

Adjutant General (AG) Corps (Career Management Field 42) Career Progression Plan

Chapter 1. Duties

The purpose of the Adjutant General (AG) Corps is to provide manpower, Human Resources (HR) support, and band support to commanders at all echelons, to enhance the readiness and operational capabilities of the total force and ensure success across the full spectrum of military operations. The AG Branch manages the HR life-cycle functions that include structure, acquisition, distribution, development, deployment, compensation, sustainment, and transition to help ensure a quality force. HR NCOs conduct core competencies outlined in FM 4-1, Human Resources Support and are supplemented by JP 1-0, Joint Personnel Support when assigned to support Joint, Inter-agency, Inter-governmental and Multinational (JIIM) operations. Specially selected and managed assignments including the Defense Intelligence Agency (DIA), White House Communications Agency (WHCA), Special Operations Forces (SOF), Special Missions Units (SMU), and others, provide HR professionals the opportunity to execute core competencies while supporting national-level missions. HR NCOs must possess the necessary technical and operational expertise to advise commanders and Senior Enlisted Leaders on the human dimension of readiness in decisive action. They must be able to comprehend and integrate the organization, structure, and doctrine of the Army as it evolves in the face of rapidly changing complex situations. They employ automated human resources information systems and standard software applications, manage requirements, prepare for near-term developments, and forecast needs. Army Bands serve as a combat multiplier and play an integral part in the sustainment of forces engaged in unified land operations. Army Bands promote the Army and our national interests, enable commanders to shape the environment to accomplish their mission, and set the conditions that lead to trust and confidence in America's Army and its readiness to conduct operations in peacetime, conflict, and war. Army Musicians are among the Army's most visible and effective builders of esprit de corps and cohesion and serve to enhance the Army's public image. Therefore, Army Musicians must demonstrate the highest level of professional performance and appearance standards to best represent the Army and serve the Nation.

Chapter 2. Transformation

Human Resources Soldiers are valuable and vital parts of every organization as they support and manage the Army's most important resource – its people. It is imperative that HR NCOs remain in the forefront as the Army undergoes continued transformation to meet the Nation's needs now and into the future. As a result, HR NCOs must remain knowledgeable and relevant within their field through professional military and civilian education and successful performance in competency-based assignments. HR competency-based assignments are G-1/J-1/AG, S-1s, and Standard Requirement Code (SRC) 12 units (Theater Personnel Operations Center (TPOC), Military Mail Terminal Teams (MMT), Human Resources Operations Center (HROC), Human Resources Operations Branch (HROB), Theater Gateway Personnel Accountability Teams (TG PAT), HR Company HQs, Postal Platoons, HR Platoons, Personnel Accountability Teams (PAT), Casualty Liaison Teams (CLT)). HR Support is an element of personnel services and is aligned under the Sustainment Warfighting functions described in ADP 3-0 and 4-0. HR NCOs support the force by executing the core competencies using the six interdependent enduring principles of Integration, Anticipation, Responsiveness, Synchronization, Timeliness, and Accuracy. Therefore, HR NCOs must fully understand the structure and warfighting doctrine of their organization. Furthermore, they are leaders responsible for the tactical and technical training of their subordinates in HR systems, policy, directives, and guidance. Due to the specialized technical skills required of Army Band Soldiers, all positions within Army Bands are competency-based assignments. Musicians incorporate industry standard performance techniques into operationally appropriate musical support products and provide training on these techniques to subordinates in order to provide

critical support to the senior commander's strategic outreach. The role of Army Bands in strategic outreach includes performing music in support of Soldiers, Families, recruiting, public diplomacy, community relations, and education. Additionally, Army Bands provide support to coalition operations to help build political, diplomatic, and social bonds between U.S. Forces and peoples of other nations, as well as provide support for ceremonies, troop functions, concerts, protocol functions, and religious ceremonies at home and abroad. Army Bands provide Music Performance Teams (MPT) to conduct music support operations, provide mission command for MPTs to allow concurrent mission support, and actively support efforts to recruit civilian personnel for service in all components of the Army.

The Proponent for the AG Branch is the Commandant, Adjutant General School (Personnel and Leader Development Division), 10,000 Liberty Division Road, Fort Jackson, SC 29207-7025. Personnel Developers can be reached at usarmy.jackson.ssi.list.ag-proponency@army.mil.

Chapter 3. Recommended Career Management and Self-Development, By Rank

a. Private - Specialist/Corporal

Soldiers should study, become familiar with, and understand military publications (can be found on the Army Publishing Directorate website at <https://armypubs.army.mil/>) related to equipment and duty skills associated with their MOS and assignment such as: STP 21-1-SMCT; ADP 6-22; TC 3-21.5; TC 3-22.9; FM 7-22; FM 4-1; ATP 1-0.1; ATP 1-0.2; AR 25-50; AR 670-1; DA PAM 600-25; AR 600 series; all -10 level maintenance manuals associated with their equipment; and Warrior Tasks and Battle Drills (WTBD) associated with their current assignment. The following are suggested for self-development: TC 7-22.7 and <http://www.train.army.mil/> contain additional reading material for self-development.

(1) Self-development competitive: Soldier boards, such as Soldier of the Quarter/Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(2) Data application: Microsoft 210/211

a. Data educated: ability to understand, interpret, and communicate effectively with data.

(3) Integrated Personnel and Pay System-Army (IPPS-A): functional training.

b. Sergeant

(1) The SGT is first and foremost a trainer of Soldiers. SGTs must demonstrate a high degree of proficiency in MOS duties and competence of leadership functions commensurate with their position to train and lead Soldiers effectively. The SGT's career progression relies upon a strong drive to excel in duty performance in addition to the attainment of additional knowledge, skills and experience related to leadership and MOS competency.

(2) SGTs will read and demonstrate knowledge of the following publications: Skill Level (SL) 10 publications in addition to the following military publications: STP 21-24-SMCT; ADP 1-0; ADP 3-0; ADP 6-0; ADP 6-22; ADP 7-0; FM 4-1; FM 4-0; ATP 1-0.1, ATP 1-0.2; ATP 4-0; AR 25-50; AR 670-1; DA PAM 600-25; AR 600 series.

(3) The following is suggested for self-development: The Service members Opportunity Colleges Army Degree website provides information on degree programs that relate to military occupational specialties; TC 7-22.7 and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) Self-development of competitive Soldier boards, such as NCO of the Quarter/Year and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(5) Data application:

a. Data educated: ability to understand, interpret, and communicate effectively with data.

(6) Integrated Personnel and Pay System-Army (IPPS-A): functional training.

c. Staff Sergeant

(1) The SSG's professional competence is measured by how well they develop, maintain and use the full range of human potential of their Soldiers. This is typically the first level of leadership at which the NCO is responsible for leading and developing other leaders. SSGs should continue to hone leadership skills and maintain a high proficiency level in their MOS.

(2) SSGs will study and develop proficient knowledge of SL10 and SL20 publications in addition to the following military publications: STP 21-24-SMCT; DA PAM 611-21; DA PAM 600-25; ADP 1-02; ADP 3-90; AR 350-1; FM 4-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is required for self-development: TC 7-22.7 and <http://www.train.army.mil/> contain additional reading material for self-development. Self-development competitive Soldier boards, such as NCO of the Quarter/Year and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(4) SSGs who complete an Associate Degree program or 60 semester hours of college at this level should be considered ahead of their peers.

(5) Data application:

a. Data educated: ability to understand, interpret, and communicate effectively with data.

b. Data comprehension: understand the nature and characteristics of data, including its types, formats, and sources.

c. Data management: managing information flows, connection data sources, understanding capabilities and limitations.

(6) IPPS-A: expert in system navigation, functionality, task execution, and execution HR business processes in the system.

d. Sergeant First Class

(1) The SFC is expected to dispatch leadership and other duties with an expert level of professionalism. As NCOs become more senior in rank, self-development becomes more important. Activities such as professional reading or college courses help the Senior NCO (SNCO) develop organizational leadership skills needed to coach, teach and mentor Soldiers.

(2) SFCs will study and demonstrate proficient knowledge of the SL 10-30 publications in addition to the following military publications: FM 4-1; ADP 4-0; ADP 5-0; ADP 6-0; AR 220-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following is required for self-development: TC 7-22.7 and <http://www.train.army.mil/> contain additional reading material for self-development.

(4) Self-development competitive Soldier boards, such as NCO of the Quarter/Year and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(5) SFCs who complete a Bachelor's Degree at this level should be considered ahead of their peers.

(6) Data application:

a. Data educated: ability to understand, interpret, and communicate effectively with data.

b. Data comprehension: understand the nature and characteristics of data, including its types, formats, and sources.

c. Data management: managing information flows, connection data sources, understanding capabilities and limitations.

d. Data analysis: skilled in using analytical tools and techniques to explore and interpret data. They can apply statistical methods, data visualization, and other analytical approaches to derive insights and identify patterns or trends within the data.

(7) IPPS-A: expert in system navigation, functionality, task execution, and execution of HR business processes in the system.

e. Master Sergeant/First Sergeant

(1) MSGs/1SGs who are pursuing a Master's Degree should be considered ahead of their peers.

(2) MSGs/1SGs should study and master the SL 10–40 publications in addition to the following military publications: AR 600–20; AR 840–10; FM 4-1.

(3) MSGs/1SGs should broaden their focus by leveraging other distributed learning programs, to include functional training. They must recognize their new role and pursue functional courses from various sources that will enhance their understanding of how the Army operates in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The following is suggested for self-development: Sergeant Major of the Army (SMA) Reading List. Continuous professional reading aids the Senior NCO in developing and refining organizational leadership skills to coach, teach and mentor Soldiers. NCOs will broaden their focus and pursue functional course offerings from various sources.

(5) Data application:

a. Data educated: ability to understand, interpret, and communicate effectively with data.

b. Data comprehension: understand the nature and characteristics of data, including its types, formats, and sources.

c. Data visualization: effectively communicate data driven insights to others using clear and concise language. d. Data analysis: skilled in using analytical tools and techniques to explore and interpret data. They can apply statistical methods, data visualization, and other analytical approaches to derive insights and identify patterns or trends within the data.

d. Leverage data to inform decision making processes, understand how data can support, evidence-based decision making, and help solve complex problems.

(6) IPPS-A: expert in system navigation, functionality, task execution, and execution HR business processes in the system.

f. Sergeant Major/Command Sergeant Major

(1) SGMs/CSMs possess a broad understanding of strategic and organizational behavior in order to advise commanders in operations and enlisted matters.

(2) SGMs/CSMs who complete a Master's Degree and continue lifelong learning beyond a Master's Degree (i.e. technical certification) should be considered ahead of their peers. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. As their communications inherently reach a large number of Soldiers, outstanding communications skills are required. Skills in community and public relations are also important since the SGMs/CSMs will often be representing the Army and the command in civic functions.

(3) SGMs/CSMs should read publications on the Army and their command team's professional reading list. Continued individual reading about world politics, geo-political issues, Chief of Staff (CSA) of the Army Reading List, SMA Reading list, General Army Links, Army Leadership publications. Military publications relating to Army operations and current battle doctrine enhances the knowledge base of the leader.

(4) Data application:

a. Data educated: ability to understand, interpret, and communicate effectively with data.

b. Data comprehension: understand the nature and characteristics of data, including its types, formats, and sources.

c. Data visualization: effectively communicate data driven insights to others using clear and concise language.

d. Data analysis: skilled in using analytical tools and techniques to explore and interpret data. They can apply statistical methods, data visualization, and other analytical

approaches to derive insights and identify patterns or trends within the data.

e. Leverage data to inform decision making processes, understand how data can support, evidence-based decision making, and help solve complex problems.

(5) IPPS-A: expert in system navigation, functionality, task execution, and execution of HR business processes in the system.

Chapter 4. Military occupational specialty 42A human resources specialist

a. Major duties. The HR specialist manages and performs HR functions in support of every echelon of command across DOD. Personnel Information Management (PIM) is the foundation of successful Man the Force operations and is the connective force that supports the execution of all HR core competencies and subordinate key functions. HR support is executed through the two core competencies and key functions outlined in FM 4-1, Human Resources Support. These competencies are unique and ensure Army readiness. The core competencies are:

(1) Man the Force - consists of the key functions that affect personnel aspects of building combat power of an organization. The key functions of Man the Force are Personnel Readiness Management (PRM), Personnel Accountability and Strength Reporting (PASR), HR Support to Replacement Operations, and HR Support to Casualty Operations.

(2) Provide HR Services - consists of the functions conducted by HR professionals that specifically impact Soldiers and organizations and include the key functions of Essential Personnel Services (EPS), Postal Operations, Morale, Welfare, and Recreation (MWR) operations and Army Band Operations. (Coordinate Personnel Support- consists of functions including Command Interests Programs (CIP), and Retention Operations (RO))

(3) These duties are performed in Companies, BN and BDE level S1s, SMUs, SOF, G1/J1 sections, Theater Personnel Operations Center (TPOC), Military Mail Terminal Teams (MMT), Human Resources Operations Center (HROC), Human Resources Operations Branch (HROB), Theater Gateway Personnel Accountability Teams (TG PAT), HR Company HQs, Postal Platoons, HR Platoons, Personnel Accountability Teams (PAT), Casualty Liaison Teams (CLT) and Army/Joint level staffs. Assignments to Joint Force J1s require the execution of HR core competencies along with specific focus on management of joint manpower, readiness, DoD awards, and other joint policies in support of Joint Force Commanders at all echelons and in a full range of operational environments. There are some RC/NG unique duties in Joint Force HQs, and USAR Readiness Divisions. HR SPCs advise commanders, staffs, and Soldiers on HR functions and capabilities at strategic, operational and tactical levels. They focus on HR management; supervise personnel management activities such as wartime Personnel Accounting and Strength Reporting (PASR), casualty OPS, postal OPS and other HR functions. They also train and supervise military and civilian personnel in organizational HR support. In order to execute the major duties, HR SPCs operate and manage numerous HR systems, to include, but not limited to, Integrated Personnel and Pay System-Army (IPPS-A), Deployed Theater Accountability System (DTAS), Tactical Personnel System (TPS), Interactive Personnel Electronic Records Management System (iPERMS), Defense Casualty Information Processing System (DCIPS) and the Fourth-Estate Manpower Tracking System (FMTS). HR SPCs in the RC also manage unique programs such as Regional Level Application Software (RLAS) for finance and payroll, Reserve Component Management System (RCMS) and the Soldier Management System (SMS); dedicated to the management of Soldiers, their Families, DOD Civilians, Retirees and Contractors.

b. Prerequisites. See DA PAM 611-21 in the HR Smartbook for details located at <https://www.milsuite.mil/book/groups/smarbookdapam611-21>.

c. Goals for Development:

(1) *Career Management.* The DA PAM 600-25, informs HR Soldiers and NCOs on how their career and professional development patterns should unfold. All HR Soldiers should be utilizing the Professional Development Model a tool to monitor and guide career progression both for themselves and their subordinates.

(2) *Achievements.* Recognition for individual achievement through the course of a

Soldier's career can contribute to being recognized above their peers for advancement.

(a) Adjutant General's Corps and/or Regimental awards include the AG Corps Soldier and NCO of the Year/Months, Major General Horatio Gates Medal (Bronze/Gold), Colonel Robert L. Manning Achievement Medal, President Benjamin Harrison Medal and the President Theodore Roosevelt Medal.

(b) Personal Awards. Recognition of exemplary performance can set a Soldier ahead of their peers for promotion and should be considered based on the individual events and merit that resulted in recognition. Awards should not serve as a sole consideration when competing for promotion.

(c) Recognition. Soldiers selected for membership in the SGT Morales or SGT Audie Murphy Clubs, as well as recognition as BDE or higher "Soldier of the Quarter/NCO of the Quarter" or "Soldier of the Year/NCO of the Year" awards, should be considered above their peers. NCOs who are named "Distinguished Honor Graduate," who are placed on the Commandant's List in the top 20 percent of a graduating class, are selected as "Distinguished Leadership Awardee" or achieved "Superior Academic Achievement" in any NCOPDS, have demonstrated greater ability and potential than those who have not.

1. Private - Specialist/Corporal

(a) *Operational assignments.* The focus during the early years of a HR SPC's career must be on building a strong base of technical expertise in basic MOS skills and common Soldier tasks. Assignments may include, but are not limited to, HR Specialist in a Modified Table of Organization and Equipment (MTOE) HR Company, Battalion, Brigade, Division, Corps, Army Service Component Command, Theater Personnel Operations Center (TPOC).

Generating assignments: HR Specialist in a Table of Distribution and Allowances (TDA) Company, Battalion, Brigade, Division.

(b) *Broadening assignments:* Unit Operations / Schools

(c) *Institutional training:*

(1) *Professional Military Education (PME):* Promotion to Sergeant requires no PME.

(2) *Functional Training:* Postal Operations (ASI F5); Airborne School (SQI P); Air Assault School (ASI 2B); Ranger School (SQI V).

(d) *Lifelong Learning:* Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army Ignited; Joint Service Transcript; Associate Degree.

(e) *Self-Development:* Soldier of the Months/Quarter/Year Board; AG Soldier of the Months/Quarter/Year Board. *Credentials/Certifications:* Microsoft Office Specialist (MOS); Excel Associate (Microsoft 365 Apps); Associate Professional in Human Resources (aPHR).

2. Sergeant

(a) *Operational assignments.* The focus during this phase of a career should be on operational assignments that develop leadership skills, MOS skills, and common Soldier skills. Technical and tactical expertise will be essential in the execution of HR core competencies in operational assignments. These assignments may include, but are not limited to, HR Sergeant in a MTOE (HR Company, Battalion, Brigade, Special Operations Forces, Special Mission Unit, Division, Corps, Army Service Component Command, Human Resource Operations Center, Human Resources Operations Branch, Theater Personnel Operations Center (TPOC)).

(b) *Generating assignments:* HR Sergeant in a TDA NATO, Joint, G1; Military Entrance Processing Station (MEPS) NCO.

(c) *Broadening assignments:* Drill Sergeant; Recruiter; Defense Attaché; Defense Courier.

(d) *Institutional Training:*

(1) *Professional Military Education*: Basic Leader Course. Promotion to SSG requires BLC graduation. Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Distinguished Honor Graduate, Commandant's List, Distinguished Leader Award or Superior Academic Achievement.

(2) *Functional Training*: Postal Operations (ASI F5); Executive Administrative Assistant (ASI E3); Airborne School (SQI P); Air Assault School (ASI 2B); Ranger School (SQI V).

(e) *Lifelong Learning*: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army Ignited; Joint Service Transcript; Associate Degree

(f) *Self-Development*: Sergeant Audie Murphy Board; Sergeant Morales Board; NCO of the Months/Quarter/Year Board; AG NCO of the Months/Quarter/Year Board

(g) *Credentials/Certifications*: Associate Professional in Human Resources (aPHR).

3. Staff Sergeant

(a) *Operational assignments*: The focus during this phase of a NCO's career must be on continued development and refinement of leadership skills and tactical and technical expertise. NCOs should maintain a good balance of generating and operating force assignments that enhance a Soldier's experience, knowledge, and career progression.

NCOs should avoid back-to-back generating, special, or broadening assignments as they reduce proficiency in HR core competencies due to continuous changes in modernization, structure, and doctrine.

The career development assignments are operational assignments of increased responsibility that best prepare Human Resources SSGs to perform duties and handle the responsibilities of a SFC. The key leadership position for 42A SSG includes Battalion S1 Senior Human Resources Sergeant or Human Resources Sergeant within the Battalion, Brigade, Security Force Assistance Brigade, Special Forces Group, Division. Other developmental assignments also include, but are not limited to, Senior HR Sergeant in a MTOE Division, Corps, Army Service Component Command, Human Resource Operational Center, Human Resources Operations Branch, Theater Personnel Operations Center (TPOC); HR Company Squad Leader; Postal Supervisor; and Operations NCO.

(b) *Generating assignments*: Senior HR Sergeant in a TDA organization; AIT Instructor; Noncommissioned Officer Academy Small Group Leader; Career Management (Proponent) NCO; Writer/Developer; Human Resources Command Talent Management NCO; Operations SGT.

(c) *Broadening assignments*: Drill Sergeant; Recruiter; Army/Joint/NATO Staff; Battalion/Brigade S3 NCO; Defense Attaché; Defense Courier; AIT Instructor; Noncommissioned Officer Academy Small Group Leader; Writer/Developer; Executive Admin NCO.

(d) *Institutional Training*:

(1) *Professional Military Education*: Advanced Leader Course; Promotion to SFC requires ALC graduation. Consider NCOs ahead of their peers and most qualified for promotion if they achieve distinguished recognition such as Distinguished Honor Graduate, Distinguished Leader Award, Commandant's List.

(2) *Functional Training*: Postal Operations (ASI F5); Postal Supervisor (ASI F4); Manpower/Force Development; Executive Administrative Assistant (ASI F3); Battle Staff (ASI 2S); Airborne School (SQI P); Air Assault School (ASI 2B); Ranger School (SQI V); SFAB Combat Advisor (SQI 3); IPPS-A Functional Courses.

(e) *Lifelong Learning*: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army Ignited; Joint Service Transcript; Associate Degree; will be

considered ahead of peers.

(f) Self-Development: Sergeant Audie Murphy Board; Sergeant Morales Board; NCO of the Months/Quarter/Year Board; AG NCO of the Months/Quarter/Year Board.

Credentials/Certifications: Associate Professional in Human Resources (aPHR); Certified Associate in Project Management (CAPM); Project Management Professional (PMP); Power BI Data Analyst Associate.

(g) Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most qualified and highly qualified SSGs to be selected to the next higher grade:

(1) A SSG that has successfully completed their career development positions should be considered ahead of their peers for promotion. The most qualified SSG to be selected for SFC is:

(a) Leadership positions: 18-24 months of successful duty as a battalion S1 Senior HR Sergeant and at least 12 months of successful duty in a broadening assignment with MQ rating or an exclusive rating for immature senior rater profile. The only exception to the 18-24 months is for NCOs who have successfully performed at the next higher grade (as indicated by evaluations) as they have demonstrated their ability to perform at the next level and should be promoted ahead of their peers. NCOs should have an accurate Soldier Talent Profile (STP).

(b) Physical Fitness: Physical fitness is one of the cornerstones for all warfighters and the Adjutant General's Corps desired physically capable leaders who are fit to fight. Leaders who excel at physical fitness are valued; however, physical prowess is not a substitute for the execution and performance of duties and scope. AFT score of 450 or above with 90 points in each event.

(c) Military Education: Exceeded ALC course standards, Distinguished Honor Graduate; Distinguished Leadership Award; Commandants List.

(d) Civilian Education: Recommended Associate's Degree will be considered ahead of peers.

(e) Training: Special consideration should be given to those NCOs who have completed training beyond required NCOPDS: Drill Sergeant School; Recruiter; Ranger School; Postal Operations/Supervisor; Joint Military Attache; Airborne; Air Assault; Common Faculty Development-Instructor Course; Common Faculty Development-Development Course.

(f) Other Indicators: Army Master Recruiter Badge; Senior Army Instructor Badge; Audie Murphy/SGT Morales Clubs; AG NCO of the Year/ NCO of the Year (Brigade level or higher); Military Outstanding Volunteer Service Medal (MOVSM); Associate in Professional Human Resources (aPHR) Certification.

(2) The highly qualified SSG to be selected for SFC is:

(a) Leadership positions: At least 12 months of successful duty as a battalion S1 SR HR SGT with HQ rating and mid-level numerated ranking. NCOs should have an accurate Soldier Talent Profile (STP).

(b) Physical fitness: Physical fitness is one of the cornerstones for all warfighters and the Adjutant General's Corps desired physically capable leaders who are fit to fight. Leaders who excel at physical fitness are valued; however, physical prowess is not a substitute for the execution and performance of duties and scope. AFT score of 400 or above with 80 points in each event.

(c) Military Education: During ALC Achieved superior academic achievement

(d) Civilian Education: Recommended pursuing Associate's Degree

(e) Training: Master Resilience Training; H2F Integrator (MFT Course); SHARP Basic Course.

(f) Other indicators: Army Basic Recruiter Badge; Basic Army Instructor Badge

4. Sergeant First Class

(a) *Operational assignments:* SFCs should maintain a good balance of generating and operating force assignments that enhance a Soldier's experience, knowledge, and career progression. The key experience is operational assignments of increased responsibility that best prepare Human Resources SFCs to perform duties and handle the responsibilities of a MSG. The key leadership positions for 42A SFC include Battalion/Brigade/ Security Force Assistance Brigade/Special Forces Group S1 Senior Human Resources Sergeant and G1/J1 SR Human Resources Sergeant. Other developmental assignments may include, but are not limited to, Senior HR Sergeant in a MTOE Special Mission Unit/Division/Corps/Army Service Component Command; Human Resource Operations Center; Human Resources Operations Branch; Theater Personnel Operations Center (TPOC); HR Company Platoon Sergeant; Operations SGT.

(b) *Generating assignments:* Senior HR Sergeant in a TDA organization; Career Management (Proponent) NCO; Human Resources Command Talent Management NCO; Writer/Developer; Military Entrance Processing Station (MEPS) Processing NCO; Reserve Officers' Training Corps Instructor; Observer Coach/Trainer (OC/T).

(c) *Broadening assignments:* Drill Sergeant; Recruiter; Equal Opportunity Advisor; Assistant Inspector General; Army/Joint/NATO Staff; Sexual Assault Response Coordinator; Observer/Controller; Training with Industry; Defense Attaché; Defense Courier; Senior AIT Instructor; Senior Noncommissioned Officer Academy Small Group Leader; Writer/Developer; IPPS-A Field Integrator; Executive Admin NCO.

(d) *Institutional Training:*

(1) *Professional Military Education:* Senior Leader Course (SLC). Promotion to MSG requires SLC graduation. Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Distinguished Honor Graduate, Distinguished Leadership Award, and Commands List.

(2) *Functional Training:* Postal Supervisor (ASI F4); Postal Operations (ASI F5); Battle Staff (ASI 2S); Manpower/Force Management Course (ASI A3); Airborne School (SQI P); Air Assault School (ASI 2B); Ranger School (SQI V); SFAB Combat Advisor (SQI 3); Support Operations Course; IPPS-A Functional Courses

(e) *Lifelong Learning:* Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army Ignited; Joint Service Transcript; Bachelor's Degree.

(f) *Self-Development:* Sergeant Audie Murphy Board; Sergeant Morales Board; NCO of the Months/Quarter/Year Board; AG NCO of the Months/Quarter/Year Board.

Credentials/Certifications: Professional in Human Resources (PHR); Certified Associate in Project Management (CAPM); Project Management Professional (PMP); Power BI Data Analyst Associate.

(g) Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most qualified SFCs to be selected to the next higher grade:

(1) A SFC that has successfully completed their career development positions should be considered ahead of their peers for promotion. The most qualified SFC to be selected for MSG is:

(a) *Leadership positions:* 18-24 months of successful duty as a battalion/brigade S1 Senior HR Sergeant at current rank and at least 12 months of successful duty in a broadening assignment with MQ rating or an exclusive rating for immature senior rater profile. The only exception to the 18-24 months is for Soldiers who have successfully performed at the next higher grade (as indicated by evaluations) as they have demonstrated their ability to perform at the next level and should be promoted ahead of their peers; NCOs should have an

accurate Soldier Talent Profile (STP).

(b) *Physical fitness*: Physical fitness is one of the cornerstones for all warfighters and the Adjutant General's Corps desired physically capable leaders who are fit to fight. Leaders who excel at physical fitness are valued; however, physical prowess is not a substitute for the execution and performance of duties and scope. AFT score of 450 or above with 90 points in each event.

(c) *Military Education*: Exceeded SLC Course Standards, Distinguished Honor Graduate, Distinguished Leadership Award, Commands List.

(d) *Civilian Education*: Recommended Bachelor's degree will be considered ahead of peers.

(e) *Training*: Special consideration should be given to those NCOs who have completed training beyond required NCOPDS: Inspector General Course; Drill Sergeant School; Recruiter; Ranger School; Postal Supervisor Course; Airborne, Air Assault; Common Faculty Development-Instructor Course; Common Faculty Development-Developers Course; Battle Staff Manpower/Force Management Course; Equal Opportunity Advisor Course.

(f) *Other Indicators*: Army Master Recruiter Badge; Senior Army Instructor Badge; Audie Murphy/SGT Morales; AG NCO of the Year/ NCO of the Year (Brigade level or higher); Military Outstanding Volunteer Service Medal (MOVSM); Professional in Human Resources (PHR) Certification; Project Management Professional (PMP) certification; Power BI Data Analyst Associate.

