources Command (HRC).

(5) Lieutenant Competencies. See paragraph 3b for an explanation.

(a) *Platoon Leader.*

1. Able to tactically employ the platoon.
2. Executes the orders process, utilizing the Troop Leading Procedures.
3. Resourcing subordinates.
4. Synchronizing and overseeing platoon execution of the mission.
5. Develops subordinates.

(b) *Company/Battery/Troop Executive Officer.*

1. Able to leverage Battalion staff for assistance.
2. Anticipates the Company's administrative and operational requirements.
3. Able to lead the Company in the commander's absence.
4. Manages Command Discipline Programs (CSDP, CMDP, CDDP) within the Company.
5. Develops subordinates.

b. *Captain.* The professional development objective for captains is to develop multifunctional expertise across the sustainment spectrum while continuing to sharpen functional expertise. Those seeking to command at the company level must demonstrate leadership capabilities and high potential for company or detachment command. Most captain-level commands are in the tactical force. Not all captains will have the opportunity to command.

(1) Education. Professional Military Education (PME) requirement for captains is LOG C3 and should be completed prior to completion of the 5th year of service. They receive advanced instruction in their basic branch and basic instruction in multifunctional logistics, as well as knowledge and techniques in commanding at the company/detachment level and as a staff officer.

(a) Following graduation from LOG C3, Logistics Officers who have follow-on assignments to Airborne units will attend both the Basic Airborne Course at Fort Benning, GA and the Aerial Delivery and

Materiel Officer Course located at Fort Lee, VA. If already Airborne qualified, the officer will only attend the Aerial Delivery and Materiel Officer Course.

(b) Following graduation from LOG C3, Logistics Officers who have follow-on assignments to either a DSB, CSC, or TSC formation will attend the Petroleum and Water Officer Course located on Fort Lee, VA.

(c) Following graduation from LOG C3, Logistics Officers who have a follow-on assignment to a Mortuary Affairs Company will attend the Mortuary Affairs Officers Course on Fort Lee, VA.

(2) Key developmental assignments. Career Course complete captains are generally assigned to other staff positions while competing for KD positions. KD examples are below in Logistics Table 1. Captains should rarely take command prior to completion of LOG C3. Command slating is at the discretion of the unit commander. **Captains should be in key development positions for 18 to 24 months. Minimum key development time is 12 months, which should only be considered in non-command sponsored OCONUS tours and special circumstances.** Following command, those officers who perform exceptionally should compete for SFAB/BSB/CSSB S3 positions (considered tactical broadening). Officers should master the fundamentals of tactical logistics prior to competing for other broadening positions. Officers taking second commands should not exceed 24 months of total command time.

**Logistics Table 1. Captain Key Developmental Assignments**

| <b>Captain Key Developmental Assignments</b>                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Company/Battery/Troop or Captain-Level Detachment Command.</b> (Captain Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units with AR 600-20 Authorities.)                                                                                             |
| <b>Data Analyst or Data Engineer.</b> (Captain Authorized Billet in TOE, MTOE, TDA, Mobilization TDA or Augmentation TDA Units.) (Must be trained and certified in Data Analyst/Data Engineer or is a Direct Commissioned Data Analyst/Engineer 90A/LG Officer.)                     |
| <b>S-3 or Operations Officer-In-Charge.</b> (Captain or Major Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units.) (Units led by a command-select list commander.) (BSB, LSB, RSS, DSSB, CSSB, DSTB, Echelons Above Division (EAD) Support Battalion.) |

(3) Developmental and broadening assignments. Developmental, and broadening assignments both internal and external to the Army, provide opportunities that purposefully develop a leader's capability. Broadening assignments are not a substitute for branch KD qualification. Post KD qualification is often the first-time captains can participate in these opportunities, and timing is critical. Tactical and institutional broadening allows officers to continue the mastery of their basic branch while gaining an increased understanding of the joint environment and the Army. Scholastic broadening provides opportunities at top-tier universities followed by utilization assignments within critical operational and strategic positions throughout the Army. See Logistics Table 2 below for examples of opportunities that broaden an officer's skills (in no order/not exclusive) and abilities at the captain level.

**Logistics Table 2. Captain Broadening Assignments**

| <b>Captain Broadening Assignments</b>                                |
|----------------------------------------------------------------------|
| Active Component to Reserve Component (AC-RC) Observer Coach/Trainer |
| Advanced Civil Schooling Fellowships                                 |
| Aide-De-Camp                                                         |
| AMC Staff Officer                                                    |
| ASC Staff Officer                                                    |
| ASCC Ops/Plans Officer                                               |
| Battalion Staff/Plans Officer                                        |
| Brigade Primary Assistant Staff/Plans Officer                        |
| CAC Doctrine Developer/Project Officer                               |

|                                                                |
|----------------------------------------------------------------|
| CASCOM Instructor, Plans Officer or Training Developer         |
| Corps Sustainment Command Staff Officer                        |
| CTC Observer Coach/Trainer                                     |
| Department of the Army Staff Officer or Fellowship             |
| HRC Staff/Assignments Officer                                  |
| Instructor at a Service School or Branch                       |
| Joint, Multinational and/or Coalition Staff Officer or Trainer |
| Office of the Secretary of Defense Staff Officer or Fellowship |
| Personnel Proponency Officer                                   |
| Service in a Cross-Component Billet                            |
| SFAB Staff Officer/Company Command                             |
| T2COM Instructor, Doctrine or Training Developer               |
| Theater Sustainment Command Staff Officer                      |
| Training With Industry (TWI) Fellowship                        |
| U.S. Army Cadet Command/ROTC Assistant PMS                     |
| USAREC Staff/Company Command                                   |
| USMA Staff and Faculty                                         |

(a) Highly qualified officers across all ranks are encouraged to develop their leadership potential through consideration for assignment to challenging and prestigious units. A competitive process, including thorough assessment and interview, is available for officers seeking selection to the following organizations:

1. Captains identified as best qualified for continued leader development will be considered for competitive opportunities within Special Mission Units (SMU), the Ranger Regiment, Special Forces Groups, and Joint Special Operations Command (JSOC). Assignment to these units is highly selective and contingent upon meeting stringent qualification standards and successful completion of the selection process. Officers are encouraged to proactively seek information regarding requirements and preparation through their chain of command and the Human Resources Command (HRC).

(4) Captain Competencies. See paragraph 3b for an explanation.

(a) *Company Commander*.

1. Able to tactically employ the company.  
2. Manages and employs the operations process through mission command and troop leading procedures.

3. Develops an effective training plan.

4. Applies risk management in all operations.

5. Develops subordinates.

6. Manages and implements Command Policy Programs, such as CSDP, CMDP, etc.

(b) *Battalion Staff Officer*.

1. Proficient in MDMP and the operations process.

2. Understands staff roles in the Commander's execution of the operations process.

3. Demonstrates effective oral and written communication.

4. Develops formal and informal relationships, enabling coordination with internal and external staffs.

(c) *Combat Training Center Observer, Controller, Trainer*.

1. Technically and tactically proficient in their warfighting function and the operations process.

2. Able to assess training based on a strong foundation in doctrine and practice.

3. Uses doctrine and experience to assess leaders and units.

4. Coach and train units as they progress through training events.

(d) *Support Battalion S3*.

1. Plans and executes movement and maneuver of the battalion.

2. Coordinates and manages battalion protection, intelligence, and fires WFFs to support the battalion mission.

3. Leads the battalion staff to manage the plans, operations, and training processes.

4. Synchronize sustainment operations to supported units ICW with SPO staff.

5. Proficient in unit training management.

6. Proficient in MDMP and the operations process.

(e) *Data Analyst/Data Engineer.*

1. Relate large amounts of data and analytics to operational requirements and processes.

2. Adept at communicating to senior leaders by providing input for future operations and plans.

3. Uses knowledge of logistics and data to identify inefficiencies and develop process improvement plans to streamline operations and maximize efficiencies in both fiscal and time constrained scenarios.

4. Explores data to discover patterns, meaningful relationships, anomalies and trends.

5. Technically proficient in relevant data collection, aggregation, and analysis tools.

(5) Competitive academic and scholastic broadening opportunities include but are not limited to advanced civil schooling (ACS), fellowships, internships, and training with industry (TWI). These opportunities vary in the post-graduate level degree, certificate, and/or experience provided, and requirements, but all are competitively selective. For those who participate in ACS (a fully funded opportunity for graduate or post-graduate level education programs), they should look at programs in a sustainment-related, or business-focused, discipline. The below programs provide Logistics officers and selected civilians with a transformative educational experience:

(6) Department of Applied Logistics & Operational Sciences (DALOS) enhances the logistics capability and sustainability of US forces by educating and developing logistics officers in enterprise logistics, data analysis, requirements development, and operations research/systems analysis. DALOS offers T2COM funded and reimbursable functional courses that require specific pre-requisites based on component, rank, and duty description to attend. Courses that are offered through DALOS can be beneficial for logistics officers that are going to an assignment related to the course or who are already assigned to a related role. A full list of the course names, course scope, and target audience can be found using this link: <https://asu.army.mil/dalos/courses/index.html>

(7) Some PME opportunities enable an officer to gain a master's degree. Officers are strongly encouraged to take advantage of these opportunities. Most advanced degrees and/or master's degree programs require submission of Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) for admission consideration. Officers will take the GRE during their Captain Career Course.

(8) The Logistics Branch Proponency Office recognizes the National Intelligence University (NIU) as an Intermediate Level Education platform and establishes the opportunity for a select number of Sustainment officers to attend the program on an annual basis. The Combined Arms Support Command (CASCOC) identifies a critical knowledge and information gap for the sustainment enterprise to have access to and representation within the intelligence community to properly analyze risks to sustainment from the strategic, operational, and tactical levels. The Logistics Branch Proponency Office recognizes the National Intelligence University (NIU) as an Intermediate Level Education platform and establishes the opportunity for a select number of Sustainment officers to attend the program on an annual basis. NIU is approved for students who apply and are accepted to the NIU's Joint Professional Military Education Studies Program, as accredited by the Chairman of the Joint Chiefs of Staff. The sustainment officer attending the NIU must complete the CGSC P950 preparation course and the National Intelligence University (NIU) Master of Science of Strategic Intelligence program to be considered MEL 4/ JPME I complete. All costs associated with this ETP will be absorbed by CASCOC. HQDA will not provide resources for this exception to policy. The Sustainment Center of Excellence (SCoE) Commanding General will approve sustainment officers' utilization assignment following the completion of this program.

(9) The core curriculum for master's degrees will vary by university and program, however all programs provide logistics officers and selected civilians with a transformative educational experience. Examples of master's degrees that the Logistics Branch desires in its officers are:

(a) Supply Chain Management.

(b) Business Analytics.

(c) Logistics Systems.

(d) Transportation and Logistics Management.

(e) Global Value/Supply Chain Management.

