

MILITARY INTELLIGENCE PROPONENT

SUPPLEMENTAL INFORMATION FOR

SFC DA SELECTION BOARD

MAY 2003



MEMORANDUM FOR 2003 Sergeant First Class Selection Board

SUBJECT: MI Proponent Input

1. The Military Intelligence Corps provides the enclosed information to assist you in better understanding the Military Occupational Specialties (MOS) that make up the 33, 96, and 98 Career Management Fields (CMF). MI soldiers are at the leading edge of technology and provide critical support to war-fighters on a daily basis. Their job skills are diverse and include analysis, collection, processing, operation, and maintenance of a variety of intelligence systems.
2. MI Staff Sergeants serve in a variety of leadership and operational positions. It is important for the board members to realize that many of the duty positions they will see reflected in soldiers NCOERs, fall under non-traditional duty titles, and even within the same duty titles there is considerable differences at times in scope and level of responsibility.

**We have included information on each MOS data sheet for traditional and non-traditional duty titles to identify the grade/rank to which they should apply as related to scope and level of responsibility. This will serve as starting point for your review, but it is imperative that duty descriptions on the NCOER are reviewed for specific information on numbers of soldiers, etc.

3. As a board member, you may also see short period NCOERs due to frequent deployments by many MI NCOs. This should not be construed as negative, but rather looked upon as a positive. These soldiers are doing what they were trained to do in the most challenging of environments.
4. It is my hope that this packet will provide you with the information you need to identify and select those MI NCOs most qualified and deserving of promotion. Thank you for your efforts.
5. "Always Out Front"

LAWRENCE J. HAUBRICH
CSM, USA
MI Corps Command Sergeant Major

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MI PROPONENT CONTACT INFORMATION AS OF MAY 2003

SERGEANT MAJOR: SGM CROSSMAN DSN 821-1174

CMF 33: SFC BONESTEEL DSN 821-9347

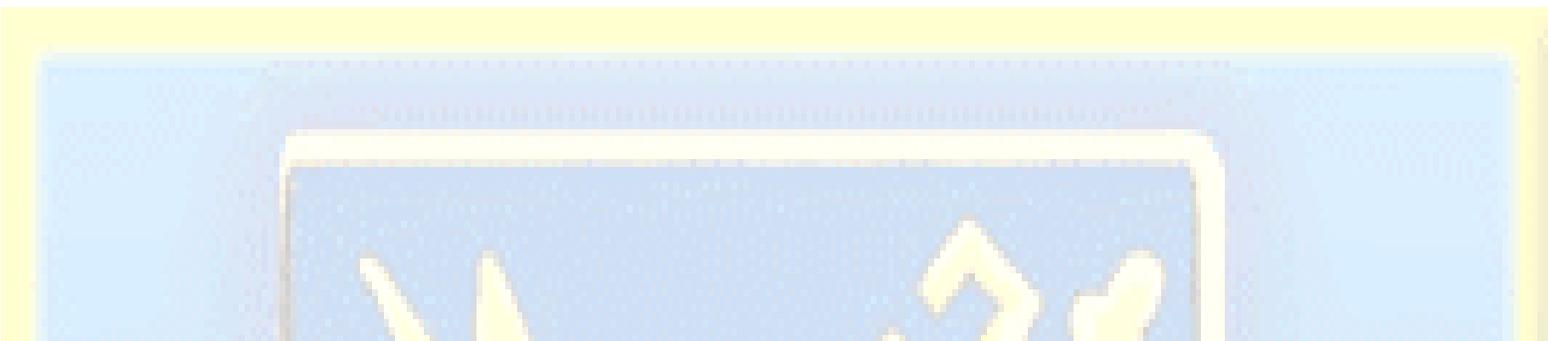
CMF 96: MSG GOOD DSN 821-1189
SFC BRANCH DSN 821-1184
SFC MONTES DSN 821-1182
SFC SIMPSON DSN 821-1181

CMF 98: SFC BAKER DSN 821-1450
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**CME 33
Follows**

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Career Management Field (CMF) 33

Military Intelligence (MI) Systems Maintenance and Integration

Overall Mission of CMF 33:

The mission of MI Systems Maintainers/Integrators is to perform electronic maintenance at multiple echelons, from organizational through depot level. In many instances, the 33 CMF maintainers perform component level repair on one-of-a-kind systems.