(2) The highly qualified SFC to be selected for MSG is:

(a) *Leadership positions*: At least 12 months of successful duty as a battalion/brigade S1 Senior HR Sergeant at current rank with HQ rating. NCOs should have an accurate Soldier Talent Profile (STP).

(b) *Physical fitness*: Physical fitness is one of the cornerstones for all warfighters and the Adjutant General's Corps desired physically capable leaders who are fit to fight. Leaders who excel at physical fitness are valued; however, physical prowess is not a substitute for the execution and performance of duties and scope. AFT score of 400 or above with 80 points in each event.

(c) *Military Education*: During SLC Achieved superior academic achievement

(d) *Civilian Education*: Recommended Associate's Degree Training: Master Resilience Training; H2F Integrator (MFT Course); SHARP Intermediate Course

(e) *Other indicators*: Army Basic Recruiter Badge; Basic Army Instructor Badge.

5. Master Sergeant / First Sergeant

(a) *Operational assignments*: Continue to maintain a good balance of generating and operating force assignments; assignments that continue to develop the Soldier's experience, knowledge, and career progression. The career development positions are operational assignments of increased responsibility that best prepare Human Resources MSGs to perform duties and handle the responsibilities of a Human Resources SGM. The key leadership positions 42A MSG include Brigade/Special Forces Group S1 Senior Human Resources Sergeant and First Sergeant hard-coded 42 series position, is preferred. Other assignments may include, but are not limited to, Senior HR Sergeant in a MTOE Security Forces Assistance Brigade, Special Mission Unit, Division/Corps/Army Service Component Command G1, Tactical Personnel Operation Center (TPOC), Human Resources Operations Branch.

(b) *Generating assignments*: Senior HR Sergeant in a TDA organization; Force Development NCO; Reserve Officers' Training Corps Instructor; Manpower/Force Management NCO; Master Leader Course Instructor (MLC); Observer Coach/Trainer (OC/T).

(c) *Broadening assignments*: Noncommissioned Officer Academy Deputy

Commandant; Noncommissioned Officer Academy First Sergeant; Company First Sergeant, Equal Opportunity Advisor; Assistant Inspector General; Sexual Assault Response Coordinator; Training with Industry; Defense Attaché; Army/Joint Staff NCO; Operations Sergeant; Executive Admin NCO.

(d) Institutional Training:

(1) Professional Military Education: Senior Enlisted Joint Professional Military Education, U.S. Army Sergeants Major Academy. Completion of the Sergeants Major Academy is a requirement to be considered for promotion to Sergeant Major. Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Distinguished Honor Graduate, Commandant's List, and Distinguished Leadership.

(2) Functional Training: Postal Supervisor (ASI F4); Postal Operations (ASI F5); Battle Staff (ASI 2S); Manpower/Force Management Course (ASI A3); Airborne School (SQI P); Air Assault School (ASI 2B); Ranger School (SQI V); Support Operations Course; IPPS-A Functional Courses.

(e) Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army Ignited; Joint Service Transcript; Master's Degree.

(f) Self-Development: Proponent recommended. *Credentials/Certifications:* Senior Professional in Human Resources; Certified Associate in Project Management; Project Management Professional.

(g) Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most qualified and highly qualified MSGs to be selected to the next higher grade:

(1) A MSG that has successfully completed their career development positions should be most qualified. The most qualified MSG to be selected for SGM is:

(a) Leadership positions: 18-24 months of successful duty as a Brigade S1 Senior HR Sergeant at current rank and at least 12 months of successful duty as a 1SG, or in broadening assignment with MQ rating or an exclusive rating for immature senior rater profile. The only exception to the 18-24 months is for Soldiers who have successfully performed at the next higher grade (as indicated by evaluations) as they have demonstrated their ability to perform at the next level and should be promoted ahead of their peers; subsequent tours in grade plated positions demonstrate high proficiency in Human Resources core competencies; NCOs an accurate Soldier Talent Profile (STP).

(b) Physical fitness: Physical fitness is one of the cornerstones for all warfighters and the Adjutant General's Corps desired physically capable leaders who are fit to fight. Leaders who excel at physical fitness are valued; however, physical prowess is not a substitute for the execution and performance of duties and scope. AFT score of 450 or above with 90 points in each event.

(c) Military Education: Exceeded MLC Course Standards, Distinguished Leadership Award; Distinguished Honor Graduate.

(d) Civilian Education: Recommended pursuing a Master's Degree (will be considered ahead of peers).

(e) Training: Special consideration should be given to those NCOs who have completed training beyond required NCOPDS: Postal Supervisor Course; Ranger School; Airborne; Air Assault, Common Faculty Development-Instructor Course; Common Faculty Development-Developers Course; Battle Staff.

(f) Other Indicators: Master Army Instructor Badge; Audie Murphy/SGT Morales; Military Outstanding Volunteer Service (MOVSM); Senior Professional in Human Resources (SPHR) Certification; Power BI Data Analyst Associate.

(2) The highly qualified MSG to be selected for SGM is:

(a) *Leadership positions:* at least 12 months of successful duty as a Brigade Senior HR Sergeant at current rank with HQ rating. NCOs should have an accurate Soldier Talent Profile (STP).

(b) *Physical fitness:* Physical fitness is one of the cornerstones for all warfighters and the Adjutant General's Corps desired physically capable leaders who are fit to fight. Leaders who excel at physical fitness are valued; however, physical prowess is not a substitute for the execution and performance of duties and scope. AFT score of 400 or above with 80 points in each event.

(c) *Military Education:* During MLC; achieved superior academic.

(d) *Civilian Education:* Recommended Bachelor's Degree.

(e) *Training:* Inspector General; Equal Opportunity Advisor; H2F Integrator (MFT Course), SHARP Advanced Course.

(f) *Other indicators:* Army Basic Recruiter Badge; Basic Army Instructor Badge.

6. Sergeant Major/Command Sergeant Major

(a) *Operational assignments:* The key leadership position for SGM/CSM include G1 Sergeant Major (DIV, Corps, ASCC), and Battalion/Brigade Command Sergeant Major. The core competency based developmental assignments for SGMs may include, but are not limited to, G1 Sergeant Major (ACOM – 8T), G1 Sergeant Major (DIV, Corps, MSC, DRU, ASCC), NATO Battalion/Brigade Command Sergeant Major, Tactical Personnel Operation Center (TPOC) Sergeant Major.

(b) *Generating assignments:* Department of the Army G1 Sergeant Major (8U); Human Resources Command, Command Sergeant Major (8D); Directorate of Military Personnel Management Sergeant Major (8T); Military Personnel and Readiness Directorate Sergeant Major (8S); The Adjutant General Directorate Sergeant Major (8S); Soldier Support Institute Command Sergeant Major (8C); Adjutant General Corps/Regimental Command Sergeant Major (7C); MEPS (Brigade) CSM; Reception Battalion CSM; Adjutant General Proponent Sergeant Major; Human Resources Command Division/Branch Sergeant Major

(c) *Broadening assignments:* Noncommissioned Officer Academy Commandant; Battalion Command Sergeant Major (HHBN, Garrison); Brigade Command Sergeant Major (Garrison); Manpower and Reserve Affairs Sergeant Major; Inspector General Sergeant Major; Equal Opportunity Proponent Sergeant Major; Equal Opportunity Sergeant Major; United States Army Sergeants Major Academy Instructor/Fellowship; Integrated Personnel and Pay System-Army (IPPS-A) SGM.

(d) *Institutional Training:*

(1) *Professional Military Education:* Brigade Command Sergeant Major Pre-Course; Battalion Command Sergeant Major Pre-Command Course; Senior Enlisted Joint Professional Military Education; Nominative Leader Course; Keystone Course.

(2) *Functional Training:* Airborne School (SQI P); Air Assault School (ASI 2B); SGM Force Management Course; Acquisition Management Course; BN/BDE PCC; How the Army Runs (HTAR); Keystone Course

(e) *Lifelong Learning:* Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army Ignited; Joint Service Transcript; Master's Degree

(f) *Self-Development:* Proponent recommended. *Credentials/Certifications:* Project Management Professional (PMP).

(h) Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most qualified and highly qualified SGMs to be selected for a nominative position:

(1) The most qualified SGM to be selected for a nominative position is:

(a) *Leadership positions*: Serve 18-24 months as a Division G1 SGM; Army Service Component Command G-1 SGM; Corps Level G1 Sergeant Major; Battalion/Brigade CSM with MQ rating and highly numerated ranking; NCOs should have an accurate Soldier Talent Profile (STP).

(b) *Physical fitness*: Physical fitness is one of the cornerstones for all warfighters and the Adjutant General's Corps desired physically capable leaders who are fit to fight. Leaders who excel at physical fitness are valued; however, physical prowess is not a substitute for the execution and performance of duties and scope. AFT score of 450 or above with 90 points in each event.

(c) *Military Education*: Exceeded USASMA Course Standards, Distinguished Leadership Award; Distinguished Honor Graduate; Commands List.

(d) *Civilian Education*: Recommended Master's Degree (will be considered ahead of peers).

(e) *Training*: Special consideration should be given to those NCOs who have completed training beyond required NCOPDS: Sergeant Major Force Management Course; Battalion/Brigade Pre-Command Course; Adjutant General Pre-Command Course.

Other indicators: Master Instructor Badge.

(2) The highly qualified SGM to be selected for a nominative position is:

(a) *Leadership positions*: Serve 12 months as a Division G1 SGM; Army Service Component Command G-1; Corps G1 Sergeant Major; Battalion/Brigade CSM with HQ rating; NCOs should have an accurate Soldier Talent Profile (STP).

(b) *Physical fitness*: Physical fitness is one of the cornerstones for all warfighters and the Adjutant General's Corps desired physically capable leaders who are fit to fight. Leaders who excel at physical fitness are valued; however, physical prowess is not a substitute for the execution and performance of duties and scope. AFT score of 400 or above with 80 points in each event.

(c) *Military Education*: During USASMA achieved superior academic achievement

(d) *Civilian Education*: Recommended pursuing Master's Degree

(e) *Training*: Battalion/Brigade Pre-Command Course

(f) *Other indicators*: Basic Army Instructor Badge

Chapter 5. Military occupational specialty 42A professional development model

Access to the Professional Development Model can be accessed from the Army G-1 website under the G-1 Resources tab at the following web address: <https://www.army.mil/G-1#org-g-1-resources>.

Chapter 6. Military occupational specialty 42A Reserve Component

RC Soldiers play an important role in the mission of the Army. To qualify for MOS 42A, Soldiers must complete training conducted by the U.S. Army AG School or a RC Training Institution designated by the U.S. Army AG School. RC duty assignments may differ due to the structure of the USAR/ARNG, but career progression and most broadening assignment opportunities mirror the AC. Individual and collective RC readiness, and training is critical to the AC mission.

a. *Garrison Operations*: RC Soldiers conduct HR core functions to support the Army Sustainable Readiness Program throughout routine Battle Assemblies. RC Soldiers annually complete short periods of active service known as Annual Training (AT) for the purposes of METL training and validation. AT is also utilized for RC unit Soldier Readiness Processing and providing direct support to AC missions.

b. *Mobilization*: RC Soldiers are often mobilized to support AC operations in various CONUS and OCONUS theaters. When mobilized, HR personnel from the RC are charged

with conducting core HR functions as an AC Soldier. The NCOPDS system ensures HR Soldiers in the RC remain trained to execute HR operations and utilize systems within the AC.

Chapter 7. Military occupational specialty 42R musician

a. Major duties. Army Bands support CCDRs in all strategic contexts: competition, crisis, and armed conflict. Army Bands support the Sustainment Warfighting Function through the human resources (HR) support core competency of provide HR services via the critical functions Army band operations. To accomplish this support, Army Bands are designed, equipped, and trained to provide live music to Soldiers in deployed and austere environments, render honors, support military ceremonies, engage Soldiers, Families, veterans, and audiences nationally and internationally. Army Bands have a variety of resources with which to accomplish musical support missions. Bands are task-organized into Music Performance Teams (MPTs). An MPT is a team that offers the flexibility to support concurrent musical missions in multiple geographical areas. MPTs are identified by their instrumentation (additional skill identifier) and provide an array of situationally and culturally appropriate performances. The following elements may be employed by Army Bands to include Concert Band, Marching Band, Ceremonial Band, Woodwind, Brass Ensemble, Rhythm Ensemble, Chorus, Soloist, and Bugler. MOS 42R Musicians can expect to perform in or lead a variety of MPTs at each assignment. MPTs create significant leadership positions for Army Band NCOs and demand the highest level of leadership and MOS technical proficiency to effectively accomplish the mission of Army Bands. Army Bands are not authorized support personnel, therefore MOS 42R Musicians are expected to perform all company level administrative tasks to include Human Resources, Logistics and Resource Management, Operations, Training, and Safety, Security and Communications in addition to their musical and leadership responsibilities. Throughout this document these administrative positions are referred to as Music Support Sections. As Army Musicians assume more challenging roles and responsibilities, they should seek to develop strong interpersonal communication, management, administrative, and leadership skills. MOS 42R Musicians perform these functions in MTOE units within the Operating and Generating Forces, TDA units, Institutional, and Broadening assignments. Through these experiences an Army Musician will gain the enterprise perspective and professional development opportunities needed to assume the most senior leadership positions in Army Bands.

b. Prerequisites. Soldiers must meet, and maintain, the minimum technical proficiency requirements contained in USASOM Regulation 350-70-4, as well as AR and DA PAM 220-90, Army Music. DA Form 7764-1 through 7794-16, the Army Music Proficiency Assessment (AMPA) Form, will be used to record and report all assessment results. The entire series may be found online on the Army Publishing Directorate. For more information see Smartbook DA Pam 611–21, Chapter 10.

c. Goals for Development.

(1) Career Management. 42R Soldiers and NCOs should be enrolled in and actively utilizing Army Career Tracker (ACT) as a tool to monitor and guide career progression both for themselves and their subordinates. In addition, NCOs should ensure that their subordinates are enrolled in and understand the functions of the ACT. The ACT, in conjunction with DA PAM 600-25, will provide Soldiers and leaders with the information and guidance needed to maximize career progression opportunities for Soldiers throughout all stages of their career. Army Musicians who want to be competitive for promotion to the senior ranks should seek assignments at different types of bands in different locations (Direct Support and General Support, Operating Force and Generating Force, CONUS and OCONUS) as well as broadening assignments. The most competitive Soldiers will have a record of service in several Music

Support Sections, musical and troop leadership roles, and collateral duty positions as described in the following paragraphs.

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

(a) Army Musicians may be nominated for Adjutant General's Corps and/or Regimental awards which include the Army Band Soldier and NCO of the Year, AG Corps Soldier and NCO of the Year, Colonel Finley R. Hamilton Outstanding Military Musician Award, Major General Horatio Gates Medal (Bronze/Gold), Colonel Robert L. Manning Achievement Medal, President Benjamin Harrison Medal, Sergeant Major Larry L. Strickland Medal, and the President Theodore Roosevelt Medal.

(b) *Personal Awards*. Recognition of exemplary performance can help to set a Soldier apart from their peers for promotion consideration and should be evaluated based upon the individual events and merit that resulted in recognition. Awards should not serve as a sole discriminator for promotion consideration.

(c) *Recognition*. Soldiers selected for membership in the Sergeant Morales or Sergeant Audie Murphy Clubs, as well as awards from BDE or higher Soldier of the Quarter/NCO of the Quarter or Soldier of the Year/NCO of the Year competition boards should be considered favorably in comparison to their peers. Soldiers and NCOs who are named in the top 20% or 21-40% at NCOES have set themselves apart from their peers.

1. Specialist/Corporal.

(a) *Assignments*. The focus during the early years of an Army Musician's career must be on building a strong base of technical expertise in basic MOS skills and common Soldier tasks. A Musician (instrumentalist, vocalist, or music support technician) performs confidently as a member of an MPT in all applicable styles and settings as directed by unit mission. In addition to their musical duties Musicians may be assigned as clerks or assistants in support of their band's Music Support Sections.

(1) *Operational Assignments*. Assignments include Musician at a General Support or Direct Support Band.

(2) *Institutional Assignments*. None

(3) *Broadening Assignments*. Musician (SHAPE International Band)

(4) *Key and Developmental Assignments*. Musician

(b) *Institutional Training*.

(1) *Professional Military Education*. Basic Leader Course (BLC). Consider Soldiers ahead of their peers and best qualified for promotion if they achieve recognition such as Honor Graduate, Commandant's List, Distinguished Leader Award, or Superior Academic Achievement.

(2) *JPME*. N/A

(3) *Functional Training*. Functional courses enhance the effectiveness of military personnel in specific skill areas. These courses do not award an MOS, SQI, or ASI, but the skills are important to overall unit readiness. Examples include CBRNE defense, unit armorer, ammunition handler, combat life saver, DTMS operator, EST operator, field sanitation, unit movement officer, unit load team, HAZMAT transportation, air load planner, container control officer, self-help facilities maintenance, GCSS-A supply maintenance manager, equal opportunity leader (EOL), unit retention NCO, and unit prevention leader (UPL).

(4) *Additional Training*. Additional skills qualification training. NCOs may be selected for ASI and SQI producing courses that are necessary for overall unit readiness and training or for specific assignments: Air Assault (ASI 2B) and Airborne (SQI P).

(c) *Lifelong Learning*.

(1) *Civilian Education*. Many band members enlist after completing advanced degrees in their musical performance or technical specialty. Continued study in any discipline is highly

encouraged regardless of degrees and certifications earned before enlistment.

(a) Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>)

(b) The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>.

(d) Self-Development.

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

(2) *Stewardship of the profession.* The Center for Army Leadership conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL/> for self and leader development tools and kits.

(3) *Guided.* Musicians must work to achieve or exceed MOSQ standards stated in USASOM Regulation 350-70-4 in order to maintain MOS qualification and continually strive to improve their MOS skills to meet the technical and leadership requirements of higher grades. The most qualified Army Musicians should have a 30 or higher on their AMPA and have earned the C1 ASI. Familiarization with Army Bands doctrinal publications such as TC 1-19.10, TC 1-19.30, TC 1-19.50, TC 1-19.51, and TC 1-19.52, AR 220-90, and DA PAM 220-90 should begin at this stage.

(e) Credentials/Certifications. Civilian credentialing contributes to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42R - Musician MOS while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website. <https://www.cool.osd.mil/army/index.html>.

2. Sergeant.

(a) Assignments. Sergeants are Musicians in an Army Band. In addition to building a strong base of technical expertise in MOS skills and Army Warrior Tasks, Junior NCOs must seek challenging and progressive leadership positions to develop their leadership and supervisory abilities. Musicians in the rank of SGT may serve as Assistant MPT Leaders, Section Leaders, and as Section NCOs in support of Music Support Sections. They may also perform collateral duties such as a Drum Major or Lessons Learned NCO.

(1) *Operational Assignments.* Assignments include Musician at a General Support or Direct Support Band.

(2) *Institutional Assignments.* TNG NCO (US Army School of Music).

(3) *Broadening Assignments.* Musician (Army Musical Outreach); Musician (SHAPE International Band); Drill Sergeant; Recruiter.

(4) *Key and Developmental Assignments.* Musician

(b) Institutional Training.

(1) *Professional Military Education.* Advanced Leader Course (ALC). Consider NCOs ahead of their peers and best qualified for promotion if they achieve recognition such as Distinguished Honor Graduate, Commandant's List, Distinguished Leader Award, or Superior Academic Achievement.

(2) *JPME.* Enlisted JPME (SEJPME) I (Available through the ATRRS Self Development Center)

(3) *Functional Training.* Functional courses enhance the effectiveness of military personnel in

specific skill areas. These courses do not award an MOS, SQI, or ASI, but the skills are important to overall unit readiness. Examples include CBRNE defense, unit armorer, ammunition handler, combat life saver, DTMS operator, EST operator, field sanitation, unit movement officer, unit load team, HAZMAT transportation, air load planner, container control officer, self-help facilities maintenance, GCSS-A supply maintenance manager, equal opportunity leader (EOL), unit retention NCO, and unit prevention leader (UPL).

(4) *Additional Training.* Additional skills qualification training. NCOs may be selected for ASI and SQI producing courses that are necessary for overall unit readiness and training or for specific assignments: Master Fitness Trainer (ASI P5), Pregnancy Postpartum PT (P3T) Program Leader (ASI A6), Air Assault (ASI 2B), and Airborne (SQI P).

(c) *Lifelong Learning.*

(1) *Civilian Education.* Many band members enlist after completing advanced degrees in their musical performance or technical specialty. Continued study in any discipline is highly encouraged regardless of degrees and certifications earned before enlistment.

(a) Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>)

(b) The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>.

(d) *Self-Development.*

(1) *Competitive Boards.* Competition boards such as NCO of the Quarter/Year and Sergeant Audie Murphy/Sergeant Morales Clubs, broaden the Soldier's knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(2) *Stewardship of the profession.* The Center for Army Leadership conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL/> for self and leader development tools and kits.

(3) *Guided.* Musicians must work to achieve or exceed MOSQ standards stated in USASOM Regulation 350-70-4 in order to maintain MOS qualification and continually strive to improve their MOS skills to meet the technical and leadership requirements of higher grades. The most qualified Army Musicians should have a 30 or higher on their AMPA and have earned the C1 ASI. Along with Army Regulations and policies, Army Bands doctrinal and leadership publications should begin to inform and guide their thinking and decision making as leaders, trainers, and advisors.

(e) *Credentials/Certifications.* Civilian credentialing contributes to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42R - Musician MOS while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website. <https://www.cool.osd.mil/army/index.html>

3. Staff Sergeant.

(a) *Assignments.* Staff Sergeants primarily serve as Squad Leaders in a Platoon or as Support NCOs in a Band Music Support Section. As a Squad Leader, the NCO organizes, instructs, trains, counsels, and evaluates junior grade Soldiers within the squad. SSGs who are assigned to Army Bands as Support NCOs will supervise the following Music Support Sections: Safety, Security, and Communications section, Public Affairs/Production section; and Training

section. SSGs may also serve as NCOs in Music Support Sections, as musicians in an MPT, as Assistant MPT Leaders, or as MPT Leaders. They may also perform duties as Ceremonial Conductor, Drum Major, EO Leader, Master Fitness Trainer, Master Resilience Trainer, Lessons Learned NCO, and Retention NCO as required.

(1) *Operational Assignments.* Assignments include Squad Leader at a General Support or Direct Support Band; Support NCO at a General Support or Direct Support Band.

(2) *Institutional Assignments.* USASOM NCOA SGL, Drill Sergeant, Instructor; Band Recruiter (USAREC); Training Developer, Training Support NCO, Operations Sergeant, Supply NCOIC, Supply Clerk.

(3) *Broadening Assignments.* Musician (SHAPE International Band); Musician (Army Musical Outreach Team); BCT Drill Sergeant; BLC Instructor; DA Select Recruiter; Defense Attaché; Enlisted Aide; Training with Industry; BN/BDE VA.

(4) *Key and Developmental Assignments.* *Squad Leader; Support NCO.*

(b) Institutional Training.

(1) *Professional Military Education.* Senior Leader Course. Consider NCOs ahead of their peers and best qualified for promotion if they achieve recognition such as Distinguished Honor Graduate, Commandant's List, Distinguished Leader Award, or Superior Academic Achievement.

(2) *JPME.* Enlisted JPME (SEJPME) I (Available through the ATRRS Self Development Center)

(3) *Functional Training.* Functional courses enhance the effectiveness of military personnel in specific skill areas. These courses do not award an MOS, SQI, or ASI, but the skills are important to overall unit readiness. Examples include CBRNE defense, unit armorer, ammunition handler, combat life saver, DTMS operator, EST operator, field sanitation, unit movement officer, unit load team, HAZMAT transportation, air load planner, container control officer, self-help facilities maintenance, GCSS-A supply maintenance manager, equal opportunity leader (EOL), unit retention NCO, and unit prevention leader (UPL).

(4) *Additional skills qualification training.* NCOs may be selected for ASI and SQI producing courses that are necessary for overall unit readiness and training or for specific assignments: Master Fitness Trainer/Holistic Health and Fitness Integrator (ASI P5), Pregnancy Postpartum PT (P3T) Program Leader (ASI A6), Sexual Harassment/Assault Response and Prevention (SHARP) Level I (ASI 1B), Equal Opportunity Leader Course, Common Faculty Development – Instructor Course (SQI 8), Common Faculty Development – Developer Course (SQI 2), Training & Education Developer Middle Manager Course (TEDMMC), Knowledge Management Qualification (ASI 1E), Air Assault (ASI 2B), and Airborne (SQI P).

(c) Lifelong Learning.

(1) *Civilian Education.* Many band members enlist after completing advanced degrees in their musical performance or technical specialty. Continued study in any discipline is highly encouraged regardless of degrees and certifications earned before enlistment.

(a) Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>)

(b) The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>.

(d) Self-Development.

(1) *Competitive Boards.* Competition boards such as NCO of the Quarter/Year and Sergeant Audie Murphy/Sergeant Morales Clubs, broaden the Soldier's knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(2) *Stewardship of the profession.* The Center for Army Leadership conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve

positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL/> for self and leader development tools and kits.

(3) *Guided.* Musicians must work to achieve or exceed MOSQ standards stated in USASOM Regulation 350-70-4 in order to maintain MOS qualification and continually strive to improve their MOS skills to meet the technical and leadership requirements of higher grades. The most qualified Army Musicians should have a 30 or higher on their AMPA and have earned the C1 ASI. SSGs should read publications on the Army and their command team's professional reading list. Continuous professional reading aids the NCO in developing and refining the organizational leadership skills needed to coach, teach and mentor Soldiers. Publishing articles in professional journals such as the *NCO Journal* is strongly encouraged.

(e) *Credentials/Certifications.* Civilian credentialing contributes to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42R - Musician MOS while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website. <https://www.cool.osd.mil/army/index.html>

(f) *Additional guidance.* Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most qualified and highly qualified SSGs to be selected to the next higher grade:
(1) Most qualified. A SSG that has successfully completed their key experience positions should be considered ahead of their peers for promotion. The most qualified SSG to be selected for SFC looks like:

(a) *Leadership positions.* 18+ months highly rated service as Squad Leader, USASOM NCOA SGL or Drill Sergeant. Additional successful service in an institutional or broadening assignment should be considered favorably.

(b) *Physical fitness.* Overall score of 450 or higher on the AFT with a minimum of 90 points in each event as highlighted on NCOER.

(c) *Military Education.* ALC - Distinguished Honor Graduate; Distinguished Leadership Award; Honor Graduate; Commandants List.

(d) *Civilian Education.* Bachelor's degree complete; Lean Six Sigma Black Belt.

(e) *Training.* Two or more of the following courses: SHARP (ASI 1B), EO, CFD-IC (SQI 8), CFD-DC (SQI-2), MFT/H2F (ASI P5), P3T (ASI A6).

(f) *Other Indicators.* Consistently chosen to serve above grade. Continues to seek civilian and military education. Impact awards for outstanding achievements and contributions to the field, Expert Soldier Badge, Army Bands Soldier/NCO of the Year, has a 30+ AMPA score and/or has the C1 ASI, Finley R. Hamilton Outstanding Military Musician Award, participation in Soldier/NCO Competition Boards, participation in SAMC/Morales Club, Airborne or Air Assault Qualification, and community service activities are additional indicators of NCOs who embrace the Total Soldier Concept and have outstanding potential for service at higher grades.

(2) Highly qualified. A highly qualified SSG to be selected for SFC looks like:

(a) *Leadership positions.* 18+ months as Squad Leader, Support NCO, or in an institutional or broadening assignment.

(b) *Physical fitness.* Overall score of 400 or higher on the AFT with a score of 80 in each event.

(c) *Military Education.* ALC – Commandants List, Exceeded Course Standard, Superior Academic Achievement.

(d) *Civilian Education.* Bachelor's degree complete, Lean Six Sigma Green or Yellow Belt.

(e) *Training.* One of the following courses: SHARP (ASI 1B), EO, CFD-IC (SQI 8), CFD-DC

(SQI-2), MFT/H2F Integrator (ASI P5), P3T (ASI A6).

(f) Other Indicators. Continues to seek civilian and military education. Impact awards for outstanding achievements and contributions to the field, Expert Soldier Badge, Army Bands Soldier/NCO of the Year, participation in Soldier/NCO Competition Boards, participation in SAMC/Morales Club, Airborne or Air Assault Qualification, and community service activities are additional indicators of NCOs who embrace the Total Soldier Concept and have outstanding potential for service at higher grades.