- (f) Design and Analysis of International Logistics Systems.
- (g) Enterprise Resource Planning.
- (h) Advanced Supply Chain Planning.
- (i) Organizational Change Management.
- (j) Remote Sensing & Adaptive Planning in Logistics Systems.
- (k) Crisis and Emergency Management and Homeland Security.
- (l) Business Research Methods.
- (m) Military Case Studies in Logistics and/or Supply Chain Management.
- (n) Contract Management.
- (o) Operational Energy.
- (p) Strategic Intelligence

(10) Further information regarding broadening opportunities at the company grade level are found in DA Pamphlet 600-3, chapter 3-5 Company Grade Development and <https://www.hrc.army.mil/bop>.

(11) Institutional training opportunities that scholastically broaden officers are listed below.

(a) *Theater Sustainment Planners Program (TSPP)*. TSPP is a resident course for AOC 90 Captains and above. Army officers in the rank of captain and above who successfully complete the TSPP receive the skill identifier of P1. The purpose of the course is to prepare military logisticians for key operational planning and execution positions within the Army's Theater and Expeditionary Commands and other operational-level assignments. This course focuses on integrating sustainment functions to support unified land operations. TSPP's outcome-based education grows sustainment leaders that can plan, manage, and adaptively execute effective support to sustainment and unified action in support of decisive operations in a complex operational environment. The course targets logisticians at the operational level while ensuring an understanding of strategic logistics.

(b) *The Joint Logistics Planners Course (JLPC)*. This course educates intermediate-level logisticians in planning, executing, and controlling joint logistics prior to serving on a Joint Task Force/Combatant Command/Joint staff operating in a JIIM environment. Graduates become proficient in developing logistics products as inputs into the Joint Planning Process (JPP); understand how and where to advocate for logistics equities within a joint structure, ensuring logistics priorities are embedded into mission planning; use available digital logistics planning tools; enhance ability to assess logistics risks in a globally integrated and contested environment. Students receive Skill Identifier (SI) "P1" and earn 1.5 full Joint Education Credits upon course completion.

(c) *The Theater Sustainment Planners Program (TSPP)*: This course, offered as an elective program through the Department of Sustainment and Force Management (DSFM), U.S. Army Command and General Staff College (USA CGSC), further enhances curriculum by preparing students to function in assignments that involve logistics planning, inter-service, and multinational logistics support in a theater of operations. CGSC students who complete the TSPP receive skill identifier (SI) P1, which qualifies them as theater logistics planners. Multifunctional logistics Majors with SI P1 who complete a subsequent P1 coded utilization tour will receive credit for being in a key developmental assignment. Taking the course also authorizes these individuals to serve 36 months in key developmental positions versus the standard 24 months. An individual will serve 24 months as a logistics planner and 12 months in a tactical-level key developmental assignment. Utilization assignments include key planning positions, coded as P1, in units ranging from sustainment brigades to Army service component commands.

(d) *Contracting Officer Representative Course*. This course provides an overall understanding of the contracting process to include administration, laws, and regulations governing the process. The course focuses on contracting means in accordance with the Federal Acquisition Regulation (FAR) and Defense Federal Acquisition Regulation (DFAR). This is a resident course producing a certificate of completion.

(e) *Operational Contract Support Course*. Students who successfully complete this resident course will receive the skill identifier of 3C. Most sustainment operations require knowledge of contracting and operational contract support. This course prepares officers for managing, forecasting, and administration of contract support in a contingency environment and how to integrate contract support requirements into the military decision-making process. This course is highly recommended for captains and majors on TSC level staffs and below.

(f) *Support Operations Course*. The purpose of the course is to educate, train, develop, and grow adaptive tactical and operational logistics leaders. This course focuses on integrating sustainment functions to support unified land operations. Officers will enhance their knowledge of multifunctional sustainment at the tactical level of division and below. This course broadens an officer's multifunctional

logistics skills and provides tactics, techniques, and procedures in association with an assignment to a support operations section at any level. All students must have successfully completed the Support Operations Course (Phase I) via web-based US Army Correspondence Course (School Code 553) at [www.atrrs.army.mil](http://www.atrrs.army.mil) prior to attending Phase 2.

(g) The Army Sustainment University College of Professional and Continuing Education (CPCE) offers additional logistics focused training. Courses available can be found at <https://asu.army.mil/cpce/courses>.

(h) Data Engineer (SI D3) and Data Analyst (SI D4) are available to Logistics officers from LT to LTC. Officers must complete the curriculum and graduate from the master's degree program(s) aligned with the Data Engineer (SI D3) or the Data Analyst (SI D4) pathway of the AI2C Artificial Intelligence Scholar Program (AISP). This curriculum is currently administered through Carnegie Mellon University. See DA PAM 611-21 or the T2COM Artificial Intelligence Integration Center (AFC-AI2C) for more information and application guidance.

(12) Self-development. Self-development encompasses nonresident schooling including individual study, synchronous and asynchronous distributed learning, research, professional reading, practice, and self-assessment. Self-development goals fall into three categories: immediate, near-term, and long-range. Immediate goals focus on correcting weakness and reinforcing strengths associated with the current assignment. Near-term goals focus on developing skills, knowledge, and behaviors needed for the next operational assignment. Long-term goals focus on preparing for more complex duties beyond the next operational assignment. Captains must continue to develop their expertise in their basic branch, while expanding their general sustainment base knowledge.

(13) Desired experience. Desired experiences include, but are not limited to, company command, battalion/assistant brigade S4, plans officer, battalion CSSB/BSB S3, LG officer in BN/BDE plans section, and LG operations officer. The goal is to provide captains with experience in multifunctional or functional company/detachment. As Logistics officers progress from company to field grade, assignments become increasingly multifunctional.

c. *Major*. The developmental objective for this phase is to build on multifunctional experiences at the theater level and below while broadening through academic, unified action partner, and strategic enabler assignments. Majors are primarily staff officers who manage organizations, plan, and organize sustainment missions.

(1) Education. The PME requirement for majors is completion of the Command and General Staff Course (CGSC). Officers who meet AR 350-1 requirements compete for the 10-month residency course at Fort Leavenworth, KS or 14-week satellite campus program opportunities. CGSC is a merit-based selective board process that provides JPME1 and MEL4. Active officers not selected for resident/satellite programs, complete CGSC via distributive learning (DL), and must enroll within six months of HRC board results release. Those enrolled in DL CGSC must be course complete within 18 months of enrollment. Find further information regarding CGSC, equivalent training, and requirements in AR 350-1, Army Training and Leader Development. CGSC equivalent schools are listed below:

- (a) Foreign equivalent schools approved by the Chairman of the Joint Chiefs of Staff.
- (b) U.S. Army Command and General Staff College.
- (c) U.S. Air Command and Staff College.
- (d) U.S. Marine Corps Command and Staff College.
- (e) U.S. Navy College of Command and Staff.
- (f) Western Hemisphere Institute for Security Cooperation.

(2) Key developmental assignments. CGSC complete majors are generally assigned to other staff positions while competing for KD positions. KD examples are below in Logistics Table 3. Majors serve in KD assignments a minimum of 12 months, not to exceed 24 months.

(3) School of Advanced Military Studies Program (SAMSP) (**6S**). SAMSP is an 11-month program designed for majors, junior lieutenant colonels and select senior warrant officers across all services, international officers, and interagency/army civilian professionals with a desire to improve both themselves and their profession. SAMS has one AMSP cohort per year which begins in June and graduates the following May. Each cohort consists of eight seminars, and each seminar has 14-16 students led by a senior lieutenant colonel or colonel and PhD. Graduates receive a **6S** Skill Identifier and receive a Master of Arts in Military Operations. Upon graduation, officers generally serve a 12-month utilization tour in a critical battle staff position at the division, corps, Army Service Component Command, or their service/career equivalent.

**Logistics Table 3. Major Key Developmental Assignments**

|                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Major Key Developmental Assignments</b>                                                                                                                                                                                                                                                                                                        |
| <b>Brigade, Group, Regimental S-4 Officer-In-Charge.</b> (Major Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units)                                                                                                                                                                                                 |
| <b>Division Transportation Officer.</b> (Major Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units)                                                                                                                                                                                                                  |
| <b>Executive Officer.</b> (Major or Lieutenant Colonel Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units) <sup>2</sup>                                                                                                                                                                                             |
| <b>Distribution Integration Branch (DIB) Chief, Plans Officer, Logistics Planner, Sustainment Planner, or Chief of Plans.</b> (Major or Lieutenant Colonel Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units.) (Skill Identifier P1 or 6S Authorized Coded Billet.) (Trained and certified on P1 or 6S Schooling.) |
| <b>Data Analyst or Data Engineer.</b> (Major Authorized Billet in TOE, MTOE, TDA, Mobilization TDA or Augmentation TDA Units.) (Must be trained and certified in Data Analyst/Engineer or is a Direct Commissioned Data Analyst/Engineer 90A/LG Officer.)                                                                                         |
| <b>Major Level Company/Detachment Command.</b> (Major Authorized Billet with AR 600-20 Authorities in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units)                                                                                                                                                                                |
| <b>S-3 or Operations Officer-In-Charge.</b> (Major or Lieutenant Colonel Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units) <sup>1</sup>                                                                                                                                                                           |
| <b>Support Operations Officer-In-Charge.</b> (Major or Lieutenant Colonel Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units) <sup>1</sup>                                                                                                                                                                          |

Notes:

<sup>1</sup> S-3 OIC or Support Operations Officer (SPO) Duty positions in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units led by a command-select list commander.

<sup>2</sup> Executive Officer duty positions in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units led by a command-select list commander.

(4) Developmental and broadening assignments. KD complete majors compete for, or are assigned to, broadening assignments in academic, unified action partner or strategic enabling categories. Examples of major basic branch functional assignments are in Logistics Table 4 below:

**Logistics Table 4. Major Broadening Assignments**

|                                                                |
|----------------------------------------------------------------|
| <b>Major Broadening Assignments</b>                            |
| AC/RC Staff Officer                                            |
| Army Materiel Command (AMC) Staff Officer/Fellowship           |
| Army Service Component Command (ASCC) Staff Officer            |
| Brigade Staff/Plans Officer                                    |
| Combined Arms Support Command (CASCOM) Staff Officer           |
| CGSC Faculty                                                   |
| Chairman Joint Chiefs of Staff (CJCS) Staff Officer/Fellowship |
| Combatant Command Staff Officer                                |
| Corps Plans/Staff Officer                                      |
| Corps Sustainment Command (CSC) Staff Officer                  |
| CTC Observer Coach/Trainer                                     |
| Defense Logistics Agency (DLA) Staff Officer                   |
| Division G4 Deputy                                             |
| Division Plans/Staff Officer                                   |

|                                                                     |
|---------------------------------------------------------------------|
| Executive Officer to General Officer, (Nominative)                  |
| Western Hemisphere Command Staff Officer                            |
| Headquarters Department of the Army (HQDA) Staff Officer/Fellowship |
| HRC Staff Officer                                                   |
| Joint, Multinational or Coalition Assignment                        |
| Recruiting Command Staff Officer                                    |
| U.S. Army Cadet Command (USACC)/ROTC Staff Officer                  |
| Office of the Secretary of Defense (OSD) Staff Officer/Fellowship   |
| SFAB Staff Officer                                                  |
| Theater Sustainment Command (TSC) Staff Officer                     |
| T2COM HQs (LNO, ARCIC Chief, DIV Chief)                             |
| TRANSCOM Staff Officer                                              |
| USMA Academy Professor                                              |

(a) Highly qualified officers across all ranks are encouraged to develop their leadership potential through consideration for assignment to challenging and prestigious units. A competitive process, including thorough assessment and interview, is available for officers seeking selection to the following organizations:

1. Majors demonstrating exceptional leadership potential will be considered for competitive opportunities within Special Mission Units (SMU), the Ranger Regiment, Special Forces Groups, and Joint Special Operations Command (JSOC). Assignment to these units is highly selective and contingent upon meeting stringent qualification standards and successful completion of the selection process. Officers are encouraged to proactively seek information regarding requirements and preparation through their chain of command and the Human Resources Command (HRC).

