

## 1. UNIQUE FEATURES OF THE SPECIAL FORCES BRANCH

*a. Unique purpose of the Special Forces branch.* The United States (U.S.) Army Special Forces (SF) represent the premier Department of Defense (DOD) force designed to conduct special warfare. SF Soldiers are specifically selected, trained, and educated to shape foreign political and military environments by working with and through host nations (HNs), regional partners, and indigenous populations. SF provides the United States with a small footprint option to influence or coerce unfriendly regimes, address insurgencies, contain conflicts that could destabilize U.S. allies and partners, and support conventional forces in all domains during Large Scale Combat Operations (LSCO). To accomplish these missions, SF possess qualities and capabilities to mix nonlethal and lethal activities designed to shape the environment, deter conflict, prevail in war, or successfully conduct a wide range of contingency operations. Ultimately, SF are designed and trained to understand the balance between diplomacy and force—and what balance is most appropriate in a given situation—to set the conditions for favorable outcomes. This capability provides the United States a discreet alternative to a joint task force (JTF) or other large military force structure.

*b. Unique functions performed by the SF branch.* The SF branch resides within the Army Special Operations Forces (ARSOF) subgrouping under the Army's Operations Division (OD) functional category. The hallmark of SF is the delivery of strategic value to the nation through an indigenous approach to operations, precision targeting, local understanding and influence, and crisis response. SF are employed throughout the operational spectrum and across all campaign phases including interagency or coalition led operations. SF capabilities represent inherent scalable mission command nodes and force packages that are low-signature and are particularly suited for employment in politically sensitive environments. As representatives of the United States in foreign countries, SF Soldiers are language trained, culturally astute, and regionally oriented. Often serving as trainers and advisors, they interact closely with and live under the same conditions as the indigenous forces they partner with in war. SF provide unique combined, joint, or unilateral capabilities to the combatant commander (CCDR). In peacetime, they conduct operations and promote regional stability in areas where other forces normally do not operate. Their continuous forward presence assists in creating the conditions necessary for long-term environmental stability, thereby reducing the risk of armed conflict. Due to this continuity, SF operations are inherently joint, interagency, intergovernmental, and multinational, and focused toward achieving operational and strategic level effects.

*c. Unique features of work in the SF branch.* SF officers work at all levels of command and staff, and can perform the following functions and tasks:

- (1) Execute mission command of combined arms forces in combat.
- (2) Provide coordination for employment of combined arms forces at all levels of joint, Army, and coalition commands.
- (3) Develop doctrine, organizations, and equipment for SF unique missions and formations.
- (4) Instruct combat skills at Service schools and combat training centers (CTCs).
- (5) Serve in positions requiring general combat skills, such as staff officers in all levels of headquarters and activities requiring SF or maneuver expertise.
- (6) Serve as instructors at pre-commissioning programs, Service schools, and colleges.
- (7) Serve as advisors to foreign military forces.

## 2. OFFICER & WARRANT OFFICER CHARACTERISTICS REQUIRED

*a. General.* SF branch requires officers who are, first and foremost, leaders of Soldiers. They should be mentally and physically disciplined and well-versed in Army and joint doctrine. SF leaders will embody the ARSOF Attributes (Integrity, Courage, Perseverance, Personal Responsibility, Professionalism, Adaptability, Team Player, Capability). They will place the welfare of their Soldiers ahead of their own, and they will live the Army Values without exception. Their example will inspire others to achieve the same level of commitment and professionalism. SF must produce agile and adaptive leaders who are flexible, critically reflective, comfortable with ambiguity and uncertainty, and agents of change. SF

officers must also be able to competently perform in a joint, interagency, intergovernmental, and multinational environment. SF officers must be:

- (1) Proficient in the art and science of the profession of arms.
- (2) Comfortable employing both lethal and nonlethal means.
- (3) Able to confront the uncertain situations of the contemporary operational environment.
- (4) Adept at using ethical decision-making to solve complex, dynamic problems.
- (5) Expert practitioners of SF operations and the nine SF principal tasks.

*b. Unique skills.* SF officers and warrant officers (WOs) will:

(1) Be tactically and technically proficient in the skills required of a Special Forces Operational Detachment Alpha (SFOD-A) to conduct Unconventional Warfare.

(2) Have an aptitude for learning a foreign language. They must sustain foreign language proficiency throughout their careers. This is an essential skill and is critical for all SF officers. During the Special Forces Qualification Course (SFQC), officers who do not already meet language requirements receive extensive foreign language and cultural training. All officers must successfully meet the current U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) published language course standards before graduating and joining an SF group (SFG). The language trained in the SFQC is the officer's initial Control Language (CLANG).

- (3) Be a qualified military parachutist, with the goal of attaining a senior parachutist rating.

*c. Unique knowledge.*

(1) SF officers and warrant officers require an in-depth knowledge of at least one region of the world and proficiency in at least one of the region's languages.

(2) Officers must complete the SFQC. This provides officers with entry level knowledge of SF operations. As they develop, officers gain a broader understanding of: SF tactics, techniques, and procedures; the special operations targeting and mission planning process; the special operations support and sustainment process; and the joint, interagency, intergovernmental, and multinational aspects of special operations.

(3) SF officers and warrant officers must have a unique knowledge of many specialized tactics, techniques, and procedures that support SF operations.

*d. Unique attributes SF officers and warrant officers will possess:*

- (1) Integrity. SF officers are trustworthy, honest, ethically sound and loyal.
- (2) Courage. SF officers display moral and physical steadfastness.
- (3) Perseverance. SF officers are motivated, committed to outcomes, mentally and physically tough.
- (4) Personal Responsibility. SF officers are self-disciplined, accountable, autonomous, and display initiative.
- (5) Professionalism. SF officers display maturity, humility, sound judgement, decisiveness, confidence, and self-awareness. They are articulate and emotionally stable.
- (6) Adaptability. SF officers are innovative, resilient, culturally astute, influential, self-reflective, critical thinkers and problem-solvers.
- (7) Team Player. SF officers are dependable, selfless respectful, and committed to the mission.
- (8) Capability. SF officers are intellectually, technically, and tactically proficient.

*e. Unique SF characteristics*

(1) Demonstrate the ability to understand complex political-military problems, develop and employ conventional or unconventional solutions, develop and employ non-doctrinal methods and techniques when applicable, and be capable of decisive action for missions in which no current doctrine exists.

(2) Have good interpersonal and cross-cultural communications skills as well as political acumen and cultural sensitivity. Mission success will often depend on their ability to establish rapport and influence the attitudes and behaviors of people from foreign cultures.

(3) Be mentally flexible and willing to experiment and innovate in a decentralized and unstructured environment.

### **3. PROFESSIONAL DEVELOPMENT OVERVIEW**

*a. Commissioned officers.* The SF branch is one of three branches that make up the Army Special Operations Forces (ARSOF) group within the OD functional category. The SF branch consists of officers

in the rank of Warrant Officer 1 through Colonel. The SF branch is a volunteer non-accession branch that draws its officers from other branches of the Army, or in the case of warrant officers, from within enlisted career management field (CMF) 18. The U.S. Army Recruiting Command (USAREC) recruits SF officer volunteers. Qualified SF volunteers must undergo and pass a rigorous assessment and selection prior to starting SF training. SF officers must first serve a successful initial tour as a Lieutenant in one of the Army's other basic branches. This ensures they have knowledge of conventional Army operations and leadership experience. To further develop functional leadership skills, SF officers should strive to become Ranger qualified after completing the SFQC. All SF officers are airborne qualified and maintain that proficiency throughout their careers. They attend the Army Special Operations Forces Captain's Career Course (ARSOFCCC), a 22-week course that counts for Military Education Level Foxtrot (MEL-F) credit as of February 2021. Based on operational requirements, SF officers may undergo training in advanced special operations skills such as Military Free Fall, Combat Diver, Special Forces Advanced Reconnaissance and Target Acquisition and Exploitation Techniques Course (SFARTAETC) and Military Mountaineering. Throughout their careers, SF officers enhance their knowledge by increasing their understanding of the joint and interagency aspects of special operations while they command SF units at levels of increasing responsibility. SF Captains command detachments, Majors command companies, Lieutenant Colonels command battalions, and Colonels command Special Forces Groups (SFG).