4. Sergeant First Class.

(a) Assignments. Sergeants First Class serve as Platoon Sergeants, Senior Support NCOs, or Operations Sergeants (select Direct Support Units). Platoon Sergeants train and lead Platoons of two to three squads, account for, counsel, train, mentor, and evaluate Squad Leaders, and senior rate Sergeants within their Platoons and others as required. Senior Support NCOs supervise the following Music Support Sections: Human Resources; Logistics and Resource Management; and Training. Operations Sergeants advise the commander on all aspects of band operations, supervise the operations section of the unit in both Direct Support and General Support Units, and serve as quality control alongside the commander. They are responsible for collecting, analyzing, archiving, and disseminating their unit's best practices and lessons learned from their unit's operations, experiments, and training events. SFCs may perform duties as MPT Leader, Drum Major, EO Leader, and Holistic Health and Fitness Integrator as required.

(1) Operational Assignments. Operations Sergeant at a Direct Support Band; Platoon Sergeant at a General Support or Direct Support Band; Senior Support NCO at a General Support or Direct Support Band.

(2) Institutional Assignments. USASOM NCOA SGL, Sr Drill Sergeant, Sr Instructor/Instructor; Sr Band Recruiter (USAREC); 42R Talent Management NCO; 42R Career Management NCO; USASOM Director of Ops, AIT Course Manager, Sr Training Developer/Training Developer, Sr Training Support NCO.

(3) Broadening Assignments. Musician or Deputy Director (SHAPE International Band); Musician (Army Musical Outreach Team); BN/BDE EOA, IG NCO, or SARC; BN/BDE VA; BCT Drill Sergeant; Defense Attaché; Enlisted Aide; Training with Industry.

(4) Key and Developmental Assignments. Platoon Sergeant; Senior Support NCO; Operations Sergeant.

(b) Institutional Training.

(1) Professional Military Education. Master Leader Course. Consider NCOs ahead of their peers and best qualified for promotion if they achieve recognition such as Distinguished Honor Graduate, Commandant's List, Distinguished Leader Award, or Superior Academic Achievement.

(2) JPME. Enlisted JPME (SEJPME) 2 (Available through the ATRRS Self Development Center)

(3) Functional Training. Functional courses enhance the effectiveness of military personnel in specific skill areas. These courses do not award an MOS, SQI, or ASI, but the skills are important to overall unit readiness. Examples include CBRNE defense, unit armorer, ammunition handler, combat life saver, DTMS operator, EST operator, field sanitation, unit movement officer, unit load team, HAZMAT transportation, air load planner, container control officer, self-help facilities maintenance, GCSS-A supply maintenance manager, equal opportunity leader (EOL), unit retention NCO, and unit prevention leader (UPL).

(4) Additional skills qualification training. NCOs may be selected for ASI and SQI producing courses that are necessary for overall unit readiness and training or for specific assignments: Battle Staff NCO (ASI 2S), Company Commander/First Sergeant Course, Sexual Harassment/Assault Response and Prevention (SHARP) Level I (ASI 1B), Equal Opportunity

Leader Course, Common Faculty Development – Instructor Course (SQI 8), Common Faculty Development – Developer Course (SQI 2), Training & Education Developer Middle Manager Course (TEDMMC), Knowledge Management Qualification (ASI 1E), Force Management Orientation Course (FMOC), Manpower and Force Management Course (MFMC), Air Assault (ASI 2B), and Airborne (SQI P).

(c) Lifelong Learning.

(1) *Civilian Education.* Many band members enlist after completing advanced degrees in their musical performance or technical specialty. Continued study in any discipline is highly encouraged regardless of degrees and certifications earned before enlistment.

(a) Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>)

(b) The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>.

(d) Self-Development.

(1) *Competitive Boards.* Expert Soldier Badge, Army Bands Soldier/NCO of the Year, participation in Soldier/NCO Competition Boards, participation in SAMC/Morales Club.

(2) *Stewardship of the profession.* The Center for Army Leadership conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit

<https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL> for self and leader development tools and kits.

(3) *Guided.* Musicians must work to achieve or exceed MOSQ standards stated in USASOM Regulation 350-70-4 in order to maintain MOS qualification and continually strive to improve their MOS skills to meet the technical and leadership requirements of higher grades. The most qualified Army Musicians should have a 30 or higher on their AMPA and have earned the C1 ASI. Senior NCOs should read publications on the Army and their command team's professional reading list. Continuous professional reading aids the Senior NCO in developing and refining the organizational leadership skills needed to coach, teach and mentor Soldiers. Publishing articles in professional journals such as the *NCO Journal* is strongly encouraged.

(e) *Credentials/Certifications.* Civilian credentialing contributes to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42R - Musician MOS while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website. <https://www.cool.osd.mil/army/index.html>.

(f) *Additional guidance.* Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most qualified and highly qualified SFCs to be selected to the next higher grade:

(1) *Most qualified.* A SFC that has successfully completed their key experience positions should be considered ahead of their peers for promotion. The most qualified SFC to be selected for MSG looks like:

(a) *Leadership positions.* 18+ months highly rated service as Operations Sergeant, Platoon Sergeant, USASOM NCO SGL, or Sr Drill Sergeant. Additional successful service in an institutional or broadening assignment should be considered favorably.

(b) *Physical fitness.* Overall score of 450 or higher on the AFT with a minimum of 90 points in each event as highlighted on NCOER.

(c) *Military Education.* SLC - Distinguished Honor Graduate; Distinguished Leadership

Award; Commandants List.

(d) *Civilian Education*. Graduate degree or credential/certification program in progress; Lean Six Sigma Black Belt.

(e) *Training*. Two or more of the following courses: CCFSPC, Battle Staff (ASI 2S), TEDMMC, KM (ASI 1E), CFD-IC (SQI 8), CFD-DC (SQI 2), Force Management Orientation Course, Manpower Force Management Course.

(f) *Other Indicators*. Consistently chosen to serve above grade. Continues to seek civilian and military education. Impact awards for outstanding achievements and contributions to the field, Expert Soldier Badge, Army Bands Soldier/NCO of the Year, has a 30+ AMPA score and/or has the C1 ASI, Finley R. Hamilton Outstanding Military Musician Award, participation in Soldier/NCO Competition Boards, participation in SAMC/Morales Club, Airborne or Air Assault Qualification, and community service activities are additional indicators of NCOs who embrace the Total Soldier Concept and have outstanding potential for service at higher grades.

(2) *Highly qualified*. A highly qualified SFC to be selected for MSG looks like:

(a) *Leadership positions*. 18+ months as Operations Sergeant, Platoon Sergeant, Senior Support NCO, or in an institutional or broadening assignment.

(b) *Physical fitness*. Overall score of 400 or higher on the AFT with a score of 80 in each event.

(c) *Military Education*. SLC – Commandants List; Exceeded Course Standard; Superior Academic Achievement.

(d) *Civilian Education*. Graduate degree or credential/certification program in progress; Lean Six Sigma Green or Yellow Belt.

(e) *Training*. One of the following courses: CCFSPC, Battle Staff (ASI 2S), TEDMMC, KM (ASI 1E), CFD-IC (SQI 8), CFD-DC (SQI 2), Force Management Orientation Course, Manpower Force Management Course.

(f) *Other Indicators*. Continues to seek civilian and military education. Impact awards for outstanding achievements and contributions to the field, Expert Soldier Badge, Army Bands Soldier/NCO of the Year, participation in Soldier/NCO Competition Boards, participation in SAMC/Morales Club, Airborne or Air Assault Qualification, and community service activities are additional indicators of NCOs who embrace the Total Soldier Concept and have outstanding potential for service at higher grades.

5. Master Sergeant and First Sergeant.

(a) *Assignments*. Master Sergeants serve as First Sergeants or Operations Sergeants in an Army Band. First Sergeants manage the enlisted musical structure of the organization and the Music Support Section structure of the organization. 1SGs counsel, train, mentor, and rate SFC Musicians and senior rate skill SSG Musicians as required. They serve as the band commander in their absence and are the principal enlisted conductor of the band in Direct Support Units. Operations Sergeants advise the commander on all aspects of band operations, supervise the operations section of the unit in both Direct Support and General Support Units, and serve as quality control alongside the commander. They are responsible for collecting, analyzing, archiving, and disseminating their unit's best practices and lessons learned from their unit's operations, experiments, and training events. Operations Sergeants counsel, train, mentor, and rate SFC Musicians and senior rate SSG Musicians as required.

(1) *Operational Assignments*. Band 1SG; Operations Sergeant.

(2) *Institutional Assignments*. Army Bands NCOA Deputy Commandant, USASOM 1SG, Sr Band Recruiter (USAREC); USASOM QAE/FSD Director, Training Department NCOIC, Sr Training Support (Chief), Sr Training Support.

(3) *Broadening Assignments*. Director (SHAPE International Band); BN/BDE EOA, IG

NCO, or SARC; MLC Instructor; Enlisted Aide; Training with Industry.

(4) *Key and Developmental Assignments.* Band 1SG; Band Operations Sergeant.

(b) *Institutional Training.*

(1) *Professional Military Education.* Sergeants Major Leader Course. Consider NCOs ahead of their peers and best qualified for promotion if they achieve recognition such as Distinguished Honor Graduate, Commandant's List, Distinguished Leader Award, or Superior Academic Achievement.

(2) *JPME.* Enlisted JPME (SEJPME) 2 (Available through the ATRRS Self Development Center)

(3) *Functional Training.* Functional courses enhance the effectiveness of military personnel in specific skill areas. These courses do not award an MOS, SQI, or ASI, but the skills are important to overall unit readiness. Examples include CBRNE defense, unit armorer, ammunition handler, combat life saver, DTMS operator, EST operator, field sanitation, unit movement officer, unit load team, HAZMAT transportation, air load planner, container control officer, self-help facilities maintenance, GCSS-A supply maintenance manager, equal opportunity leader (EOL), unit retention NCO, and unit prevention leader (UPL).

(4) *Additional skills qualification training.* NCOs may be selected for ASI and SQI producing courses that are necessary for overall unit readiness and training or for specific assignments: Battle Staff NCO (ASI 2S), Company Commander/First Sergeant Course, Quality Assurance Evaluator Basic Course, Manager Development Course, Commander's Safety Course, Common Faculty Development – Instructor Course (SQI 8), Common Faculty Development – Developer Course (SQI 2), Force Management Orientation Course (FMOC), Manpower and Force Management Course (MFMC), Air Assault (ASI 2B), and Airborne (SQI P).

(c) *Lifelong Learning.*

(1) *Civilian Education.* Many band members enlist after completing advanced degrees in their musical performance or technical specialty. Continued study in any discipline is highly encouraged regardless of degrees and certifications earned before enlistment.

(a) Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>)

(b) The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>.

(d) *Self-Development.*

(1) *Competitive Boards.* Expert Soldier Badge, Army Bands Soldier/NCO of the Year, participation in Soldier/NCO Competition Boards, participation in SAMC/Morales Club.

(2) *Stewardship of the profession.* The Center for Army Leadership (CAL) conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL/> for self and leader development tools and kits.

(3) *Guided.* Musicians must work to achieve or exceed MOSQ standards stated in USASOM Regulation 350-70-4 in order to maintain MOS qualification and continually strive to improve their MOS skills to meet the technical and leadership requirements of higher grades. The most qualified Army Musicians should have a 30 or higher on their AMPA and have earned the C1 ASI. Senior NCOs should read publications on the Army and their command team's professional reading list. Continuous professional reading aids the Senior NCO in developing and refining the organizational leadership skills needed to coach, teach and mentor Soldiers. Publishing articles in professional journals such as the *NCO Journal* is strongly encouraged.

(e) *Credentials/Certifications.* Civilian credentialing contributes to military career

development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42R - Musician MOS while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website. <https://www.cool.osd.mil/army/index.html>.

(f) *Additional guidance.* Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most qualified and highly qualified MSGs to be selected to the next higher grade. (1) *Most qualified.* A MSG that has successfully completed their key experience positions should be considered ahead of their peers for promotion. The most qualified MSG to be selected for SGM looks like:

(a) *Leadership positions.* 18+ months of highly rated service as a Band 1SG or USASOM 1SG. Additional successful service as a Band Operations Sergeant or in an institutional or broadening assignment should be considered favorably.

(b) *Physical Fitness.* Overall score of 450 or above on the AFT with a minimum of 90 points in each event as highlighted on NCOER.

(c) *Military Education.* MLC - Distinguished Honor Graduate; Distinguished Leadership Award; Honor Graduate.

(d) *Civilian Education.* Graduate degree or credential/certification program complete; Lean Six Sigma Black Belt.

(e) *Training.* Two or more of the following courses: CCFSPCC, Battle Staff (ASI 2S), Manager Development Course, CDR's Safety Course.

(f) *Other Indicators.* Consistently chosen to serve above grade. Continues to seek civilian and military education. Impact awards for outstanding achievements and contributions to the field, Expert Soldier Badge, Army Bands Soldier/NCO of the Year, has a 30+ AMPA score and/or has the C1 ASI, Finley R. Hamilton Outstanding Military Musician Award, participation in Soldier/NCO Competition Boards, participation in SAMC/Morales Club, Airborne or Air Assault Qualification, and community service activities are additional indicators of NCOs who embrace the Total Soldier Concept and have outstanding potential for service at higher grades.

(2) *Highly qualified.* A highly qualified MSG to be selected for SGM looks like:

(a) *Leadership positions.* 18 months as Band Operations Sergeant or in an institutional or broadening assignment.

(b) *Physical Fitness.* Overall score of 400 or above on the AFT with a score of 80 in each event as highlighted on the NCOER.

(c) *Military Education.* MLC – Commandant's List; Exceeded Course Standard; Superior Academic Achievement.

(d) *Civilian Education.* Graduate degree or credential/certification program in progress; Lean Six Sigma Green or Yellow Belt.

(e) *Training.* One of the following courses: CCFSPCC, Battle Staff (ASI 2S), Manager Development Course, CDR's Safety Course.

(f) *Other Indicators.* Continues to seek civilian and military education. Impact awards for outstanding achievements and contributions to the field, Expert Soldier Badge, Army Bands Soldier/NCO of the Year, participation in Soldier/NCO Competition Boards, participation in SAMC/Morales Club, Airborne or Air Assault Qualification, and community service activities are additional indicators of NCOs who embrace the Total Soldier Concept and have outstanding potential for service at higher grades.

6. Sergeant Major and Command Sergeant Major.

(a) *Assignments.* Sergeants Major serve as the senior enlisted musician in their commands.

Band SGMs assist and advise the Command Sergeant Major, USASOM, and their respective commands on issues affecting MOS 42R Soldiers. Additionally, they mentor and monitor the professional development of 42R MSGs/1SGs and assist as necessary with issues relating to subordinate bands within their ACOM/ASCC/Corps/Component (i.e. TRADOC, XVIII Airborne Corps, III Corps). The USASOM CSM serves as the Senior Enlisted Advisor to the Chief, Army Bands, Regimental CSM for Army Bands Career Program, Army Bands Proponent SGM, and as the Commandant of the Army Bands NCO Academy. Additionally, the USASOM CSM oversees the professional development of NCOs in MOS 42R and develops recommendations for HRC Talent Management NCOs and the Sergeants Major Management Division regarding the assignment of Active Army 42R MSGs, 1SGs and SGMs. 42R SGMs/CSMs also serve in MOS-immaterial Centralized Selection List CSM positions at the BN (6C) and BDE (7C) levels, and are eligible for Nominative SGM/CSM consideration.

(1) *Operational Assignments.* Band SGM.

(2) *Institutional Assignments.* USASOM CSM/Commandant, Army Bands NCOA.

(3) *Broadening Assignments.* Centralized Selection List/Key Billet/Nominative assignments; MOS-immaterial SGM billets; SMA Fellowship; SGM-A Fellowship, White House Fellowship, Congressional Fellowship.

(4) *Key and Developmental Assignments.* Band SGM.

(b) *Institutional Training.*

(1) *Professional Military Education.* Nominative Leader Course. Consider NCOs ahead of their peers and best qualified for promotion if they achieve recognition such as Distinguished Honor Graduate, Commandant's List, Distinguished Leader Award, or Superior Academic Achievement.

(2) *JPME.* Enlisted JPME (SEJPME) 2 (Available through the ATRRS Self Development Center)

(3) *Functional Training.* Functional courses enhance the effectiveness of military personnel in specific skill areas. These courses do not award an MOS, SQI, or ASI, but the skills are important to overall unit readiness. Examples include CBRNE defense, unit armorer, ammunition handler, combat life saver, DTMS operator, EST operator, field sanitation, unit movement officer, unit load team, HAZMAT transportation, air load planner, container control officer, self-help facilities maintenance, GCSS-A supply maintenance manager, equal opportunity leader (EOL), unit retention NCO, and unit prevention leader (UPL).

(4) *Additional skills qualification training.* NCOs may be selected for ASI and SQI producing courses that are necessary for overall unit readiness and training or for specific assignments: Battalion Command Sergeant Major Pre-Command Course; Brigade Command Sergeant Major Pre-Command Course, "How the Army Runs" course, Air Assault (ASI 2B), and Airborne (SQI P).

(c) *Lifelong Learning.*

(1) *Civilian Education.* Many band members enlist after completing advanced degrees in their musical performance or technical specialty. Continued study in any discipline is highly encouraged regardless of degrees and certifications earned before enlistment.

(a) Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>)

(b) The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>.

(d) *Self-Development.*

(1) *Competitive Boards.* Expert Soldier Badge, Army Bands Soldier/NCO of the Year, participation in Soldier/NCO Competition Boards, participation in SAMC/Morales Club.

(2) *Stewardship of the profession.* The Center for Army Leadership conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve

Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL/> for self and leader development tools and kits.

(3) *Guided*. SGMs/CSMs should read publications on the Army and their command team's professional reading list. Continuous professional reading aids the Senior NCO in developing and refining the organizational leadership skills needed to coach, teach and mentor Soldiers. Publishing articles in professional journals such as the *NCO Journal* is strongly encouraged.

(e) *Credentials/Certifications*. Civilian credentialing contributes to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42R - Musician MOS while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website. <https://www.cool.osd.mil/army/index.html>.

(f) *Additional guidance*. Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most qualified and highly qualified SGMs to be selected to the next higher grade:

(1) *Most qualified*. A SGM that has successfully completed their key experience positions should be considered ahead of their peers for promotion. The most qualified SGM to be selected for a nominative position looks like:

(a) *Leadership positions*. 24+ months as a Band Sergeant Major and USASOM CSM/Commandant, Army Bands NCOA.

(b) *Physical fitness*. Overall score of 450 or higher on the AFT with a minimum of 90 points in each event as highlighted on NCOER.

(c) *Military Education*. USASMA - Distinguished Honor Graduate; Honor Graduate; Commandants List.

(d) *Civilian Education*. Post graduate study or credential/certification program complete, Lean Six Sigma Black Belt.

(e) *Training*. Two or more of the following courses: Battalion Command Sergeant Major Pre-Command Course; Brigade Command Sergeant Major Pre-Command Course; HTAR; Manpower Force Management Course.

(f) *Other Indicators*. Continues to seek civilian and military education. Impact awards for outstanding achievements and contributions to the field, Expert Soldier Badge, Army Bands Soldier/NCO of the Year, has a 30+ AMPA score and/or has the C1 ASI, Finley R. Hamilton Outstanding Military Musician Award, participation in Soldier/NCO Competition Boards, participation in SAMC/Morales Club, Airborne or Air Assault Qualification, and community service activities are additional indicators of NCOs who embrace the Total Soldier Concept and have outstanding potential for service at higher grades.

(2) *Highly qualified*. A highly qualified SGM to be selected for a nominative position looks like:

(a) *Leadership positions*. At least 12 months as a Band Sergeant Major.

(b) *Physical fitness*. Overall score of 400 on the AFT with 80 points in each event as highlighted on NCOER.

(c) *Military Education*. USASMA – Exceeded Course Standard; Superior Academic Achievement.

(d) *Civilian Education*. Post graduate study or credential/certification program in progress; Lean Six Sigma Green or Yellow Belt.

(e) *Training*. One of the following courses: Battalion Command Sergeant Major Pre-Command Course; Brigade Command Sergeant Major Pre-Command Course; HTAR;

Manpower Force Management Course.

(f) *Other indicators.* Consistently chosen to serve above grade. Continues to seek civilian and military education. Impact awards for outstanding achievements and contributions to the field, Expert Soldier Badge, Army Bands Soldier/NCO of the Year, participation in Soldier/NCO Competition Boards, participation in SAMC/Morales Club, Airborne or Air Assault Qualification, and community service activities are additional indicators of NCOs who embrace the Total Soldier Concept and have outstanding potential for service at higher grades.

Chapter 8. Military occupational specialty 42R professional development model

Access to the Professional Development Model can be accessed from the Army G-1 website under the G-1 Resources tab at the following web address: <https://www.army.mil/G-1#org-g-1-resources>.

Chapter 9. Military occupational specialty 42R Musician, Reserve Component

The success of the Army Band Career Program (ABCP) depends greatly on the quality of Soldiers in the Reserve Components (RC) as they make up the majority of all 42R Soldiers. RC Army Musicians perform music as part of the collective unit or in small, individually employed Music Performance Teams (MPT) to allow for concurrent operations and training. Duty positions and by-grade expectations of Institutional Training, Self-development, and Additional Training are the same for all 42R Soldiers regardless of component. RC Soldiers may spend their entire career in one band and career progression is that of grade, through the various duty positions and collateral duty assignments within an Army Band. Civilian musical experience, technical, and management skills should be a factor when being considered for the next grade and should be annotated on the Soldier's NCOER. There is little to no diversity of assignments and therefore no expectation or requirement to accept broadening or MOS enhancing assignments in order to be promoted.

Chapter 10. Military occupational specialty 42S, The U.S. Army Band

a. Missions and Unit Structures.

(1) The U.S. Army Band (TUSAB). Joint Base Myer-Henderson Hall, Virginia.

(a) Mission: The United States Army Band "Pershing's Own" provides direct musical support to further the strategic objectives of the senior leadership of the United States, to include the President, all branches of government, and all branches of the military in a joint force environment; and to a wide spectrum of national and international events, to include memorial affairs at Arlington National Cemetery and the Tomb of the Unknown Soldier. As one of the most public facing units in the Army, the unit represents the professional excellence of the U.S. Army, earning the trust and support of the American people.

(b) Structure: Six Elements: Concert Band, Ceremonial Band, Strings, Chorus, Pop, and Support. The Concert Band is divided into five groups, The Ceremonial Band is divided into five groups, the Strings is divided into two groups, the Choral Element is divided into two Groups, and the Pop Element is divided into two Groups: The U.S. Army Blues and Downrange. In addition to performing as members of their elements, Soldiers in these elements participate in larger ensembles (i.e. 99-piece marching band for National Events, Orchestra, Strings, Chorus, Heralds, etc.), multiple cross-functional groups and small teams to provide capabilities that meet mission requirements and accommodate requests from the White House and other senior government and military leaders. The Support Element houses our five civilians as well as all critical function areas for the Organization. The Support Element is divided into four groups - Technical Support, Soldier Support, Music Support, and OPS/PLANS.

b. Prerequisites. The Special Band's Commander awards personnel the MOS 42S based on specific needs of the organization. Soldiers assigned to The U.S. Army Band must meet the prerequisites for assignment to presidential support activities (AR 380-67) and prepare for a background security investigation. For additional information in reference to MOS 42S, see AR 614-200, para 6-6.

c. Goals for development. As published by the appropriate organization.

1) *Career Management.* DA PAM 600-25 will provide Soldiers and leaders with the information and guidance needed to maximize career progression opportunities for Soldiers throughout all stages of their career. 42S NCOs are encouraged to utilize the Army Career Tracker (ACT) as a tool to set personal goals and seek external mentorship opportunities. In addition, NCOs should ensure that their subordinates understand the functions of ACT. The most competitive Soldiers will have a record of service in several administrative support sections, musical and troop leadership roles, and collateral duties also defined as *Broadening positions* as described in the following paragraphs.

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

a) Army Special Band Musicians may be nominated for Adjutant General's Corps awards which include the Army Band NCO of the Year and the Colonel Finley R. Hamilton Outstanding Military Musician Award.

b) Personal Awards. Recognition of exemplary performance can help to set a Soldier apart from their peers for promotion consideration and should be evaluated based upon the individual events and merit that resulted in recognition. Awards should not serve as a sole discriminator for promotion consideration.

1. Staff Sergeant.

(a) *Assignments.* Primarily assigned as Musicians or Support Musicians, SSGs perform additional duties within their elements and the Unit. Newly assigned SSGs are expected to maintain superior musical or technical proficiency and fundamental knowledge of TUSAB to include both its history and current role within the Army/DoD and basic military concepts. SSGs may serve in a variety of broadening positions in addition to their primary duty.

(1) *Operational Assignments.* Musician; Support Musician

(2) *Broadening Positions.* Staff Sergeant level positions that include but are not limited to Librarian Adjunct; Unit History Team; GPC Holder; Auditions Team; Element Supply Representative; Soldier care initiative teams (EO, BOSS, SFRG); Force Protection NCO; Retention NCO

(b) *Institutional Training*

(1) *Professional Military Education.* 42S is exempt from PME through the Acquired Civilian Skills Program.

(2) *JPME.* N/A

(3) *Additional Training.* SSGs may continue to pursue the completion of Army courses that will broaden their knowledge of general military subjects, acquire broadening position-required skills and knowledge, and increase their ability to function in positions of greater responsibility. Completion of non-MOS specific courses such as Unit Prevention Leader, H2F, BCC, TCC, and MCTC Combatives enhance individual Soldier skills and overall unit readiness.

(c) *Lifelong Learning.* Lifelong learning is an essential tenet to Army leadership development

(1) *Civilian Education.* Most 42S come into the military already possessing a bachelor's degree, master's degree, or higher. Continued pursuit of civilian education **post** BASD is a discriminator for promotion. Examples include seminars, courses, certifications, and degree

programs. The Army Credentialing and Continuing Education Services for Soldiers (ACCESS) program promotes lifelong learning to sharpen the competitive edge of the Army Soldiers now and for the Future Force. Visit <https://armyuniversity.edu/ACCESS/home> and <https://www.armyignited.army.mil/> for more resources and information. Soldiers can receive up to \$4000 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil/>). The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning programs for U.S. Armed Forces military members including college credit for military training and experiences or by examination. Visit <https://www.dantes.doded.mil/> for more information.

(2) Army e-Learning courses provide access to over 3,500 Information Technology, Business Skills, and Interpersonal Skills courses. Many Army e-Learning courses have been approved for college credit by the American Council on Education (ACE).

(d) Self-Development.

(1) *Broadening Positions/Collateral Duties.* Interview rounds for entry-level Broadening

(2) *Stewardship of the profession.* The Center for the Army Leadership conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders, and strengthen the profession in order to achieve positive command climates mission ready units. Visit <https://cal.army.mil/> for self and leader development tools and kits.

(3) *Guided.* NCOs are expected to stay current and relevant in the music field. SSGs are expected to be self-motivating in their professional development. MOS Enhancement music lessons and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to conferences related to professional development are supported. Individualized research and attendance to conferences related to leadership and organizational management are recommended. There are many opportunities within 42S to accomplish this.

(e) *Credentials/Certifications.* Credentialing can contribute to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42S - Musician MOS, while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about these credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website. <https://www.cool.osd.mil/army/index.html>

(f) *Additional guidance.* Although past performance is the foundation for evaluation, potential for success at the next higher rank is paramount. The total Soldier must be considered when deciding who will be promoted. No single factor or accomplishment will be overriding. Given the unique structure and system of Army Special Music Units and the correlating mission of TUSAB, the following are provided as a prioritization list of the importance of some key factors involved in selecting those who will be promoted to the next higher rank ahead of their peers:

(1) Potential to succeed ahead of their peers at the next higher grade:

a. The Soldier's ability to add value as a member of a team
b. The Soldier has earned the trust of peers, subordinates, and senior leaders (officers and enlisted).

(2) Exemplary performance as a Soldier in their current duties who demonstrate sound decision making and who show leadership potential

(3) Value and quality of work serving the unit's mission as compared to their peers

(4) Appearance, behavior, and standards that serve as a model for all Army Soldiers

In addition to the guidance above, consider the following to identify the most qualified and highly qualified SSGs to be selected to the next higher grade:

(1) *Most qualified.* The most qualified SSG to be selected for SFC is:

(a) *Key Development Positions*. Rated with a consistent pattern of quantifiable Far Exceeds, "MQ," and high enumeration ratings with Senior Rater comments of strong potential to serve at next grade while serving in a variety of Skill level 3 or Skill level 4 Broadening Positions as a SSG.

(b) *Physical fitness*. AFT score 450 or above, with a minimum score of 90 in each event or a score of 90 and above in each non-profiled event. Documented excellence in one or more Holistic Health and Fitness appointed duties such as Master Resilience Trainer, Army Pregnancy Postpartum Physical Trainer, other H2F certifications.