(5) Major Competencies. See paragraph 3b for an explanation.

(a) *Brigade/Regimental/Group S4.*

1. Effectively collaborates with other staff members.
2. Fully understands Command Discipline Programs (Supply, Maintenance, Deploy).
3. Mastered MDMP and the operations process.
4. Manages brigade sustainment plans and operations.
5. Develops brigade level concepts of sustainment.
6. Determines brigade level sustainment requirements.
7. Proficient in the Army's budget process, contract development and oversight.

(b) *Executive Officer.*

1. Mastered MDMP and the operations process.
2. Effectively manages a Battalion Staff and leads the staff action process.
3. Synchronizes the battalion staff protection, intelligence, sustainment, movement and maneuver, command and control, and fires WfFs to support the battalion mission.
4. Able to command the battalion in the Commander's absence.
5. Collaborates with other Battalion XOs on best practices, TTPs, etc.
6. Manages and executes the Battalion's maintenance, administrative, and financial programs

maneuver.

(c) *Support Operations Officer.*

1. Mastered MDMP and the operations process.
2. Understands how to develop Brigade level concepts of sustainment (BSB SPO).
3. Able to anticipate and synchronize sustainment requirements based on schemes of maneuver.
4. Able to lead outside of organizational boundaries to achieve mission requirements.
5. Able to coordinate with echelons above brigade support organizations to synchronize sustainment requirements.

(d) *Division Transportation Officer.*

1. Effectively conducts concurrent planning with the staff to integrate movement and maneuver and orders.
2. Develops division priorities for transportation and movement to support division plans.
3. Plans and influences the implementation of tactical and/or operational level transportation in a joint environment.
4. Effectively provides technical assistance in planning for unit movement by all modes.
5. Integrates transportation capabilities and limitations during MDMP.
6. Develops deployment, movement, and route synchronization portions of the division operation plans and operation orders.
7. Able to validate and coordinate the requirement for external transportation when requirements exceed a brigade's organic capability.
- (e) *Company/Detachment Commander.*
  1. Able to tactically employ the company.
  2. Manages and employs the operations process through mission command and troop leading procedures.
  3. Develops an effective training plan.
  4. Applies risk management in all operations.
  5. Develops subordinates.
  6. Manages and implements Command Policy Programs, such as CSDP, CMDP, etc.
- (f) *Data Analyst/Data Engineer.*
  1. Relate large amounts of data and analytics to operational requirements and processes.
  2. Adept at communicating to senior leaders by providing input for future operations and plans.
  3. Uses knowledge of logistics and data to identify inefficiencies and develop process improvement plans to streamline operations and maximize efficiencies in both fiscal and time constrained scenarios.
  4. Explores data to discover patterns, meaningful relationships, anomalies and trends.
  5. Technically proficient in relevant data collection, aggregation, and analysis tools.
- (g) *Plans Officer (P1).*
  1. Detailed knowledge in critical problem-solving skills and joint logistics.
  2. Analyzes and communicates theater sustainment needs and capabilities.
  3. Mastered MDMP and the operations process.
  4. Develops sustainment plans for all types of operations.
  5. Understands the operational environment.
- (h) *Plans Officer (6S).*
  1. Critical and creative thinker that identifies problems and proposes solutions.
  2. Skilled practitioner in doctrine and operational art.
  3. Drive the operations process to achieve favorable strategic, operational and tactical outcomes.
  4. Collaborates effectively with all staff sections.
  5. Clear and effective communicator through all methods and modes.
- (i) *Distribution Integration Branch Chief.*
  1. Detailed understanding of maneuver operations and maneuver sustainment.
  2. Plans, coordinates and synchronizes distribution operations plans for the Division.
  3. Analyzes available assets against forecasted needs to effectively communicate risk.
  4. Monitors distribution operations to ensure it aligns with the concept of support.
- (j) *S-3 OIC/Operations OIC.*
  1. Synchronizes and integrates sustainment operations with all warfighting functions across the current and future planning horizons.
  2. Mastered MDMP and the operations process.
  3. Maintains situational awareness of the operational environment through development of the common operational picture (COP).
  4. Ensures all operations meet the commander's intent.
  5. Mastered unit training management.
- (5) Institutional training. Examples of opportunities that scholastically broaden officers are listed below. Utilization assignments at all broadening levels are available for these opportunities.
  - (a) Supply Chain Management Course (SCM). This course integrates supply and demand management within and across activities through the flow of materials, services, information, and

financials. The course focuses on the key management principles and business processes that comprise Supply Chain Management (SCM) and Enterprise Resource Planning (ERP) implementation.

(b) Key business processes include the following: customer/supplier relationship management, customer service management, order fulfillment, demand management, supply chain mapping and network development, development of supply chain metrics, developing and implementing partnerships in the supply chain, and supply chain information management.

(6) Scholastic and strategic broadening opportunities listed below are highly competitive and selective programs, generally associated with 1- or 2-year utilization tours at some of the most diverse organizations across the civil - military spectrum. Opportunities for majors are listed below:

(a) Defense Distribution Management Course. This course provides the understanding of DOD strategic management of supply and distribution systems in the industrial base.

(b) Defense Support of Civil Authorities Course. This course is administered by U.S. Northern Command, focuses on inter- governmental and interagency response to domestic emergencies. This course integrates national, state, local, and DOD statutes, directives plan, and command and control relationships regarding DOD support for domestic emergencies and for designated law enforcement activities. This course is especially pertinent to planners from the sustainment brigade to the ASCC level of all components, but especially National Guard and U.S. Army Reserve officers.

(c) Interagency Logistics Course. This course provides training in the concepts of planning and response to interagency logistical needs. This Federal Emergency Management Agency Course integrates federal, state, non-governmental, voluntary organizations active in disasters, and private sector supply chain professionals in logistical management interaction. This course is recommended for all components, but especially National Guard and U.S. Army Reserve officers.

(d) Installation Management Course. This course focuses on logistics at the installation level, addressing support programs performed within the purview of the Directorate of Logistics. This course is important for all component officers interacting with or managing Directorate of Logistics responsibilities. The course looks at these operations from both a National Guard and U.S. Army materiel perspective.

(e) Joint Humanitarian Operations Course. This course is administered by the U.S. Agency for International Development focuses on civil-military roles in international disaster response. This course is especially pertinent to planners from the sustainment brigade to the ASCC level of all components.

(f) University of Foreign Military and Cultural Studies courses on red teaming. These courses provide commanders independent capability to explore alternatives in organizational concepts, plans, operations, and capabilities in the context of the operational environment and from the perspective of coalition partners and adversaries. Red teaming provides critical thinking and alternative perspective methodologies for approaching problem solving and decision-making. Graduates are prepared to bring new tools, methods, and insights to the planning process. Officers serve in positions from the sustainment brigade to the ASCC level as sustainment Red Team leaders, SI 7G, or Red Team members, SI 7J. This training is also available at ASU and resident Command and General Staff Officers Course as electives.

(g) Find other broadening opportunities for majors at <https://www.hrc.army.mil/bop>.

(h) Data Engineer (SI D3) and Data Analyst (SI D4) are available to Logistics officers from LT to LTC. Officers must complete the curriculum and graduate from the master's degree program(s) aligned with the Data Engineer (SI D3) or the Data Analyst (SI D4) pathway of the AI2C Artificial Intelligence Scholar Program (AISP). This curriculum is currently administered through Carnegie Mellon University. See DA PAM 611-21 or the T2COM Artificial Intelligence Integration Center (AFC-AI2C) for more information and application guidance.

(7) Self-development. During this phase, the primary goal is completion of a graduate level degree. Degrees in logistics, automation, business, accounting, contracting, and management are of the greatest value. Officers are encouraged to complete logistics and joint correspondence courses, establish a professional reading program, conduct research/write articles for professional publications, participate in their regimental association and civilian professional logistics organizations, or become a certified professional logistician.

(8) Desired experience. Majors should become experts in the principals of mission command and the Military Decision-Making Process (MDMP), expanding the officer's range of adaptability and critical thinking skills for future assignments at the strategic level. This is achieved through a variety of assignments across the civilian, private sector, governmental, joint, planning, functional, and multifunctional assignments.

d. *Lieutenant Colonel*. The developmental objective for this phase is to demonstrate excellence in translating strategic and operational goals into tactical objectives in both command and staff environments. As rank increases, officers serve in a great number of assignments in the realm of unified action partners and strategic enablers. These roles expand officers' adaptability and prepare them for senior positions of greater responsibility at the strategic level. Additionally, lieutenant colonels should have successful SOF experience prior to an assignment to SOF positions to provide SOF commanders with the best continuity of support.