*b. Warrant officers.* The SF warrant officer is a volunteer-accession from CMF 18. All candidates attend the SF Warrant Officer Technical and Tactical Certification Course (WOTTC) at USAJFKSWCS. The WOTTC is comprised of Army common core officer leadership tasks and SF warrant officer basic course tasks. At key points in their career, SF warrant officers will attend and complete all associated phases of the Warrant Officer Advanced Course (WOAC), and Warrant Officer Senior Course (WOSC). SF warrant officers serve at SF detachments, companies, battalions, groups, Army commands (ACOMs), and joint and interagency commands. Based on operational requirements, SF warrant officers may also undergo training in advanced special operations skills such as Military Free Fall, Military Mountaineering, Combat Diver, Advanced Special Operations Techniques (ASOT), Special Warfare Training Course (SWTC), Military Deception (MILDEC).

*c. Regional focus.* SF officers and warrant officers continuously undergo intensive preparation for assignment in their unit's designated geographic areas. Whether the mission profile calls for clandestine employment in a denied area or a low-visibility foreign internal defense (FID) mission in a partner nation, the overall requirement for regional orientation, language proficiency, and cross-cultural interpersonal skills remain the same. SF officers and warrant officers gain and maintain area orientation through military and civilian schooling, language study, area study, mission preparation, and repetitive operational experience during their careers. While Soldiers gain initial language qualification through formal instruction, they maintain language skills through practice and self-study. Defense Language Proficiency Test (DLPT) and Oral Proficiency Indicator (OPI) scores reflect language proficiency. Soldiers must update their DLPT and/or OPI scores annually through formal testing. The Army organizes SF groups by region; however, the management of regional expertise is subject to modification as the needs of the Army change.

#### **4. OFFICER DEVELOPMENTAL ASSIGNMENTS**

An officer must first successfully serve in their basic branch to be eligible for SF (see paragraph 8b below). Upon graduation from SFQC, the officer serves in a Key Developmental (KD) position as an SF Captain, followed by other developmental positions described in the following paragraphs.

##### **Captain**

(1) SF branch is a non-accession branch. To meet Army professional military education (PME) level requirements, every SF officer must complete SOFCCC before attending SFQC unless granted an exception as an officer accessing outside of the target year group.

(2) SF captains should successfully command an SFOD-A no less than 18 months to be considered KD-complete. This is the KD position for all SF captains. Specially selected captains may command an SFOD-E and/or SFOD-G in an SFG, which is a KD equivalent to SFOD-A command. All of these commands equate to company, battery, or troop command in the other OD branches.

(3) All SF captains should optimally serve a minimum of 36 months in an 18A coded position within

an SFG and select captains may remain assigned until attendance at Intermediate level Education (ILE). Some SF captains will be selected after completion of KD time to serve in key 18A coded positions outside of the SFG.

(4) The primary preferred developmental assignment for an SF captain is in a position coded 18A as a staff officer in an SF operational battalion or group headquarters. Other preferred developmental assignments include the following:

(a) Service in a second command following the officer's initial detachment command. Selection to a second command is appropriate for an officer with high potential. Preferred second commands include group headquarters and headquarters company (HHC), as well as battalion support company (BSC).

(b) Aide-de-camp for a General Officer

(c) Service in a special mission unit (SMU).

(d) Service as staff or instructor at SWCS or the MCOE.

(e) Service as a joint staff officer.

(f) Service at a CTC, such as the Joint Readiness Training Center (JRTC), National Training Center (NTC), International Special Training Centre (ISTC), or Joint Multinational Readiness Center (JMRC).

(g) Service at Human Resources Command as a Career Manager or Future Readiness Officer (FRO)

(h) Service in a broadening opportunity program.

(i) Service as an Interagency Operations Officer.

(5) In addition to professional development through operational assignments, SF captains should begin an intensive self-development program. Their efforts should focus on gaining an in-depth understanding of combined arms operations, gaining and maintaining regional and linguistic expertise, and increasing proficiency in SF maneuver, fire, and effects (MFE) common core and branch tasks.

(6) Captains may attend advanced special operations skill courses such as, but not limited to, Combat Diver, Combat Diving Supervisor, Military Free Fall (MFF), MFF Jumpmaster, ASOT, SWTC; and Special Forces Advanced Reconnaissance, Target Analysis, and Exploitation Course (SFARTAETC) to meet mission requirements. To further develop functional leadership skills, SF officers should strive to become Ranger qualified after completing the SFQC.

(7) Critical Broadening Positions: Broadening positions provide the opportunity to develop KSBs critical to later career objectives within the SF Branch and develop a broad range of specialized skills and talent attributes required by the Army to win in multi-domain operations. These assignments enhance key aspects of officer warfighting skills, increase their level of responsibility, develop their understanding of interoperability among Army branches, or expose them to branch-related generating force or unified action opportunities that directly contribute to their development as innovative and adaptive leaders.

## **Major**

(1) SF majors should successfully serve for approximately 24-36 months in any of the KD positions listed below or a combination of these positions:

(a) SF company commander. Majors command SF companies. Each line company commander is responsible for their company headquarters, the Special Forces Operational Detachment Bravo (SFOD-B), and six subordinate SFOD-As.

(b) SF battalion operations officer (S-3). The S-3 performs duties as the battalion operations officer, similar to other maneuver, fire, and effects (MFE) battalion S-3s.

(c) SF battalion executive officer (XO). The XO performs duties similar to other MFE battalion XOs.

(d) SFG S-3. The group S-3 performs duties relating to planning for future operations.

(e) SFG XO. The group XO performs duties similar to other MFE brigade XOs.

(f) Special Operations Forces (SOF) plans officer.

(g) SOF operations officer.

(h) Positions corresponding to statements (a) through (g) above in USAJFKSWCS, Special Operations Recruiting Battalion (SORB), a SMU, ISTC, JRTC, NTC, JMC, the Western Hemisphere Institute for Security Cooperation, a theater special operations command (TSOC), other joint commands, or as an interagency operations officer.

(i) Positions under the USASOC Force Modernization Center (UFMC)