CMF MOS Breakdown:

CMF 33 is composed of a single Military Occupational Specialty; 33W - MI Systems Maintainer/Integrator.

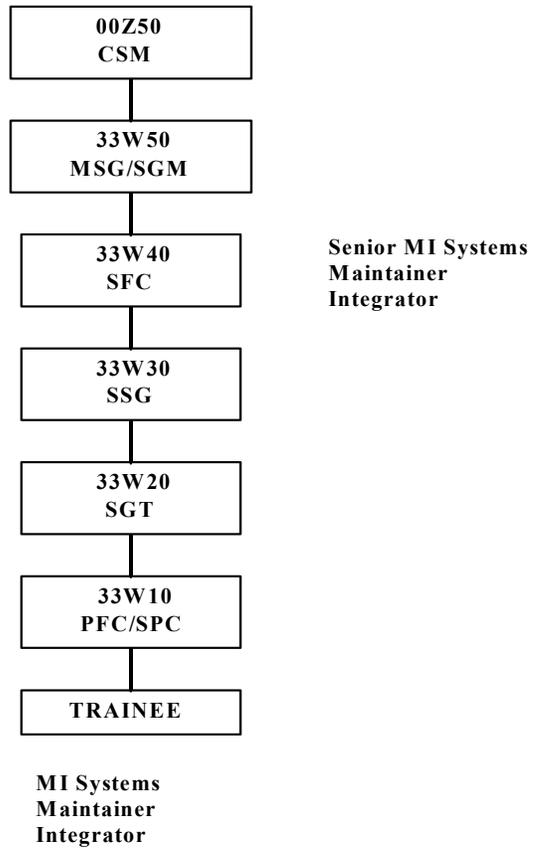
Career Progression Information:

CMF 33 Career Progression Model is located on page 2, and Career Progression Chart for the CMF 33 MOSs are located immediately after their respective MOS Data Sheets.

Impact of Force Structure Changes on CMF 33:

No major changes since 1997.

CMF 33 CAREER MANAGEMENT FIELD



MOS 33W – MI SYSTEMS MAINTAINER/INTEGRATOR

NCO DUTIES: Supervises and leads sections or squads of MI systems maintainers/integrators. Diagnoses and corrects complex computer-controlled MI systems. Administers, maintains and conducts Information Assurance on a Distributed Processing Network (DPN). Supervises calibration and shop safety programs. Analyzes recurring faults in MI systems and recommends modifications. Serves as the quality assurance/control inspector for MI systems maintenance. Prepares maintenance and integration annexes for unit Standard Operating Procedures (SOP). Maintains equipment repair and maintenance schedules for unit systems. Oversees repair parts stock levels. Performs as system integrators for various MI systems. Implement configuration management policies and procedures. Establishes inter-connectivity between MI dissemination systems.

KEY CONSIDERATIONS FOR SELECTION TO SFC:

a. Assignments. Ideally, 33W SSG candidates for SFC should have both operational field assignments, as well as garrison assignments. Those 33Ws with diversity in assignments will be better prepared to lead young soldiers in the Electronic Maintenance World. Assignments as noted below should be viewed in the most positive sense by board members:

Special Mission Units	Instructor	Drill Sergeant
Deployments	Recruiter	

b. Duty Positions. Ideally, 33W SSG candidates for SFC should have served successfully as a Squad Leader as well as in at least one other position as noted below. Those soldiers serving in a SFC position as a SSG should be viewed in the highest possible sense:

SSG Equivalent Positions (norm)

Squad Leader
Recruiter
Drill Sergeant
Military Intelligence System
Maintainer/Integrator SGT
NCOES Small Group Leader
Instructor Writer