(1) Education. To compete for command-select positions, lieutenant colonels must be JPME 1/MEL 4 qualified. Completing graduate-level education in an appropriate discipline is strongly encouraged prior to their first colonel's board. Officers should review the educational opportunities outlined in the colonel's education section concerning Senior Staff College (SSC). Lieutenant colonels selected for CSL positions must complete Pre-Command Courses depending on the type of organization. Examples are the PCC at Fort Leavenworth and the Sustainment PCC at Army Logistics University. SSC is the apex of field grade officer PME and awards JPME 2/MEL 1 credit and the SSC graduate code. Consideration for Senior Staff Service College occurs annually after their 16th year of service through their 23rd year. The SSCs and fellowship programs prepare officers for senior command and staff positions providing knowledge of strategy at the national level and use of the elements of national power. There are three paths to complete SSC PME: U.S. Army War College or other accredited sister Service or international senior military service college, a Senior Service Fellowship, or completion of the Army War College Distance Education Course. Selection to one of these programs identifies those officers with exceptional promotion potential for service in positions of increased responsibility at the next higher grade. SSC equivalency is required prior to the officer assuming an O6 - level command. SSC opportunities include, but are not limited to, the following:

- (a) Air, Marine Corps, and Naval War Colleges.
- (b) Joint Advanced Warfighting School, Eisenhower School for National Security, and National War College generally have joint duty utilization assignments upon completion.
- (c) Advanced Operational Arts Studies Fellowship is an SSC equivalent focused on theater strategic-level unified land action and planning. The utilization tour as a SAMS instructor with follow-on to theater or Army component-level headquarters.
- (d) Logistics and Supply Chain Management Fellowship is a resident program at the Massachusetts Institute of Technology. The program is an SSC equivalent focusing on the study of large-scale supply chain management operations. The utilization tour is an assignment to the Surface Deployment and Distribution Command.
- (e) The Secretary of Defense Corporate Fellows Program places officers with civilian corporations at the highest management levels to determine how changes in business affect DOD in the future. Utilization tour is with the OSD.
- (f) The U.S. Army War College Distance Education Program provides an alternate means of attaining MEL 1 education. Eligible officers who apply are compared against the most current promotion list to colonel and most current SSC Selection Board Order of Merit List to determine the final slate. AR 350-1 provides details of the selection and application processes. Upon enrollment in the correspondence course, officers are no longer eligible for resident SSC attendance. Officers enrolling in the U.S. Army War College Distance Education Program incurs a 2-year ADSO. The ADSO starts at course completion or termination.

(2) Key developmental (KD) assignments. KD assignments are below in Logistics Table 5. Lieutenant Colonels serve in KD assignments a minimum of 12 months, not to exceed 24 months. Former Battalion/Squadron/Depot/Arsenal Commanders are assigned to specific jobs coded for that experience level.

**Logistics Table 5. Lieutenant Colonel Key Developmental Assignments**

|                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Lieutenant Colonel Key Developmental Assignments</b>                                                                                                                                                                                                                |
| <b>Battalion/Squadron/Depot/Arsenal Command or O-5 CSL Billet.</b> (Lieutenant Colonel Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units with AR 600-20 Authorities.)                                                                   |
| <b>Data Analyst or Data Engineer.</b> (Lieutenant Colonel Authorized Billet in TOE, MTOE, TDA, Mobilization TDA or Augmentation TDA Units.) (Must be trained and certified in Data Analyst/Engineer or is a Direct Commissioned Data Analyst/Engineer 90A/LG Officer.) |
| <b>2-Star Command/JTF/Division G-4 Officer-In-Charge.</b> (Lieutenant Colonel or Colonel Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units)                                                                                             |
| <b>Combat Training Center (CTC) Senior Sustainment Observer Controller/Trainer.</b> (Lieutenant Colonel or Colonel Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units)                                                                   |
| <b>Division Sustainment Brigade Deputy Commander/DCO.</b> (Lieutenant Colonel Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units) (Units led by a command-select list commander.)                                                        |
| <b>Echelons Above Division (EAD) Deputy Commander/DCO.</b> (Lieutenant Colonel or Colonel Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units.) (Units led by a command-select list commander.)                                           |
| <b>Division Sustainment Brigade Support Operations Officers-In-Charge/SPO.</b> (Lieutenant Colonel Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units.) (Units led by a command-select list commander.)                                  |
| <b>Echelons Above Division (EAD) Support Operations Officers-In-Charge/SPO.</b> (Lieutenant Colonel or Colonel Authorized Billet in TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units.) (Units led by a command-select list commander.)                      |

(3) Developmental and broadening assignments. Consider all non-CSL assignments as broadening. Experience gained as a lieutenant colonel provides the Army with officers who have mastery of tactical and operational levels and are exposed to strategic levels. Operationally, lieutenant colonels serve primarily in senior staff and/or joint positions in CSCs, TSCs, Division, Corps, and higher staffs. Lieutenant Colonel assignments are nominative based on the officer's skills and positions available. Possible assignments are included below in Logistics Table 6:

**Logistics Table 6. Lieutenant Colonel Broadening Assignments**

|                                                                                  |
|----------------------------------------------------------------------------------|
| <b>Lieutenant Colonel Broadening Assignments</b>                                 |
| AMC Division Chief                                                               |
| Army Strategic Planner                                                           |
| Army Service Component Command (ASCC) Senior Staff Officer                       |
| AWC Staff                                                                        |
| CASCOM HQs Director/Chief/Instructor/Staff Officer                               |
| Chairman of the Joint Chiefs of Staff (CJCS) Staff Officer/Fellowship            |
| Chief of Plans for Sustainment                                                   |
| Combatant Command Staff Officer                                                  |
| Corps G-4 Deputy                                                                 |
| Corps Plans/Senior Staff Officer                                                 |
| Corps Sustainment Command Primary Staff Officer or Branch Chief                  |
| CSA Strategic Studies Group                                                      |
| CTC Senior OC-T, (Nominative)                                                    |
| Headquarters Department of the Army (HQDA) Staff Officer/Branch Chief/Fellowship |

|                                                                                  |
|----------------------------------------------------------------------------------|
| Defense Logistics Agency Staff Officer                                           |
| Deputy Commanding Officer (DCO), (Nominative)                                    |
| Division G-4, (Nominative)                                                       |
| Executive Officer to General Officer, (Nominative)                               |
| Western Hemisphere Command HQs Staff Officer                                     |
| HRC Logistics Chief/Director, FBC, (Nominative)                                  |
| Joint Staff – Staff Officer                                                      |
| Office of the Secretary of Defense (OSD) Staff Officer/Fellowship                |
| Proponency (LG, QM, TC, OD) Chief/Director, FBC, (Nominative)                    |
| Reserve Officer Training Corps (ROTC) Professor of Military Science (Nominative) |
| Support Operations Officer-In-Charge (LTC/O-5 Authorized)                        |
| Theater Sustainment Command Primary Staff Officer or Branch Chief                |
| T2COM Capabilities, Doctrine or Training Development Branch Chief                |
| TRANSCOM HQs Staff Officer                                                       |
| USMA Instructor/RTO/HQs/Staff                                                    |

(a) Find other opportunities for lieutenant colonel at <https://www.hrc.army.mil/bop>.

(b) Data Engineer (SI D3) and Data Analyst (SI D4) are available to Logistics officers from LT to LTC. Officers must complete the curriculum and graduate from the master's degree program(s) aligned with the Data Engineer (SI D3) or the Data Analyst (SI D4) pathway of the AI2C Artificial Intelligence Scholar Program (AISP). This curriculum is currently administered through Carnegie Mellon University. See DA PAM 611-21 or the T2COM Artificial Intelligence Integration Center (AFC-AI2C) for more information and application guidance.

(c) Highly qualified officers across all ranks are encouraged to develop their leadership potential through consideration for assignment to challenging and prestigious units. A competitive process, including thorough assessment and interview, is available for officers seeking selection to the following organizations:

1. Lieutenant Colonels identified as best qualified for continued leader development will be considered for competitive opportunities within Special Mission Units (SMU), the Ranger Regiment, Special Forces Groups, and Joint Special Operations Command (JSOC). Assignment to these units is highly selective and contingent upon meeting stringent qualification standards and successful completion of the selection process. Officers are encouraged to proactively seek information regarding requirements and preparation through their chain of command and the Human Resources Command (HRC).

(d) Self-development. Lieutenant colonels should continue their self-development in all facets of logistics, particularly in joint and multinational operations.

(e) Desired experience. Promotion to lieutenant colonel is the mark of a successful career. Command selection is a very small population of officers. Those not selected for command make significant contributions at all levels of the Army.

(4) Lieutenant Colonel Competencies. See paragraph 3b for an explanation.

(a) *Battalion Commander.*

1. Expert in multi-functional logistics.
2. Able to tactically employ the battalion.
3. Effectively leads a leader development program.
4. Mastered unit training management.
5. Effectively commands and controls the Battalion headquarters and multiple companies.
6. Proficiently uses the staff in the decision-making process.

(b) *Brigade Support Operations Officer.*

1. Able to synchronize division level multifunctional logistics (DSB SPO).
2. Plans and influences the implementation of tactical and/or operational level logistics in a joint environment.
3. Incorporates strategic and multi-national assets into sustainment operations.

4. programs.
- (c) *Division G4*.
  1. Effectively develops and manages sustainment policies across the division.
  2. Plans and influences the implementation of tactical and/or operational level sustainment in a joint environment
  3. Mastered Command Discipline Programs (Supply, Maintenance, Deploy).
- (d) *CSC G3 Operations*.
  1. Fully understands how to plan multifunctional logistics in support of large-scale combat operations.
  2. Able to implement operational level logistics in a joint environment.
  3. Able to integrate strategic and operational levels plans.
- (e) *CTC Senior Sustainment OC/T*.
  1. Mastered their warfighting function and the operations process.
  2. Assess training based on a mastery of doctrine and practice.
  3. Uses doctrine and experience to assess leaders and units.
  4. Coach and train units as they progress through training events.
- (f) *Deputy Commanding Officer*.
  1. Able to command in the Commander's absence.
  2. Mastered the operations process and MDMP.
  3. Facilitates communication between subordinate units.
- (g) *Data Analyst/Data Engineer*.
  1. Relate large amounts of data and analytics to operational requirements and processes.
  2. Adept at communicating to senior leaders by providing input for future operations and plans.
  3. Uses knowledge of logistics and data to identify inefficiencies and develop process improvement plans to streamline operations and maximize efficiencies in both fiscal and time constrained scenarios.
  4. Explores data to discover patterns, meaningful relationships, anomalies and trends.
  5. Technically proficient in relevant data collection, aggregation, and analysis tools.
- e. *Colonel*. The professional objective for this phase is multifunctional executive level competency. Colonels are the senior/executive level leaders that model the organization's long-term vision. Colonels are strategic-creative thinkers, builders of leaders and teams, and competent warfighters skilled in governance, statesmanship, and diplomacy.
  - (1) Education. SSC equivalency is required prior to the officer assuming an O6-level command or CSL billet.
  - (2) Key development assignments. The only KD assignments for Colonels are Brigade/Group/Depot/Garrison Command or O-6 CSL Billets (TOE, MTOE, TDA, Mobilization TDA, or Augmentation TDA Units), which are generally 12-24 months.
  - (3) Broadening assignments. Colonel broadening assignments are categorized in three ways: Nominative, FBC, and non-FBC and are based on developing strategic leadership experiences in the following logistics enterprise headquarters and organizations: HQs, Army Materiel Command and Subordinate Life Cycle Management Commands; HQs, Department of the Army; T2COM/CAC: Army University and the Sustainment Center of Excellence and T2COM: Futures and Concepts Command; and Joint/ASCC Headquarters. Possible assignments are included below in Logistics Table 7:

**Logistics Table 7. Colonel Broadening Assignments**

| <b>Colonel Broadening Assignments</b>                          |
|----------------------------------------------------------------|
| ARMY MATERIEL COMMAND CG XO (Nominative)                       |
| ARMY MATERIEL COMMAND DCG XO (Nominative)                      |
| ARMY MATERIEL COMMAND EDCG XO (Nominative)                     |
| ARMY MATERIEL COMMAND CIG (Nominative)                         |
| DEPARTMENT OF THE ARMY G4 XO (Nominative)                      |
| DEPARTMENT OF THE ARMY G4 DEPUTY DIRECTOR G43/5/7 (Nominative) |
| DEPARTMENT OF THE ARMY G8 XO (Nominative)                      |
| DEPARTMENT OF THE ARMY G8 FD SUST (Nominative)                 |

|                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------|
| QUARTERMASTER COMMANDANT (Nominative)                                                                               |
| ORDNANCE COMMANDANT (Nominative)                                                                                    |
| TRANSPORTATION COMMANDANT (Nominative)                                                                              |
| ARMY SUSTAINMENT UNIVERSITY / LOGISTICS COMMANDANT (Nominative)                                                     |
| EOD COMMANDANT (Nominative)                                                                                         |
| T2COM: SUSTAINMENT CENTER OF EXCELLENCE TRANSFORMATION INTEGRATION<br>DIRECTORATE DIRECTOR (Nominative)             |
| T2COM: FUTURES & CONCEPTS COMMAND FUTURE CAPABILITY DIRECTORATE DIRECTOR<br>(Nominative)                            |
| DEFENSE LOGISTICS AGENCY CG XO (Nominative)                                                                         |
| U.S. TRANSPORTATION COMMAND CG XO (Nominative)                                                                      |
| UNDER SECRETARY OF DEFENSE FOR ACQUISITION & SUSTAINMENT XO (Nominative)                                            |
| ARMY MATERIEL COMMAND CG LNO to HQDA (FBC)                                                                          |
| ARMY MATERIEL COMMAND G3 CHIEF OF OPERATIONS (FBC)                                                                  |
| ARMY MATERIEL COMMAND G3 XO (FBC)                                                                                   |
| ARMY MATERIEL COMMAND HQ IG (FBC)                                                                                   |
| ARMY SUSTAINMENT COMMAND CoS (FBC)                                                                                  |
| ARMY SUSTAINMENT COMMAND DEPUTY SPO (FBC)                                                                           |
| JOINT MUNITIONS COMMAND CoS (FBC)                                                                                   |
| TANK-AUTOMOTIVE & ARMAMENTS COMMAND CoS (FBC)                                                                       |
| UNITED STATES ARMY SECURITY ASSISTANCE COMMAND CoS (FBC)                                                            |
| DEPARTMENT OF THE ARMY G38 ADAPTIVE COUNTER-IED/EOD SOLUTIONS (FBC)                                                 |
| DEPARTMENT OF THE ARMY G4, SUPPLY & MAINT DIVISION DEPUTY (FBC)                                                     |
| DEPARTMENT OF THE ARMY G4, FORCE INTEGRATION DIVISION CHIEF (FBC)                                                   |
| DEPARTMENT OF THE ARMY G4, LIG CHIEF (FBC)                                                                          |
| DEPARTMENT OF THE ARMY G4, STRATEGIC MOBILITY DIVISION CHIEF (FBC)                                                  |
| DEPARTMENT OF THE ARMY G4, INSTALLATION DIRECTORATE DEPUTY (FBC)                                                    |
| T2COM: FUTURES & CONCEPTS COMMAND SUSTAINMENT FUTURE CAPABILITY DIRECTORATE<br>CHIEF OF STAFF (FBC)                 |
| T2COM: FUTURES & CONCEPTS COMMAND SUSTAINMENT FUTURE CAPABILITY DIRECTORATE<br>CONCEPTS DIVISION CHIEF (FBC)        |
| T2COM: FUTURES & CONCEPTS COMMAND SUSTAINMENT FUTURE CAPABILITY DIRECTORATE<br>EXPERIMENTATION DIVISION CHIEF (FBC) |
| T2COM: FUTURES & CONCEPTS COMMAND SUSTAINMENT FUTURE CAPABILITY DIRECTORATE<br>REQUIREMENTS DIVISION CHIEF (FBC)    |
| T2COM: SUSTAINMENT CENTER OF EXCELLENCE CoS (FBC)                                                                   |
| T2COM: SUSTAINMENT CENTER OF EXCELLENCE DIRECTOR, DOTD (FBC)                                                        |
| T2COM: SUSTAINMENT CENTER OF EXCELLENCE DIRECTOR, BUSINESS SYSTEMS (FBC)                                            |
| T2COM: SUSTAINMENT CENTER OF EXCELLENCE BRANCH ASSISTANT COMMANDANT (QM, OD,<br>TC, ASU/LG) (FBC)                   |
| T2COM: CAC/ARMY UNIVERSITY: DEPARTMENT OF SUSTAINMENT AND FORCE MANAGEMENT<br>DIRECTOR, CGSC (FBC)                  |
| J4 DEPUTY DIRECTOR, JOINT LOGISTICS OPERATIONS J4 (FBC)                                                             |
| J4 DEPUTY DIRECTOR, J45 PLANS/READINESS (FBC)                                                                       |
| TRANSPORTATION COMMAND LNO TO JOINT STAFF (FBC)                                                                     |

|                                                             |
|-------------------------------------------------------------|
| TRANSPORTATION COMMAND JOINT STAFF OFFICER (FBC)            |
| COMBATANT COMMAND J4 SENIOR SUSTAINMENT STAFF OFFICER (FBC) |
| WESTERN HEMISPHERE COMMAND G4 DEPUTY (FBC)                  |
| ARMY SERVICE COMPONENT COMMAND G4 (FBC)                     |
| CORPS G4 (FBC)                                              |
| THEATER SUSTAINMENT COMMAND CoS (FBC)                       |
| THEATER SUSTAINMENT COMMAND DCO (FBC)                       |
| CORPS SUSTAINMENT COMMAND CoS (FBC)                         |
| CORPS SUSTAINMENT COMMAND DCO (FBC)                         |
| SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND CoS (FBC)       |
| SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND DCO (FBC)       |
| HUMAN RESOURCES COMMAND SUSTAINMENT DIVISION CHIEF (FBC)    |

(4) Self-development. Colonels must keep current on all changes that affect the Soldiers they command and/or lead. They should continue to expand their professional reading program, participate in civilian professional logistics organizations, become certified professional logisticians, write articles for professional publications, obtain postgraduate degrees and continue to develop skills in analytics/data science, innovation, predictive logistics and supply chain management.

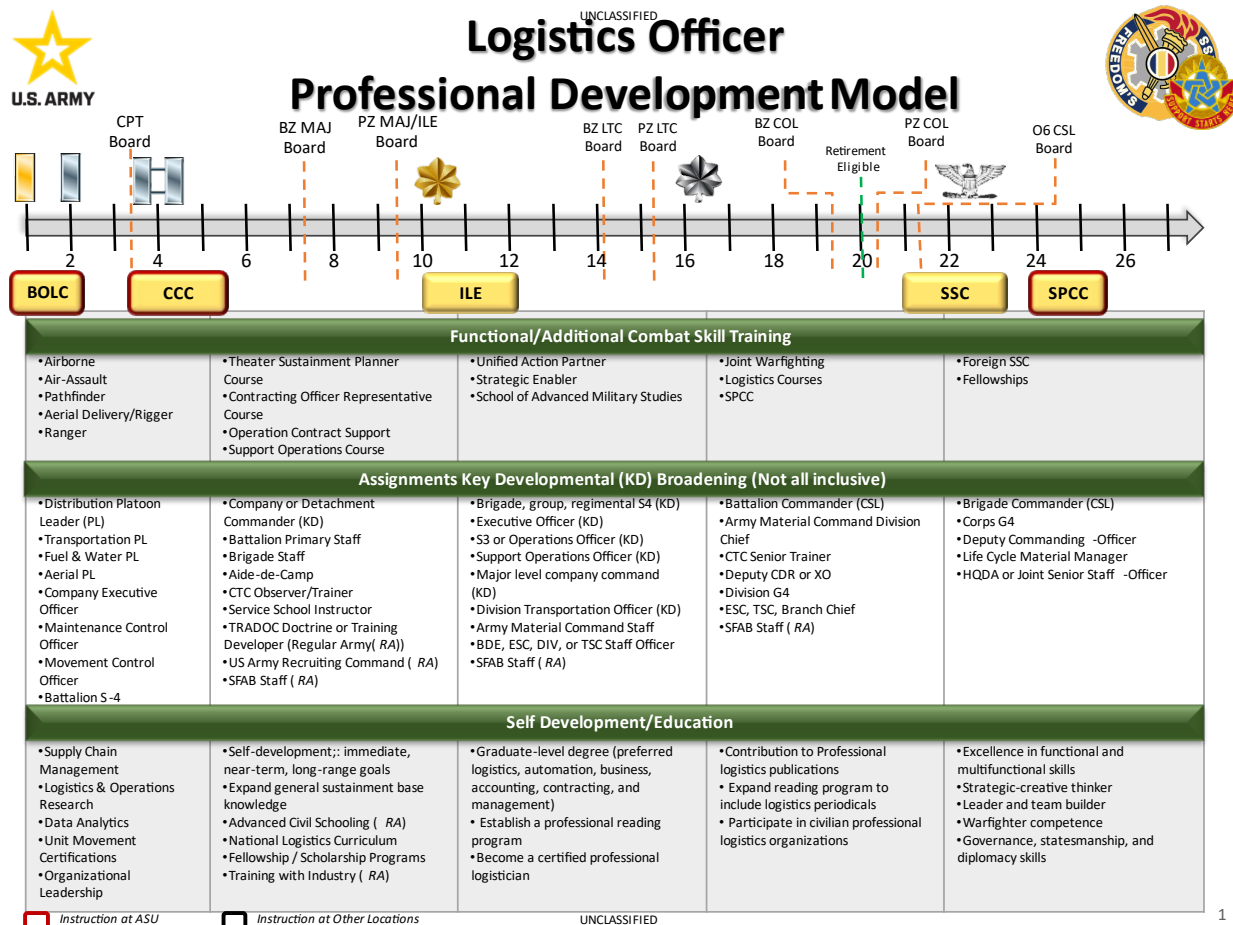
(5) Desired experience. The critical assignment for developing the desired experience in colonels is brigade-level command. Successful completion of a CSL command provides an opportunity to compete for brigadier general (provided the officer is joint qualified). Colonels, when not in command, serve primarily in strategic level staff or joint positions. The primary goal is to use the officer's experience and knowledge to provide significant contributions to the Army and Joint Commands at the operational and strategic level.