(c) *Military Education*. MOS 42S is exempt from resident PME per AR 600-8-19.

(d) *Civilian Education*. Civilian education achieved prior to BASD is not a positive discriminator for promotion. Instead, Soldiers who have pursued lifelong learning to include civilian education acquired post BASD and have applied that knowledge to add value to the unit and the Army should be considered highly for promotion.

(e) *Training*. Two or more of the following courses: P3T, EOL, BPL, UPL, CLS, SP2, Retention, Master Driver, Combatives, Army Leadership Courses, Army Comptrollers Accreditation, Fiscal Law Course

(f) *Other Indicators*. Balance of unit broadening positions throughout time as a SSG; Civilian Industry Leadership Courses (such as Simon Sinek or Lean Six Sigma Black Belt) and clear documentation of positive section, group, or element impact; Army Band NCO of the Year; Finley R. Hamilton Outstanding Military Musician Award; Expert Soldier Badge; MOVSM for Volunteer Service; Sergeant Audie Murphy Club (SAMC); German Armed Forces Proficiency Badge; German Schützenschnur Badge; Norwegian Foot March Badge; TUSAB LPD Course Completion / Distinguished Leader Award

(2) *Highly qualified*. A highly qualified SSG to be selected for SFC is:

(a) *Key Development Positions*. Rated with a consistent pattern of quantifiable Exceeds, "HQ," and high enumeration ratings with Senior Rater comments of potential to serve at next grade while serving in Skill level 3 or Skill level 4 Broadening Positions as a SSG.

(b) *Physical fitness*. AFT score 400 or above, with a minimum score of 80 in each event or a score of 80 and above in each non-profiled event. Certification as a Master Resilience Trainer, Army Pregnancy Postpartum Physical Trainer, or H2F.

(c) *Military Education*. MOS 42S is exempt from resident PME per AR 600-8-19.

(d) *Civilian Education*. Civilian education achieved prior to BASD is not a positive discriminator for promotion. Instead, Soldiers who have pursued lifelong learning to include civilian education acquired post BASD and have applied that knowledge to add value to the unit and the Army should be considered highly for promotion.

(e) *Training*. One of the following courses: P3T, EOL, BPL, UPL, CLS, SP2, Retention, Master Driver, Combatives, Army Leadership Courses, Army Comptrollers Accreditation, Fiscal Law Course

(f) *Other Indicators*. Balance of element and small teams unit broadening positions throughout time as a SSG; Civilian Industry Leadership Courses (such as Simon Sinek Lean Six Sigma Green or Yellow Belt) and clear documentation of positive section, group, or element impact; Army Band NCO of the Year; Finley R. Hamilton Outstanding Military Musician Award; Expert Soldier Badge; MOVSM for Volunteer Service; Sergeant Audie Murphy Club (SAMC); German Armed Forces Proficiency Badge; German Schützenschnur Badge; Norwegian Foot March Badge; TUSAB LPD Course Completion

2. Sergeant First Class.

(a) *Assignments*. Primarily assigned as Senior Musicians or Senior Support Musicians, SFCs counsel, train, mentor, and evaluate SSGs within their sections and may perform

additional duties within their elements and the Unit. SFCs are expected to maintain superior musical, or technical proficiency while leading small teams.

(1) *Operational Assignments.* Senior Musician; Senior Support Musician

(2) *Broadening Positions.* Sergeant First Class level positions include but are not limited to Element Producer (small teams); Billing Official; State Funeral LNO; Section Principal Adjunct/Associate Drum Major; Enlisted Conductor; Concertmaster

(b) *Institutional Training*

(1) *Professional Military Education.* 42S is exempt from PME through the Acquired Civilian Skills Program.

(2) *JPME.* N/A

(3) *Additional Training.* As determined by areas of responsibility. Any additional training related to developing senior level engagement and influence, communication, resilience, change management, or personnel management skills will further enhance an NCO's abilities to function well in senior NCO positions. Completion of non-MOS specific courses such as Master Fitness Trainer (ASI P5), Pregnancy Postpartum PT (P3T) Program Leader (ASI A6), Equal Opportunity Leader Course, Common Faculty Development – Instructor Course (SQI 8), Common Faculty Development – Developer Course (SQI 2), Training & Education Developer Middle Manager Course (TEDMMC), Knowledge Management Qualification (ASI 1E) enhance Soldier skills and overall unit readiness.

(c) *Lifelong Learning.* Lifelong learning is an essential tenet to Army leadership development

(1) *Civilian Education.* Most 42S come into the military already possessing a bachelor's degree, master's degree, or higher. Continued pursuit of civilian education post BASD is a discriminator for promotion. Examples include seminars, courses, certifications, and degree programs. The Army Credentialing and Continuing Education Services for Soldiers (ACCESS) program promotes lifelong learning to sharpen the competitive edge of the Army Soldiers now and for the Future Force. Visit <https://armyuniversity.edu/ACCESS/home> and <https://www.armyignited.army.mil/> for more resources and information. Soldiers can receive up to \$4000 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil/>). The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning programs for U.S. Armed Forces military members including college credit for military training and experiences or by examination. Visit <https://www.dantes.doded.mil/> for more information.

(2) Army e-Learning courses provide access to over 3,500 Information Technology, Business Skills, and Interpersonal Skills courses. Many Army e-Learning courses have been approved for college credit by the American Council on Education (ACE).

(d) *Self-Development.*

(1) *Broadening Positions.* Interview rounds for entry level to assistant NCOIC positions

(2) *Stewardship of the profession.* The Center for the Army Leadership conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders, and strengthen the profession in order to achieve positive command climates mission ready units. Visit <https://cal.army.mil/> for self and leader development tools and kits.

(3) *Guided.* NCOs are expected to stay current and relevant in the music field. SFCs are expected to be self-motivating in their professional development. MOS Enhancement music lessons and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to conferences related to professional development are supported. Individualized research and attendance to conferences related to leadership and organizational management are recommended. There are many opportunities within 42S to accomplish this.

(e) *Credentials/Certifications.* Credentialing can contribute to military career development and may be accepted for self-development requirements and in performance

evaluations. Some credentials are more related to the 42S - Musician MOS, while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about these credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website. <https://www.cool.osd.mil/army/index.html>

(f) *Additional guidance.* The selection of Master Sergeants has significant ramifications for the U.S. Army Band as those Soldiers will serve as Section Leaders and Senior Raters for SSGs. Although past performance is the foundation for evaluation, potential for success at the next higher rank is paramount. The total Soldier must be considered when deciding who will be promoted. No single factor or accomplishment will be overriding. Given the unique structure and system of Army Special Music Units and the correlating mission of TUSAB, the following are provided as a prioritization list of importance of some key factors involved in selecting those who will be promoted to the next higher rank ahead of their peers:

- (1) Potential to succeed ahead of their peers at the next higher grade:
 - (a) The Soldier's ability to add value as a member of a team
 - (b) The Soldier has earned the trust of peers, subordinates, and senior leaders (officers and enlisted)
 - (2) Exemplary performance as a Soldier in their current duties who demonstrate sound decision making and who show leadership potential
 - (3) Value and quality of work serving the unit's mission as compared to their peers
 - (4) Appearance, behavior, and standards that serve as a model for all Army Soldiers
- Identify the qualities of those who can best:
- (5) Demonstrate a record of effective communication both internally and externally.

In addition, the Soldier should show a proven record of leadership and vision by:

- leading by example by remaining technically and tactically proficient
- providing task guidance to achieve the mission
- being respected by peers as a leader
- demonstrating Empathy
- communicating information in a timely manner
- promoting good communication among team leaders
- Making sound decisions regarding logistical planning
- being seen as a safe leader by peers, subordinates, and senior enlisted/officers to whom they can report issues, problems or misconduct
- having a positive effect on Element's cohesion

To best identify the qualities above the following characteristics should be well-documented throughout a Soldier's file:

- Outstanding primary duty performance.
- Demonstrated positive leadership ability.
- Integrity – ability to work equally well with superiors and subordinates.
- Selfless commitment to the broad needs of the unit and the Army.
- Demonstrated ability and motivation to shoulder more responsibility.

In addition to the guidance above, consider the following to identify the most qualified and highly qualified SFCs to be selected to the next higher grade:

- (1) *Most qualified:* The most qualified SFC to be selected for MSG is:

(a) *Leadership positions.* Rated with a consistent pattern of quantifiable Far Exceeds, "MQ," and high enumeration ratings with Senior Rater comments of strong potential to serve at next grade while serving in a variety of Skill level 4 or Skill level 5 Broadening Positions as a SFC.

(b) *Physical fitness.* AFT score 450 or above with a minimum score of 90 in each event or a score of 90 and above in each non-profiled event. Documented excellence in one or more Holistic Health and Fitness appointed duties such as Master Resilience Trainer, Army Pregnancy Postpartum Physical Trainer, other H2F certifications.

(c) *Military Education.* MOS 42S is exempt from resident PME per AR 600-8-19.

(d) *Civilian Education.* Civilian education achieved prior to BASD is not a positive discriminator for promotion. Instead, Soldiers who have pursued lifelong learning to include civilian education acquired post BASD and have applied that knowledge to add value to the unit and the Army should be considered highly for promotion.

(e) *Training.* Two or more of the following courses: P3T, EOL, BPL, UPL, CLS, SP2, Retention, Master Driver, Combatives, Army Leadership Courses, Army Comptrollers Accreditation, Fiscal Law Course

(f) *Other Indicators. Multiple:* Balance of element and small teams unit broadening positions throughout time as a SFC; Civilian Industry Leadership Courses (such as Simon Sinek or Lean Six Sigma Black Belt) and clear documentation of positive section, group or element impact; Army Band NCO of the Year; Finley R. Hamilton Outstanding Military Musician Award; Expert Soldier Badge; MOVSM for Volunteer Service; Sergeant Audie Murphy Club (SAMC); German Armed Forces Proficiency Badge; German Schützenschnur Badge; Norwegian Foot March Badge; TUSAB LPD Course Completion

(2) *Highly qualified:* A highly qualified SFC to be selected for MSG is:

(a) *Leadership positions.* Rated with a consistent pattern of quantifiable Exceeds, "HQ," and high enumeration ratings with Senior Rater comments of potential to serve at next grade while serving in Skill level 4 or Skill level 5 Broadening Positions as a SFC.

(b) *Physical fitness.* AFT score 400 or above with a minimum score of 80 in each event or a score of 80 and above in each non-profiled event. Certification as a Master Resilience Trainer, Army Pregnancy Postpartum Physical Trainer, or H2F.

(c) *Military Education.* MOS 42S is exempt from resident PME per AR 600-8-19.

(d) *Civilian Education.* Civilian education achieved prior to BASD is not a positive discriminator for promotion. Instead, Soldiers who have pursued lifelong learning to include civilian education acquired post BASD and have applied that knowledge to add value to the unit and the Army should be considered highly for promotion.

(e) *Training.* One of the following courses: P3T, EOL, BPL, UPL, CLS, SP2, Retention, Master Driver, Combatives, Army Leadership Courses, Army Comptrollers Accreditation, Fiscal Law Course

(f) *Other Indicators. Any:* Balance of element and small teams unit broadening positions throughout time as a SFC; Civilian Industry Leadership Courses (such as Simon Sinek or Lean Six Sigma Green or Yellow Belt) and clear documentation of positive section, group or element impact; Army Band NCO of the Year; Finley R. Hamilton Outstanding Military Musician Award; Expert Soldier Badge; MOVSM for Volunteer Service; Sergeant Audie Murphy Club (SAMC); German Armed Forces Proficiency Badge; German Schützenschnur Badge; Norwegian Foot March Badge; TUSAB LPD Course Completion

3. Master Sergeant

(a) *Assignments.* MSGs are primarily assigned as Section Leaders or Master Musicians and counsel, train, mentor, and evaluate SFCs and SSGs within their sections or groups. They also may serve in a variety of roles in addition to their primary duty. MSGs are expected to be

technically proficient in their area of expertise (instrumental, vocal, or in a technical/staff position) while taking on increased levels of responsibility. MSGs have demonstrated themselves as highly competent leaders with the ability to engage and give counsel to senior leadership. Their duties typically require direct coordination with outside agencies, often providing Unit information to the Unit's higher headquarters or other senior agencies within the MDW.

(1) *Operational Assignments.* Master Musician; Section Leader

(2) *Broadening Positions.* Master Sergeant level positions include but are not limited to Special Bugler or Drummer, Element Producer NCOIC, Assistant Drum Major, Stroll Leader, Orchestra NCOIC, Collateral Duty Team Lead Positions (NCOICs), Enlisted Music Director (Pop or Chorus)

(b) *Institutional Training*

(1) *Professional Military Education.* 42S is exempt from PME through the Acquired Civilian Skills Program.

(2) *JPME.* N/A

(3) *Functional Training.* Functional courses provide Soldiers an opportunity to acquire broadening position required skills and knowledge that cannot be obtained by attending other institutional courses. The courses may provide training, which qualify Soldiers for award of an ASI, SQI, or SI. Completion of Army courses such as the Equal Opportunity Leader Course are encouraged for Soldiers assigned to units where these courses are available.

(4) *Additional Training.* MSGs may be selected to attend one or more ASI or SQI producing courses to prepare them for collateral duties: Company Commander/1SG Course, BN/BDE Pre-Command Course, Master Fitness Trainer (ASI P5), Pregnancy Postpartum PT (P3T) Program Leader (ASI A6), Equal Opportunity Leader Course, Common Faculty Development – Instructor Course (SQI 8), Common Faculty Development – Developer Course (SQI 2), Training & Education Developer Middle Manager Course (TEDMMC), Knowledge Management Qualification (ASI 1E).

(c) *Lifelong Learning.* Lifelong learning is an essential tenet to Army leadership development

(1) *Civilian Education.* Most 42S come into the military already possessing a bachelor's degree, master's degree, or higher. Continued pursuit of civilian education post BASD is a discriminator for promotion. Examples include seminars, courses, certifications, and degree programs. The Army Credentialing and Continuing Education Services for Soldiers (ACCESS) program promotes lifelong learning to sharpen the competitive edge of the Army Soldiers now and for the Future Force. Visit <https://armyuniversity.edu/ACCESS/home> and <https://www.armyignited.army.mil/> for more resources and information. Soldiers can receive up to \$4000 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil/>). The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning programs for U.S. Armed Forces military members including college credit for military training and experiences or by examination. Visit <https://www.dantes.doded.mil/> for more information.

(2) Army e-Learning courses provide access to over 3,500 Information Technology, Business Skills, and Interpersonal Skills courses. Many Army e-Learning courses have been approved for college credit by the American Council on Education (ACE).

(d) *Self-Development.*

(1) *Broadening Positions/Collateral Duties.* Interview rounds for Broadening Positions ranging from Assistant NCOIC to NCOIC, selection boards for Element and Group Leader.

(2) *Stewardship of the profession.* The Center for the Army Leadership conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders, and strengthen the profession in order to

achieve positive command climates mission ready units. Visit <https://cal.army.mil/> for self and leader development tools and kits.

(3) *Guided*. NCOs are expected to stay current and relevant in the music field. MSGs are expected to be self-motivating in their professional development. MOS Enhancement music lessons and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to conferences related to professional development are supported. Individualized research and attendance to conferences related to leadership and organizational management are recommended. There are many opportunities within 42S to accomplish this.

(e) *Credentials/Certifications*. Credentialing can contribute to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42S - Musician MOS, while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about these credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website. <https://www.cool.osd.mil/army/index.html>

(f) *Additional guidance*. The selection of Sergeants Major have significant ramifications for the U.S. Army Band as those Soldiers will serve as Group Leaders, Element Leaders, and Senior Raters for SFCs and MSGs and the criteria for selection to SGM must be clearly articulated so that you are recommending the best of the best. The following are provided as a prioritization list of the importance of some key factors involved in selecting those who will be promoted to the next higher rank ahead of their peers:

- (1) Potential to succeed ahead of their peers at the next higher grade:
 - (a) The Soldier's ability to add value as a member of a team
 - (b) The Soldier has earned the trust of peers, subordinates, and senior leaders (officers and enlisted)
 - (2) Exemplary performance as a Soldier in their current duties who demonstrate sound decision making and who show leadership potential
 - (3) Value and quality of work serving the unit's mission as compared to their peers
 - (4) Appearance, behavior, and standards that serve as a model for all Army Soldiers
- Identify the qualities of those who can best:
- (5) Demonstrate a record of effective communication both internally and externally.

In addition, the Soldier should show a proven record of leadership and vision by:

- leading by example by remaining technically and tactically proficient
- providing task guidance to achieve the mission
- being respected by peers as a leader
- demonstrating Empathy
- communicating information in a timely manner
- promoting good communication among team leaders
- Making sound decisions regarding logistical planning
- being seen as a safe leader by peers, subordinates, and senior enlisted/officers to whom they can report issues, problems or misconduct
- having a positive effect on Element's cohesion

To best identify the qualities above the following characteristics should be well-documented throughout a Soldier's file:

- Outstanding primary duty performance.
- Demonstrated positive leadership ability.

- Integrity – ability to work equally well with superiors and subordinates.
- Selfless commitment to the broad needs of the unit and the Army.
- Demonstrated ability and motivation to shoulder more responsibility.

In addition to the guidance above consider the following to identify the most qualified and highly qualified MSGs to be selected to the next higher grade

(1) *Most qualified*: The most qualified MSG to be selected for SGM is:

(a) *Leadership positions*. Rated with a consistent pattern of quantifiable Far Exceeds, "MQ," and high enumeration ratings with Senior Rater comments of strong potential to serve at next grade while serving in a variety of Skill level 5 or Skill level 6 Broadening Positions as a MSG.

(b) *Physical fitness*. AFT score 450 or above with a minimum score of 90 in each event or a score of 90 and above in each non-profiled event. Documented excellence in one or more Holistic Health and Fitness appointed duties such as Master Resilience Trainer, Army Pregnancy Postpartum Physical Trainer, other H2F certifications.

(c) *Military Education*. MOS 42S is exempt from resident PME per AR 600-8-19.

(d) *Civilian Education*. Civilian education achieved prior to BASD is not a positive discriminator for promotion. Instead, Soldiers who have pursued lifelong learning to include civilian education acquired post BASD and have applied that knowledge to add value to the unit and the Army should be considered highly for promotion.

(e) *Training*. Two or more of the following courses: P3T, EOL, BPL, UPL, CLS, SP2, Retention, Master Driver, Combatives, Army Leadership Courses, Army Comptrollers Accreditation, Fiscal Law Course

(f) *Other Indicators*. Balance of unit operational and strategic level broadening positions throughout career; Civilian Industry Leadership Courses (such as Simon Sinek or Lean Six Sigma Black Belt) and clear documentation of positive unit impact; Company Commander's/1SG Course Selection and clear documentation of positive unit impact; Mentor for TUSAB LPD Courses; Serving on MDW level Soldier/NCO boards

(2) *Highly qualified*. A highly qualified MSG to be selected for SGM is:

(a) *Leadership positions*. Rated with a consistent pattern of quantifiable Exceeds, "HQ," and high enumeration ratings with Senior Rater comments of potential to serve at next grade while serving in Skill level 5 or Skill level 6 Broadening Positions as a MSG.

(b) *Physical fitness*. AFT score 400 or above with a minimum score of 80 in each event or a score of 80 and above in each non-profiled event. Certification as a Master Resilience Trainer, Army Pregnancy Postpartum Physical Trainer, or H2F.

(c) *Military Education*. MOS 42S is exempt from resident PME per AR 600-8-19.

(d) *Civilian Education*. Civilian education achieved prior to BASD is not a positive discriminator for promotion. Instead, Soldiers who have pursued lifelong learning to include civilian education acquired post BASD and have applied that knowledge to add value to the unit and the Army should be considered highly for promotion.

(e) *Training*. One of the following courses: P3T, EOL, BPL, UPL, CLS, SP2, Retention, Master Driver, Combatives, Army Leadership Courses, Army Comptrollers Accreditation, Fiscal Law Course

(f) *Other Indicators*. Balance of unit operational and strategic level broadening positions throughout career; Civilian Industry Leadership Courses (such as Simon Sinek Lean Six Sigma Green or Yellow Belt) and clear documentation of positive unit impact; Company Commander's/1SG Course Selection and clear documentation of positive unit impact; Mentor for TUSAB LPD Courses; Serving on MDW level Soldier/NCO boards

4. Sergeant Major and Command Sergeant Major.

(a) *Assignments.* SGMs are primarily assigned as Element Leaders or Group Leaders and counsel, train, mentor, and evaluate MSGs and SFCs within their groups or element. All SGMs within TUSAB are expected to maintain proficiency in their area of expertise and are responsible for all administrative tasks, training, mentoring, and leader development within their Elements. SGMs in performing elements continue to perform as musicians within their assigned Elements on a regular basis. SGMs work closely with the OIC of their Element and are responsible for the execution of the mission, strategic guidance, and NCOPD. SGMs regularly interact with outside agencies often providing Unit information to the Unit's higher headquarters or other senior agencies within the MDW as well as Army Senior Leadership. All SGMs report to the CSM. The CSM is the senior enlisted advisor to the Commander and is responsible for all enlisted training, performance, and development.

(1) *Operational Assignments.* Element Leader; Group Leader; Command Sergeant Major

(2) *Broadening Positions.* Operations SGM, Human Resources SGM, Training NCOIC, LPD NCOIC, Senior Producer, Drum Major, Collateral Duties NCOIC, State Funeral Music Ops SGM

(b) Institutional Training

(1) *Professional Military Education.* 42S is exempt from PME through the Acquired Civilian Skills Program.

(2) *JPME.* N/A

(3) *Functional Training.* Functional courses provide Soldiers an opportunity to acquire broadening position required skills and knowledge that cannot be obtained by attending other institutional courses. The courses may provide training, which qualify Soldiers for award of an ASI, SQI, or SI. Completion of Army courses such as the Equal Opportunity Leader Course are encouraged for Soldiers assigned to units where these courses are available.

(4) *Additional Training.* SGMs may be selected to attend one or more ASI or SQI producing courses to prepare them for collateral duties: Master Fitness Trainer (ASI P5), Pregnancy Postpartum PT (P3T) Program Leader (ASI A6), Equal Opportunity Leader Course, Common Faculty Development – Instructor Course (SQI 8), Common Faculty Development – Developer Course (SQI 2), Training & Education Developer Middle Manager Course (TEDMMC), Knowledge Management Qualification (ASI 1E), HTAR course

(c) *Lifelong Learning.* Lifelong learning is an essential tenet to Army leadership development

(1) *Civilian Education.* Most 42S come into the military already possessing a bachelor's degree, master's degree, or higher. Continued pursuit of civilian education post BASD is a discriminator for promotion. Examples include seminars, courses, certifications, and degree programs. The Army Credentialing and Continuing Education Services for Soldiers (ACCESS) program promotes lifelong learning to sharpen the competitive edge of the Army Soldiers now and for the Future Force. Visit <https://armyuniversity.edu/ACCESS/home> and <https://www.armyignited.army.mil/> for more resources and information. Soldiers can receive up to \$4000 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil/>). The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning programs for U.S. Armed Forces military members including college credit for military training and experiences or by examination. Visit <https://www.dantes.doded.mil/> for more information.

(2) Army e-Learning courses provide access to over 3,500 Information Technology, Business Skills, and Interpersonal Skills courses. Many Army e-Learning courses have been approved for college credit by the American Council on Education (ACE).

(d) *Self-Development.*

(1) *Broadening Positions.* Interview rounds for Collateral Duty NCOIC positions and selection boards for Element Leader, Group Leader, and Command Sergeant Major

(2) *Stewardship of the profession.* The Center for the Army Leadership conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates mission ready units. Visit <https://cal.army.mil/> for self and leader development tools and kits.

(3) *Guided.* NCOs are expected to stay current and relevant in the music field. SGMs are expected to be self-motivating in their professional development. MOS Enhancement music lessons and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to conferences related to professional development are supported. Individualized research and attendance to conferences related to leadership and organizational management are recommended. There are many opportunities within 42S to accomplish this.

(e) *Credentials/Certifications.* Credentialing can contribute to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42S - Musician MOS, while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about these credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website. <https://www.cool.osd.mil/army/index.html>

(f) *Additional guidance.* The selection of the next Command Sergeant Major is one of the most important actions you will undertake. Your results will have significant long-term ramifications for The U.S. Army Band and the criteria for selection to CSM must be clearly articulated so that you are recommending the best of the best. The following are provided as a prioritization list of importance of some key factors involved in selecting those who will be promoted to the next higher rank ahead of their peers:

- (1) Potential to succeed ahead of their peers at the next higher grade:
 - (a) The Soldier's ability to add value as a member of a team
 - (b) The Soldier has earned the trust of peers, subordinates, and senior leaders (officers and enlisted)
 - (2) Exemplary performance as a Soldier in their current duties who demonstrate sound decision making and who show leadership potential
 - (3) Value and quality of work serving the unit's mission as compared to their peers
 - (4) Appearance, behavior, and standards that serve as a model for all Army Soldiers
- Identify the qualities of those who can best:
- (5) Demonstrate a record of effective communication both internally and externally.

In addition, the Soldier should show a proven record of leadership and vision by:

- leading by example by remaining technically and tactically proficient
- providing task guidance to achieve the mission
- being respected by peers as a leader
- demonstrating Empathy
- communicating information in a timely manner
- promoting good communication among team leaders
- Making sound decisions regarding logistical planning
- being seen as a safe leader by peers, subordinates, and senior enlisted/officers to whom they can report issues, problems or misconduct
- having a positive effect on Element's cohesion

To best identify the qualities above the following characteristics should be well-documented throughout a Soldier's file:

- Outstanding primary duty performance.
- Demonstrated positive leadership ability.
- Integrity – ability to work equally well with superiors and subordinates.
- Selfless commitment to the broad needs of the unit and the Army.
- Demonstrated ability and motivation to shoulder more responsibility.

In addition to the guidance above consider the following to identify the most qualified and highly qualified SGMs to be selected for CSM:

(1) *Most qualified.* The most qualified SGM to be selected for CSM is:

(a) *Leadership positions.* Rated with a consistent pattern of quantifiable Far Exceeds, "MQ," and high enumeration ratings with Senior Rater comments of strong potential to serve at next rank while serving in Skill level 6 Positions as a SGM.

(b) *Physical fitness.* AFT score 450 or above with a minimum score of 90 in each event or a score of 90 and above in each non-profiled event. Documented excellence in one or more Holistic Health and Fitness appointed duties such as Master Resilience Trainer, Army Pregnancy Postpartum Physical Trainer, other H2F certifications.

(c) *Military Education.* MOS 42S is exempt from resident PME per AR 600-8-19.

(d) *Civilian Education.* Civilian education achieved prior to BASD is not a positive discriminator for promotion. Instead, Soldiers who have pursued lifelong learning to include civilian education acquired post BASD and have applied that knowledge to add value to the unit and the Army should be considered highly for promotion.

(e) *Training.* Two or more of the following courses: P3T, EOL, BPL, UPL, CLS, SP2, Retention, Master Driver, Combatives, Army Leadership Courses, Army Comptrollers Accreditation, Fiscal Law Course

(f) *Other Indicators.* Balance of unit operational and strategic level broadening positions throughout career, Civilian Industry Leadership Courses (such as Simon Sinek or Lean Six Sigma Black Belt) and clear documentation of positive unit impact, Company Commander's/1SG Course Selection and clear documentation of positive unit impact, Mentor for TUSAB LPD Courses, Serving on MDW level Soldier/NCO boards

(2) *Highly qualified.* A highly qualified SGM to be selected for CSM is:

(a) *Leadership positions.* Rated with a consistent pattern of quantifiable Exceeds, "HQ," and high enumeration ratings with Senior Rater comments of potential to serve at next rank while serving in Skill level 6 Positions as a SGM

(b) *Physical fitness.* AFT score 400 or above with a minimum score of 80 in each event or a score of 80 and above in each non-profiled event. Documented excellence in one or more Holistic Health and Fitness appointed duties such as Master Resilience Trainer, Army Pregnancy Postpartum Physical Trainer, other H2F certifications.

(c) *Military Education.* MOS 42S is exempt from resident PME per AR 600-8-19.

(d) *Civilian Education.* Civilian education achieved prior to BASD is not a positive discriminator for promotion. Instead, Soldiers who have pursued lifelong learning to include civilian education acquired post BASD and have applied that knowledge to add value to the unit and the Army should be considered highly for promotion.