- i. FMC – Operations Officer
  - ii. Army Special Operations Robotics Division (ASORD) – Capability Manager
  - iii. Artificial Intelligence Division (AI DIV) – AI Director
- (2) Key Nominative Billets: The SF Branch may further optimize the distribution of officer talent by selecting the best-qualified officers based on their KSBs to key, but non-CSL, positions across the enterprise. These positions are designated for experienced leaders of character who demonstrate potential and have proven their competence in a broad range of environments. (USASOC Nominative Billet position list)
- (3) Critical Broadening Positions: Broadening positions provide the opportunity to develop KSBs critical to later career objectives within the SF Branch and develop a broad range of specialized skills and talent attributes required by the Army to win in multi-domain operations. These assignments enhance key aspects of officer warfighting skills, increase their level of responsibility, develop their understanding of interoperability among Army branches, or expose them to branch-related generating force or unified action opportunities that directly contribute to their development as innovative and adaptive leaders.
- (2) Preferred developmental assignments for SF majors include the following:
  - (a) Service as a joint or combined staff officer. Special operations are inherently joint operations, and SF majors should seek joint or combined duty after their KD assignment.
  - (b) Service as an SF career manager or chief, Special Mission Division at U.S. Army Human Resources Command (USAHRC).
  - (3) For majors, there is much greater emphasis on self-development at the field grade levels, with a focus on general areas of knowledge rather than specific tasks—combined with the requirement to maintain and enhance their foreign language and cultural proficiency through continued study. SF majors are encouraged to obtain a master’s degree in conjunction with completing intermediate level education (ILE) during that time frame. Officers are highly encouraged to apply for the following master’s degree producing programs:
    - (a) Attendance at the highly competitive Advanced Military Studies Program (AMSP) at the School of Advanced Military Studies (SAMS). SF Majors that graduate from SAMS will serve in a SAMS utilization assignment (with priority going to a USASOC SAMS-coded assignment), immediately following graduation. Following the SAMS utilization assignment, SF officers will immediately go to an SF KD position.
    - (b) Participation in the National Defense University (NDU) program of study at USAJFKSWCS. NDU is a regionally accredited degree granting institution offering a Joint Special Operations Master of Arts (JSOMA). The 10-month in-residence program is intensive, focused, and academically rigorous. The unique program draws upon the diverse experiences of Officers, Noncommissioned Officers, and Warrant Officers within the Special Operations Community. Areas of concentration such as International Security Studies, Irregular Warfare, Counterterrorism, and Homeland Defense cultivate inter-disciplinary decision-making skills which are essential to anticipate and manage complex and uncertain conditions both on and off the battlefield. Graduates of JSOMA are top leaders who consistently out-think, out-manuever, and out-perform adversaries in tumultuous environments. It prepares officers for KD assignments in SF billets. NDU provides AOC credit, and coupled with attendance to SCC/DLCC, provides officers full ILE and JPME I credit.
    - (c) Attendance at the highly competitive Naval Postgraduate School (NPS). NPS is a regionally accredited institution offering defense-focused graduate curriculums designed to advance effectiveness in the art and science of special operations and irregular warfare at the tactical, operational, and strategic levels. The transformative graduate education experience includes classified studies and interdisciplinary research programs which are academically rigorous and relevant to today’s operational force. NPS graduates provide cutting-edge research sharply focused on solving complex operational, strategic, and global security challenges for decisive advantage regardless of domain. The Master of Science (M.S.) degree programs at NPS are 18 months in-residence at Monterey, California, and upon successful completion graduates earn M.S. in Special Operations and Irregular Warfare, Applied Design for Innovation, and Information Strategy and Political Warfare. SF officers complete the P950 ILE Preparatory Course and the required Naval Command and Staff Courses while attending NPS to receive full ILE and joint professional military education phase 1 (JPME I) credit.

(d) Participation in the George & Carol Olmsted Scholarship Program. The Olmsted Scholarship Program encompasses the vision of military officers and their families immersing themselves in a foreign culture of choice while the officer studies in a foreign language in a liberal arts field of their choice. Following extensive language education, scholars are expected to become familiar with the institutions, characteristics, customs, history, culture, and people of the host nation. They are expected to travel extensively and acquire a familiarity with the host country and region. Scholars are able to earn a foreign master's degree or its U.S. equivalent upon completion of the program. Scholars will be utilized in an operational/tactical assignment. Graduates from this program receive a master's degree from some of the world's best educational institutions. This program provides Advanced Operations Course (AOC) credit after submitted for approval and coupled with attendance to Satellite or Distance Learning Common Core (SCC/DLCC), provides officers full ILE and JPME I credit.

(e) The Army Artificial Intelligence Integration Center (AI2C) The Army Artificial Intelligence Scholar Program (AISP) Graduate Degree is a highly competitive, 20-23-month graduate degree program for Active Component officers focused primarily on senior first lieutenants and junior captains, but senior captains and majors may apply. The program requires officers to serve a two-year follow-on utilization tour in the AI2C AI Factory, or at a location at the direction of the AI2C Director. The program provides selected officers opportunities for one of three graduate degree opportunities: Data Engineering, Data Analytics, or Autonomous System Engineering. AI2C's Academic Success Assessment will determine course discipline.

(f) Participation in the General Wayne A. Downing Scholarship Program. This program aims to develop the strategic thinking of tomorrow's operational leaders by providing select Army officers the opportunity to study terrorism and counterterrorism at top tier graduate schools, providing the scholar with a master's degree. The program simultaneously offers immersion experiences that expose Downing Scholars to the U.S. counterterrorism interagency community, foreign counterterrorism forces, and different cultures and ways of understanding the threats facing the United States today. This program provides AOC credit, and coupled with attendance to SCC/DLCC, provides officers full ILE and JPME I credit.

(g) Participation in the Command and General Staff College (CGSC) partnership with the Kansas State University Security Studies Program. Courses are taught by faculty members who are fully engaged in their academic fields and allow officers to complete their Master of Arts in Security Studies degree while attending resident CGSC.

**Lieutenant Colonel.** Promotion to Lieutenant Colonel constitutes a successful career as a SF officer and subsequent assignments focus on developing the officer for broader contributions to the branch, the Army, and special operations in general.

- (1) KD assignments for an SF Lieutenant Colonel include successful service in a Centralized Selection List (CSL) billet at the battalion level as an SF tactical, SF training, or immaterial branch battalion commander.
- (2) Preferred developmental assignments for SF Lieutenant Colonels include the following:
  - (a) Service in a U.S. Special Operations Command (USSOCOM) or a TSOC billet.
  - (b) Service as an XO of an SFG, or a Special Warfare Training Group, or in an equivalent position at a SMU.
  - (c) Service as a Department of the Army (DA), DOD, or Joint Chiefs of Staff (JCS) staff officer or in interagency positions requiring SF experience and expertise.
  - (d) Service as a staff officer or commander in a joint or combined headquarters and earning a joint service skill identifier.
  - (e) Service in 1st Special Forces Command (Airborne) (1st SFC (A)) as the deputy chief of staff (DCS) of operations, plans, or training (G-3/5/7). The 1st SFC (A) G-3/5/7 position is designated for fill by a former battalion commander (FBC).
  - (f) Service in USAJFKSWCS as the G-3, 1<sup>st</sup> or 2<sup>nd</sup> SWTG Deputy Commanding Officer (DCO), or SF Proponent Director

- (g) Service in U.S. Army Special Operations Command (USASOC) as the Deputy G-3/5/7, command group XO, or DCS positions designated for fill by an FBC.
  - (h) Service at USAHRC as the SF officer branch chief (designated for fill by an FBC) or enlisted branch chief in the ARSOF group.
  - (i) Service on the staff and faculty of the CGSC.
  - (j) Service on a Conventional Force (CF) Division or Corp staff.
- (3) For self-development, SF Lieutenant Colonels focus on general areas of knowledge. They should enhance their regional knowledge and improve their language proficiency as well as continue their mastery of irregular warfare (IW) and SOF contributions to Large Scale Combat Operations (LSCO)
- (4) *Key billet.* A duty assignment at the lieutenant colonel or COL rank requiring specific highly developed KSBs and experience that is deemed so critical to a unit's mission that an officer is selected for assignment by HQDA. Key billet officers exercise judgment and recommend actions to the commander. They principally manage resources and oversee processes that operate in a leadership environment.

**Colonel.** SF Colonels continue to serve the branch, special operations, and the Army through service in any SF-coded Colonel position or combination of positions within USSOCOM, USASOC, USAJFKSWCS, 1st SFC (A); Headquarters, Department of the Army (HQDA); joint staffs, Service schools, and other key organizations.