*f. Branch transfer.* Army needs determine branch transfer authorizations and may not be available year-to-year. The following rules apply:

(1) Regular Army officers may branch transfer into Logistics at the rank of captain with less than 9 years of active federal commissioned service. The officer prepares a DA Form 4187 through HRCs sustainment captain's career field manager to the Logistics branch proponent office. The officer must include the reason for the request, and their choice of basic branch affiliation (TC, OD, or QM). If the losing branch releases the officer to Logistics branch, HRC assigns regimental affiliation and reviews the officer's future assignment and professional education requirements. Upon acceptance, the officer must complete the requisite training prior to branch transfer. If not already CCC complete, LOG C3 is required. Those who are CCC complete must attend LOC C3 or Phase I and II RC CCC for TC, OD, or QM. If the losing branch disapproves the transfer request, the CG, HRC has final adjudication and determination.

(2) ARNG (COMPO 2) and USAR (COMPO 3) officers are eligible for transfer into Logistics branch at the ranks of captain to major, with less than 18 years' service. Majors must have completed a KD assignment (Bn XO/S3) prior to transfer. See paragraph 6n for details.

*g. Voluntary Transfer Incentive Program (VTIP).* VTIP allows officers to branch transfer or choose a functional area (FA), supporting the officer's interest, and balancing the FA personnel requirement. All FAs and branches are open to Logistics officers through VTIP except JAGC, Chaplains Corps, AMEDD, and Academy Professor (FA47). Those interested in the fields must consult the relevant branch section in DA Pam 600-3 for further information regarding the specific branch requirements and process. Officers interested in VTIP should see HRC's website for the latest MILPER defining qualification requirements.



**Logistics Figure 1. RA Logistics Branch Professional Development Model**

### *h. Direct Commissioning Officer Development*

#### *(1) Captain.*

(a) Education. Upon direct commission as a CPT, all direct commission Logistics officers must attend three schools to prepare them to serve as an Army Officer: the 6-week Direct Commissioning Course (Ft. Benning, GA), the 16-week Logistics Basic Officer Leaders Course (Ft. Lee, VA) and the Reserve Logistics Captain Career Course The BOLC – Direct Commissioned Officer Course, is a BOLC-A prep course for officers who did not have the benefit of participating in BOLC-A pre-commissioning training. Following the course, direct commission CPT's will attend BOLC-B. LG BOLC-B is a rigorous, branch multifunctional logistics course, physically and mentally challenging, with most of the training conducted via hands-on in a tactical or field environment. Upon completion of LG OLC-B, all Direct Commission Logistics Officers must attend Phase I and II of the Reserve Component Logistics Captains Career Course (RCLOGC3), a 4-week course prior to going before the Major's Board. This phase will prepare future Logistics officers through facilitated small group instruction on transportation and ordnance functions while conducting a deployment exercise from CONUS into an operational theater. DC LG officers should maintain current in the specialty for which they were accessed (i.e. program certifications if accessed for data analysis skills).

(b) Assignment. After the completion of initial military training and education, the assignment for the specific skillset that the direct commission Officer was selected for will count as their key developmental time as a Captain but will not limit them the opportunity to seek out a Company Commander position. Officers should aggressively seek leadership positions or company command as appropriate within the Officers AOC. This enhances professional development and complements staff experience at the unit

level. Company command can be an opportunity for an officer to become technically proficient and master essential troop leading skills.

(c) DC LG offers are encouraged to maintain and seek further professional certifications and education relevant to the expertise for which they were accessed. Units with DC LG officers should support this officer development whenever possible based on unit mission requirements.

(2) *Major.*

(a) Development. Compared to the grade of Captain, the time spent as a Major is relatively short. This time can be the most diversifying of an officer's career. Officers have an opportunity to broaden their professional development in their area of concentration. This phase begins with selection for promotion to major. This critical period in an officer's career life cycle demands acute awareness of important HQDA centralized boards and their required preparations.

(b) The development goals at the major rank are to complete ILE or joint professional military education (JPME) I and successfully complete a KD assignment and broadening assignments before consideration for promotion to lieutenant colonel. ILE provides quality education for field grade officers and prepares them for their next 10 years of service. Officers must be ILE or JPME I complete to be eligible for SSC attendance.

(c) Education. Direct Commission officers who are BOLC and Captains Career Course complete must attend Command and General Staff College by way of the Department of Distance Education to qualify and promote. DDE offers two options for completing Common Core. The Common Core course is the first portion of CGSOC and provides officers with 50% completion of Joint Professional Military Education 1 / Military Education Level 4 requirement. Students can enroll in the DL version (independent online courses) or the TASS option. The TASS option offers a resident like experience with two 2-week ADT sessions and 8 monthly weekend IDT sessions. To provide flexibility in completing CGSOC-CC, students may transfer between DL and TASS during phase breaks.

(d) Assignments. Includes assignments to force structure and force generation units. The key to promotion is successful completion of every assignment. The initial position that a DC officer was accessed for will serve as a key developmental assignment for DC LG officers. DC LG officers are encouraged to compete for other branch developmental assignments after their initial assignment.

(e) Most branches and some FAs have identified positions as KD for majors. Positions created to address specific emerging missions or requirements are often considered KD for career development and advancement. Officers' complete additional developmental assessments at ILE to increase self-awareness of their individual talents, informing their preferences as they seek positions in the ATAP market upon completion of ILE. Officers should consider competing for assignments that match their abilities and career goals, understanding that some assignments are more likely than others to increase their competitiveness for promotion and certain types of future assignments. When an officer is a senior major, the OTMS has guided the officer to understanding their talents. They have used this knowledge to pursue talent development and assignment opportunities in domains aligned with their preferences and support Army requirements. DC LG offers are encouraged to maintain and seek further professional certifications and education relevant to the expertise for which they were accessed. Units with DC LG officers should support this officer development whenever possible based on unit mission requirements.

(3) *Lieutenant Colonel.*

(a) Development. The professional development objective for a lieutenant colonel is to develop and demonstrate excellence in tactical and technical knowledge and skills. Direct Commission lieutenant colonels learn to effectively lead, train, motivate, and care for Soldiers while in command and staff environments.

(b) Education. Direct Commission lieutenant colonels may be selected for Senior Service College (SSC). SSC attendance opportunities may include one of the following schools: U.S. Army War College (USAWC); National Defense University; Naval War College; Air War College; Marine Corps War College; Joint Advanced Warfighting School; USAWC Fellows Program; or foreign military schools granted MEL 1 equivalency. Lieutenant colonels not CSL-selected for resident education should enroll in distance learning education. Those selected to command will also attend a pre-command course, and those selected for Joint assignments must complete JPME II training. Other senior leader and executive courses will be considered to enhance leadership within cyberspace and EW operational units and CEMA-focused elements. Logistics Officers directly appointed in the rank of lieutenant colonel through the Direct Commissioning Process are required to attend the Army's Direct Commission Course, followed by the Basic Officer Leader Course, Captains Career Course, and distance learning ILE.

(c) Assignments.

1. Key developmental assignments. Direct Commission lieutenant colonels serving in positions requiring the skillset they were accessed for qualify as key developmental for Direct Commission lieutenant colonels. They should continue to gain mastery of command and staff functions at all echelons through key developmental assignments. Lieutenant colonels must serve in one or more key developmental positions for a minimum of 18 months. Successful service in lieutenant colonel key developmental positions for any 90 series AOC counts as key developmental credit for all 90-series Logistics lieutenant colonels. Additionally, lieutenant colonels serving in key developmental positions for colonels will receive key developmental credit in their current rank/grade. Success in the assignments (or combination of assignments) will provide opportunities for career development and future consideration for promotion to the rank of lieutenant colonel.

2. Developmental assignments for Direct Commission logistics lieutenant colonels are designed to allow commanders wide latitude in tailoring the type, number, and order of assignments based on the developmental needs of the officer, the operational needs of the unit, the availability of developmental duty positions within the command, and the overall needs of the Army.

## **5. Logistics Warrant Officer Development**

The Logistics Branch does not have Warrant Officers. Refer to the individual function branch section for Warrant Officer development.

## **6. Logistics Branch Reserve Component Officers**

*a. General.*

(1) Reserve Component (RC) Logistics officer qualifications and development closely parallel those of their Regular Army (RA) counterparts as described in paragraph 4. There are subtle differences in RC time in service and time in grade.

(2) Life-cycle development and utilization also parallel the RA as shown in figure Logistics figure 1. Increased mobilization and deployments require the RC officer to train at the appropriate level. This is necessary to acquire skills required for commanding, training, and managing organizations in peacetime, civil response operations as well as mobilization.

(3) A large portion of PME and training is accomplished on their own time. A variety of correspondence courses and resident PME course are available. It is preferred that junior officers have a strong foundation through tactical and technical assignments in their functional branch before induction into the Logistics branch at the rank of captain.

(4) RC officers serve the same role and missions as their RA counterparts. The unique nature of their role as “citizen-Soldiers” poses challenges and opportunities to their professional development.

(5) The career path for RC officers, to include AGR, seeks a balance of assignments preparing them as competent leaders for senior ranks. Officers should not serve in the exact same duty position for more than 3 years before moving on to a new duty position. The needs of the RC and force structure may hinder this objective, but homesteading in the same duty position is highly discouraged since it impedes development and competitiveness for promotion.

*b. Reserve Component (USAR/ARNG).* It is recognized that force structure in regions and localities limit the number of traditional developmental positions available for all RC officers. To compensate for this, officers can develop management and leadership skills through branch immaterial and broadening assignments. Officers are encouraged to seek command at every level whenever possible. Company command is paramount to the early leadership development of RC officers and should be pursued vigorously to be competitive for promotion. Command opportunities above the company level are limited for RC officers. However, RC lieutenant colonels and colonels, to include AGR, should always compete for battalion and brigade command whenever possible. To develop leadership experience, RC officers should continue to seek KD positions when available and primary staff positions of large TPUs or mobilization day (M-Day) organizations at the appropriate rank level.