(e) *Training.* One of the following courses: P3T, EOL, BPL, UPL, CLS, SP2, Retention, Master Driver, Combatives, Army Leadership Courses, Army Comptrollers Accreditation, Fiscal Law Course

(f) *Other Indicators.* Balance of unit operational and strategic level broadening positions throughout career; Civilian Industry Leadership Courses (such as Simon Sinek or Lean Six Sigma Green or Yellow Belt) and clear documentation of positive unit impact; Company Commander's/1SG Course Selection and clear documentation of positive unit impact; Mentor for TUSAB LPD Courses; Serving on MDW level Soldier/NCO boards.

Chapter 11. Military occupational specialty 42S, The U.S. Army Field Band.

a. *Mission and Unit Structure.* The U.S. Army Field Band (TUSAFB). Fort George G. Meade, Maryland.

(1) *Mission:* To develop positive connections on behalf of the U.S. Army, the Department of Defense, and the United States through live music and multimedia performances, media, television productions, and emergent technologies. TUSAFB coordinates and performs Army outreach missions in the public throughout the United States and internationally. Soldiers typically travel over 80-100 days each year engaging millions of audiences in live missions, news outlets, social media platforms, and national television productions.

(2) *Structure:* Seven Elements: Concert Band, Soldiers' Chorus, Jazz Ambassadors, Commercial Music, Support, Operations, and Production. The Concert Band is divided into three groups: Woodwind, Brass, and Percussion Groups. The Soldiers' Chorus is divided into two groups: High and Low Voice Groups. The Jazz Ambassadors is divided into three groups: Woodwind, Brass, and Rhythm Groups. The Commercial Music Element is divided into two groups: Six String Soldiers and Army Rappers/Commercial Vocalists. The Support Element consists of 13 Department of the Army Civilians, S1, auditions/accessions, information management, and resource management. The Production Element is divided into two groups: Tech and Production Groups. Soldiers participate in multiple cross-functional groups and small teams.

b. *Prerequisites.* The Special Band's Commander awards personnel the MOS 42S based on specific needs of the organization. For additional information in reference to MOS 42S, see AR 614-200, para 6-6.

c. *Goals for development.*

(1) *Career Management.* 42S Soldiers and NCOs should actively utilize the Army Career Tracker (ACT) to monitor and guide career progression for themselves and their subordinates. In addition, NCOs should ensure that their subordinates are enrolled and understand the functions of ACT. ACT and DA PAM 600-25 will provide Soldiers and leaders with information and guidance for career progression opportunities throughout all stages of their careers. The most competitive Soldiers will have an outstanding record of service in administrative duties, support duties, musical and troop leadership roles, and/or collateral duty positions as described in the following paragraphs.

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

(a) Army Special Band Musicians may be nominated for Adjutant General's Corps and/or Regimental awards which include the Colonel Finley R. Hamilton Outstanding Military Musician Award, Army Special Band NCO of the Year, AG Corps NCO of the Year, Major General Horatio Gates Medal (Bronze/Gold), Colonel Robert L. Manning Achievement Medal, President Benjamin Harrison Medal, Sergeant Major Larry L. Strickland Medal, and the President Theodore Roosevelt Medal.

(b) *Personal Awards.* Recognition of exemplary performance may help to set a Soldier apart from their peers for promotion consideration and should be evaluated based upon the individual events and merit that resulted in recognition. Awards do not serve as a sole discriminator for promotion consideration.

(c) Recognition. Soldiers selected for membership in the Sergeant Audie Murphy Clubs, as well as awards from BDE or higher Soldier of the Quarter/NCO of the Quarter or Soldier of the Year/NCO of the Year competition boards may be considered favorably in comparison to their peers. These recognitions do not serve as a sole discriminator for promotion consideration.

1. Staff Sergeant.

(a) *Assignments.* Staff Sergeants hold the primary duty assignment as Musician (instrumental or vocal) or Support Musician (designated technical and staff positions). Instrumentalists or vocalists may also serve in support sections as a collateral duty. Support Musicians serve in Operations, Logistics, Production, or as Information Management Officer (IMO). Soldiers are required to maintain, without degradation, the expert level of technical proficiency required for MOS Qualification as determined by the Band Commander. Support Musicians will demonstrate comparable technical proficiency in their respective positions. SSGs are expected to quickly integrate into missions following completion of unit integration training. They are expected to possess a fundamental knowledge of TUSAFB, both its history and current role within the Army and DoD, and basic military concepts through unit training. SSGs may hold a variety of collateral duties to include, but not limited to, Graphics Team, Web Team, Producer, Small Ensemble member, Media NCO, Social Media Team, DTS Team, Physical Training Staff, Assistant Drum Major, Retention Team, Educational Outreach Team, and Training Staff. Most Qualified or Highly Qualified NCOs will display impact beyond their primary duty, to include serving in supporting positions either concurrently or consecutively. The knowledge, skills, and professional habits formed at this rank will serve as the foundation needed to serve at higher ranks

(1) *Operational Assignments.* Musician; Support Musician.

(2) *Key and Unit Specific Positions.* Musician, Support Musician, Operations Tour Coordinator, Supply NCO, Property Book NCO, Videographer, Audio Engineer, Graphics Team, Web Team, Producer, Music Arranger, Small Ensemble member, Associate Chief Librarian, Library Assistant, Media NCO, DTS Team member, Physical Training/Weight Staff, Event Equipment Set-up Event Equipment Tear-down, Soloist; Assistant Drum Major, Retention Team, Social Media Team, Educational Outreach Team member, and Assistant Training NCO; Emergent collateral duties.

(b) *Institutional Training.*

(1) *Professional Military Education.* MOS 42S is exempt from resident PME per AR 600-8-19.

(2) *JPME.* N/A

(3) *Functional Training.* Functional courses enhance the effectiveness of military personnel in specific skill areas. These courses do not award an MOS, SQI, or ASI, but the skills are important to overall unit readiness. SSGs may be selected to attend one or more of the following to prepare them for collateral duties: combat life saver, DTMS operator, master driver trainer, unit movement officer, unit load team, HAZMAT, transportation, self-help facilities maintenance, GCSS-A supply maintenance manager, Equal Opportunity Leader (EOL), unit retention NCO, unit prevention leader (UPL), supply NCO, Antiterrorism Officer (ATO), OPSEC, ACE-SI (Ask, Care, Escort-Suicide Intervention).

(4) *Additional skills qualification training.* SSGs may be selected to attend one or more courses to prepare them for collateral duties: Master Fitness Trainer/H2F Integrator, Pregnancy Postpartum PT (P3T) Program Leader, Master Resiliency Training, Sexual Harassment/Assault Response and Prevention (SHARP) Level I, Equal Opportunity Leader Course, Unit Public Affairs Representative, Common Faculty Development – Instructor Course Common Faculty Development – Developer Course, Training & Education Developer Middle Manager Course

(TEDMMC), Knowledge Management Qualification. SSGs may volunteer for Air Assault and Basic Airborne.

(c) Lifelong Learning.

(1) Civilian Education. The vast majority of 42S Soldiers enter the military already possessing a bachelor's degree, master's degree, or higher. Continued pursuit of civilian and military education in any discipline is highly encouraged. NCOs who already possess a bachelor's degree or higher are encouraged to be life-long learners. Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>). The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>.

(d) Self-Development.

(1) Competitive Boards. Competition boards such as Audie Murphy/Army Special Band Noncommissioned Officer of the Year/Installation NCO of the Year to broaden the Soldier's knowledge base, instill discipline and improve the Soldier's ability to communicate verbally. When authorized by the unit Commander, Soldiers may be authorized to compete in military or civilian competitive audition processes.

(2) Stewardship of the profession. The Center for Army Leadership (CAL) conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL> for self and leader development tools and kits.

(3) Guided. NCOs are expected to stay current and relevant in the music field. SSGs are expected to be self-motivating in their professional development. MOS enhancement music lessons and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to conferences related to professional development are supported. Individualized research and attendance to conferences related to leadership and organizational management are recommended.

(e) Credentials/Certifications. Civilian credentialing can contribute to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42S - Musician MOS while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about these credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website: <https://www.cool.osd.mil/army/index.html>.

(f) Additional guidance. Although past performance is the foundation for evaluation, potential for success at the next higher rank is paramount. The total Soldier must be considered when deciding who will be promoted. No single factor or accomplishment will be overriding. Given the unique structure and system of Army Special Music Units and the specific mission of TUSAFB, the following are provided as a prioritization list of importance of some key factors involved in selecting those who will be promoted to the next higher rank ahead of their peers:

- (1) Potential to succeed ahead of their peers at the next higher grade.
- (2) Demonstrate success as a Soldier in current duties, sound decision making, and leadership potential.
- (3) Value and quality of work serving the unit's mission as compared to their peers.
- (4) Appearance, behavior, and standards that serve as a model for all Army Soldiers.

In addition to the guidance above consider the following to identify the most qualified and highly qualified SSGs to be selected for the next higher grade:

(1) *Most qualified.* A SSG that has successfully completed their key experience positions should be considered ahead of their peers for promotion. The most qualified SSG to be selected for SFC is:

(a) *Leadership positions.* Musician or Support Musician (multiple positions within TUSAFB); demonstrated outstanding performance in primary element, group, or sections.

(b) *Physical fitness.* AFT score of 450 or above, with a score of 90 in each event; completion of highly rigorous Army or off-duty fitness; outstanding unit contributions as MRT, MFT, or related skill; other outstanding fitness achievements.

(c) *Military Education.* MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education.* Demonstrated long-term lifelong learning through pursuit of professional and personal development, graduate-level studies, or professional certifications that enhance the Soldier's MOS or add significant value to the unit and the mission.

(e) *Training.* Multiple: Safety, Retention, UPL, OPSEC, ATO, ACE-SI, HAZMAT, MFT/H2F Integrator, MRT, P3T, SHARP, EOL.

(f) *Other Indicators.* Excellent performance and high potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; Sergeant Audie Murphy Club; Army Special Bands Noncommissioned Officer of the Year; Installation-wide NCO of the Year; Colonel Finley R. Hamilton Outstanding Military Musician Award (SSG only); competitive Army boards.

(2) *Highly qualified.* The highly qualified SSG to be selected for SFC is:

(a) *Leadership positions.* Musician or Support Musician (multiple positions within TUSAFB); demonstrated outstanding performance in primary element, group, or sections.

(b) *Physical fitness.* AFT score of 400 or above with a score of 80 in each event, completion of rigorous Army or off-duty fitness; outstanding unit contributions as MRT, MFT, or related skills; other outstanding fitness achievements.

(c) *Military Education.* MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education.* Demonstrated long-term lifelong learning through pursuit of professional and personal development, graduate-level studies, or professional certifications.

(e) *Training.* One: Safety, Retention, UPL, OPSEC, ATO, ACE-SI, HAZMAT, MFT, MRT, P3T, SHARP, EOL

(f) *Other Indicators.* Excellent performance and high potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; Sergeant Audie Murphy Club; Army Special Bands Noncommissioned Officer of the Year; Installation-wide NCO of the Year; Colonel Finley R. Hamilton Outstanding Military Musician Award (SSG only); competitive Army boards.

2. Sergeant First Class.

(a) *Assignments.* Sergeants First Class hold the primary duty assignment as Senior Musician (instrumental or vocal), Senior Support Musician (designated technical and staff positions), or Section Leader. Instrumentalists or vocalists may also serve in support sections as a collateral duty. Senior Support Musicians serve in Operations, Logistics, Production, or as IMO. Soldiers are required to maintain, without degradation, the expert level of technical proficiency required for MOS Qualification as determined by the Band Commander. Senior Support Musicians will demonstrate comparable technical proficiency in their respective positions. SFCs may counsel, train, mentor, and evaluate SSGs. They may serve in a variety of collateral duties. Most or Highly Qualified NCOs will display impact beyond their primary duty, to include serving in supporting positions either concurrently or consecutively. The knowledge, skills, and professional habits formed here will serve as the foundation needed to serve at higher ranks.

(1) *Operational Assignments.* Senior Musician; Senior Support Musician; Section Leader.

(2) *Key and Unit Specific Positions.* Section Leader; Senior Musician; Senior Support Musician; Operations Tour Coordinator, Producer, Lead Producer, Production Manager, Supply NCO, Property Book NCO, Associate Chief Librarian, Audio Engineer, Small Ensemble NCOIC, Music Arranger, Graphics Team, Small Ensemble member, Media NCO, Soloist; DTS Team, Assistant Event Manager ("Road" or Tour Manager), Event Equipment Set-up, Event Equipment Tear-down Physical Training/Weight Staff, Drum Major, Assistant Drum Major, Retention Team, Social Media Manager; Social Media Team, Educational Outreach Team, Training NCO, Assistant Training NCO; Emergent collateral duties.

(b) *Institutional Training*

(1) *Professional Military Education.* MOS 42S is exempt from resident PME per AR 600-8-19.

(2) *JPME.* N/A

(3) *Functional Training.* Functional courses enhance the effectiveness of military personnel in specific skill areas. These courses do not award an MOS, SQI, or ASI, but the skills are important to overall unit readiness. SFCs may be selected to attend one or more of the following to prepare them for collateral duties: Combat life saver, DTMS operator, master driver trainer, unit movement officer, unit load team, HAZMAT, self-help facilities maintenance, GCSS-A supply maintenance manager, equal opportunity leader (EOL), unit retention NCO, unit prevention leader (UPL), Antiterrorism Officer (ATO), OPSEC, ACE-SI (Ask, Care, Escort-Suicide Intervention).

(4) *Additional skills qualification training.* SFCs may be selected to attend one or more to prepare them for collateral duties: Master Fitness Trainer/H2F Integrator, Pregnancy Postpartum PT (P3T) Program Leader, Master Resiliency Training, Sexual Harassment/Assault Response and Prevention (SHARP) Level I, Unit Public Affairs Representative, Equal Opportunity Leader Course, Common Faculty Development – Instructor Course, Common Faculty Development – Developer Course, Training & Education Developer Middle Manager Course (TEDMMC), Knowledge Management Qualification. SFCs may volunteer for Air Assault and Basic Airborne.

(c) *Lifelong Learning*

(1) *Civilian Education.* The vast majority of 42S Soldiers enter the military already possessing a bachelor's degree, master's degree, or higher. Continued pursuit of civilian and military education in any discipline is highly encouraged. NCOs who already possess a bachelor's degree or higher are encouraged to be life-long learners. Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>). The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>.

(d) *Self-Development.*

(1) *Competitive Boards.* Competition boards such Audie Murphy/Army Special Band Noncommissioned Officer of the Year broaden the Soldier's knowledge base, instill discipline and improve the Soldier's ability to communicate verbally. When authorized by the unit Commander, Soldiers may be authorized to compete in military or civilian competitive audition processes.

(2) *Stewardship of the profession.* The Center for Army Leadership (CAL) conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL> for self and leader development tools and kits.

(3) *Guided.* NCOs are expected to stay current and relevant in the music field. SFCs are expected to be self-motivating in their professional development. MOS enhancement music

lessons and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to conferences related to professional development are supported. Individualized research and attendance to conferences related to leadership and organizational management are recommended.

(e) *Credentials/Certifications*. Civilian credentialing can contribute to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42S - Musician MOS while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about these credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website. <https://www.cool.osd.mil/army/index.html>

(f) *Additional guidance*. Although past performance is the foundation for evaluation, potential for success at the next higher rank is paramount. The total Soldier must be considered when deciding who will be promoted. No single factor or accomplishment will be overriding. Given the unique structure and system of Army Special Music Units and the specific mission of TUSAFB, the following are provided as a prioritization list of importance of some key factors involved in selecting those who will be promoted to the next higher rank ahead of their peers:

- (1) Potential to succeed ahead of their peers at the next higher grade.
- (2) Demonstrate success as a Soldier in current duties, sound decision making, and leadership potential.
- (3) Value and quality of work serving the unit's mission as compared to their peers.
- (4) Appearance, behavior, and standards that serve as a model for all Army Soldiers.

In addition to the guidance above consider the following to identify the most qualified and highly qualified SFCs to be selected for the next higher grade:

(1) *Most qualified*: A SFC that has successfully completed their key experience positions should be considered ahead of their peers for promotion. The most qualified SFC to be selected for MSG is:

(a) *Leadership positions*. Section Leader, Senior Musician, Senior Support Musician (multiple positions within TUSAFB); demonstrated excellence and outstanding potential to succeed in the next higher grade.

(b) *Physical fitness*. AFT score of 450 or above with a score of 90 in each event; completion of highly rigorous Army or off-duty fitness; outstanding unit contributions as MRT, MFT/H2F Integrator, or related skill; other outstanding fitness achievements.

(c) *Military Education*. MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education*. Demonstrated lifelong learning through pursuit of professional and personal development, graduate level studies, or professional certifications that enhance the Soldier's MOS or add significant value to the unit and the mission. (e) *Training*. Multiple: Safety, Retention, UPL, OPSEC, ATO, ACE-SI, HAZMAT, MFT, MRT, P3T, SHARP, EOL.

(f) *Other Indicators*. Exceptional performance and outstanding potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; Sergeant Audie Murphy Club; Army Special Bands Noncommissioned Officer of the Year; Installation-wide NCO of the Year; Colonel Finley R. Hamilton Outstanding Military Musician Award (SSG only); competitive Army boards.

(2) *Highly qualified*: The highly qualified SFC to be selected for MSG is:

(a) *Leadership positions*. Senior Musician, or Senior Support Musician (multiple positions within TUSAFB); demonstrated excellence and high potential to succeed in the next higher grade.

(b) *Physical fitness.* AFT score of 400 or above with a score of 80 in each event; completion of rigorous Army or off-duty fitness; unit contributions as MRT, MFT/H2F Integrator, or related skill; other fitness achievements.

(c) *Military Education.* MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education.* Demonstrated lifelong learning through pursuit of professional and personal development, graduate level studies, or professional certifications.

(e) *Training.* One: Safety, Retention, UPL, OPSEC, ATO, ACE-SI, HAZMAT, MFT, MRT, P3T, SHARP, EOL

(f) *Other Indicators.* Excellent performance and high potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; Sergeant Audie Murphy Club; Army Special Bands Noncommissioned Officer of the Year; Installation-wide NCO of the Year; Colonel Finley R. Hamilton Outstanding Military Musician Award (SSG only); competitive Army boards.

3. Master Sergeant

(a) *Assignments.* Master Sergeants hold the primary duty assignment as Master Musician, Master Support Musician, Section Leader, or Group Leader and perform as instrumentalists, vocalists, or Support NCOs as primary duty. Instrumentalists or vocalists may also serve in support sections as a collateral duty. Support NCOs serve in Operations, Logistics, Production, or as IMO. Soldiers are required to maintain, without degradation, the expert level of technical proficiency required for MOS Qualification as determined by the Band Commander. Support NCOs will demonstrate comparable technical proficiency in their respective positions. MSGs have demonstrated themselves as highly competent leaders with the ability to engage and give counsel to senior leadership, in addition to counseling, training, mentoring, and evaluating SFCs or SSGs. Their duties may require direct coordination with outside agencies. MSGs may also serve in a variety of collateral duties. Most highly qualified NCOs will display impact beyond their primary duty, to include serving in supporting positions either concurrently or consecutively. The knowledge, skills, and professional habits formed here will serve as the foundation needed to serve at higher ranks.

(1) *Operational Assignments.* Master Musician; Master Support Musician; Section Leader; Group Leader.

(2) *Key and Unit Specific Positions.* Group Leader; Section Leader; Master Musician; Master Support Musician; Operations Tour Coordinator, Supply NCOIC; Property Book NCO; Chief Librarian, Lead Producer, Production Manager, Event Equipment Set-up NCOIC; Event Equipment Tear-down NCOIC; Video Engineer, Audio Engineer, Convoy Commander, Chief Music Arranger, Ensemble NCOIC, DTS Team leader, Physical Training Staff NCOIC, Physical Training Staff, Drum Major, Assistant Drum Major, Media NCO, Social Media Manager, Lodging Coordinator, Event Set-up Crew Team Leader, Event Tear-down Team Leader, Event Manager ("Road" or Tour Manager), Retention Team NCOIC, Educational Outreach Team NCOIC, Training NCOIC, Training NCO, Assistant Training NCO; Emergent collateral duties.

(b) *Institutional Training*

(1) *Professional Military Education.* MOS 42S is exempt from resident PME per AR 600-8-19.

(2) *JPME.* N/A

(3) *Functional Training.* Functional courses enhance the effectiveness of military personnel in specific skill areas. These courses do not award an MOS, SQI, or ASI, but the skills are important to overall unit readiness. MSGs may be selected to attend one or more of the following to prepare them for collateral duties: Combat life saver, DTMS operator, master driver trainer, unit movement officer, unit load team, air load planner, self-help facilities maintenance, GCSS-A supply maintenance manager, equal opportunity leader (EOL), SHARP,

unit retention NCO, unit prevention leader (UPL), Antiterrorism Officer (ATO), OPSEC, ACE-SI (Ask, Care, Escort-Suicide Intervention).

(4) *Additional skills qualification training.* MSGs may be selected to attend one or more courses to prepare them for collateral duties: Master Fitness Trainer/H2F Integrator , Pregnancy Postpartum PT (P3T) Program Leader (ASI A6), Master Resiliency , Sexual Harassment/Assault Response and Prevention (SHARP) Level I, Equal Opportunity Leader Course, Unit Public Affairs Representative, Common Faculty Development – Instructor Course Common Faculty Development – Developer Course Training & Education Developer Middle Manager Course (TEDMMC), Knowledge Management Qualification MSGs may volunteer for Air Assault and Basic Airborne.

(c) *Lifelong Learning*

(1) *Civilian Education.* The vast majority of 42S Soldiers enter the military already possessing a bachelor's degree, master's degree, or higher. Continued pursuit of civilian and military education in any discipline is highly encouraged. NCOs who already possess a bachelor's degree or higher are encouraged to be life-long learners. Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>). The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>.

(d) *Self-Development.*

(1) *Competitive Boards.* Competition boards such Sergeant Audie Murphy/Army Special Band Noncommissioned Officer of the Year broaden the Soldier's knowledge base, instill discipline and improve the Soldier's ability to communicate verbally. When authorized by the unit Commander, Soldiers may be authorized to compete in military or civilian competitive audition processes.

(2) *Stewardship of the profession.* The Center for Army Leadership (CAL) conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL> for self and leader development tools and kits.

(3) *Guided.* NCOs are expected to stay current and relevant in the music field. MSGs are expected to be self-motivating in their professional development. MOS Enhancement music lessons, and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to conferences related to professional development are supported as feasible. Individualized research and attendance to conferences related to leadership and organizational management are recommended.

(e) *Credentials/Certifications.* Civilian credentialing can contribute to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42S - Musician MOS while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about these credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website: <https://www.cool.osd.mil/army/index.html>.

(f) *Additional guidance.* Although past performance is the foundation for evaluation, potential for success at the next higher rank is paramount. The total Soldier must be considered when deciding who will be promoted. No single factor or accomplishment will be overriding. Given the unique structure and system of Army Special Music Units and the specific mission of TUSAFB, the following are provided as a prioritization list of importance of some key factors involved in selecting those who will be promoted to the next higher rank ahead of their peers:

(1) Potential to succeed ahead of their peers at the next higher grade.

- (2) Demonstrate success as a Soldier in current duties, sound decision making, and leadership potential.
- (3) Value and quality of work serving the unit's mission as compared to their peers.
- (4) Appearance, behavior, and standards that serve as a model for all Army Soldiers.

In addition to the guidance above consider the following to identify the most qualified and highly qualified MSGs to be selected to the next higher grade:

(1) *Most qualified.* A MSG that has successfully completed their key experience positions should be considered ahead of their peers for promotion. The most qualified MSG to be selected for SGM is:

(a) *Leadership positions.* Group Leader, Section Leader, Master Musician, or Master Support Musician, (multiple positions within TUSAFB); demonstrated excellence and outstanding potential to succeed in the next higher grade.

(b) *Physical fitness.* AFT Score of 450 or above with a score of 90 in each event; completion of highly rigorous Army or off-duty fitness; outstanding unit contributions as MRT, MFT/H2F Integrator, or related skill; other outstanding fitness achievements.

(c) *Military Education.* MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education.* Demonstrated long-term lifelong learning through pursuit of professional and personal development, graduate level studies, or professional certifications that enhance the Soldier's MOS or add significant value to the unit and the mission.

(e) *Training.* Multiple: CCFSPCC, Commander's Safety Course, Safety, Retention, UPL, OPSEC, ATO, ACE-SI, HAZMAT, MFT/H2F Integrator, MRT, P3T, SHARP, EOL.

(f) *Other Indicators.* Exceptional performance and outstanding potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; Army Special Band NCO of the Year; competitive Army boards.

(2) *Highly qualified.* The highly qualified MSG to be selected for SGM is:

(a) *Leadership positions.* Section Leader, Master Musician, or Master Support Musician (multiple positions within TUSAFB); demonstrated excellence and high potential to succeed in the next higher grade.

(b) *Physical fitness.* AFT score of 400 or above with a score of 80 in each event; completion of rigorous Army or off-duty fitness; significant unit contributions as MRT, MFT/H2F Integrator, or related skill; other fitness achievements.

(c) *Military Education.* MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education.* Demonstrated long-term lifelong learning through pursuit of professional and personal development, graduate-level studies, or professional certifications.

(e) *Training.* One: CCFSPCC, Commander's Safety Course, Safety, Retention, UPL, OPSEC, ATO, ACE-SI, HAZMAT, MFT/H2F Integrator, MRT, P3T, SHARP, EOL.

(f) *Other Indicators.* Excellent performance and high potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; Sergeant Audie Murphy Club; Army Special Bands Noncommissioned Officer of the Year; Installation-wide NCO of the Year; Colonel Finley R. Hamilton Outstanding Military Musician Award (SSG only); competitive Army boards.

4. Sergeant Major and Command Sergeant Major.

(a) *Assignments.* Sergeants Major hold primary duty assignments as of Group Leaders, Element Leaders, or Command Sergeant Major. Group Leaders and Element Leaders perform as instrumentalist, vocalist, or Support NCO as primary duty. Group Leaders are responsible for all administrative tasks, training, mentoring, and execution within their respective groups. Element Leaders are responsible for leading and managing assigned personnel, overseeing training and mission, and providing input, perspective, and guidance to the Command. Soldiers are required to maintain, without degradation, the expert level of technical proficiency required

for MOS Qualification as determined by the Band Commander. Support SGMs will demonstrate comparable technical proficiency in their respective positions. Most or highly qualified SGMs will display significant impact across the organization and externally.

(1) *Operational Assignments.* Command Sergeant Major; Element Leader; Group Leader.

(b) *Institutional Training.*

(1) *Professional Military Education.* MOS 42S is exempt from resident PME per AR 600-8-19.

(2) *JPME.* N/A

(3) *Functional Training.* Battalion Pre-Command Course (CSM-select only), Brigade Pre-Command Course (CSM-select only), SECARMY Leadership Seminar, Manager Development Course, Commander's Safety Course, Army Comptrollers Accreditation and Fiscal Law Course, Force Management Orientation Course, How the Army Runs.

(4) *Additional skills qualification training.* SGMs may be selected to attend courses to prepare them for collateral duties: Master Fitness Trainer, Pregnancy Postpartum PT (P3T) Program Leader Master Resiliency Training Sexual Harassment/Assault Response and Prevention (SHARP) Level I Equal Opportunity Leader Course, Common Faculty Development – Instructor Course Common Faculty Development – Developer Course Training & Education Developer Middle Manager Course (TEDMMC), Knowledge Management Qualification.

(c) *Lifelong Learning.*

(1) *Civilian Education.* The vast majority of 42S Soldiers enter the military already possessing a bachelor's degree, master's degree, or higher. Continued pursuit of civilian and military education in any discipline is highly encouraged. NCOs who already possess a bachelor's degree or higher are encouraged to be life-long learners. Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>). The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>.

(d) *Self-Development.*

(1) *Stewardship of the profession.* The Center for Army Leadership (CAL) conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL> for self and leader development tools and kits.

(2) *Guided.* NCOs are expected to stay current and relevant in the music field. SGMs are expected to be self-motivating in their professional development. MOS Enhancement music lessons, and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to conferences related to professional development are supported. Individualized research and attendance to conferences related to leadership and organizational management are recommended.

(e) *Credentials/Certifications.* Civilian credentialing can contribute to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42S - Musician MOS while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about these credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website: <https://www.cool.osd.mil/army/index.html>.

(f) *Additional guidance.* The selection of the next Sergeants Major/Command Sergeant Major is one of the most important actions you will undertake. Your results will have significant long-term ramifications for The U.S. Army Field Band. The criteria for selection to Sergeant

Major must be clearly articulated so that you are recommending the best of the best. Identify the qualities of those who can best:

- (1) Show a proven record of leadership and vision.
- (2) Be the next Command Sergeant Major.
- (3) Identify goals and objectives for Soldiers.
- (4) Demonstrate a record of effective communication both internally and

externally.