- (1) KD for an SF Colonel is successful service in a CSL billet at the group or brigade level as a tactical, training, institutional, or recruiting commander. SF Colonel assignments aim to develop the officer for broader contributions to the branch, the U.S. Army, and special operations in general.
- (2) Other developmental assignments include the following:
  - (a) Service as the deputy commander of an SFG or SMU.
  - (b) Service as a TSOC deputy commander, chief of staff (COS), or directorate of a joint staff of operations or plans (J-3/5).
  - (c) Service as a joint staff officer at USSOCOM.
  - (d) Service as a joint staff officer or commander in a joint critical position requiring SF expertise.
  - (e) Service as COS, DCS of operations, or UPMC Director at USASOC.
  - (f) Service as deputy commander or COS at 1st SFC (A).
  - (g) Service as COS, Deputy Commanding Officer, and G-3 at USAJFKSWCS
  - (h) Director of ARSOF Human Resources Division Chief.
  - (i) Service with the Army staff or with another government agency.
  - (j) Service on the staff and faculty of the CGSC or U.S. Army War College.
  - (k) Service on a combined staff.
  - (l) Service on a CF Corp staff.
- (3) For self-development, SF Colonels focus on general areas of knowledge. Colonels should further enhance their regional orientation and language proficiency and continue to follow an extensive professional self-development regimen.
- (4) *Key billet.* A duty assignment at the lieutenant colonel or COL rank requiring specific highly developed KSBs and experience that is deemed so critical to a unit's mission that an officer is selected for assignment by HQDA. Key billet officers exercise judgment and recommend actions to the commander. They principally manage resources and oversee processes that operate in a leadership environment.

## 5. SPECIAL FORCES WARRANT OFFICER (MOS 180A) DEVELOPMENT

### Warrant Officer One / Chief Warrant Officer Two

(a) Overview. The WO1/CW2 is a basic/ intermediate-level practitioner in Special Operations and serves on a Special Forces Operational Detachment – Alpha (SFOD-A) or Special Forces

Operational Detachment – Golf (SFOD-G) as the Assistant Detachment Commander or Detachment Commander in the absence of a Captain. In this role, they provide leadership, institutional knowledge in Unconventional Warfare and subject matter expertise for the preparation, employment, and sustainment of the SFOD-A. They integrate their technical skills in operations and intelligence fusion, as well as their understanding of the JIIM environment into Army planning methodologies at the SFOD-A/G levels. They are expected to be innovative, organized, socially intelligent, effective advisers and critical thinkers. Select WO1/CW2 that meet specified requirements can also serve in CSU Special Operations Robotics Detachments.

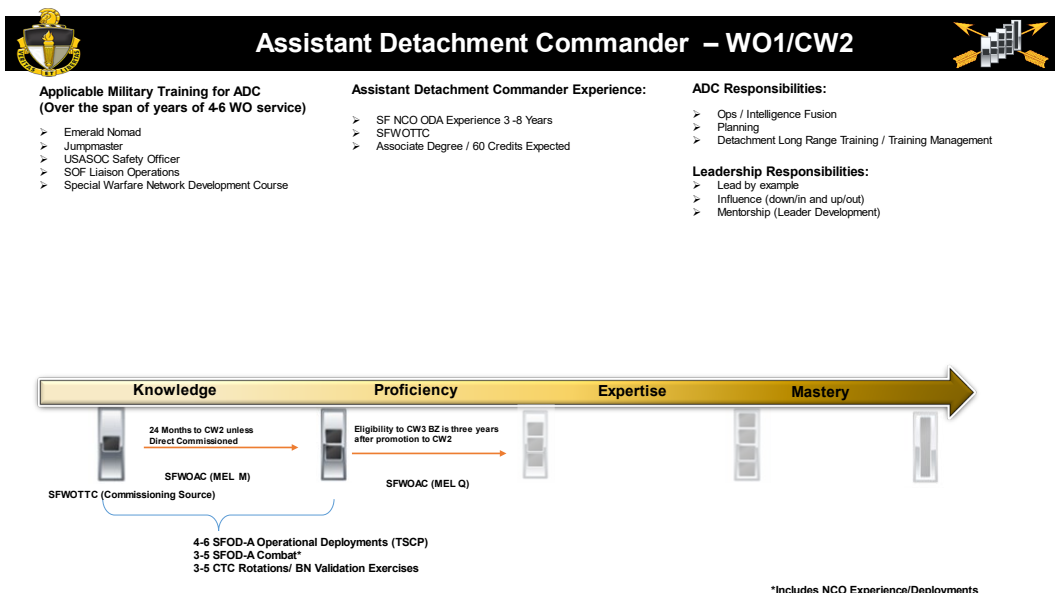
(b) Military Education. WO1 and Direct Commissioned CW2 must successfully complete Special Forces Warrant Officer Technical and Tactical Certification (SFWOTTC) prior to serving as an assistant detachment commander or detachment commander on an SFOD-A or SFOD-G as their initial assignment. CW2 must achieve MEL-Q certification prior to serving in a W3 key developmental position and promotion to CW3. CW2 will attend the SFWOAC no later than their in the zone look.

(c) Developmental assignments. A WO1/CW2 must successfully serve a minimum of three years, preferably five, as an assistant detachment commander or detachment commander on an SFOD-A or SFOD-G. Preferably, a WO1/CW2 will successfully serve on an SFOD-A prior to assignment on a SFOD-G. Although the primary assignment for the WO1/CW2 is the SFOD-A, there are occasional opportunities for assignments outside of operational CSU for select CW2s. These are nominative assignments and are for the demonstrated exceptional performer in specialties required.

(d) Self-development. The WO1/CW2 must continue self-development by study of doctrine, distributive learning courses, and institutional advanced skills training (see desired experience and skills).

(e) Desired experience and skills. In addition to SFOD-A specific advanced skill requirements, all WO1/CW2 should acquire the following skills while assigned to a SFOD-A:

- (1) Emerald Nomad
- (2) Jumpmaster
- (3) USASOC Safety Officer Course
- (4) SOF Liaison Operations Course
- (5) Special Warfare Network Development Course



## Chief Warrant Officer Three

(a) Overview. The CW3 is an advanced-level practitioner in special operations. CW3s serve as Company Operations Warrant Officer, Assistant Battalion Operations Warrant Officer, and in developmental assignments as institutional instructors or as a member of an ARSOF, Joint SOF, Joint staff, and Army staff. The CW3 demonstrates mastery in Army Design Methodology and training management and expertise in unconventional warfare, foreign internal defense, operations and intelligence integration, sensitive activities, global force management, SOF logistics, unit training plans, risk management, Army and Special Forces and Joint doctrine, and operations within JIIM environments. They demonstrate proficiency in all staff functions, and organizational responsibilities. They are expected to negotiate, communicate with fact, advise effectively, prioritize, and influence.

(b) Military Education. CW3 must achieve MEL-L certification prior to serving in a W4 key developmental position and prior to promotion to CW4. CW3 should attend Special Operations Warrant Officer Senior Course (SOWOSC) no later than their in the zone look.

(c) Developmental assignments. The KD assignment for the CW3 is Company Operations Warrant Officer at an operational CSU for a period of 24 – 36 months. In this assignment, Company Operations Warrant Officers are responsible for the following duties: long range planning and budget; SFOD-B chief of staff (in the absence of an executive officer); operations and intelligence fusion; sensitive activities oversight; company certification oversight; warrant officer development. The Company Operations Warrant Officer, as a member of the company command team, also serves as the senior warrant officer advisor for all operational, training, and administrative matters pertaining to the company as well as all warrant officer-related matters. Company Operations Warrant Officers are selected through a CSU internal slating panel. Select CW3 can serve on an SFOD-E as Detachment Commanders. Additionally, the CW3 should serve in one of the following developmental assignments:

- (1) SFOD-E
- (2) CSU Operations Staff Officer
- (3) USSOCOM Operations Staff Officer
- (4) TSOC Operations Staff Officer
- (5) USASOC Operations Staff Officer
- (6) 1st SFC (A) Operations Staff Officer
- (7) USAJFKSWCS Staff Officer
- (8) Special Forces Warrant Officer Institute Instructor
- (9) Army Staff Officer
- (10) Department of Defense Internships

(d) Self-development. CW3 should pursue self-development opportunities to fully master all aspects of special operations. Self-development includes studying doctrine, distributive learning courses, and institutional training (see desired experience and skills). All CW3 are expected to pursue a bachelor's degree in a discipline that is valuable to the force. Select CW3 who demonstrate exceptional academic capability and meet established criteria may pursue a funded advanced civilian degree to meet the needs of the Army and SF Regiment. The education will provide CW3 with an accredited master's degree that prepares WOs for developmental and broadening/deepening assignments in joint and interagency SOF positions. Utilization includes MTO&E and TDA assignments. These degree programs are provided by the National Defense University (NDU), the Naval Post-Graduate School (NPS), and the National Defense Intelligence College (NDIC).