*c. ARNG Logistics officer development objectives and qualifications basically parallel those planned for their Active Army counterparts, with the difference being the ARNG Time in Service and Time in Grade (TIS/TIG) requirements. Junior officers must develop a strong foundation through assignments in one of the functional branches before specialization begins. During the second lieutenant years, RC officers are*

required to complete LOG BOLC and complete a bachelor's degree. Within 2 years of consideration for promotion to captain, officers should enroll and begin the RC LOGC3 and continue to hone troop leading procedures. *Active Guard Reserve.* In accordance with Title 10, USC, section 101(16), the term "Active Guard and Reserve" is a member of a RC who is on active duty pursuant to 10 USC sections 12310, or 32 USC, sections 502(f) and 709(a). AGR Logistics branch officers serve in full-time, active-duty positions in worldwide locations. They provide day-to-day operational support needed to ensure RC units are ready to mobilize when needed. AGR officers perform administrative and training duties in direct support of the ARNG, USAR, and RA. The primary objective of the AGR officer is to enable a greater level of readiness, agility, and responsiveness of the total force. To meet this mission, they must be experts in logistics and in the RC's administrative, training, and managements systems. To meet both requirements, AGR officers need a balance of tactical, operational, and strategic experience throughout their careers.

d. *Officer Professional Development Model.* The PDM, Logistics figure 1, is the foundation for assignments. In many cases, officers will not have the opportunity to follow this model.

e. *Reserve component qualification and development.* The Logistics branch encompasses all commissioned officers who hold the primary Area of Concentration (AOC) 90 as multifunctional logisticians. Logistics officers serve as lieutenants and develop their functional branch skills during the initial four years of their careers. Upon promotion to Second Lieutenant and successful completion of the Logistics Basic Officer Leaders Course (BOLC), they are inducted into the Logistics branch, qualifying them for various functional assignments. Even though RC officer development is challenged by geographical consideration and time constraints, each officer should strive for Logistics branch developmental assignments and educational opportunities that yield the same opportunities as their RA counterparts. Logistics officers accessed through the direct commission (DC) process may not meet the traditional Logistics Officer career path. DC LG officers are accessed to meet specific identified skill gaps and are typically accessed at the rank of captain or higher. All direct commission Logistics officers must attend three schools to prepare them to serve as an Army Officer: the 6-week Direct Commissioning Course (Ft. Benning, GA) and the 16-week Logistics Basic Officer Leaders Course (Ft. Lee, VA). DC LG officers should attend the Reserve Logistics Captain Career Course at their earliest ability based on unit and professional timeline. The Direct Commissioned Officer Course is a BOLC-A prep course for officers who did not have the benefit of participating in BOLC-A pre-commissioning training. Following the course, direct commission CPT's will attend BOLC-B. LG BOLC-B is a rigorous, branch multifunctional logistics course, physically and mentally challenging, with most of the training conducted via hands-on in a tactical or field environment. *Education.* RC officers must meet PME standards and assignments to be proficient in the Logistics branch at each grade. Due to geographic, time available, and civilian employment constraints, officers may find it challenging. Officers are expected to complete requirements on time for each grade IAW AR 350-1, Army Training and Leader Development.

f. *Broadening.* RC officers are broadened in many measures more diversely than RA officers over a career. Broadening is the expansion of an individual's capabilities and understanding provided through opportunities internal and external to the Army throughout their careers gained through experiences in different organizational cultures and environments resulting in a leader who can operate at the strategic level in multiple environments.

(1) The PDM recognizes that broadening opportunities are limited to the units that surround the RC officer's geographic area of travel. With over 60 percent of the total force's sustainment structure in the RC, these officers are the backbone of the tactical sustainment force structure from the TSC/ CSC level and below. Therefore, officers are expected to be functionally sound at each rank, expand multifunctionally as they increase in rank, and broadened as opportunities are available.

(2) There are three experience-based assignments that specifically broaden logistics officers: tactical, institutional, and scholastic assignments/competitive opportunities.

(3) RC officers bring military and civilian skills to the fight. Their experiences in industrial, business, law, government, marketing, IT, and academic skills from their civilian occupations are extremely valuable. These skill sets are unique to the civilian/governmental community and critical to our sustainment of unified action partners.

(4) Businesses and government employers provide employees opportunities to train and educate themselves occupationally and educationally. Officers should ensure that these skills are documented in their personnel records and in the case of education, documented on their next OER after completion.

(5) Opportunities such as PME, institutional training, scholarships, internships, advanced civil schooling, and foreign military education are important broadening experiences. The RC plays a primary

and crucial role in Homeland Security and specifically, response to domestic incidents or disasters. Listed below are resident and distance learning courses offered by ASU and FEMA's Emergency Management Institute (EMI) and are appropriate at any rank. Yearly schedules and course information are available at ASU's website or [http://training.fema.gov/EMI Courses/EMI Catalog.asp](http://training.fema.gov/EMI%20Courses/EMI%20Catalog.asp). Examples include:

- (a) Defense Distribution Management Course.
- (b) Defense Support of Civil Authorities Course.
- (c) Joint Humanitarian Operations Course.
- (d) Interagency Logistics Course.
- (e) Incident Command System Course.
- (f) FEMA's Logistics Interagency Logistics Course.

*g. Mentorship.* Mentorship of RC officers is very important due to assignment availability, timelines, and differing state requirements. Mentors do not have to be in the officer's rating chain or career field. Mentors are officers that the Soldier is comfortable with and can have fair and frank discussions about family, career, life goals, and the Army. Working with their mentor, an officer builds a career path that meets the officer's desires, aligns with realistic timelines, and meets the officer's expectations of a successful career and rewarding career.

*h. USAR Career Management.* Career Management Officers provide assistance in the development of officers with the correct skill sets to meet operational and functional requirements for the USAR. RC officers can contact their respective Career Management Officer/Talent Manager for updated information on career management and development.

(1) RC TPU. Career Management Officers at Army Reserve Career Group manage the RC TPU population. They can be reached at: <https://www.usar.army.mil/arccg/cmo/>

(2) RC IMA/IRR. Career Advisors at HRC manage the RC IMA/IRR population. They can be reached at: <https://www.hrc.army.mil/content/Army%20Reserve%20Officer%20Directory>

(3) RC AGR. Talent Managers at HRC manage the RC AGR population. *They can be reached at:* <https://www.hrc.army.mil/content/Officer%20Management%20Division%20Landing%20Page>

*i. Lieutenant.*

(1) The first 4 years of an officer's career focuses on developing an officer's basic branch technical and tactical skills, as well as vital leadership skills. The goal is to sharpen their understanding of the Army profession, gain leadership experience in company grade assignments, and building expertise in their basic branch. Upon successful completion of LG BOLC, Officers are inducted into the Logistics branch with an 90A00 AOC.

(2) Promotion from 2LT to 1LT. 2LT Officers who meet the criteria in AR 135-155 will be considered for the rank of 1LT without review by a selection board at 18 months TIG. The officer's records will be screened for the following documents:

- (a) DA 71, Oath of Office.
- (b) Letter of Appointment as a Commissioned Officer.
- (c) DA 1059-2, Service School Academic Evaluation Report.

(d) Officers who do not have the required documents in their records prior to the review will not be automatically rescreened. Officers must utilize their S1/G1/MPD or their Career Management Officer to open an inquiry with HRC promotions for reconsideration once the promotion criteria is met.

(3) Refer to the specific basic branch section for more details.

*j. Captain.*

(1) Education. For promotion to the rank of captain, a bachelor's degree is required. Mandatory PME during this phase is the completion of the RC CCC or LOG C3, which is a prerequisite for promotion to the rank of major.

(2) Key developmental assignments. Assignments in a company, battalion, or brigade organization should follow a progressive order. The only KD assignment for captains is company or detachment command. Company command is a maximum of 24 months (AGR) to 36 months (non-AGR), with the tour length set by the higher commander. A minimum of 12 months in the rank of 1LT(P) or CPT is required in command to receive KD credit. Branch immaterial commands are also available to receive KD credit. Company command is limited for AGR captains due to the scope of the AGR program. As such, AGR captains who are unable to command should pursue primary staff leadership positions, such as S3, S4, and deputy support operations to develop their leadership skills, (see Logistics Table 1).

(3) Broadening assignments. The PDM focuses on the need to broaden an officer's knowledge, skills, and behaviors at each grade in logistical expertise across the entirety of an officer's career.

Developing a captain's knowledge base in the functional and multifunctional force is the intent at junior captain. After command, there are numerous venues to broaden officers. These are vital to developing an officer's abilities for field grade level abilities. The goal is a series of assignments that challenge the officer in tactical and technical sustainment and expose them to operating and generating forces.

Opportunities for broadening are listed below:

- (a) Career division staff / Career Management Office (CMO).
- (b) CTC trainer or staff officer.
- (c) Doctrine or Training developer.
- (d) Joint, multinational staff officer or coalition trainer or staff officer.
- (e) Once TASS instructor of course or manager.
- (f) USAREC.

(4) Broadening also includes scholarship, fellowship, and internship programs allowing higher education and opportunities to serve in strategic-level positions, see paragraph 4b(3).

(5) Self-development. Captains must take the initiative to gain knowledge and experience for assignments of greater responsibility at the field grade level. Self-development and improvement of officer skills can be obtained using Battle Command Knowledge System-LOGNet and the Sustainment Knowledge Net (SKN) to keep skills current. Officers are encouraged to take additional training courses when resources permit.

(a) Support Operations Course. This course further develops multifunctional skills normally associated with an assignment to a support operations section. The course generally focuses on training captains, majors, and senior NCOs in multifunctional support operations at the tactical level.

(b) Officers should be well-versed in all ERP Systems and command and control systems, such as the Command Post of the Future (CPOF), Joint Capabilities Release-Logistics (JCR-LOG), Movement Tracking System (MTS), and especially the Global Combat Support System-Army (GCSS-A).

(6) Desired experience. The key for a captain is successful completion of company or detachment command. There is no substitute for command. The goal is to provide RC captains with 24 months command time in a company or detachment. When not in command, assignments should be optimally split between the operating force and generating forces with a mix of multifunctional and functional positions. As officers progress from company grade to field grade, assignments grow increasingly multifunctional.

k. *Major*. Selection for major is based on performance and demonstrated potential for further service in positions of greater responsibility. These qualities are measured by the officer's performance, assignment history, and level of development.

(1) Education. The PME requirement is completion of the Command and General Staff Officers Course. This is a one-time, merit-based selective board process that provides JPME 1 and MEL 4. Regardless of component, Officers (CPT(P) or MAJ) who meet the criteria in AR 350-1 may be selected for 10-month residency at the Command and General Staff College or 14-week satellite campus opportunities on a best-qualified basis. The Director, ARNG exercises staff supervision over the selection system for ARNG officers and the HRC exercises supervision of selection for USAR officers. Resident course seats are offered to officers selected by a central selection board conducted annually. Officers not selected, complete training via distance learning. Completion of the Command and General Staff Course through the methods listed meet the officer's MEL 4 and JPME 1 requirements. Officers must complete the Common Core in order to promote to lieutenant colonel. Completion of both the Common Core and Advanced Operations Course are required for eligibility for promotion to colonel. ILE schools and colleges are listed below:

- (a) U.S. Army Command and General Staff College.
- (b) U.S. Air Command and Staff College.
- (c) U.S. Marine Corps Command and Staff College.
- (d) U.S. Navy College of Command and Staff.
- (e) Western Hemisphere Institute for Security Cooperation.
- (f) Foreign equivalent schools approved by the Chairman of the Joint Chiefs of Staff.
- (g) One Army School System Battalion active duty for training (ADT) / inactive duty training (IADT) format phases.

(h) Distance learning programs.

(i) School of Advanced Military Studies Program. TPU officers who compete and are selected to the SAMS course serve a 2-year utilization tour upon completion of the course. Their assignment is based

upon guidance from the Chief, Army Reserve. AGR graduates are assigned by the assignment officer with input from the HRC SAMS manager. NGB, through the states, will manage utilization tours of ARNG officers.