Although past performance is the foundation for evaluation, potential for success at the next higher rank is paramount. The total Soldier must be considered when deciding who will be promoted. To best identify the qualities above the following characteristics should be well-documented throughout a Soldier's file:

- (1) Outstanding primary duty performance.
- (2) Demonstrated positive leadership ability.
- (3) Integrity – ability to work equally well with superiors and subordinates.
- (4) Selfless commitment to the broad needs of the unit and the Army.
- (5) Demonstrated ability and motivation to shoulder more responsibility.

In addition to the guidance above consider the following to identify the most qualified and highly qualified SGMs to be selected for CSM:

(1) *Most qualified.* A SGM that has successfully completed their key experience positions should be considered ahead of their peers for promotion. The most qualified SGM to be selected for CSM is:

(a) *Leadership positions.* Element Leader or Group Leader (multiple positions within TUSAFB); demonstrated excellence and outstanding potential to succeed at a higher level of responsibility in leadership, supervisory, and management functions.

(b) *Physical fitness.* AFT score of 450 or above with a score of 90 in each event, completion of highly rigorous Army or off-duty fitness; outstanding unit contributions as MRT, MFT/H2F Integrator, or related skill; other outstanding fitness achievements.

(c) *Military Education.* MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education.* Demonstrated long-term lifelong learning through pursuit of professional and personal development, graduate level studies, or professional certifications that enhance the Soldier's MOS or add significant value to the unit and the mission.

(e) *Training.* BN/BDE PCC (CSM-select only); SECARMY Leadership Seminar, Manager Development Course; Army Comptrollers Accreditation and Fiscal Law Course, FMOC, HTAR.

(f) *Other Indicators.* Exceptional performance and outstanding potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; Sergeant Audie Murphy Club; Army Special Bands Noncommissioned Officer of the Year; Installation-wide NCO of the Year; Colonel Finley R. Hamilton Outstanding Military Musician Award (SSG only); competitive Army boards.

(2) *Highly qualified.* The highly qualified SGM to be selected for CSM is:

(a) *Leadership positions.* Element Leader or Group Leader (multiple positions); demonstrated excellence and high potential to succeed at a higher level of responsibility in leadership, supervisory, and management functions.

(b) *Physical fitness.* AFT score of 400 or above with a score of 80 in each event; completion of rigorous Army or off-duty fitness; significant unit contributions as MRT, MFT/H2F Integrator, or related skill; other fitness achievements.

(c) *Military Education.* MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education.* Demonstrated long-term lifelong learning through pursuit of professional and personal development, graduate level studies, or professional certifications.

(e) *Training.* One: SECARMY Leadership Seminar, Manager Development Course; Army Comptrollers Accreditation and Fiscal Law Course, FMOC, HTAR.

(f) *Other Indicators.* Excellent performance and high potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; Sergeant Audie Murphy Club; Army Special Bands Noncommissioned Officer of the Year; Installation-wide NCO of the Year; Colonel Finley R. Hamilton Outstanding Military Musician Award (SSG only); competitive Army boards.

Chapter 12. Military occupational specialty 42S, U.S. Army Old Guard Fife & Drum Corps

a. Missions and Unit Structures.

(1) The U.S. Army Old Guard Fife and Drum Corps (TOGFDC). Joint Base Myer-Henderson Hall, Virginia.

(a) *Mission:* Provides ceremonial/public relations support for the Military District of Washington, the United States and as required for specific international events in support of the United States. The Old Guard is assigned a contingency mission in the event of civil disturbances or terrorist activities to protect United States government personnel and property in the Military District of Washington.

(b) *Structure:* Three Instrument Groups - Fife, Bugle, Drum. Four Support Elements - Human Resources and Security, Operations, Logistics, Plans and Production. All TOGFDC Soldiers are appointed to additional duties.

b. Prerequisites. The Special Band's commander awards personnel the MOS 42S based on specific needs of the organization. For additional information in reference to MOS 42S, see AR 614-200, para 6-6h.

c. Goals for Development.

(1) *Career Management.* The ACT, in conjunction with DA PAM 600-25, informs 42S Soldiers on how their career and professional development patterns should unfold. All 42S Soldiers should be enrolled in and actively utilizing ACT as a tool to monitor and guide career progression both for themselves and their subordinates.

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

(a) Army Special Band Musicians may be nominated for Adjutant General's Corps and/or Regimental awards that include the Army Band Soldier and NCO of the Year, AG Corps Soldier and NCO of the Year, Colonel Finley R. Hamilton Outstanding Military Musician Award, Major General Horatio Gates Medal (Bronze/Gold), Colonel Robert L. Manning Achievement Medal, President Benjamin Harrison Medal, Sergeant Major Larry L. Strickland Medal, and the President Theodore Roosevelt Medal.

(b) *Personal Awards.* Recognition of exemplary performance can help set a Soldier apart from peers for promotion consideration and should be evaluated based upon the individual events and merit that resulted in recognition. Awards should not serve as a sole discriminator for promotion consideration.

(c) *Recognition.* Soldiers selected for membership in the Sergeant Audie Murphy or Sergeant Morales Clubs, as well as recognition as the Special Band or higher Soldier and NCO of the Quarter/Year, should be considered favorably in comparison with their peers.

1. Staff Sergeant.

(a) *Assignments.* Musicians perform as instrumentalists and are appointed to additional duties within support elements. Newly assigned SSGs will spend the first 24 to 36 months honing their primary technical skills. SSGs are expected to be SMEs for Corps marching technique and instrument proficiency. SSGs are also expected to possess a fundamental knowledge of TOGFDC, both its history and current role within the Army and DoD, and basic military concepts. SSGs may serve as Assistant Drum Major, New Soldier Training (NST) Trainer, Musician in an MPT, or MPT Leader.

(1) *Operational Assignments.* Musician

(2) *Key and Unit Specific Positions.* MPT Leader; NST Trainer; Assistant Drum Major; Support NCO positions include HR, Security and Cyber, Accessions and Retention, Current Ops, Future Ops, Education Outreach, Training, Logistics, GPC Holder, Assistant Corps Travel Coordinator, Wig Shop, Building Coordinator, Drum Shop, Instrument Repair, Production Team, PAO, Center for Martial Music.

(b) *Institutional Training.*

(1) *Professional Military Education.* MOS 42S is exempt from resident PME per AR 600-8-19.

(2) *Functional Training.* Functional courses enhance the effectiveness of military personnel in specific skill areas. These courses do not award an MOS, SQI, or ASI, but the skills are important to overall unit readiness. SSGs may be selected to attend one or more of the following to prepare them for collateral duties: Combat life saver, DTMS operator, master driver trainer, self-help facilities maintenance, GCSS-A supply maintenance manager, equal opportunity leader (EOL), unit retention NCO, combatives levels I and II, and unit prevention leader (UPL).

(3) *Additional Skills Qualification Training.* SSGs may be selected to attend one or more ASI or SQI producing courses to prepare them for collateral duties: Master Fitness Trainer (ASI P5), Pregnancy Postpartum PT (P3T) Program Leader (ASI A6), Master Resiliency Training (ASI 8R), Sexual Harassment/Assault Response and Prevention (SHARP) Level I (ASI 1B), Equal Opportunity Leader Course, Common Faculty Development – Instructor Course (SQI 8), Common Faculty Development – Developer Course (SQI 2), Training & Education Developer Middle Manager Course (TEDMMC), Knowledge Management Qualification (ASI 1E). SSGs may volunteer for Air Assault (ASI 2B) and Basic Airborne (SQI P).

(c) *Lifelong Learning.*

(1) *Civilian Education.* The majority of 42S enter the Army with advanced degrees. As a result, civilian education attained prior to BASD is not a discriminator for promotion. Soldiers are expected to be lifelong learners and continuing civilian education while serving in the Army should be considered favorably. Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>). The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>

(d) *Self-Development.*

(1) *Competitive Boards.* Competition boards such as Sergeant Audie Murphy and NCO of the Quarter/Year broaden the Soldier's knowledge base, instill discipline, and improve the Soldier's ability to communicate verbally.

(2) *Stewardship of the Profession.* The Center for Army Leadership (CAL) conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL> for self and leader development tools and kits.

(3) *Guided.* NCOs are expected to stay current and relevant in the music field. SSGs are expected to be self-motivating in their professional development. MOS-enhancing music lessons and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to conferences related to professional development are supported. Individualized research and attendance to conferences related to leadership and organizational management are recommended.

(4) *Other.* Expert Soldier Badge; German Armed Forces Proficiency Badge; Norwegian Foot March.

(e) *Credentials/Certifications*. Soldiers can utilize Army COOL (Credentialing Opportunities On-Line) for civilian managerial and supervisory credentials that are non-MOS related to enhance and broaden knowledge and managerial skills. Go to <https://www.cool.osd.mil/army/index.html> or <https://www.armyignited.army.mil> for more information.

(f) *Additional Guidance*. Consider the following to identify the most qualified and highly qualified SSGs to be selected to the next higher grade:

(1) *Most Qualified*.

(a) *Leadership Positions*. Musicians with experience as an MPT Leader, NST Trainer, or Assistant Drum Major and 36 to 48 months in at least two different additional duty appointments as a Support NCO.

(b) *Physical Fitness*. 450 and above on the AFT (at least 80 points per event) or at least 80 points per non-profiled events; documented excellence in one or more Holistic Health and Fitness appointed duties such as MRT, P3T, MFT.

(c) *Military Education*. MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education*. Demonstrated long-term lifelong learning through pursuit of professional and personal development, graduate-level studies, or professional certifications that enhance the Soldier's MOS and add significant value to the unit and the mission.

(e) *Training*. Completion of multiple military courses: Developer (SQI 2), Instructor (SQI 8), SHARP, MRT, P3T, MFT, EOL, UPL, CLS, Retention, Master Driver, Combatives Levels I and II, TEDMMC, KM, DTMS Operator, Self-Help Facilities Maintenance, GCSS-A Supply Manager, Air Assault, Airborne.

(f) *Other Indicators*. Documented excellence in PMOS, appointed duties, and/or impact to the MOS/CMF indicate outstanding potential for service at the next higher grade. Additionally, Sergeant Audie Murphy Club, Army Band NCO of the Year, Colonel Finley R. Hamilton Award, competitive Army boards, Expert Soldier Badge, German Armed Forces Proficiency Badge, Norwegian Foot March, and/or MOVSM for community service are all indicators of NCOs who embrace the Total Soldier Concept.

(2) *Highly Qualified*.

(a) *Leadership Positions*. Musicians with experience as an MPT Leader, NST Trainer, or Assistant Drum Major and 24 months in one additional duty appointment as a Support NCO.

(b) *Physical Fitness*. 400-449 on the AFT (at least 80 points per event) or at least 80 points per non-profiled events; certification as an MRT, P3T, or MFT.

(c) *Military Education*. MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education*. Demonstrated lifelong learning through pursuit of professional and personal development, graduate-level studies, or professional certifications.

(e) *Training*. Completion of one military course: Developer (SQI 2), Instructor (SQI 8), SHARP, MRT, P3T, MFT, EOL, UPL, CLS, Retention, Master Driver, Combatives Levels I and II, TEDMMC, KM, DTMS Operator, Self-Help Facilities Maintenance, GCSS-A Supply Manager, Air Assault, Airborne.

(f) *Other Indicators*. Documented excellence in PMOS, appointed duties, and/or impact to the MOS/CMF indicate outstanding potential for service at the next higher grade. Additionally, Sergeant Audie Murphy Club, Army Band NCO of the Year, Colonel Finley R. Hamilton Award, competitive Army boards, Expert Soldier Badge, German Armed Forces Proficiency Badge, Norwegian Foot March, and/or MOVSM for community service are all indicators of NCOs who embrace the Total Soldier Concept.

2. Sergeant First Class.

(a) *Assignments*. Senior Musicians perform as instrumentalists, serve as Section Leaders, Section NCOICs, or Drum Majors, and may serve as a State Funeral SME, Musician in an MPT,

or MPT Leader. Section Leaders lead instrumental sections and develop, mentor, train, counsel, and evaluate Soldiers within their respective section. Section NCOICs lead, develop, mentor, train, and counsel Soldiers within support elements. Drum Majors lead Corps marching training, mission rehearsals, and performance missions as well as train new Soldiers in Corps marching technique. State Funeral SMEs lead their respective venue (Joint Team (JTM) Ceremonial Forward, JTM Andrews, JTM Capitol, JTM Cathedral, JTM Procession) in the execution of state funeral missions for former presidents and direct the training of joint service troops. SFCs are expected to have a broader understanding of TOGFDC's role within its parent organization and within Army Music as a whole. SFCs are expected to maintain expertise for Corps marching technique and instrument proficiency.

(1) *Operational Assignments.* Senior Musician

(2) *Key and Unit Specific Positions.* Section Leader; Drum Major; State Funeral SME; MPT Leader; Section NCOIC positions include HR, Security and Cyber, Accessions and Retention, Current Ops, Future Ops, Training, Logistics, Corps Travel Coordinator, Production Team, PAO, Center for Martial Music.

(b) *Institutional Training.*

(1) *Professional Military Education.* MOS 42S is exempt from resident PME per AR 600-8-19.

(2) *Functional Training.* Functional courses enhance the effectiveness of military personnel in specific skill areas. These courses do not award an MOS, SQI, or ASI, but the skills are important to overall unit readiness. SFCs may be selected to attend one or more of the following to prepare them for collateral duties: Company Commander/First Sergeant Course, combat life saver, DTMS operator, master driver trainer, self-help facilities maintenance, GCSS-A supply maintenance manager, equal opportunity leader (EOL), unit retention NCO, combatives levels I and II, and unit prevention leader (UPL).

(3) *Additional Skills Qualification Training.* SFCs may be selected to attend one or more ASI or SQI producing courses to prepare them for collateral duties: Master Fitness Trainer (ASI P5), Pregnancy Postpartum PT (P3T) Program Leader (ASI A6), Master Resiliency Training (ASI 8R), Sexual Harassment/Assault Response and Prevention (SHARP) Level I (ASI 1B), Equal Opportunity Leader Course, Common Faculty Development – Instructor Course (SQI 8), Common Faculty Development – Developer Course (SQI 2), Training & Education Developer Middle Manager Course (TEDMMC), Knowledge Management Qualification (ASI 1E), Lean Six Sigma (ASI 1X), Battle Staff (ASI 2S). SFCs may volunteer for Air Assault (ASI 2B) and Basic Airborne (SQI P).

(c) *Lifelong Learning.*

(1) *Civilian Education.* The majority of 42S enter the Army with advanced degrees. As a result, civilian education attained prior to BASD is not a discriminator for promotion. Soldiers are expected to be lifelong learners and continuing civilian education while serving in the Army should be considered favorably. Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>). The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>

(d) *Self-Development.*

(1) *Competitive Boards.* Competition boards such as Sergeant Audie Murphy and NCO of the Quarter/Year broaden the Soldier's knowledge base, instill discipline, and improve the Soldier's ability to communicate verbally.

(2) *Stewardship of the Profession.* The Center for Army Leadership (CAL) conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit

<https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL> for self and leader development tools and kits.

(3) *Guided*. NCOs are expected to stay current and relevant in the music field. SFCs are expected to be self-motivating in their professional development. MOS-enhancing music lessons and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to conferences related to professional development are supported. Individualized research and attendance to conferences related to leadership and organizational management are recommended.

(4) *Other*. Expert Soldier Badge; German Armed Forces Proficiency Badge; Norwegian Foot March.

(e) *Credentials/Certifications*. Soldiers can utilize Army COOL (Credentialing Opportunities On-Line) for civilian managerial and supervisory credentials that are non-MOS related to enhance and broaden knowledge and managerial skills. Go to <https://www.cool.osd.mil/army/index.html> or <https://www.armyignited.army.mil> for more information.

(f) *Additional Guidance*. Consider the following to identify the most qualified and highly qualified SFCs to be selected to the next higher grade:

(1) *Most Qualified*.

(a) *Leadership Positions*. Senior Musicians with 36-months experience as a Section Leader and additional experience as a Section NCOIC, Drum Major, or State Funeral SME.

(b) *Physical Fitness*. 450 and above on the AFT (at least 80 points per event) or at least 80 points per non-profiled events; documented excellence in one or more Holistic Health and Fitness appointed duties such as MRT, P3T, MFT.

(c) *Military Education*. MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education*. Demonstrated long-term lifelong learning through pursuit of professional and personal development, graduate-level studies, or professional certifications that enhance the Soldier's MOS and add significant value to the unit and the mission.

(e) *Training*. Completion of multiple military courses: Developer (SQI 2), Instructor (SQI 8), SHARP, MRT, P3T, MFT, EOL, UPL, CLS, Retention, Master Driver, Combatives Levels I and II, TEDMMC, KM, DTMS Operator, Self-Help Facilities Maintenance, GCSS-A Supply Manager, Air Assault, Airborne.

(f) *Other Indicators*. Documented excellence in PMOS, appointed duties, and/or impact to the MOS/CMF indicate outstanding potential for service at the next higher grade. Additionally, Sergeant Audie Murphy Club, Army Band NCO of the Year, competitive Army boards, Expert Soldier Badge, German Armed Forces Proficiency Badge, Norwegian Foot March, and/or MOVSM for community service are all indicators of NCOs who embrace the Total Soldier Concept.

(2) *Highly Qualified*.

(a) *Leadership Positions*. Senior Musicians with 36 months experience as a Section Leader.

(b) *Physical Fitness*. 400-449 on the AFT (at least 80 points per event) or at least 80 points per non-profiled events; certification as an MRT, P3T, or MFT.

(c) *Military Education*. MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education*. Demonstrated lifelong learning through pursuit of professional and personal development, graduate-level studies, or professional certifications.

(e) *Training*. Completion of one military course: Developer (SQI 2), Instructor (SQI 8), SHARP, MRT, P3T, MFT, EOL, UPL, CLS, Retention, Master Driver, Combatives Levels I and II, TEDMMC, KM, DTMS Operator, Self-Help Facilities Maintenance, GCSS-A Supply Manager, Air Assault, Airborne.

(f) *Other Indicators*. Documented excellence in PMOS, appointed duties, and/or impact to the MOS/CMF indicate outstanding potential for service at the next higher grade.

Additionally, Sergeant Audie Murphy Club, Army Band NCO of the Year, competitive Army boards, Expert Soldier Badge, German Armed Forces Proficiency Badge, Norwegian Foot March, and/or MOVSM for community service are all indicators of NCOs who embrace the Total Soldier Concept.

3. Master Sergeant and First Sergeant.

(a) *Assignments.* TOGFDC Soldiers in the grade of E-8 are assigned as either First Sergeant or Master Musician and perform as instrumentalists. The First Sergeant is the advisor to the command team, provides leadership, professionalism, discipline, and counsel, and ensures personnel and unit success through the enforcement of unit training. Master Musicians serve as Group Leaders or Element Leaders and may serve as a State Funeral SME, Musician in an MPT, or MPT Leader. Group Leaders lead instrumental groups and develop, mentor, train, counsel, and evaluate Soldiers within their respective group. Element Leaders lead support elements and develop, mentor, train, counsel, and evaluate Soldiers within their respective support element. State Funeral SMEs lead their respective venue (Joint Team (JTM) Ceremonial Forward, JTM Andrews, JTM Capitol, JTM Cathedral, JTM Procession) in the execution of state funeral missions for former presidents and direct the training of joint service troops. The 1SG and MSGs are expected to be master team builders, capable of influence both internal and external to the Corps. They will understand the Army's role in the DoD and to the nation and how TOGFDC fits within that role. The 1SG and MSGs are expected to maintain expertise for Corps marching technique and instrument proficiency.

(1) *Operational Assignments.* First Sergeant; Master Musician

(2) *Key and Unit Specific Positions.* First Sergeant; Group Leader; State Funeral SME; Support Element Leader positions include Human Resources and Security, Operations, Logistics, Plans and Production.

(b) *Institutional Training.*

(1) *Professional Military Education.* MOS 42S is exempt from resident PME per AR 600-8-19.

(2) *Functional Training.* Functional courses enhance the effectiveness of military personnel in specific skill areas. These courses do not award an MOS, SQI, or ASI, but the skills are important to overall unit readiness. MSGs may be selected to attend one or more of the following to prepare them for collateral duties: Company Commander/First Sergeant course, combat life saver, DTMS operator, master driver trainer, self-help facilities maintenance, GCSS-A supply maintenance manager, equal opportunity leader (EOL), unit retention NCO, combatives levels I and II, unit prevention leader (UPL), Manager Development Course, and Commander's Safety Course.

(3) *Additional Skills Qualification Training.* MSGs may be selected to attend one or more ASI or SQI producing courses to prepare them for collateral duties: Master Fitness Trainer (ASI P5), Pregnancy Postpartum PT (P3T) Program Leader (ASI A6), Master Resiliency Training (ASI 8R), Sexual Harassment/Assault Response and Prevention (SHARP) Level I (ASI 1B), Equal Opportunity Leader Course, Common Faculty Development – Instructor Course (SQI 8), Common Faculty Development – Developer Course (SQI 2), Training & Education Developer Middle Manager Course (TEDMMC), Knowledge Management Qualification (ASI 1E), Lean Six Sigma (ASI 1X), Battle Staff (ASI 2S). MSGs may volunteer for Air Assault (ASI 2B) and Basic Airborne (SQI P).

(c) *Lifelong Learning.*

(1) *Civilian Education.* The majority of 42S enter the Army with advanced degrees. As a result, civilian education attained prior to BASD is not a discriminator for promotion. Soldiers are expected to be lifelong learners and continuing civilian education while serving in the Army should be considered favorably. Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>). The

Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>

(d) Self-Development.

(1) Competitive Boards. Competition boards such as Sergeant Audie Murphy and NCO of the Quarter/Year broaden the Soldier's knowledge base, instill discipline, and improve the Soldier's ability to communicate verbally.

(2) Stewardship of the Profession. The Center for Army Leadership (CAL) conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL> for self and leader development tools and kits.

(3) Guided. NCOs are expected to stay current and relevant in the music field. MSGs are expected to be self-motivating in their professional development. MOS-enhancing music lessons and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to conferences related to professional development are supported. Individualized research and attendance to conferences related to leadership and organizational management are recommended.

(4) Other. Expert Soldier Badge; German Armed Forces Proficiency Badge; Norwegian Foot March.

(e) Credentials/Certifications. Soldiers can utilize Army COOL (Credentialing Opportunities On-Line) for civilian managerial and supervisory credentials that are non-MOS related to enhance and broaden knowledge and managerial skills. Go to <https://www.cool.osd.mil/army/index.html> or <https://www.armyignited.army.mil> for more information.

(f) Additional Guidance. Consider the following to identify the most qualified and highly qualified 1SG/MSGs to be selected to the next higher grade:

(1) Most Qualified.

(a) Leadership Positions. First Sergeant for a 24-36 months tour of duty and additional experience as a Group Leader, Element Leader, or State Funeral SME.

(b) Physical Fitness. 450 and above on the AFT (at least 90 points per event) or at least 80 points per non-profiled events; documented excellence in one or more Holistic Health and Fitness appointed duties such as MRT, P3T, MFT.

(c) Military Education. MOS 42S is exempt from PME per AR 600-8-19.

(d) Civilian Education. Demonstrated long-term lifelong learning through pursuit of professional and personal development, graduate-level studies, or professional certifications that enhance the Soldier's MOS and add significant value to the unit and the mission.

(e) Training. Completion of Company CDR/1SG PCC and Lean Six Sigma or Battle Staff.

(f) Other Indicators. Documented excellence in PMOS, appointed duties, and/or impact to the MOS/CMF indicate outstanding potential for service at the next higher grade. Additionally, Sergeant Audie Murphy Club, Army Band NCO of the Year, competitive Army boards, Expert Soldier Badge, German Armed Forces Proficiency Badge, Norwegian Foot March, and/or MOVSM for community service are all indicators of NCOs who embrace the Total Soldier Concept.

(2) Highly Qualified.

(a) Leadership Positions. Master Musicians with 24-36 months experience as a Group Leader or Element Leader and additional experience as a State Funeral SME.

(b) Physical Fitness. 400-449 on the AFT (at least 80 points per event) or at least 80 points per non-profiled events; certification as an MRT, P3T, or MFT.

(c) *Military Education*. MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education*. Demonstrated lifelong learning through pursuit of professional and personal development, graduate-level studies, or professional certifications.

(e) *Training*. Completion of Company CDR/1SG PCC, Lean Six Sigma, or Battle Staff.

(f) *Other Indicators*. Documented excellence in PMOS, appointed duties, and/or impact to the MOS/CMF indicate outstanding potential for service at the next higher grade. Additionally, Sergeant Audie Murphy Club, Army Band NCO of the Year, competitive Army boards, Expert Soldier Badge, German Armed Forces Proficiency Badge, Norwegian Foot March, and/or MOVSM for community service are all indicators of NCOs who embrace the Total Soldier Concept.

4. Sergeant Major and Command Sergeant Major.

(a) *Assignments*. TOGFDC Soldiers in the grade of E-9 are assigned as either Command Sergeant Major or Operations Sergeant Major. The Command Sergeant Major is the senior enlisted advisor to the commander and also advises the Command Sergeants Major for the 3d U.S. Infantry Regiment (The Old Guard), the U.S. Army Military District of Washington, USASOM, and respective commands on issues that affect 42S Soldiers. The CSM is responsible for all enlisted training, performance, professional development, and personnel management and mentors, counsels, and evaluates the 1SG and Group Leaders. The Operations Sergeant Major advises the commander on all aspects of band operations, supervises the operations support element of the unit, and mentors, counsels, and evaluates the Element Leaders.

(1) *Operational Assignments*. Command Sergeant Major; Operations Sergeant Major

(2) *Key and Unit Specific Positions*. CSM; Ops SGM.

(b) *Institutional Training*.

(1) *Professional Military Education*. MOS 42S is exempt from resident PME per AR 600-8-19.

(2) *Functional Training*. Battalion Pre-Command Course (CSM-select only), SECARMY Leadership Seminar, Manager Development Course, Commander's Safety Course, Army Comptrollers Accreditation and Fiscal Law Course, and Force Management Orientation Course.

(3) *Additional Skills Qualification Training*. How the Army Runs (ASI 6R), Lean Six Sigma (ASI 1X), Battle Staff (ASI 2S).

(c) *Lifelong Learning*.

1) *Civilian Education*. The majority of 42S enter the Army with advanced degrees. As a result, civilian education attained prior to BASD is not a discriminator for promotion. Soldiers are expected to be lifelong learners and continuing civilian education while serving in the Army should be considered favorably. Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>). The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>

(d) *Self-Development*.

(1) *Stewardship of the Profession*. The Center for Army Leadership (CAL) conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL> for self and leader development tools and kits.

(2) *Other*. Expert Soldier Badge; German Armed Forces Proficiency Badge; Norwegian Foot March.

(e) *Credentials/Certifications*. Soldiers can utilize Army COOL (Credentialing Opportunities On-Line) for civilian managerial and supervisory credentials that are non-MOS related to enhance and broaden knowledge and managerial skills. Go to <https://www.cool.osd.mil/army/index.html> or <https://www.armyignited.army.mil> for more information.

(f) *Additional Guidance*. Consider the following to identify the most qualified and highly qualified SGMs to be selected for CSM:

(1) *Most Qualified*.

(a) *Leadership Positions*. Operations Sergeant Major for a 24-36 months tour of duty.

(b) *Physical Fitness*. 450 and above on the AFT (at least 90 points per event) or at least 80 points per non-profiled events; documented excellence in one or more Holistic Health and Fitness appointed duties such as MRT, P3T, MFT.

(c) *Military Education*. MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education*. Demonstrated long-term lifelong learning through pursuit of professional and personal development, graduate-level studies, or professional certifications that enhance the Soldier's MOS and add significant value to the unit and the mission.

(e) *Training*. Completion of How the Army Runs and SECARMY Leadership Seminar.

(f) *Other Indicators*. Documented excellence in PMOS and impact to the MOS/CMF indicate outstanding potential for service as Command Sergeant Major. Additionally, Sergeant Audie Murphy Club, Expert Soldier Badge, German Armed Forces Proficiency Badge, Norwegian Foot March, and/or MOVSM for community service are all indicators of NCOs who embrace the Total Soldier Concept.

(2) *Highly Qualified*.

(a) *Leadership Positions*. Operations Sergeant Major for a 24-36 months tour of duty.