(e) Desired experience and skills. In addition to assignment specific advanced skill requirements, all CW3 should acquire the following skills to enhance their performance in their developmental and broadening/deepening assignments:

- (1) Operational Risk Management Course
- (2) Project Management (WOAC)
- (3) Strike Cell Training
- (4) Special Operations Planners Course

- (5) Special Warfare Operational Design Course
- (6) Department of Defense Fellowships

**Company Operations Warrant – CW3**

**Applicable Military Training for COW  
(Over the span of years of 7 WO service)**

- Emerald Nomad
- Jumpmaster
- USASOC Safety Officer
- SOF Liaison Operations
- Special Warfare Network Development Course
- Operational Risk Management Course
- Project Management (WOAC)
- Strike Cell Training
- Special Operations Planners Course
- Special Warfare Operational Design Course
- Department of Defense Fellowships

**Company Operations Warrant Experience:**

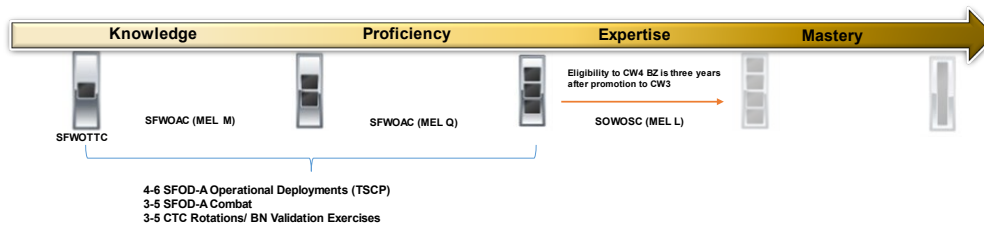
- SFOD-A Experience 3 -6 Years as ADC
- SFWOTTC
- SFWOAC
- BA / BS Degree Expected

**COW Responsibilities:**

- Long Range Planning
- Chief of Staff
- Ops / Intelligence Fusion
- Sensitive Activities SME
- Warrant Officer Development

**Leadership Responsibilities:**

- Lead by example
- Influence (down/in and up/out)
- Mentorship (Leader Development)



**Chief Warrant Officer Four**

(f) Overview. The W4 is a senior-level practitioner in special operations. CW4s apply doctrine and resource planning across the operational continuum. CW4 are integral planners for special operations within a JIIM environment to include Theater Campaign Plans, Theater Security Cooperation Plans, and the Global Force Management Process. Additionally, CW4 develop and implement unit training management at the Battalion and Special Forces Group level. They are expected to monitor, advise, direct, manage, supervise, counsel, guide, and mentor.

(g) Education. SF WO CW4 are PME complete prior to promotion to CW4

(h) Developmental assignments. The key developmental (KD) assignment for a CW4 is to serve as the battalion senior warrant officer advisor (SWOA) / battalion operations warrant officer of an operational or training CSU for a period of 24–36 months. In this assignment, the CW4 is an integral member of the battalion command team and is the senior warrant officer advisor to the battalion commander and staff on all aspects of operations, training, administration, and warrant officer-specific matters. Key responsibilities include long-range planning and future operations; operations and intelligence fusion during mission planning and execution; sensitive activities oversight; battalion validation oversight; and warrant officer recruitment, development, and mentorship. Battalion SWOA are selected through a CSU slating process. Select CW4s can serve on an SFOD-E as the detachment commander. Additionally, the CW4 should serve in one of the following developmental assignments:

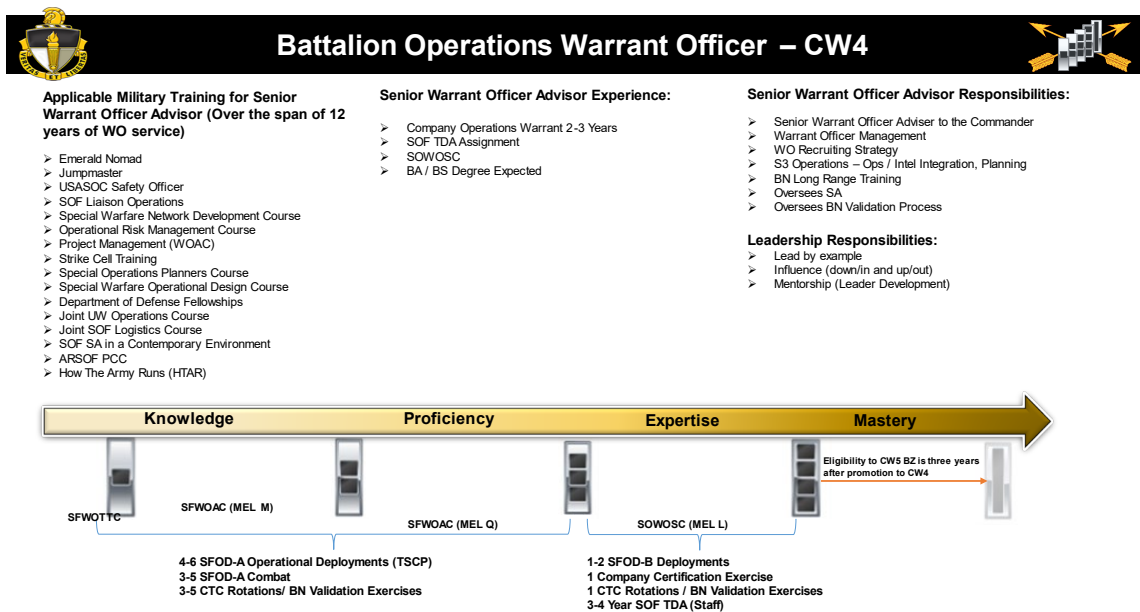
- (1) Service as the 180A Talent Management Officer at AHRC
- (2) Service as the 180A Proponent Manager for the SF proponent, USAJFKSWCS
- (3) Service as an instructor, doctrine writer, or staff officer at USAJFKSWCS
- (4) Service as an operations staff officer at 1st SFC (A), USASOC, JSOC, TSOC, USSOCOM, TRADOC, or HQDA
- (5) Department of Defense Fellowships

(i) Self-development. The CW4 should pursue self-development opportunities to fully master

all aspects of operations. Self-development includes studying doctrine, distributive learning courses, and institutional training (see desired experience and skills). Select CW4s who demonstrate exceptional academic capability and meet established criteria may pursue a funded advanced civilian degree to meet the needs of the Army and SF Regiment. Utilization includes MTO&E and TDA assignments. These degree programs are provided by NDU, NPS, NDIC, and others.