SFC Equivalent Positions (exceptional)

Platoon Sergeant
Sr Drill Sergeant
Sr Instructor/Writer
Professional Development NCO
Sr Small Group Leader
Sr MI Systems Maintainer/Integrator

** 33W SSG candidates for SFC who have served at some time in their career as a Drill Sergeant, Recruiter, or Instructor should be viewed in the highest positive sense due to the unique challenges of those positions.

c. Civilian Education. The MOS career development guide in enclosure 3 highlights educational goals for 33W soldiers throughout their careers. It is important to note that many MI assignments encompass job demands which can preclude civilian education, and therefore the board should carefully consider how it views this area.

d. Military Training. Post AIT military training other than NCOES for CMF 33 soldiers is very limited. Ideal candidates for promotion to SFC should have outstanding AERs for BNCOC and ANCOC.

e. Special Programs. No Special Programs of note.



Military Intelligence Systems Maintainer/Integrator 33W



CAREER PROGRESSION CHART

SGM COURSE	20 YEARS	CSM / SGM	SL5 Sergeant Major First Sergeant Chief MI System Maintainer/Integrator (E-8) Reserve Component Advisor Sr Professional Development NCO Chief Instructor Writer Sr Career Management NCO Sr Career Advisor
1SG COURSE		1SG / MSG	
BATTLE STAFF COURSE	15 YEARS		SL4 Platoon Sergeant Sr Drill Sergeant Sr Instructor/Writer Professional Development NCO Sr Small Group Leader Sr MI Systems Maintainer/Integrator
ANCOC		SFC	
	10 YEARS		SL3 Squad Leader Recruiter Drill Sergeant Military Intelligence System Maintainer/Integrator/SGT NCOES Small Group Leader Instructor/Writer
BNCOC		SSG	
	5 YEARS		
PLDC		SGT	SL2 Military Intelligence Systems Maintainer/Integrator Service School/NETT Instructor
		SPC PFC PV2 PVT	
IET	0 YEARS		SL1 Military Intelligence Systems Maintainer/Integrator



**CMF 96
Follows**

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Career Management Field (CMF) 96

Military Intelligence (MI)

Overall Mission of CMF 96:

The mission of the Military Intelligence soldier is to collect, process, analyze, and disseminate all types of intelligence at battalion through the national level using a wide variety of technical systems.

CMF MOS Breakdown:

CMF 96 is composed of seven Military Occupational Specialties;

- 96B - Intelligence Analyst
- 96D - Imagery Analyst
- 96H - Common Ground System Operator
- 96R - Ground Surveillance System Operator
- 96U - Tactical Unmanned Aerial Vehicle Operator
- 97B - Counterintelligence Agent
- 97E - Human Intelligence Collector