(b) *Physical Fitness*. 400-449 on the AFT (at least 90 points per event) or at least 80 points per non-profiled events; certification as an MRT, P3T, or MFT.

(c) *Military Education*. MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education*. Demonstrated lifelong learning through pursuit of professional and personal development, graduate-level studies, or professional certifications.

(e) *Training*. Completion of How the Army Runs.

(f) *Other Indicators*. Documented excellence in PMOS and impact to the MOS/CMF indicate outstanding potential for service as Command Sergeant Major. Additionally, Sergeant Audie Murphy Club, Expert Soldier Badge, German Armed Forces Proficiency Badge, Norwegian Foot March, and/or MOVSM for community service are all indicators of NCOs who embrace the Total Soldier Concept.

Chapter 13. Military occupational specialty 42S, The U.S. Military Academy Band

a. *Missions and Unit Structures*.

(1) *Mission*: To build, educate, train, and inspire the United States Corps of Cadets through world class music and serve as ambassadors of the United States Military Academy at West Point to local, national, and international communities.

(2) *Structure*: Four Elements- Ceremonial Concert Band, Benny Havens Band, The Hellcats (Field Music Group), and Support Staff. The Ceremonial Concert Band has three group leaders: Chamber Group Leader, Concert Band Group Leader, and the Marching Band Group Leader.

b. Prerequisites. The Special Band's Commander awards personnel the MOS 42S based on specific needs of the organization. For additional information in reference to MOS 42S, see AR 614-200, para 6-6.

c. Goals for development.

(1) *Career Management.* 42S Soldiers and NCOs should be enrolled in and actively utilizing the Army Career Tracker (ACT) as a tool to monitor and guide career progression both for themselves and their subordinates. In addition, NCOs should ensure that their subordinates are enrolled in, and understand the functions of ACT. ACT, in conjunction with DA PAM 600-25, will provide Soldiers and leaders with the information and guidance needed to maximize career progression opportunities for Soldiers throughout all stages of their career. The most competitive Soldiers will have an outstanding record of service in several administrative support sections, musical and troop leadership roles, and collateral duty positions as described in the following paragraphs.

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

(a) Army Special Band Musicians may be nominated for Adjutant General's Corps and/or Regimental awards which include the Army Band Soldier and NCO of the Year, AG Corps Soldier and NCO of the Year, Colonel Finley R. Hamilton Outstanding Military Musician Award, Major General Horatio Gates Medal (Bronze/Gold), Colonel Robert L. Manning Achievement Medal, President Benjamin Harrison Medal, Sergeant Major Larry L. Strickland Medal, and the President Theodore Roosevelt Medal.

(b) Personal Awards. Recognition of exemplary performance can help to set a Soldier apart from their peers for promotion consideration and should be evaluated based upon the individual events and merit that resulted in recognition. Awards should not serve as a sole discriminator for promotion consideration.

(c) Recognition. Soldiers selected for membership in the Sergeant Audie Murphy Clubs, as well as awards from BDE or higher Soldier of the Quarter/NCO of the Quarter or Soldier of the Year/NCO of the Year competition boards should be considered favorably in comparison to their peers.

1. Staff Sergeant.

(a) *Assignments.* SSGs hold a primary duty assignment as a Musician (instrumental or vocal) or Support Musician (designated technical and staff positions). Newly assigned SSGs will spend the first 12 to 24 months honing their primary technical skills. SSGs are expected to be SME in instrument proficiency, or their designated primary support role as well as in all associated performance techniques per Element (ceremonial marching proficiency, stage presence). SSGs are also expected to possess a fundamental knowledge of USMAB, its history, and its role at the United States Military Academy, the Army and DoD. SSGs should have experience in at least one support role across S1 through S8, PAO, Production, or Element Operation/Support. SSGs may also serve as a Principal Player, the SME of a specified section. Principal Player responsibilities include maintaining musical standards for an instrumental section, managing duty rosters, and overseeing equipment, supplies, and maintenance budget. Other SSG secondary duty assignments include Element-specific Operations NCO, Cadet Club NCO, Library NCO, Drum Major NCO, Drill and Ceremony NCO, Marketing & Communication (M&C) NCO, (M&C) Content Creator, Social Media Team Manager, Photography NCO, Video NCO, Reception Day (R-Day) NCO, MRT NCO, Music Copyist/Arranger NCO, S-1 NCO, S-2 NCO, S-3 NCO, S-4 NCO, S-5 NCO, S-5 Historian, S-6 NCO, MFT NCO, P3T NCO, S-8 NCO, UPL/ASAP NCOIC.

(1) *Operational Assignments.* Musician; Support Musician

(2) *Key and Unit Specific Positions.* Element Specific Operations NCO, Cadet Club NCO, Library NCO, Drum Major NCO, Drill and Ceremony NCO, M&C NCO, M&C Content

Creator, Social Media Team Manager, Photography NCO, Video NCO, R-Day NCO, MRT NCO, Music Copyist/Arranger NCO, S-1 NCO, S-2 NCO, S-3 NCO, S-4 NCO, S-5 NCO, S-5 Historian, S-6 NCO, MFT NCO, P3T NCO, S-8 NCO, UPL/ASAP NCOIC.

(b) Institutional Training

(1) *Professional Military Education.* MOS 42S is exempt from resident PME per AR 600-8-19.

(2) *JPME.* N/A

(3) *Functional Training.* Functional courses enhance the effectiveness of military personnel in specific skill areas. These courses do not award an MOS, SQI, or ASI, but the skills are important to overall unit readiness. SSGs may be selected to attend one or more of the following to prepare them for collateral duties: Company Commander/First Sergeant course, combat life saver, DTMS operator, master driver trainer, unit movement officer, unit load team, container control officer, self-help facilities maintenance, GCSS-A supply maintenance manager, equal opportunity leader (EOL), unit retention NCO, and unit prevention leader (UPL).

(3) *Additional skills qualification training.* SSGs may be selected to attend one or more ASI or SQI producing courses to prepare them for collateral duties: Master Fitness Trainer (ASI P5), Pregnancy Postpartum PT (P3T) Program Leader (ASI A6), Master Resiliency Training (ASI 8R), Sexual Harassment/Assault Response and Prevention (SHARP) Level I (AI 1B), Common Faculty Development – Developer Course (SQI 2), Training & Education Developer Middle Manager Course (TEDMMC), Knowledge Management Qualification (ASI 1E). SSGs may volunteer for Air Assault (ASI 2B).

(c) *Lifelong Learning.* Many 42S come into the military already possessing a Bachelor's or Master's degree. Continued pursuit of civilian and military education in any discipline is highly encouraged. NCOs who already possess a Bachelor or higher are still expected to be life-long learners.

(1) Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>).

(2) The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>.

(d) Self-Development.

(1) *Competitive Boards.* Competition boards such Sergeant Audie Murphy/Army Band Noncommissioned Officer of the Year/Installation wide NCO of the Year broaden the Soldier's knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(2) *Stewardship of the profession.* The Center for Army Leadership (CAL) conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL> for self and leader development tools and kits.

(3) *Guided.* NCOs are expected to stay current and relevant in the music field. SSGs are expected to be self-motivating in their professional development. MOS Enhancement music lessons, and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to events related to professional development are supported. Individualized research and attendance to events related to leadership and organizational management are recommended. There are many opportunities within 42S to accomplish this.

(e) *Credentials/Certifications.* Civilian credentialing can contribute to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42S - Musician MOS while Common Core Credentials are related to duties performed by any Soldier regardless of

MOS. Credentials may require additional education, training, or experience. For more information about these credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website. <https://www.cool.osd.mil/army/index.html>

(f) *Additional guidance.* Although past performance is the foundation for evaluation, potential for success at the next higher rank is paramount. The total Soldier must be considered when evaluating for promotion. No single factor or accomplishment will be overriding. Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most qualified and highly qualified SSGs to be selected to the next higher grade:

(1) *Most qualified.* A SSG that has successfully completed their key experience positions should be considered ahead of their peers for promotion. The most qualified SSG to be selected for SFC is:

(a) *Leadership positions.* Musician or Support Musician (multiple positions within USMAB); demonstrated consistent quantifiable outstanding performance of duties with recognized exceptional potential to succeed at the next level reflected in Senior Rater comments; pattern of excellence in training element, group, or sections.

(b) *Physical fitness.* Outstanding achievement on the AFT; completion of highly rigorous Army or off-duty fitness; outstanding unit contributions as MRT, MFT, or related skills; other outstanding fitness achievements.

(c) *Military Education.* MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education.* Demonstrated long-term lifelong learning through pursuit of professional and personal development, graduate level studies, or professional certifications that enhance the Soldier's MOS and add significant value to the unit and the mission.

(e) *Training.* Multiple: MFT, MRT, SHARP, EOL, SQI 8 (instructor qualified courses)

(f) *Other Indicators.* Exceptional performance and outstanding potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; outstanding impact to development of USMA Cadets; Sergeant Audie Murphy Club; Army Band Noncommissioned Officer of the Year; Installation wide NCO of the Year; Colonel Finley R. Hamilton Outstanding Military Musician Award (SSG only); competitive Army boards.

(2) *Highly qualified.* The highly qualified Staff Sergeant to be selected for SFC is:

(a) *Leadership positions.* Musician or Support Musician (multiple positions within USMAB); demonstrated quantifiable excellent performance of duties with recognized high potential to succeed at the next level reflected in Senior Rater comments; pattern of success in training element, group, or sections.

(b) *Physical fitness.* High achievement on the AFT; completion of rigorous Army or off-duty fitness; outstanding unit contributions such as MRT, MFT, or related skill; other outstanding fitness achievements.

(c) *Military Education.* MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education.* Demonstrated lifelong learning through pursuit of professional and personal development, graduate level studies, or professional certifications.

(e) *Training.* One: MFT, MRT, SHARP, EOL, SQI 8 (instructor qualified courses)

(f) *Other Indicators.* Exceptional performance and outstanding potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; significant impact to development of USMA Cadets; Sergeant Audie Murphy Club; Army Band Noncommissioned Officer of the Year; Installation wide NCO of the Year; Colonel Finley R. Hamilton Outstanding Military Musician Award; competitive Army boards.

2. Sergeant First Class.

(a) *Assignments.* Sergeants First Class hold a primary duty assignment as a Senior Musician (instrumental or vocal) or Senior Support Musician (designated technical and staff positions). SFCs are expected to maintain primary technical skill mastery while incorporating

greater leadership roles into their daily duties and responsibilities. SFCs will broaden their impact on the organization by maintaining multiple support positions and/or holding NCOIC positions. SFCs are small group leaders and serve as rater for one to four SSGs. SFCs are first-line supervisors and provide essential direct leadership and mentorship to SSGs. SFC secondary duty assignments include Element Production NCOIC, Cadet Club NCOIC, BHB Lead Arranger, Chamber Group NCOIC, Drum Major NCOIC, M&C NCOIC, Library NCOIC, Project Manager, Video Media NCOIC, Unit Announcer NCOIC, AFT NCOIC, GPC NCOIC, S3 NCOIC, S6 NCOIC, S7 NCOIC.

(1) *Operational Assignments*. Senior Musician, Senior Support Musician

(2) *Key and Unit Specific Positions*. Element Production NCOIC, Cadet Club NCOIC, BHB Lead Arranger, Chamber Group NCOIC, Drum Major NCOIC, M&C NCOIC, Library NCOIC, Project Manager, Video Media NCOIC, Unit Announcer NCOIC, AFT NCOIC, GPC NCOIC, S3 NCOIC, S6 NCOIC, S7 NCOIC.

(b) *Institutional Training*

(1) *Professional Military Education*. MOS 42S is exempt from resident PME per AR 600-8-19.

(2) *JPME*. N/A

(3) *Functional Training*. Functional courses enhance the effectiveness of military personnel in specific skill areas. These courses do not award an MOS, SQI, or ASI, but the skills are important to overall unit readiness. SFCs may be selected to attend one or more of the following to prepare them for collateral duties: Company Commander/First Sergeant course, combat life saver, DTMS operator, master driver trainer, unit movement officer, unit load team, container control officer, self-help facilities maintenance, GCSS-A supply maintenance manager, equal opportunity leader (EOL), unit retention NCO, and unit prevention leader (UPL).

(4) *Additional skills qualification training*. SFCs may be selected to attend one or more ASI or SQI producing courses to prepare them for collateral duties: Master Fitness Trainer (ASI P5), Pregnancy Postpartum PT (P3T) Program Leader (ASI A6), Master Resiliency Training (ASI 8R), Sexual Harassment/Assault Response and Prevention (SHARP) Level I (AI 1B), Common Faculty Development – Developer Course (SQI 2), Training & Education Developer Middle Manager Course (TEDMMC), Knowledge Management Qualification (ASI 1E). SFCs may volunteer for Air Assault (ASI 2B).

(c) *Lifelong Learning*. Many 42S come into the military already possessing a Bachelor's or Master's degree. Continued pursuit of civilian and military education in any discipline is highly encouraged. NCOs who already possess a Bachelor or higher are still expected to be life-long learners.

(1) Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>).

(2) The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>.

(d) *Self-Development*.

(1) *Competitive Boards*. Competition boards such Sergeant Audie Murphy/Army Band Noncommissioned Officer of the Year/Installation wide NCO of the Year broaden the Soldier's knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(2) *Stewardship of the profession*. The Center for Army Leadership (CAL) conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL> for self and leader development tools and kits.

(3) *Guided*. NCOs are expected to stay current and relevant in the music field. SFCs are expected to be self-motivating in their professional development. MOS skill enhancing music lessons, and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to events related to professional development are supported. Individualized research and attendance at events related to leadership and organizational management are recommended. There are many opportunities within 42S to accomplish this.

(e) *Credentials/Certifications*. Civilian credentialing can contribute to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42S - Musician MOS while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about these credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website. <https://www.cool.osd.mil/army/index.html>

(f) *Additional guidance*. Although past performance is the foundation for evaluation, potential for success at the next higher rank is paramount. The total Soldier must be considered when evaluating for promotion. No single factor or accomplishment will be overriding. Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most qualified and highly qualified SFCs to be selected to the next higher grade:

(1) *Most qualified*: A SFC that has successfully completed their key experience positions should be considered ahead of their peers for promotion. The most qualified SFC to be selected for MSG is:

(a) *Leadership positions*. Senior Musician or Senior Support Musician (multiple positions within USMAB); demonstrated consistent quantifiable outstanding performance of duties as an NCOIC with recognized exceptional potential to succeed in the next higher grade reflected in Senior Rater comments; patterns of outstanding leadership.

(b) *Physical fitness*. Outstanding achievement on the AFT; completion of highly rigorous Army or off-duty fitness; outstanding unit contributions as MRT, MFT, or related skills; other outstanding fitness achievements.

(c) *Military Education*. MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education*. Demonstrated long-term lifelong learning through pursuit of professional and personal development, graduate level studies, or professional certifications that enhance the Soldier's MOS and add significant value to the unit and the mission.

(e) *Training*. Multiple: MFT, MRT, SHARP, EOL, SQI 8 (instructor qualified courses)

(f) *Other Indicators*. Exceptional performance and outstanding potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; outstanding impact to development of USMA Cadets; Sergeant Audie Murphy Club; Army Band Noncommissioned Officer of the Year; Installation wide NCO of the Year; competitive Army boards.

(2) *Highly qualified*: The highly qualified SFC to be selected for MSG is:

(a) *Leadership positions*. Senior Musician or Senior Support Musician (multiple positions within USMAB); demonstrated quantifiable excellent performance of duties as an NCOIC with recognized high potential to succeed in the next higher grade reflected in Senior Rater comments; patterns of excellent leadership.

(b) *Physical fitness*. High achievement on the AFT; completion of rigorous Army or off-duty fitness; outstanding unit contributions such as MRT, MFT, or related skill; other outstanding fitness achievements.

(c) *Military Education*. MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education*. Demonstrated lifelong learning through pursuit of professional and personal development, graduate level studies, or professional certifications.

(e) *Training*. One: MFT, MRT, SHARP, EOL, SQI 8 (instructor qualified courses)

(f) *Other Indicators.* Exceptional performance and outstanding potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; significant impact to development of USMA Cadets; Sergeant Audie Murphy Club; Army Band Noncommissioned Officer of the Year; Installation wide NCO of the Year; competitive Army boards.

3. Master Sergeant.

(a) *Assignments.* MSGs hold primary duty assignments as Section Leaders. MSGs are expected to maintain primary technical skill mastery while incorporating greater leader roles into their daily duties and responsibilities. As Section Leaders, MSGs provide accountability, leadership, and mentorship to Sections of 4 - 6 SSGs and SFCs. MSGs serve as raters for SFCs and senior raters for SSGs. MSGs serve as Supervisors for functional areas (M&C, S 2,4,5,6,7,8 Shops, EOL).

(1) *Operational Assignments.* Section Leader

(2) *Key and Unit Specific Positions.* Element Operations NCOIC, M&C Shop Head, S 2, & 4-8 Shop Head, EOL, Concert Band Group Leader, Chamber Group Leader, Marching Band Group Leader, FM Production NCO, Producer, Production Coordinator, R-Day NCOIC.

(b) *Institutional Training*

(1) *Professional Military Education.* MOS 42S is exempt from resident PME per AR 600-8-19.

(2) *JPME.* N/A

(3) *Functional Training.* Functional courses enhance the effectiveness of military personnel in specific skill areas. These courses do not award an MOS, SQI, or ASI, but the skills are important to overall unit readiness. MSGs may be selected to attend one or more of the following to prepare them for collateral duties: Company Commander/First Sergeant course, combat life saver, DTMS operator, master driver trainer, unit movement officer, unit load team, container control officer, self-help facilities maintenance, GCSS-A supply maintenance manager, equal opportunity leader (EOL), unit retention NCO, and unit prevention leader (UPL).

(4) *Additional skills qualification training.* MSGs may be selected to attend one or more ASI or SQI producing courses to prepare them for collateral duties: Master Fitness Trainer (ASI P5), Pregnancy Postpartum PT (P3T) Program Leader (ASI A6), Master Resiliency Training (ASI 8R), Sexual Harassment/Assault Response and Prevention (SHARP) Level I (ASI 1B), Equal Opportunity Leader Course, Common Faculty Development – Instructor Course (SQI 8), Common Faculty Development – Developer Course (SQI 2), Training & Education Developer Middle Manager Course (TEDMMC), Knowledge Management Qualification (ASI 1E). MSGs may volunteer for Air Assault (ASI 2B).

(c) *Lifelong Learning.* Many 42S come into the military already possessing a Bachelor's or Master's degree. Continued pursuit of civilian and military education in any discipline is highly encouraged. NCOs who already possess a Bachelor or higher are still expected to be life-long learners.

(1) Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>).

(2) The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>.

(d) *Self-Development.*

(1) *Competitive Boards.* Competition boards such Sergeant Audie Murphy/Army Band Noncommissioned Officer of the Year/Installation wide NCO of the Year broaden the Soldier's knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(2) *Stewardship of the profession.* The Center for Army Leadership (CAL) conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL> for self and leader development tools and kits.

(3) *Guided.* NCOs are expected to stay current and relevant in the music field. MSGs are expected to be self-motivating in their professional development. MOS Enhancement music lessons, and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to events related to professional development are supported. Individualized research and attendance to events related to leadership and organizational management are recommended. There are many opportunities within 42S to accomplish this.

(e) *Credentials/Certifications.* Civilian credentialing can contribute to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42S - Musician MOS while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about these credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website. <https://www.cool.osd.mil/army/index.html>

(f) *Additional guidance.* Although past performance is the foundation for evaluation, potential for success at the next higher rank is paramount. The total Soldier must be considered when evaluating for promotion. No single factor or accomplishment will be overriding. Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most qualified and highly qualified MSGs to be selected to the next higher grade:

(1) *Most qualified.* A MSG that has successfully completed their key experience positions should be considered ahead of their peers for promotion. The most qualified MSG to be selected for SGM is:

(a) *Leadership positions.* Section Leader (multiple positions within USMAB); demonstrated consistent quantifiable outstanding performance of duties as a Shop Head or Group Leader with recognized exceptional potential to succeed in the next higher grade reflected in Senior Rater comments; patterns of outstanding leadership.

(b) *Physical fitness.* Outstanding achievement on the AFT; completion of highly rigorous Army or off-duty fitness; outstanding unit contributions as MRT, MFT, or related skills; other outstanding fitness achievements.

(c) *Military Education.* MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education.* Demonstrated long-term lifelong learning through pursuit of professional and personal development, graduate level studies, or professional certifications that enhance the Soldier's MOS and add significant value to the unit and the mission.

(e) *Training.* Multiple: MFT, MRT, SHARP, EOL, SQI 8 (instructor qualified courses).

(f) *Other Indicators.* Exceptional performance and outstanding potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; outstanding impact to development of USMA Cadets; Sergeant Audie Murphy Club; Army Band Noncommissioned Officer of the Year; Installation wide NCO of the Year; competitive Army boards.

(2) *Highly qualified.* The highly qualified MSG to be selected for SGM is:

(a) *Leadership positions.* Section Leader (multiple positions within USMAB); demonstrated quantifiable excellent performance of duties as a Shop Head or Group Leader with recognized high potential to succeed in the next higher grade reflected in Senior Rater comments; patterns of excellent leadership.

(b) *Physical fitness.* High achievement on the AFT; completion of rigorous Army or off-duty fitness; outstanding unit contributions such as MRT, MFT, or related skill; other outstanding fitness achievements.

(c) *Military Education.* MOS 42S is exempt from PME per AR 600-8-19.

(d) *Civilian Education.* Demonstrated lifelong learning through pursuit of professional and personal development, graduate level studies, or professional certifications.

(e) *Training.* One: MFT, MRT, SHARP, EOL, SQI 8 (instructor qualified courses)

(f) *Other Indicators.* Exceptional performance and outstanding potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; significant impact to development of USMA Cadets; Sergeant Audie Murphy Club; Army Band Noncommissioned Officer of the Year; Installation wide NCO of the Year; competitive Army boards.

4. Sergeant Major and Command Sergeant Major.

(a) *Assignments.* Sergeants Major hold primary duty assignments as Group Leaders, Element Leaders, and Command Sergeant Major. SGMs are expected to focus primarily on leadership and management, while maintaining sufficient technical skill mastery to contribute to mission. SGMs serve as raters for MSGs, and Senior Raters for MSGs and SFCs. As Element Leaders, SGMs are responsible for leading and managing assigned personnel, overseeing training and mission, and providing input, perspective and guidance to the Command. As Group Leaders, SGMs are responsible for the mission development, training, and execution of their respective group (Concert Band, Marching Band, Chamber Groups). The Command Sergeant Major serves as the senior enlisted advisor for the USMAB.

(1) *Operational Assignments.* Group Leader; Element Leader; Command Sergeant Major

(2) *Key and Unit Specific Positions.* Command Sergeant Major, S-3 Shop Head, Benny Havens Band Element Leader, Ceremonial Concert Band Element Leader, Field Music Element Leader, Support Staff Element Leader, West Point Music Research Center Researcher, Senior Producer, and S-1 Shop Head.

(b) Institutional Training

(1) *Professional Military Education.*

(2) *JPME.* Enlisted JPME (SEJPME) 2 (Available through the ATRRS Self Development Center)

(3) *Functional Training.* Battalion Command Sergeant Major Pre-Command Course; Force Management Orientation Course, How the Army Runs.

(4) *Additional Training.* Senior NCOs should continue to pursue the completion of Army Distributed Learning Program courses which will broaden their knowledge on general military subjects and those that will increase their knowledge of Band Critical Function Areas. Army e-Learning distance learning courses provide access to over 3,500 Information Technology, Business Skills, and Interpersonal Skills courses. In addition, numerous Army e-Learning courses have been approved for college credit by the American Council on Education (ACE).

(c) *Lifelong Learning.* Many 42S come into the military already possessing a Bachelor's or Master's degree. Continued pursuit of civilian and military education in any discipline is highly encouraged. NCOs who already possess a Bachelor or higher are still expected to be life-long learners.

(1) Soldiers can receive up to \$4500 per fiscal year through the Army's tuition and credentialing assistance programs (<https://www.armyignited.army.mil>).

(2) The Defense Activity for Non-Traditional Education Support (DANTES) provides no-cost education and career-planning, including college credit by examination or for military training and experiences. <https://www.dantes.mil>.

(1) *Competitive Boards*. Competition boards such as Sergeant Audie Murphy/Army Band Noncommissioned Officer of the Year/Installation wide NCO of the Year broaden the Soldier's knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(2) *Stewardship of the profession*. The Center for Army Leadership (CAL) conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders and strengthen the profession in order to achieve positive command climates and mission ready units. Visit <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL> for self and leader development tools and kits.

(3) *Guided*. NCOs are expected to stay current and relevant in the music field. SGMs are expected to be self-motivating in their professional development. MOS Enhancement music lessons, and civilian educational opportunities are encouraged. Refinement of musical proficiencies and attendance to events related to professional development are supported. Individualized research and attendance to events related to leadership and organizational management are recommended. There are many opportunities within 42S to accomplish this.

(e) *Credentials/Certifications*. Civilian credentialing can contribute to military career development and may be accepted for self-development requirements and in performance evaluations. Some credentials are more related to the 42S - Musician MOS while Common Core Credentials are related to duties performed by any Soldier regardless of MOS. Credentials may require additional education, training, or experience. For more information about these credentialing opportunities visit the ARMY COOL (Credentialing Opportunities On-Line) website. <https://www.cool.osd.mil/army/index.html>

(f) *Additional guidance*. Although past performance is the foundation for evaluation, potential for success at the next higher rank is paramount. The total Soldier must be considered when evaluating for promotion. No single factor or accomplishment will be overriding. Along with evaluating exceptional performance through achievements, personal awards, recognition, and civilian education, consider the following to identify the most qualified and highly qualified SGMs to be selected to the next higher grade:

(1) *Most qualified*. A SGM that has successfully completed their key experience positions should be considered ahead of their peers for promotion. The most qualified SGM to be selected for CSM is:

(a) *Leadership positions*. Element Leader or Group Leader (multiple positions within USMAB); demonstrated consistent quantifiable outstanding performance of duties with recognized exceptional potential to succeed at higher level of responsibility reflected in Senior Rater comments; patterns of outstanding performance of leadership, supervisory, and management functions.

(b) *Physical fitness*. Outstanding achievement on the AFT; completion of highly rigorous Army or off-duty fitness; outstanding unit contributions as MRT, MFT, or related skills; other outstanding fitness achievements.

(c) *Military Education*. BN/BDE Pre-Command Course, SECARMY Leadership Seminar, Manager Development Course, Army Comptrollers Accreditation and Fiscal Law Course, FMOC, HTAR.

(d) *Civilian Education*. Demonstrated long-term lifelong learning through pursuit of professional and personal development, graduate level studies, or professional certifications that enhance the Soldier's MOS and add significant value to the unit and the mission.

(e) *Training*. Multiple: MFT, MRT, SHARP, EOL, SQI 8 (instructor qualified courses)

(f) *Other Indicators*. Exceptional performance and outstanding potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; outstanding impact to development of USMA Cadets; Sergeant Audie Murphy Club; Army Band Noncommissioned Officer of the Year; Installation wide NCO of the Year; competitive Army boards.

(2) *Highly qualified.* The highly qualified SGM to be selected for CSM is:

(a) *Leadership positions.* Element Leader or Group Leader (multiple positions within USMAB); demonstrated quantifiable excellent performance of duties with recognized high potential to succeed at higher level of responsibility in performing leadership, supervisory, and management functions reflected in Senior Rater comments; patterns of excellent leadership.

(b) *Physical fitness.* High achievement on the AFT; completion of rigorous Army or off-duty fitness; outstanding unit contributions such as MRT, MFT, or related skill; other outstanding fitness achievements.

(c) *Military Education.* SECARMY Leadership Seminar, Manager Development Course, Army Comptrollers Accreditation and Fiscal Law Course, FMOC, HTAR.

(d) *Civilian Education.* Demonstrated lifelong learning through pursuit of professional and personal development, graduate level studies, or professional certifications.

(e) *Training.* One: MFT, MRT, SHARP, EOL, SQI 8 (instructor qualified courses)

(f) *Other Indicators.* Exceptional performance and outstanding potential to succeed at the next rank or level of responsibility; performance in collateral duties; impact to mission; significant impact to development of USMA Cadets; Sergeant Audie Murphy Club; Army Band Noncommissioned Officer of the Year; Installation wide NCO of the Year; competitive Army boards.