(j) Desired experience and skills. In addition to specific advanced skill requirements, all CW4s should acquire the following skills:

- (1) Joint UW Operations Course
- (2) Joint SOF Logistics Course
- (3) SOF SA in a Contemporary Environment
- (4) ARSOF PCC
- (5) How The Army Runs (HTAR)



### Chief Warrant Officer Five

(k) Overview. The CW5 is a master-level special operations practitioner. CW5s are complex problem solvers and highly skilled critical and creative thinkers. They clearly and concisely communicate SOF requirements and capabilities within the JIIM environment and provide comprehensive tactical and technical knowledge to commanders and staffs at the operational and strategic level. They are expected to effectively evaluate/assess, synthesize facts, talent manage, make decisions, inspire, set goals, collaborate, persuade, supervise, listen, counsel, guide, and mentor.

(l) Education. The CW5 must complete the ARSOF, Joint SOF, and Army Pre-Command Courses once selected for service as the Commandant, Special Forces Warrant Officer Institute, or brigade-level Command Chief Warrant Officer (CCWO).

(m) Developmental assignments. The CW5 performs the duties and responsibilities of a Special Forces Group (SFG), the 1st Special Forces Command, or Army Special Operations Command Operations Warrant Officer. The brigade-level and above Operations Warrant Officer duties include operations and intelligence fusion during mission planning and execution, synchronization, and integration of all staff elements (including joint, interagency, intergovernmental, and multinational assets), long-range planning and future operations, and training management. The Operations Warrant Officer

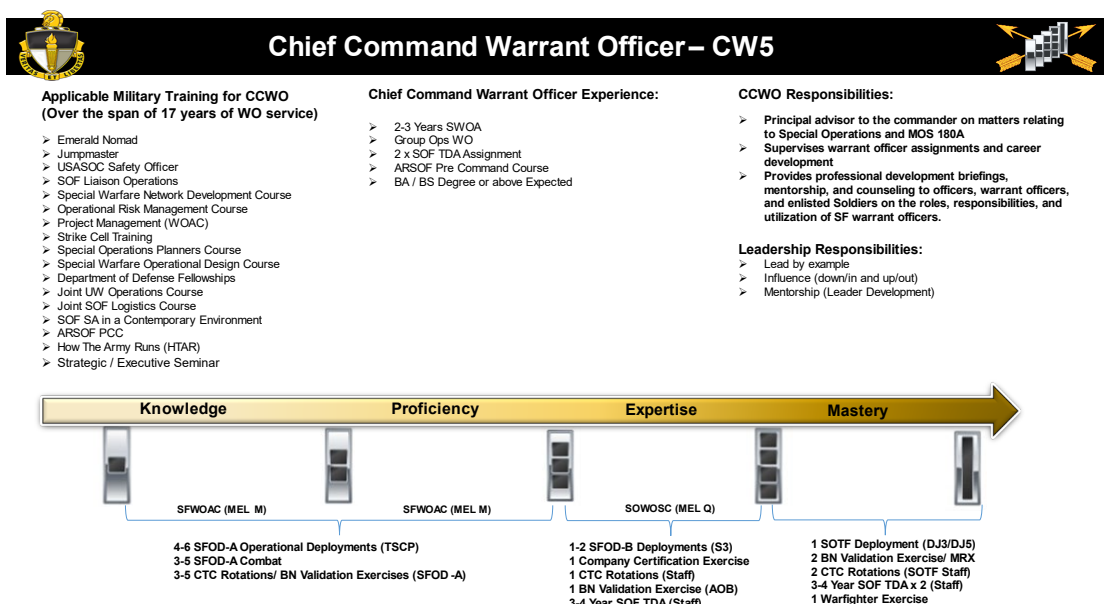
assists and advises the Operations Officer on planning, resourcing, and the execution of all operations, activities, and investments across the operational continuum. Additionally, select CW5 will serve as a brigade-level CCWO. As a member of the command team, the CCWO is an advisor to the commander and staff on all aspects of Army SOF specialized training, core missions, operations, plans, intelligence, collateral and focal point activities, and operational preparation of the environment, across the operational continuum. Additionally, the CCWO is chartered with senior responsibility for the military occupational specialty (MOS) life-cycle functions for all WOs assigned to the organization and oversees accession management, assignments, retention, performance evaluations, and discipline of WOs on behalf of the commander. Furthermore, select CW5s may serve in one or more of the following nominative positions: Commandant, Special Forces Warrant Officer Institute; CCWO, 1st Special Forces Command (Airborne); CCWO, United States Army Special Warfare Center and School / Chief Warrant Officer of the Branch; CCWO, United States Army Special Operations Command; or other branch immaterial CW5 assignments within the Army. The CW5 must successfully complete a developmental assignment prior to consideration for a nominative assignment as the Commandant, Special Forces Warrant Officer Institute. The CW5 must successfully complete a brigade-level CCWO assignment prior to consideration for a nominative assignment as the CCWO, USAJFKSWCS, the Chief Warrant Officer of the Branch (CWOB) or CCWO, 1st SFC (A). Additional developmental assignments for CW5s are:

- (1) Plans officer, USASOC
- (2) TSOC Operations Warrant Officer and senior warrant officer advisor to the commander and staff for all SOF operations and other interests as directed.
- (3) USSOCOM Operations Warrant Officer and senior warrant officer advisor to the commander and staff for all SOF operations and other interests as directed.
- (4) Any W5 011A authorizations (Chief Warrant Officer of the Army, Army Futures Command, Warrant Officer Career College, Combined Arms Center, Army Western Hemisphere, HQDA G-3/5/7, Training and Doctrine).

(n) Self-development. The CW5 should pursue self-development opportunities to fully master all aspects of operations. Self-development includes studying doctrine, distributive learning courses, and institutional training (see desired experience and skills).

(o) Desired experience and skills. In addition to specific advanced skill requirements, all CW5s should acquire the following skills:

- (1) Strategic/ Executive Level Seminars



## 5. ASSIGNMENT PREFERENCES

*a. Preferences.* Officers should strive to serve in KD positions at each grade plate while expanding experience and expertise through broadening assignments throughout DOD. Officer development will continue to occur through a methodical sequence of progressive assignments in TO&E units, staff and TDA billets, joint and coalition assignments, and institutional training positions. Self-development continues to be an essential component of officer development. The goal is to develop officers that can expertly conduct SF operations in support of the CCDRs. Development occurs through the Army school system with all officers selected for promotion completing some form of resident PME training.

### *b. Assignments.*

(1) SF officers' assignments to developmental leadership positions have precedence. Typically, officers should seek assignments in the following order:

- (a) Service as the commander of an SF detachment (SFOD-A/G).
- (b) Service on a battalion or group staff, as an SFOD-B XO, or on a designated specialty SFOD.
- (c) Service in USAJFKSWCS, 1st SFC (A), and other USSOCOM, Army, and joint assignments.
- (d) Attendance at the Command and General Staff Officer Course (CGSOC) ILE or equivalent program.
- (e) Attendance at the AMSP, NDU or NPS Master of Science in Defense Analysis degree program.
- (f) Service as the commander of an SF company (SFOD-B/F/H, advanced skills committee (ASC), Technical Integration Support Center (TISC), as a battalion S-3 or XO; as a group plans officer, XO, or S-3; or a designated KD position.
- (g) Joint assignment.
- (h) Service as the commander of a CSL-selected battalion-level command.
- (i) Attendance at a Senior Service College (SSC).
- (j) Service as the commander of a CSL-selected group/brigade-level command.

(2) AC and ARNG SF WO assignments to positions of leadership and technical expertise have precedence. Typically, SF WOs should seek assignments in the following order:

- (a) Service as an SFOD-A assistant detachment commander.
- (b) Service on an SFOD-G.
- (c) Service as a company (SFOD-B) operations WO.
- (d) Service on an SFOD-E
- (e) Service as a battalion (SFOD-C) operations WO.
- (f) Service as a group operations WO or CCWO.
- (g) Service as an operations WO or staff officer, instructor, or writer at USAJFKSWCS, 1ST SFC (A), or USASOC; or a joint assignment may be sought after promotion to CW3. (Applicable to USAR when serving on AC orders).