(2) Key developmental assignments. RC majors should serve in KD assignments for a maximum of 24 months (AGR) to 48 (non-AGR) months to further develop leadership skills and prepare for battalion command. The following assignments are KD assignments at the major level. Key development equivalents for RA are listed in paragraph 4.

- (a) Logistics planner (SI P1 authorized).
- (b) Division transportation officer.
- (c) Executive officer (Major or Lieutenant Colonel Authorized).
- (d) Major level command.
- (e) S3 or operations officer (major or lieutenant colonel authorized).
- (f) Detachment commander (major authorized with AR 600-20 authorities).
- (g) S4 (major or lieutenant colonel authorized).
- (h) Support operations officer.

(3) Broadening assignments. Once officers have completed their KD assignment, it is preferred that those officers seek broadening assignments in academic, unified action partner, and strategic enablers or sustainment staff positions at brigade level or higher. Officers may consider Army scholarship, fellowship, and internship programs as well. See section 4c(3). The following assignments are broadening:

- (a) Army sustainment command staff officer.
- (b) ASCC, SDDC, or Defense Logistics Agency staff positions.
- (c) Assistant Professor of Military Science or service school instructor.
- (d) Army sponsored fellowship, internship, or scholarship with follow-on assignment.
- (e) Capabilities, doctrine, or training developer.
- (f) CTC trainer or staff officer.
- (g) Detailed Inspector General.
- (h) HQDA, USARC, NGB, OCAR, or combatant command staff officer.
- (i) Interagency, ARNG, or National Guard joint staff officer.
- (j) Joint, multinational, or coalition trainer or staff officer.
- (k) USMA or ROTC instructor or tactical officer.

(4) Self-development. Self-development is the responsibility of every officer and ranges from professional reading to aggressively seeking out positions of increased responsibility. Officers are encouraged to continue to broaden their experience by doing the following: establish a professional reading program, participate in their regimental association, participate in civilian professional logistics organizations, become a certified professional logistician, obtain a civilian degree in logistics-related fields, complete logistics-related correspondence courses, complete courses in joint logistics at ASU, and conduct research and write articles for professional logistics publications. Majors may also apply for additional professional development education (APDE) courses, such as the RC National Security Course and Defense Strategy Course. These are available by application through an annual central selection board.

(5) Desired experience. A variety of assignments across the logistics spectrum, as well as a combination between operating and generating forces, enhance an officer's developmental experiences.

*1. Lieutenant Colonel.* Lieutenant Colonels are in the refinement stages of their career. Lieutenant Colonels are strongly encouraged to seek command whenever possible through command selection boards. Positions as primary staff officers also met the criteria for development of required skill sets.

(1) Education. The RC Lieutenant Colonel must complete Command and General Staff Officers Course Common Core and the Advanced Operations Course prior to promotion to colonel. Selectees for command attend the prescribed PCC(s). Resident and distance learning education for Command and General Staff Officers Course and SSCs are centrally selected through an annual board. Officers are also encouraged to complete graduate-level education in an appropriate discipline.

(2) Key developmental assignments. KD assignments for lieutenant colonels are a CSL KD position or a key leadership billet in a MTOE or TDA unit for 24 to 36 months. Not every officer command at the battalion level. However, all officers are encouraged to compete for command to remain competitive for promotion. When possible, lieutenant colonels should also seek primary staff leadership assignments.

- (a) The following assignments are KD assignments at the lieutenant colonel level or equivalents:
  - 1. Battalion commander.

2. ARNG or NGB branch or division chief (lieutenant colonel authorized).
3. Chief of staff (lieutenant colonel authorized).
4. Command Inspector General.
5. DCO or XO (lieutenant colonel authorized).
6. Division or corps G4 (lieutenant colonel authorized).
7. CSC, TSC, ASCC or AMC primary staff officer.
8. Joint or multinational primary staff officer.
9. Support operations officer (lieutenant colonel authorized).

(3) Broadening assignments. When command is not available, officers should seek broadening assignments. The following assignments are broadening:

- (a) Army sustainment command staff officer.
- (b) ARNG or NGB staff officer.
- (c) Capabilities, doctrine, or training branch chief.
- (d) Chief of plans for sustainment.
- (e) Course director of One Army Schools System program.
- (f) CTC senior trainer.
- (g) Division or corps staff.
- (h) Defense Logistics Agency senior staff officer.
- (i) ESC, CSC, TSC, ASCC, CASCOT, T2COM, Western Hemisphere Command or AMC primary staff officer.
- (j) Fellowships with follow-on assignments.
- (k) Governmental or state liaison officer.
- (l) HRC or proponent branch chief.
- (m) HQDA or combatant command's staff.
- (n) ROTC Professor of Military Science, Command and General Staff Officers Course or service school instructor.
- (o) USARC staff officer.

(4) Self-development. Lieutenant colonels should continue to expand their professional reading program, participate in civilian professional organizations, become a certified professional logistician, conduct research, and write articles for professional logistics publications, and obtain a postgraduate degree in a logistics discipline. Lieutenant colonels may also apply for APDE courses, such as the RC National Security Course, Defense Strategy Course, and Canadian Security Studies Program. These are available by application through an annual central selection board.

(5) Desired experience. The desired experience for lieutenant colonels is battalion commander of a MTOE or TDA unit for 24 a maximum of months (AGR) to 36 months (non-AGR). Every lieutenant colonel will not command at the battalion level, but the goal is to provide the officer professional development, institutional training, and assignments that develop an officer for leadership roles at the next level.

*m. Colonel.* Colonels are in the refinement stages of their career. Officers will be expected to mentor junior officers on the importance of maintaining Logistics branch proficiency through multiple experiences and encourage officers to obtain additional multifunctional training when appropriate. Colonels are also the Army's talent managers and are expected to enhance Army readiness through this initiative.

(1) Education. Although no specific mandatory educational requirements exist for colonels, officers are encouraged to complete SSC, resident, distance learning, Sister Service resident, or Foreign Command Staff College. Selectees for command at colonel attend the prescribed PCC(s).

(2) Key developmental assignments. The KD assignment for RC colonels is centrally selected brigade/group command assignments for 24 months (AGR) to 36 months (non-AGR). Key assignments for colonels include the following:

- (a) ARNG or NGB primary staff officer (colonel authorized).
- (b) Brigade, group, or immaterial command or key CSL billet.
- (c) Chief of staff (colonel authorized).
- (d) Command Inspector General.
- (e) Corps G4 (colonel authorized).
- (f) DCO or XO (colonel authorized).
- (g) ESC, CSC, TSC, ASCC, CASCOT, T2COM, Western Hemisphere Command or AMC primary staff officer.
- (h) Joint or multinational primary staff officer.

- (i) Support operations officer (colonel authorized).
- (j) USARC primary staff officer.
- (3) Broadening assignments. When command is not available, officers should seek broadening assignments as outlined in paragraph 4e(3). The following assignments are broadening:
  - (a) AMC staff officer.
  - (b) ARNG State level staff officer.
  - (c) ASCC or corps staff officer.
  - (d) Combatant command staff officer.
  - (e) DCS, G-3/5/7 staff officer.
  - (f) DCS, G-4 logistics staff officer.
  - (g) Interagency, Joint, multinational, or coalition staff officer.
  - (h) Life-cycle management officer.
  - (i) NGB or National Guard state or joint level staff officer.
  - (j) Senior professional military or reserve advisor.
  - (k) TSC branch chief.
  - (l) USARC primary staff officer.
- (4) Self-development. Colonels continue to expand their professional reading program, participate in civilian professional logistics organizations, become a certified professional logistician, conduct research, and write articles for professional logistics publications, and obtain a postgraduate degree in a logistics discipline. Officers strive to complete SSC, resident, or non-resident.
- (5) Desired experience. The desired experience for colonels is command of a MTOE or TDA unit for 24 months (AGR) to 36 months (non-AGR). Not every colonel will command, but the goal is to provide the officer professional development, institutional training, and assignments that will develop RC colonels across the full spectrum of the levels of war.
  - n. Branch transfer.* USAR and ARNG officers may branch transfer into the Logistics branch up to the rank of major with time in grade remaining that facilitates the ability to serve in a major 90A billet prior to lieutenant colonel promotion. It is this combination of education in conjunction with captain- and/or major- level experiences that allow officers to be effective senior multifunctional logisticians. All requests for branch transfer are reviewed on a case-by-case basis. Branch transfer or predetermination applications for officers entering the ARNG or USAR from other services should be submitted through their State AG, NGB, HRC, or USAR Command, to the Logistics Branch Proponency Office for review and approval. Applications must include certificates of completion for logistics courses, unit validation of position for assignment, and the officer must highlight multifunctional logistics experience if not explicit on the candidate's ORB.
    - (1) Military education requirements listed below:
      - (a) Captain. Complete a LG Captain Career Course (RC CCC or LOG C3). Officers who completed a non-Logistics Captain Career Course must complete the Support Operations Course (SOC)
      - (b) Major. Complete the Theater Sustainment Planners Course (TSPC) in addition to the captain requirements.
      - (c) Lieutenant Colonel and Colonel. Officers in the rank above major are not considered for branch transfer. (see Branch Transfer section n).
      - (d) All branch transfer candidates will affiliate with the 90A00 logistics branch. Regardless of CCC attended, branch transfer requests must include certificate from Support Operations Phase I, 907-8A-FA90-551-F39-MC\_2020\_709\_00a at [www.lms.army.mil](http://www.lms.army.mil).
    - (2) Positional requirements listed below:
      - (a) USAR/ARNG organizations submitting an officer's branch transfer requests must provide a paragraph and line number with a valid 90A coded position in a MTOE or TDA organization.
      - (b) The officer is currently serving in or is billeted to serve at least 18 months in a valid 90A coded position.
      - (c) Positions coded as 01A or 02A are branch immaterial and do not constitute an authorization to change the officer's branch to Logistics.
      - (d) Officers may not transfer into the Logistics branch for the purpose of promotions or competing for command positions.
    - (3) ARNG requests for branch transfer are routed through the officer's chain of command to the appropriate state processing agency. The state processing agency forwards the request to the National

Guard Bureau (NGB). NGB will forward the applications to the Logistics Branch Proponency Office at USACASCOM for evaluation and eligibility determination.

(a) USAR officers apply through their appropriate chain of command who in turn sends the applications to the Operational, Functional, Training, and Support (OFTS) commands. The OFTS will forward the applications to the Logistics Branch Proponency Office for evaluation and eligibility determination. IRR, IMA, and AGR officers apply through HRC Officer Personnel Management Directorate.

(b) Requests must include certificates of completion for PME requirements and a unit validation of positional assignment. The Logistics Branch Proponency Office will produce a quarterly consolidated approval memorandum for the OFTS and NGB officers accepted into the Logistics branch.

**Logistics Figure 2. RC Logistics Branch Professional Development Model**