Chapter 14. MOS 42T Talent Acquisition Specialist

Major duties. The Talent Acquisition Specialist (42T) role encompasses a broad range of responsibilities and skills, including developing and executing comprehensive recruitment plans, building relationships with candidates, conducting interviews and assessments, analyzing recruitment data, and applying leadership principles to drive Talent Acquisition operations. The 42T must possess expertise in communication, sales techniques, marketing (to include digital marketing), as well as the ability to interpret and apply data analysis and education principles. Key aspects of the role include aligning the Army brand to Talent Acquisition efforts, analyzing the labor market and competitor value propositions, and applying digital marketing strategies and tools. The 42T must also demonstrate proficiency in leadership, management, and negotiation, and stay current on best practices and trends in Talent Acquisition through ongoing training and development. The 42T Talent Acquisition Specialist supports change management in the organization by leveraging their expertise in recruiting, talent management, and marketing to attract, develop, and retain top talent, ultimately driving cultural transformation and facilitating the adoption of new initiatives and strategies. Overall, the 42T role requires a unique blend of strategic thinking, technical expertise, and interpersonal skills to attract, retain, and develop top talent and support the Army's talent management and workforce planning efforts.

Prerequisites. See DA Pam 611–21 (the U.S. Army G1/Personnel page)

<https://www.army.mil/G-1#org-g-1-resources> and AR 601–1 for details.

Goals for development: The Talent Acquisition Specialist (TAS) Professional Development Model (PDM) informs the career talent acquisition specialists how their career and professional development patterns should unfold. NCOs gain new perspectives, sharpen skills, garner new insight, and bring fresh objectivity to an organization through a variety of assignments. Talent acquisition specialist develop into professional NCOs through assignments centered on leadership positions at the recruiting station and company level. NCOs will make every effort to seek the more challenging and professionally rewarding leadership positions (e.g. Station Commander and First Sergeant (1SG)). NCOs will serve in a variety of challenging positions throughout their career as they progress to develop tactical and technical expertise.

These positions (or assignments) are separated into the following categories: Key

Leadership, Critical Development, and Broadening. To enhance serious consideration for promotion, the 42T PDM requires successful completion of a critical development assignment for SSG, and successful completion of a key leadership position for SFC/MSG/SGM.

Successfully will be defined as NCOERs with overall potential showing high enumeration for MQ/HQ. NCOs who perform successfully in a key leadership assignment at a skill level currently above their own, should be viewed favorably against their peers. (Example. A SSG who served in an authorized SFC TDA position will be given operational assignment credit as an SFC. A SFC who served in an authorized 1SG TDA position will be given key leadership credit as a 1SG. MSGs serving in an authorized SGM TDA position will be given critical development credit as a SGM).

However, to the greatest extent possible all NCOs should serve in a duty position congruent to their current rank and only in exceptional cases should they be assigned to an escalated duty position. If an NCO has completed a key leadership assignment at the next higher grade, they should still prioritize key leadership assignments upon promotion to the next higher grade. Curtailments are highly discouraged during the initial key leadership assignment. Key leadership assignments are typically 36 months. Special assignments (or proponent specific challenging/high risk assignments) are further separated into two additional sub-categories; critical developmental assignments and broadening assignments. MOS 42T defines a critical developmental assignment as positions required to develop critical technical skills and experience (Mastery of the MOS). MOS 42T defines a broadening assignment as the purposeful expansion of a NCO's core MOS proficiency and leadership, provided through developmental assignments, education, training, and other opportunities both within and outside their career management field, resulting in agile and adaptive leaders capable of operating in complex environments. Both critical developmental and broadening assignments help develop an NCOs professional knowledge and results in a leader who can operate in complex environments. NCOs should try to seek broadening assignments after successful completion of a key leadership assignment as a SFC/MSG/SGM or critical development for a SSG. Critical developmental or broadening assignment tour lengths are typically 36 months. Broadening assignments should not exceed 36 months. NCOs should not seek consecutive broadening assignments. NCOs who have demonstrated success in multiple key leadership assignments (SFC/MSG/SGM), or a key leadership and critical developmental assignment (SFC/MSG/SGM), or a key leadership and broadening assignment are considered most qualified for promotion. Successful key leadership, critical development, or broadening assignments will display NCOERs with MQ/HQ with high enumeration. Therefore, the subsequent assignment following a key leadership assignment will be considered equally weighted regardless of that assignment is a second key leadership, critical development, or broadening assignment. Serving in a variety of positions is paramount and the experiences gained helps to develop well-rounded NCOs. However, every Soldier may not have the opportunity to serve in a broadening assignment prior to advancing to the next skill level due to availability. Therefore, an NCOs overall performance and potential in a key leadership position is the critical factor for promotion to the next pay grade for SFC/MSG/SGM, and critical development for a SSG.

(1) Sergeant.

(a) Institutional training. Army Recruiter Course (ARC) and the Talent Acquisition Specialist Qualification Course. Consider NCOs most qualified for promotion if they achieve distinguished recognition such as Honor Graduate and or Distinguished Leader Award in their most recent PME, and highly qualified if they achieve the Commandant's List.

(b) Key Leadership assignments. There are very few positions afforded to SGTs. To

enhance serious consideration for promotion, the 42T PDM requires successful completion of a key leadership assignment. However, the 42T structure starts at SSG. Therefore, although SGTs have been allowed to enter the MOS, there is no expectation that they will serve in key leadership positions. This practice is highly discouraged as it fails to allow the Soldier's core talent acquisition skills to manifest without additional requirements. The focus during this phase of a career must be on continuing the development and refinement of leadership skills, and tactical and technical expertise. The following duty descriptions are for critical development assignments:

i. Talent Acquisition Specialist. Executes targeted talent acquisition operations, conducts candidate interviews and assessments, and develops lead generation strategies. Leverages digital marketing tools and Army branding to engage talent across platforms. Analyzes talent acquisition data and labor market trends to inform local prospecting. Builds and maintains relationships with key influencers and prospects. Advises leadership on talent acquisition best practices and market opportunities. Trains team members on sourcing, outreach, and system utilization. Supports change management by implementing innovative talent acquisition tactics that align with Army talent objectives.

(c) Self-development:

i. Self-development reading suggestions: NCOs will study and demonstrate proficient knowledge of DA PAM 600-25, Chapter 3c (1), in addition to the following publications: UR 601-210; UM 3-0; UM 3-31; UM 3 (VI); and all USAREC TCs. Additional self-development reading suggestions include: How to Win Friends and Influence People by Dale Carnegie.

ii. Self-development education recommendation. Post secondary education enables NCOs to develop skills and occupational needs, as well as increase their career potential, job satisfaction and educational growth. Achievements such as pursuing a college education at this level shows initiative on the NCOs part and should be viewed favorably.

iii. Self-development competitive Soldier boards. NCOs who receive distinguished recognition such as Recruiter of the Year, NCO of the Year (Brigade level or higher), SGT Audie Murphy Club, SGT Morales Club, or any installation/post level recognition, etc. clearly develop themselves at a level above their peers.

iv. NCOs will remain physically fit and always present an exceptional appearance. Those who score a 450 on the AFT w/min 90 in each event or above in each graded event are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who score 400 on the AFT w/min 80 in each event or those with profiles score 80 points or above in each graded event are considered highly qualified for promotion.

v. NCOs who have earned the Master Recruiter Badge award should be considered most qualified and ahead of their peers when competing for promotion. NCOs who have earned the Gold Recruiter Badge "or" the Gold Recruiter Ring "or" the Glen E. Morrell award should be considered highly qualified when competing for promotion.

vi. NCOs (RA and AR) must complete ALC prior to reclassification to MOS 42T. (Non-waiverable).

(d) Additional training. None.

(e) Special assignments. None.

(f) Army Career Degrees. See SOCAD Army Career Degree Program.

(g) Credentialing Opportunities Online (COOL) Web site. Seeking industry credentials is an important part of staying competitive within the MOS not only for documented continuing education and development, but to also stay current with industry level technical skills and trends.

(2) Staff Sergeant (RA) and Active Guard Reserve (AGR).

(a) Institutional training. ARC, Talent Acquisition Specialist Qualification Course, and the Station Commander Course (SCC / ASI V6). Consider NCOs most qualified for promotion if they achieve distinguished recognition such as Honor Graduate and or Distinguished Leader Award, and highly qualified if they achieve the Commandant's List.

(b) Key Leadership assignments. There are few positions afforded to SSGs. To enhance serious consideration for promotion, the 42T PDM requires successful completion of a critical development assignment. The focus during this phase of a career must be on continuing the development and refinement of leadership skills, and tactical and technical expertise. The NCO becomes grounded in solid doctrinal procedures and builds a strong technical and tactical foundation for future assignments within United States Army Recruiting Command (USAREC) through career progression assignments. The SSG is responsible for gathering intelligence, building enduring community-centric networks, identifying talent acquisition targets within their environment, and leveraging technology to complement and enable their leader skills. They decisively tell The Army Story and their personal story to acquire human capital for the Army. Additionally, SSGs, who perform successfully in key leadership positions, are also considered more favorably for promotion. The following duty descriptions are for operational assignments:

i. Station Commander. SSGs should focus on critical development assignments. While some SSGs will be placed in station commander positions, and if completed successfully, should be looked at favorably. SSGs should continue to prioritize Key Leadership positions upon promotion to the next higher grade.

ii. Talent Acquisition Specialist. Executes targeted talent acquisition operations, conducts candidate interviews and assessments, and develops lead generation strategies. Leverages digital marketing tools and Army branding to engage talent across platforms. Analyzes talent acquisition data and labor market trends to inform local prospecting. Builds and maintains relationships with key influencers and prospects. Advises leadership on talent acquisition best practices and market opportunities. Trains team members on sourcing, outreach, and system utilization. Supports change management by implementing innovative talent acquisition tactics that align with Army talent objectives.

(c) Self-development:

i. Self-development reading suggestions: NCOs will study and demonstrate proficient knowledge of DA PAM 600-25, Chapter 3d (1), in addition to the following publications: AR 601-1; UR 350-1; UM 3-0; UM 3-31; UM 3 (VI); and all USAREC TCs. Additional self-development reading suggestions include: It's Your Ship by Captain D. Michael Abrashoff; Recruit Rockstars by Jeff Hyman; One Mission by Chris Fussell. Self-development education recommendation. Post secondary education enables NCOs to develop skills and occupational needs, as well as increase their career potential, job satisfaction and educational growth. While continuing education is encouraged, at this rank the NCO should be focused on mastery of the MOS. Pursuit of college education should be viewed as initiative by the Soldier and can set them apart from their peers.

ii. Self-development competitive Soldier boards. NCOs who receive distinguished recognition such as Recruiter or Station Commander of the Year, NCO of the Year (Brigade level or higher), SGT Audie Murphy Club, SGT Morales Club, or any installation/post level recognition, etc. clearly develop themselves at a level above their peers.

iii. NCOs will remain physically fit and always present an exceptional appearance. Those who score a 450 on the AFT w/min score 90 points or above in each graded event are clearly ahead of their peers and should be considered most qualified for promotion. NCOs

who score 400 on the AFT w/min 80 in each event or those with profiles score 80 points or above in each graded event are considered highly qualified for promotion.

iv. NCOs who have earned the Master Recruiter Badge should be considered most qualified and ahead of their peers when competing for promotion. NCOs who have earned the Gold Recruiter Ring, "or" the Glen E. Morrell award should be considered highly qualified when competing for promotion.

(d) Additional training. None.

(e) Special assignments. None.

(f) Army Career Degrees. See SOCAD Army Career Degree Program.

(g) COOL Web site. Seeking industry credentials is an important part of staying competitive within the MOS not only for documented continuing education and development, but to also stay current with industry level technical skills and trends. Pursuing civilian credentialing shows initiative from the NCO. NCOs earning civilian credentials such as the Society for Human Resources-Certified Professional (SHRM-CP), USMAP, Lean Six Sigma, etc., should be looked at favorably but is not a requirement for promotion.

(3) *Sergeant First Class (RA and AGR).*

(a) Institutional training. ARC, Talent Acquisition Specialist Qualification Course, SCC (ASI V6), SLC. Consider NCOs most qualified for promotion if they achieve distinguished recognition such as Honor Graduate and or Distinguished Leader Award and highly qualified if they achieve the Commandant's List.

(b) Key Leadership Assignments. There is no substitute for serving in key leadership positions. It is recommended that at the time of the evaluation board the most qualified NCOs have completed 36 months of successful Station Commander time. Successful station commander time is defined as displaying an NCOER with MQ/HQ with high enumeration. Additionally, SFCs, who perform successfully in skill level 5 positions, should be looked at favorably against their peers. However, SFCs should continue to seek key leadership positions upon promotion to MSG. To enhance serious consideration for promotion, the 42T PDM requires successful completion of a key leadership position (station commander), typically 36 months. The following duty description is for key leadership assignments. SFCs should not be look at less favorably if assigned to a recruiter position, considering they have successfully completed their key leadership time.

i. Station Commander. (NPS, AMEDD, SORB and Chaplain) NCOs direct and lead Army recruiting stations in geographically dispersed areas with diverse populations. They supervise NCOs and are responsible for their professional development, morale, health, and welfare. They account for and train Future Soldiers awaiting entry onto active duty and maintain relationships with high schools, colleges, and community partners in the local community. They must maintain control and accountability of equipment and all sensitive items and are responsible for the station achieving its assigned recruiting objectives.

ii. Talent Acquisition Specialist. Executes targeted talent acquisition operations, conducts candidate interviews and assessments, and develops lead generation strategies. Leverages digital marketing tools and Army branding to engage talent across platforms. Analyzes talent acquisition data and labor market trends to inform local prospecting. Builds and maintains relationships with key influencers and prospects. Advises leadership on talent acquisition best practices and market opportunities. Trains team members on sourcing, outreach, and system utilization. Supports change management by implementing innovative talent acquisition tactics that align with Army talent objectives.

iii. Self-development reading suggestions: NCOs will study and demonstrate proficient knowledge of DA PAM 600-25, Chapter 3e (1), UM 3-30; and all USAREC TCs.

Additional self-development reading suggestions include: *The Mission, the Men, and Me* by Pete Blaber; *Multipliers* by Liz Wiseman; *The Mentor Leader* by Tony Dungy; *The Captain Class* by Sam Walker.

- iv. Self-development education recommendation. Post secondary education enables NCOs to develop skills and occupational needs, as well as increase their career potential, job satisfaction and educational growth. Achievement of an Associate's Degree or 60+ semester hours is recommended. Pursuing college is not required for promotion and is not an indicator of highly or most qualified. It shows initiative and NCOs who pursue civilian education should be looked at favorably.
- v. Self-development competitive Soldier boards. NCOs who receive distinguished recognition such as Station Commander of the Year, NCO of the Year (Brigade level or higher), SGT Audie Murphy Club, SGT Morales Club, or any installation/post level recognition, etc. clearly develop themselves at a level above their peers.
 - iv. NCOs will remain physically fit and always present an exceptional appearance. Those who score a 450 on the AFT w/min score 90 points or above in each graded event are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who score 400 on the AFT w/min 80 in each event or those with profiles score 80 points or above in each graded event are considered highly qualified for promotion.
 - v. NCOs who have earned the Master Recruiter Badge should be considered most qualified and ahead of their peers when competing for promotion. NCOs who have earned the Gold Recruiter Ring "or" the Glen E. Morrell award should be considered highly qualified when competing for promotion.
- (d). Additional training. Common Faculty Development-Instructor Course, Common Faculty Development -Training Course, Drill SGT Course, Equal Opportunity Course, Guidance Counselor Operations Course (ASI V7), Health Care Recruiter Course (ASI 4N), Master Resiliency Trainer, Sexual Harassment/Assault Response and Prevention (SHARP).
- (e) *Special assignments*. Examples of broadening assignments which prepare a SFC for success as a MSG/1SG include, but not limited to, (in alphabetical order): All USAREC, Brigade, and Battalion Staff positions, AMEDD Recruiting NCO, Operations NCO, Doctrine NCO, Faculty and Staff Development Division NCOIC, Guidance Counselor, Instructor/Writer, Master Trainer, Operations NCO, Professional Development NCO (G-1), Research and Integration NCO, SORB Recruiter, Training Developer, and Training Management. During this career stage, the NCO focuses on developing organizational management skills while mastering skill level 4 tasks and strengthening leadership skills. They utilize sensors in their area of operation using Area, Structures, Capabilities, Organizations, People and Events (ASCOPE) to analyze environmental conditions as a part of the mission variables, mission, enemy, terrain and weather, troops and support available, time available and civil considerations (METT-TC). Broadening assignments expand the NCOs leadership capabilities and experiences. Examples of broadening assignments include, but are not limited to, (in alphabetical order): Equal Opportunity (EO) Advisor, and Sexual Assault Response Coordinator (SARC) NCO. NCOs should seek special assignments after successful completion of operational assignments. Special assignments should not exceed 36 months. NCOs should not seek consecutive special assignments.
- (f) Army Career Degrees. See SOCAD Army Career Degree Program.
- (g) COOL Web site. Seeking industry credentials is an important part of staying competitive within the MOS not only for documented continuing education and development, but to also stay current with industry level technical skills and trends. Earning the SHRM-CP, USMAP, Lean Six Sigma or other civilian credentials should be seen as initiative and looked at favorably.

(4) Master Sergeant and First Sergeant (RA and AGR).

(a) Institutional training. MLC. Consider NCOs most qualified for promotion if they achieve distinguished recognition such as Honor Graduate and or Distinguished Leader Award, and highly qualified if they achieve the Commandant's List.

(b) Key Leadership assignments. The single most demanding and critical leadership position for a MSG is 1SG. To enhance serious consideration for promotion to SGM, or selection to CSM, the 42T PDM requires the successful completion of a key leadership assignment as a 1SG. It is recommended that at the time of the board the most qualified NCOs have completed 24 months of highly successful 1SG time. NCOs who have successfully performed as a 1SG are generally more qualified than those who have not. It should be considered, if a MSG completed key leadership time as a frocked SFC, they should be looked at as favorably as those who completed 1SG time as a MSG. Additionally, MSGs, who perform successfully in skill level 6 positions, are also considered most qualified for promotion. The following duty descriptions are for key leadership assignments.

i. 1SG. 1SGs serve as the senior enlisted advisor to the Company Commander. They must be SMEs on all talent acquisition matters within the talent acquisition company and serve as the primary source for Soldier career guidance and planning. While being leadership focused, they also must remain technically proficient as they must operate advanced information technology systems that support talent acquisition efforts. They assist the Company Commander in leading and supervising the talent acquisition company operations within the guidelines of doctrine and command directives. 1SGs are responsible for training NCOs on current talent acquisition policies. They lead, supervise, coordinate, and implement daily talent acquisition activities. They monitor, inspect, and evaluate collective and individual Soldier development training programs. As SMEs, 1SGs must interpret regulations for leaders and subordinates.

(c) Self-development:

i. Self-development reading suggestions: NCOs will study and demonstrate proficient knowledge of DA PAM 600-25, Chapter 3f (1). NCOs will study and master the following publications: All USAREC TCs. Additional self-development reading suggestions include: Good to Great by Jim Collins; The Dichotomy of Leadership by Jocko Willink and Leif Babin; Crucial Conversations by Patterson, Grenny, McMillan, and Switzler.

ii. Self-development education recommendation. Post secondary education enables NCOs to develop skills and occupational needs, as well as increase their career potential, job satisfaction and educational growth. Completion of 90+ semester hours should be viewed favorably against peers.

iii. Self-development competitive Soldier boards. N/A.

iv. NCOs will remain physically fit and always present an exceptional appearance. Those who score a 450 on the AFT w/min score 90 points or above in each graded event are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who score 400 on the AFT w/min 80 in each event or those with profiles score 80 points or above in each graded event are considered highly qualified for promotion.

v. NCOs who have earned the Master Recruiter Badge should be considered most qualified. Those that have earned the Gold Recruiter Ring, or the Glen E. Morrell award should be considered highly qualified and ahead of their peers when competing for promotion.

(d) Additional training. Department of the Army (DA) Inspector General (IG) Course, Equal Opportunity Course, Guidance Counselor Operations Course, Master Resiliency Trainer Course, SARC, and Training and Education Middle Management Course.

(e) Special assignments. Examples of critical development assignments which prepare a

MSG for success as a SGM include, but not limited to, (in alphabetical order): All USAREC, Brigade, and Battalion Staff positions, Instructor/Writer for the Company Commander-1SG Course, Research and Integration NCOIC, RRC Division Chief, Senior Guidance Counselor, Senior Master Trainer, Senior Operations NCO, Senior Professional Development NCO (G-1), Senior Personnel Development NCO, and Training Management NCOIC, NCOs should only seek these assignments after successful completion of an operational assignment. Broadening assignments expand the NCOs leadership capabilities and experiences. Examples of broadening assignments include, but are not limited to, (in alphabetical order): Assistant Inspector General (IG), Equal Opportunity (EO) Advisor, Investigation Team NCOIC, Liaison NCOIC, SARC NCOIC. Special assignments should not exceed 36 months. NCOs should not seek consecutive back-to-back special assignments.

(f) Army Career Degrees. See SOCAD Army Career Degree Program.

(g) COOL Web site. Seeking industry credentials is an important part of staying competitive within the MOS not only for documented continuing education and development, but to also stay current with industry level technical skills and trends. Earning the Society for Human Resources-Certified Professional (SHRM-CP), USMAP, Lean Six Sigma, or other civilian credentials should be looked at favorably, but is not required for promotion.

(5) *Sergeant Major and Command Sergeant Major (RA and AGR).*

(a) Institutional training. US Army Sergeants Major Course, Executive Leaders Course.

(b) Operational assignments. NCOs gain experience and leadership skills through a variety of challenging and critical development duty assignments that are paramount for SGM/CSM. Normally, a Soldier is promoted to SGM and may then subsequently compete for appointment to CSM. They require excellent communication skills and the ability to lead using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders to conduct operations in a geographically dispersed environment. The continuous high-profile interaction with military leaders, governmental representatives, and civilian community leaders necessitates robust interpersonal skills and an exemplary representation of the Army image. They are the senior NCO of the command and, therefore, the training professional within the unit. They assist the commander by overseeing and driving the entire training and leader development program. While serving in a staff position, they perform as technical experts advising on policy development and regulatory interpretation. The following duty descriptions are for operational assignments.

i. CSM (Battalion/6C). The CSM is the senior enlisted advisor to the commander at the recruiting battalion. The CSM is the senior enlisted trainer and spokesperson that enforces established policies and standards for enlisted NCOs about performance, care, conduct, appearance, effective personnel utilization, management, and training; they also ensure that subordinate NCOs do the same. They assess recruiting station personnel for tactical, technical, interpersonal, and conceptual skills and ensure training occurs when necessary. CSMs assign duties and evaluate the performance of cadre and detailed talent acquisition specialists in support of talent acquisition and personnel development. They interact with educators, community partners and civic organizations to leverage support for recruiting activities. They also foster relationships with Army Divisions, MACOMS and Reserve Regional Commands within their assigned geographic boundaries.

ii. CSM (Brigade/7C). The CSM is the senior enlisted advisor to the commander at the recruiting brigade. The CSM is the senior enlisted trainer and spokesperson that enforces established policies and standards for enlisted NCOs about performance, care, conduct, appearance, effective personnel utilization and management and training; they also ensure that subordinate NCOs do the same. They assess talent acquisition company personnel for tactical, technical, interpersonal, and conceptual skills and ensure training

occurs when necessary. CSMs assign duties and evaluate the performance of cadre talent acquisition specialists in support of talent acquisition and personnel development. They interact with educators, community partners and civic organizations to leverage support for talent acquisitions activities. They also foster relationships with Army Divisions, MACOMS and Reserve Regional Commands within their assigned geographic boundaries.

iii. CSM (USAREC/8D). The CSM of USAREC provides advice to the Commanding General (CG) and staff on personnel utilization and management, leader development, recruiting the forces, resourcing the command, adapting doctrine, training, and education for the future force of the command. The CSM strengthens and extends outreach networks, oversees the development and deployment of technological solutions, creates, and enables futures plans and concepts. The CSM works with an annual budget more than 274 million dollars and has direct oversight for the health, welfare, and safety for over 12,500 NCOs and Civilians geographically dispersed throughout the U.S., its territories and OCONUS.

iv. Self-development reading suggestions: The SGM/CSM reads publications on their chain of command professional reading lists, CSA Reading List, SMA Reading list; General Army Links, and Army Leadership publications. Continual reading about world politics, geopolitical issues, Army Doctrine, Training Publications and Field Manuals relating to Army Operations and current battle doctrine enhance the knowledge base of the leader.

(c) Self-development:

i. Self-development education recommendation. The pursuit of a Bachelors degree is highly encouraged.

ii. Self-development competitive Soldier boards. N/A.

(d) Additional training. USAREC Operations SGM Course, Senior Enlisted Joint Professional Military Education, Force Structure and Management Course, and the Pre- Command Course.

(e) Special assignments. Critical development assignments include (but are not limited to):

i. Battalion Operations SGM (6S). They are the senior subject matter expert in the battalion S3 responsible for oversight of all talent acquisition operations within the battalion. These NCOs serve as the operations and management advisor for 1SGs, Guidance Counselors, and RA and AR talent acquisition specialists. Operations SGMs lead a section responsible for monitoring progress toward recruiting objectives and advise leadership on results of implementation and success of daily talent acquisition operations such as prospecting, lead generation, and applicant processing. They must review requests for recruiting waivers using existing regulatory guidance and policy and provides recommendations to leaders to ensure applicants meet the Army's established moral code and physical requirements.

ii. Brigade Operations SGM (6X). They are the senior subject matter expert in the brigade S3 responsible for oversight of all talent acquisition operations within the brigade. They perform market data analysis within the brigade's assigned area to ensure the Army is the service of choice for America's youth. Operations SGMs lead a section responsible for monitoring progress toward unit objectives and advise leadership on results of implementation and success of daily talent acquisition operations. They must review requests for talent acquisition waivers using existing regulatory guidance and policy and provides recommendations to leaders to ensure applicants meet the Army's established moral code and physical requirements.

iii. USAREC G-3 SGM (7X). Serves as the liaison between HQ's USAREC and

brigades/battalions for interpretation of official policy, regulations and guidance regarding enlistment; responsible for the conduct of inspections and training for subordinate battalion and brigade operations sections and guidance counselor shops; supervises the daily workload of assigned enlisted and civilian employees to successfully meet suspense's and mission requirements; reviews automated reports, programs and systems to identify operational changes affecting recruiting the force. The USAREC G-3 SGM has typically served as a Recruiting Battalion or Brigade CSM.

iv. MOS 42T Proponent SGM (6X and education, sustainment, mobilization, professional development, and separation. Advises the command on Army personnel policies and programs that impact MOS 42T, 79S, 79T, and 79V; prepares Centralized Slating List guidance for the USAREC CG and CSM; conducts analysis of the centralized board results; routinely advises the USAREC CSM on enlisted issues pertaining to the health and welfare of the CMF 79. The MOS 42T Proponent SGM has typically served as a Talent Acquisition Battalion or Brigade CSM.

v. RRC Recruiting Department SGM (6S). Performs duties as the senior NCO for all recruiting courses taught at the Recruiting and Retention College. This SGM is responsible for all programs of instruction, instructor certifications in accordance with TRADOC accreditation requirements and synchronization efforts between HQ's, USAREC, Human Resources Command and DA G-1. The SGM is responsible for providing advice to the Recruiting and Retention College Commandant and CSM regarding policies and procedures related to all training support packages and operational doctrine implementation within the institutional learning environment to bridge the gap between the three training domains (Institutional, Operational, and Self- Development). The Recruiting Department SGM has typically served as a Recruiting Battalion or Brigade CSM.

vi. All other USAREC Staff SGM positions

vii. Broadening Assignments for a SGM include (but are not limited to): USAREC Inspector General SGM, USAREC Investigation Team SGM, USASMA Instructor, USASMA Fellowship Instructor.

viii. NCOs will remain physically fit and always present an exceptional appearance. Those who score a 450 on the AFT w/min score 90 points or above in each graded event are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who score 400 on the AFT w/min 80 in each event or those with profiles score 80 points or above in each graded event are considered highly qualified for promotion.

(f) Army Career Degrees. See SOCAD Army Career Degree Program.

(g) COOL Web site. Seeking industry credentials is an important part of staying competitive within the MOS not only for documented continuing education and development, but to also stay current with industry level technical skills and trends. Earning the Society for Human Resources-Certified Professional (SHRM-CP) credential, or other completed credentials (i.e. USMAP, Lean Six Sigma, etc.), places you ahead of your peers.

Chapter 15. MOS 42T Professional Development Model

Access to the Professional Development Model can be accessed from the Army G-1 website under the G-1 Resources tab at the following web address: <https://www.army.mil/G-1#org-g-1-resources>.