## 6. DURATION OF DEVELOPMENTAL OFFICER LIFE-CYCLE ASSIGNMENTS

All captains will optimally serve 24 months in their KD position in an SFG as an SFOD-A commander, but a minimum of 18 months. The goal is for all majors to serve for 24 months in KD positions in an operational group, training group, or other designated 18A coded position. Figure 1 depicts the KD positions of the SF Branch.

**Figure 1. The Special Forces Officer Developmental Model**

RANK	CPT									MAJ						LTC						COL														
YEARS	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					
<b>PME / TRAINING</b>	SFAS				CCC / SFQC				ILE / JPME I						JPME II (10 Weeks, Norfolk, VA)						SSC															
	Advanced Skills Courses																																			
	← <b>Key Developmental and Broadening Assignments</b> →																																			
<b>TYPICAL ASSIGNMENTS</b>	SFODA Commander SFODG Commander SF HHC / HSC CDR SF GRP / BN Staff SF CO XO HRC Talent Manager SOTD/CTC ODA O/C Joint Staff / OSD Intern Aide-de-camp									SF CO Commander SF Battalion XO SF Battalion S3 SF Group XO SF Group S3 SOF Operations Officer SOF Plans Officer SORB Staff SMU Operator/Staff USASOC/1SFC/SWCS Staff USASOC Force Modernization Center (UFMC) -UFMC Operations Officer -Army Special Operations Robotics Division (ASORD) Capability Manager -Artificial Intelligence Division (AI DIV) Director SOCOM/JSOC/TSOC Staff SOJTF Staff OSD Staff/Joint Staff/Army Staff HRC Senior Talent Manager SOTD/CTC AOB O/C CTC Staff Combined Arms Center Staff Other Nominative Positions						TOE / TDA BN Commander USASOC CG XO USASOC CAG Director JSOC CG XO JSOC CIG Director CSA/VCSA/4-star HQs (Nominative positions) SOTD/CTC Commander SMU selected BN CMD HRC SF Branch Chief Colonels Management HRM ASD SO/LIC Leg Affairs CAC SOF Cell XO USASOC/1SFC/SWCS Staff SF Proponent Office Chief SOCOM/TSOC Staff SOJTF Staff						TOE / TDA BDE / GRP Commander SOCOM CDR XO SOCOM Staff Division Chief USASOC COS / G3 / G8 USASOC UFMC Director 1SFC COS / G3 SWCS COS / G3 HRC ARSOF Division Chief CAC SOF Cell Chief TSOC DCO / COS / J3 JSOC J3 ASD SO/LIC Senior Military Assistant HQDA G3 SOD Division Chief Joint Staff J37 DDSO Deputy CSA/VCSA/4-star HQs (Nominative positions)														
<b>CIVILIAN EDUCATION</b>	Army Civilian Schooling (ACS) / Broadening Opportunity Programs (BOP) / Naval Postgraduate School / National Defense University / Fellowships																																			

**FIGURE 2. THE SPECIAL FORCES WARRANT OFFICER DEVELOPMENTAL MODEL**

Rank	WO1					WO2					WO3					WO4					WO5				
PME Training																									
YEARS (WOS)	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21			
<b>Developmental Assignment (Experience)</b>	SFOD-A Assistant Detachment Commander SFOD-E/G Detachment Commander					Company Operations Warrant SFG (A) S-3 / S-5 Battalion Operations WO TISC					Senior Warrant Officer Advisor					Command Chief Warrant Officer SFG Operations Warrant									
<b>Self-Developmental Opportunities</b>						Training with Industry Degree Completion Broadening Opportunity																			
<b>Broadening Assignments (Experience)</b>						SFWOTTC Director SFWOTTC Instructor USAJFKSWCS Instructor JRTC USSOCOM Staff, USASOC Staff, 1st SFC (A) Staff, SMU					180A Talent Management Officer 180A Proponent Manager Deputy Commandant SFWOI SWIG Operations Warrant SFWOAC / SOWOSC Director SFWOAC / SOWOSC Instructor Doctrine Writer DIA					USASOC CCWO (Nominative) 1st SFC (A) CCWO (Nominative) USAJFKSWCS CCWO (Nominative) SFWOI Commandant (Nominative) CWOB (Nominative) SWIG CCWO									
<b>Self-Developmental Goals (Training)</b>	Emerald Nomad Static Line Jumpmaster					Strike Cell Special Operations Planners Course Operational Risk Management					Global Force Management Course How the Army Runs														
<b>Structured Self-Developmental Goals (Civilian Educations)</b>	Associate Degree					Bachelor Degree										Master Degree									
	NPS, NDU, Congressional Fellowship, White House Fellowship																								

## **7. REQUIREMENTS, AUTHORIZATIONS, AND INVENTORY**

*a. Goal.* The goal is to maintain a healthy, viable career path for officers who remain in the OD functional category. To accomplish this, the field-grade inventory must be structured to meet branch authorizations, to provide sufficient flexibility in supporting branch and generalist participation, and to allow all officers to serve in KD assignments for the period needed to achieve requisite professional development.

*b. Captain accessions.* The CG, USAJFKSWCS, validates captain accessions requirements in an annual mission requirements letter to DA G-1. The goal for all captains is to graduate the SFQC between their fifth and sixth year in service and to serve in multiple assignments and obtain professional development in SF before consideration for promotion to major.

## **8. KEY OFFICER LIFE-CYCLE INITIATIVES FOR SPECIAL FORCES**

*a. Structure.* SF structure is somewhat different from that of the other OD branches because of its high officer density by skill and grade and through the absence of Lieutenants.

*b. Acquire.* The SF branch is a non-accession branch. USAREC recruits officers as SF volunteers. Eligible officers are considered in their third year of service. An annual military personnel (MILPER) message provides eligibility and application requirements. SF WOs are accessed from all CMF 18 MOSs. The Chief Warrant Officer of the Special Forces Branch, USAJFKSWCS, establishes recruitment guidance each fiscal year based on the health of the force. The primary recruiters for new accessions are SF WOs. Individuals meeting MOS 180A prerequisites must submit an application through the USAREC WO Recruitment Company (WORC). The WORC is responsible for the administrative processing of all AC 180A applications. All eligible applicants are evaluated by the HQDA WO selection board, convened at HQ, USAREC. Those selected will be scheduled for next available SFWOTTC course. An 18A can request a transition to 180A after completing 24 months utilization as a Detachment Commander for a SFOD-A/G. All AC SF Officers seeking to transition to 180A, must submit an Unqualified Resignation (UQR) packet IAW with AR 600-8-4. Upon selection and the subsequent release of the WOSB results, SF officers must submit a UQR through their unit's human resources office (S-1). The ARNG applications are processed through the National Guard Bureau to the respective state adjutant general (AG) office, where a federal recognition board is conducted to select qualified applicants. Board-selected individuals will be scheduled to attend the SFWOTTC at USAJFKSWCS.

*c. SF officer training prerequisites.* Officers applying for selection for SF training will meet the following prerequisites:

- (1) Be currently serving as an AC or ARNG officer.
- (2) Be a captain or be a first Lieutenant selected for promotion to captain.
- (3) Have enough time remaining as a captain to complete SF training and serve a minimum of 2 years in an SF unit before consideration in the primary zone for promotion to major. This allows for the completion of KD assignments and attainment of sufficient SF experience before selection for major.
- (4) Be airborne qualified. If not airborne qualified, the applicant must volunteer for airborne training.
- (5) Have passed the AFT Heavy standard
- (6) Be able to swim 50 meters unassisted while wearing the full Operational Camouflage Pattern (OCP) with boots.
- (7) Have scored at least 85 on the Defense Language Aptitude Battery (DLAB) or have met USAJFKSWCS language school graduation standards on the DLPT in an SF-required language (other than English).
- (8) Have met the medical standards for SF training per AR 40-501.
- (9) Have a Secret security clearance and be eligible for a Top Secret security clearance.