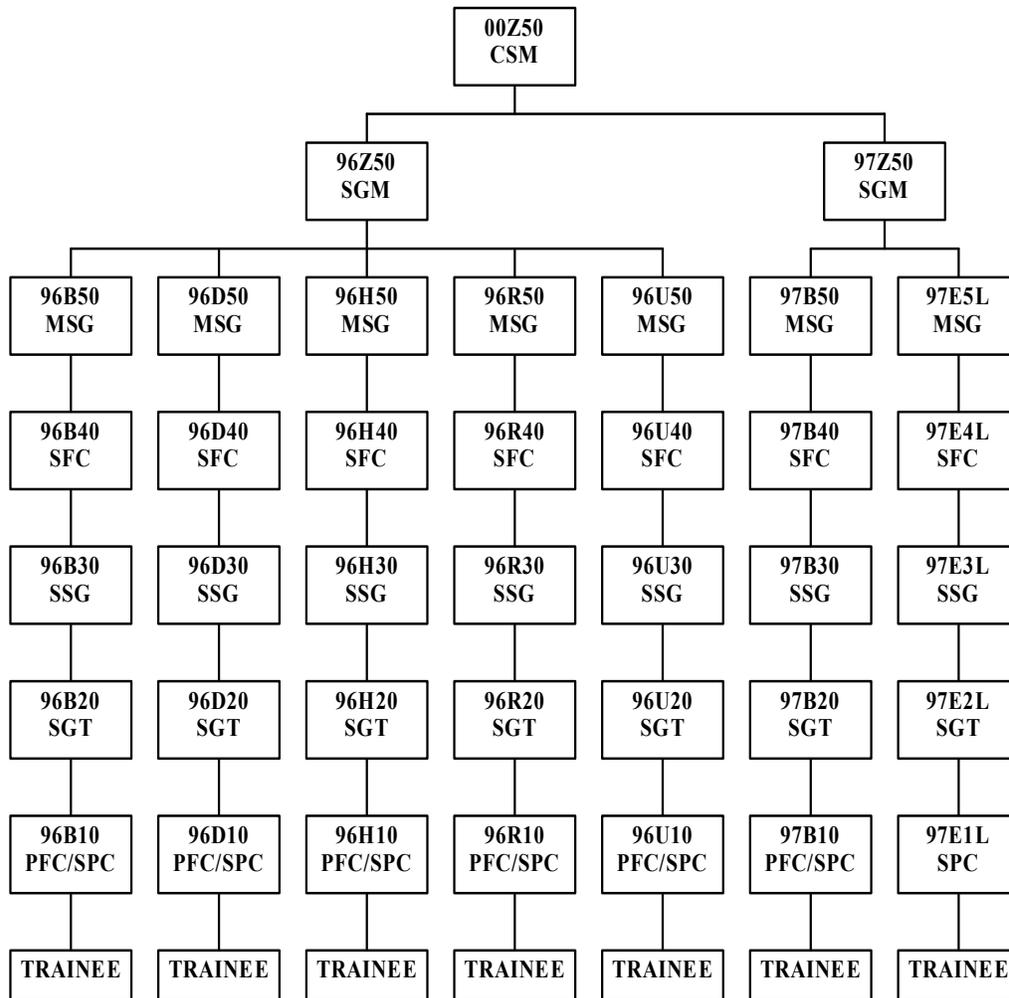
Career Progression Information:

CMF 96 Career Progression Model is located on page 6, and CMF MOS Career progression Charts are located immediately after their respective MOS Data Sheets.

Impact of Force Structure Changes on CMF 96:

No major changes of note for Board Consideration.

CMF 96 CAREER MANAGEMENT FIELD



MOS 96B – INTELLIGENCE ANALYST

NCO DUTIES: Supervises and performs intelligence analysis and other duties associated with the All Source Analysis System (ASAS); coordinates and participates in collection management, processing, and dissemination of tactical and strategic intelligence. There are significant opportunities to perform in key leadership and staff positions at all echelons. The majority of positions are within organizations Echelons Corps and Below. In some instances, MOS 96B NCOs are the sole MI representatives within a unit.

KEY CONSIDERATIONS FOR SELECTION TO SFC:

a. Assignments. Ideally, 96B SSG candidates for SFC should have diversity in assignments. In addition to basic diversity among assignments, 96B soldiers who have been assigned as noted below should be viewed in the highest positive sense due to the unique challenges of these assignments.

Special Mission Units
Deployments
Drill Sergeant
Instructor
Recruiter

Observer Controller
Equal Opportunity Advisor
AC/RC Advisor
Career Advisor
Career Management NCO

b. Duty Positions. Ideally, 96B SSG candidates for SFC should have served successfully as a Squad Leader as well as at least one other position as noted below. Those soldiers serving in a SFC position as a SSG should be viewed in the highest positive sense:

SSG or SSG Equivalent Positions (norm)

Squad Leader
Recruiter
Drill Sergeant
Instructor
Intelligence Analyst Sergeant
ACT/Combat Battalion S2
Observer Controller

SFC or SFC Equivalent Positions (exceptional)

Platoon Sergeant
Sr Intelligence Analyst
Career Manager
Combat Brigade S-2
Equal Opportunity Advisor
Reserve Component Advisor
Sr Instructor/Writer
Observer/Controller

** 96B SSG candidates for SFC who have served at some time in their career as a Drill Sergeant, Recruiter, or Instructor should be viewed in the highest positive sense due to the unique challenges of those positions.

c. Civilian Education. The MOS career development guide in enclosure 3 highlights educational goals for 96B soldiers throughout their careers. It is important to note that many MI assignments encompass job demands which can preclude civilian education, and therefore the board should carefully consider how it views this area.