*d. Branch-transfer policies.* Although SF branch controls volunteers throughout their training, they remain members of their basic branches of assignment during training. The training pipeline begins with temporary duty (TDY) attendance to Special Forces Assessment and Selection (SFAS), which an officer must successfully complete to continue on to subsequent phases of SF qualification training. Upon successful completion of the SFQC, the officer receives their first assignment to an SF operational unit. The USAHRC transfers officers to SF upon successful completion of the SFQC. Officers failing to be

selected at SFAS or failing to achieve SFQC course standards must return to their initial branches of assignment. Officers who completed SF training as enlisted Soldiers will still complete the SFQC before transferring to SF. However, they will not normally be required to attend SFAS, nor will they be required to re-attend SERE training if they have already completed the SERE Level C (High Risk) Course. AC and ARNG SF qualification training requirements are identical. ARNG officers who successfully complete the AC SFQC do not have to repeat SFQC training if assessed into the AC.

e. *Waiver authority.* The CG, USAJFKSWCS is the final waiver authority for course prerequisites as well as qualification and branch-transfer requirements. All requests for waivers should be addressed to "The Special Forces Commandant, USAJFKSWCS, ATTN: AOJK-CDI-SF, Fort Bragg, NC 28310-5200."

f. *SF WO prerequisites.* AC and ARNG SF WO training requirements are identical. SF non-commissioned officers (NCOs) applying for selection for SF WO (MOS 180A) training must meet the following prerequisites:

- (1) Must be a CMF 18 MOS
- (2) Must be a SSG (E-6) or above
- (3) Have a Secret-level security clearance and have initiated a request for a Top Secret security clearance.
- (4) Be able to pass the AFT Heavy standard, and to meet height and weight standards in accordance with AR 600-9.
- (5) Be able to pass the appointment physical for technicians as verified by an appropriate medical authority on USAREC Form 1932 with the medical authority verification statement included.
- (6) Be less than 46 years of age.
- (7) Have a general technical (GT) score of 110 or higher. No waivers are accepted.
- (8) Must have at a minimum of 36 months experience assigned to a SFOD-A
- (9) Must have a current DA Form 330 with at least a 1/1 language proficiency
- (10) Must meet the medical fitness standards for SF duty and commissioning physical dated within the last 6 months at time of receipt at USAREC. A completed USAREC Form 3.1 (Results of Medical Examination) must be included with application.
- (11) Must have at least the minimum Letters of Recommendation from their SF Company Commander, SF Battalion Commander, SF Group Commander, and SFG CCWO

g. *Minimum Prerequisites for SF Officers (18A)* applying for selection for SF WO (MOS 180A) training must meet the following prerequisites:

- (1) Must have a current DA Form 330 with at least a 1/1 language proficiency
- (2) Must meet the medical fitness standards for SF duty and commissioning physical dated within the last 6 months at time of receipt at USAREC. A completed USAREC Form 3.1 (Results of Medical Examination) must be included with application.
- (3) Must have at least the minimum Letters of Recommendation from their SF Company Commander, SF Battalion Commander, SF Group Commander, and SFG CCWO

h. *Distribution.* Careful management is required to balance the need to retain sufficiently experienced officers in the branch with the need to keep the inventory small enough to allow for sufficient amount of KD assignments. The Army will make every effort to provide professional development opportunities for officers to ensure they are able to compete for advancement.

i. *Deployment.* SF officers will remain personally and professionally prepared to deploy worldwide at all times. Whether assigned to deployable TO&E units with high levels of readiness or fixed-site TDA organizations, all SF officers must be ready to deploy and able to accomplish missions across the full spectrum of conflict. SF officers may deploy on short notice with their units to conduct combat operations, deter potential adversaries, and to protect national interests; or as individuals to support joint and multinational combat operations, or sustainment and support operations. SF officers must prepare themselves and their families for this challenging life-cycle function.

j. *Sustainment.* Recent Officer Personnel Management System (OPMS) updates have changed the manner of execution in some areas affecting officer career development.

(1) Promotion. Following functional category designation, SF officers will compete for promotion only within the OD functional category.

(2) Command. Centralized selection of SF Lieutenant Colonel and Colonel commanders will

continue in four command categories: operations, strategic support, recruiting and training, and installation. The SF personnel proponent at the USAJFKSWCS closely monitors the number of commands available to SF officers to achieve branch professional development on par with that of the other OD branches. A special DA board fills selected SMU commands. Officers are selected to command SMUs generally in lieu of CSL commands, not as a second command, though selected SMUs are designated as second commands.

(3) Officer Evaluation Report (OER). The OER will reinforce the linkage between officer development and officer personnel management. Starting with captain, the rater and senior rater will recommend the rated officer for the functional category that best suits their ability and interests. SF raters and senior raters thus perform a critical function that helps ensure that both the MFE functional category and other functional categories possess quality officers.

*k. Separation.* The branch separation process remains the same as for the rest of the Army.

## **9. Army National Guard (ARNG) Special Forces Officers**

*a. General career development.* ARNG officer career development requirements are normally satisfied by attendance at military schools combined with planned, progressive assignments in SF units or positions as well as continuous self-development. To be considered a qualified SF officer at each grade, the length of service in a given position is not the focus; the key is the assignment opportunities, experiences, and sufficient time served during each assignment to develop SF competence. Due to geographical and recruiting realities, Lieutenants may be assigned to ARNG SF companies.

*b. Developmental opportunities.* ARNG captain, major, Lieutenant Colonel, and Colonel KD and primary developmental assignments, as well as branch-transfer requirements, are the same as for AC officers. ARNG SF officer development, in general, should parallel that of their AC counterparts. The ARNG officers may not find an SF unit with openings at their grade or may be ineligible for promotion until finding a unit position at the proper grade. ARNG officers' civilian careers and other considerations may limit them to serving in geographically available units. Even though ARNG SF officers are limited by geographical and positional considerations, they should strive for assignments in SF units that yield the same developmental and competitive opportunities as their AC counterparts. ARNG SF officers should contact their state officer manager or their senior branch officer to ensure they can meet their professional development objectives. These transfers are necessitated by geographical considerations, as well as the need to complete professional military education (PME) requirements and to provide the opportunity to serve with troops in leadership and staff positions to as many officers as possible. Transfers within a component will normally be temporary, and should not be seen as impacting negatively on an SF officer's career.

## **10. U.S. Army Reserve (USAR) Special Forces Officers**

*a. General career development.* The USAR has no SF force structure in their organization but may have individual SF officers within the ranks. Options for such officers include duty in the Individual Ready Reserve (IRR) with possible individual mobilization augmentee (IMA) program positions or short tour positions, Active Guard Reserve (AGR) positions, branch immaterial positions, or positions in non-SF units. Some officers may have to branch transfer. A USAR officer may branch transfer several times during their career and may not be able to follow the normal SF career model.

*b. Assignments.* SF officers in the USAR may find assignments in troop program unit (TPU), IMA, and drilling IMA (DIMA) positions in AC organizations, installations or HQDA agencies. SF officers in the USAR may also serve tours of Active Duty Operational Support (ADOS), Contingency Operation for Active Duty Operational Support (CO-ADOS), annual training (AT), or temporary tour on Active Duty (TTAD). When IRR SF officers are mobilized in an SF position, they are expected to complete SF officer refresher course in residence before deploying. To meet professional developmental objectives in the USAR, SF officers must be willing to work with their Personnel Management Officer (PMO) team to rotate between TPU, IRR, IMA, DIMA, Joint Reserve Units (JRU), the IRR- Augmentee (IRR-A), AGR, and even apply for short active duty tours.