MOS 96B – INTELLIGENCE ANALYST

d. Military Training. 96B SSG candidates for SFC who have successfully completed courses as noted below should be viewed in the highest positive sense. All SSG candidates for SFC should have outstanding NCOES AERs.

All Source Analysis System (ASAS) Master Analyst Course – ASI 1F

e. Special Programs. Several highly challenging programs exist for 96B NCOs. SSG candidates for SFC who have successfully completed programs as noted below during their career should be viewed in the highest positive sense:

Under Graduate Intelligence Program (UGIP)
Post Graduate Intelligence Program (PGIP)



Intelligence Analyst 96B

CAREER PROGRESSION CHART

SGM COURSE	20 YEARS	CSM / SGM (96Z)	SL5 First Sergeant Chief Intelligence Sergeant Chief Training Developer/Writer Chief Instructor/Writer Sr Career Advisor Observer/Controller Bde/Bn S3 NCOIC Reserve Component Advisor ACE NCO/NCOIC
1SG COURSE			
BATTLE STAFF COURSE	15 YEARS	1SG / MSG	SL4 Platoon Sergeant Sr Intelligence Analyst Combat Brigade S2 Observer/Controller Sr Instructor/Writer Professional Development NCO Reserve Component Advisor Equal Opportunity Advisor
ANCOC			
	10 YEARS	SFC	
BNCOC			
	5 YEARS	SSG	SL3 Squad Leader Recruiter Drill Sergeant Intelligence Analyst Sergeant ACT/Combat Battalion S2 Observer/Controller Instructor
PLDC		SGT	SL2 Intelligence Analyst Team Leader
IET	0 YEARS	SPC PFC PV2 PVT	SL1 Intelligence Analyst

MOS 96D – IMAGERY ANALYST

NCO DUTIES: Supervises and participates in collection management and analysis of aerial and ground imagery developed by photographic and electronic means; plans and recommends the use of all ground and aerial sensor systems for surveillance and reconnaissance missions. Over ninety-five percent of the key NCO positions are within organizations at corps and above

KEY CONSIDERATIONS FOR SELECTION TO SFC:

- a. Assignments.** Ideally, 96D SSG candidates for SFC should have diversity in assignments. In addition to basic diversity among assignments, 96D soldiers who have been assigned as noted below should be viewed in the highest positive sense due to the unique challenges of these assignments.

Special Mission Units	Observer Controller
Deployments	Equal Opportunity Advisor
Drill Sergeant	AC/RC Advisor
Instructor	Career Advisor
Recruiter	Career Management NCO

- b. Duty Positions.** Ideally, 96D SSG candidates for SFC should have served successfully as a Squad Leader as well as at least one other position as noted below. Those soldiers serving in a SFC position as a SSG should be viewed in the highest positive sense:

SSG or SSG Equivalent Positions (norm) SFC or SFC Equivalent Positions (exceptional)

Squad Leader	Platoon Sergeant
Imagery Analyst Sergeant	Sr Drill Sergeant
Recruiter	Sr Imager Analyst
Drill Sergeant	Sr Instructor
Instructor	Professional Development NCO
Training Developer/Writer	Career Management NCO
	Reserve Component Advisor
	Equal Opportunity Advisor
	Sr Training Developer/Writer

** 96D SSG candidates for SFC who have served at some time in their career as a Drill Sergeant, Recruiter, or Instructor should be viewed in the highest positive sense due to the unique challenges of those positions.

- c. Civilian Education.** The MOS career development guide in enclosure 3 highlights educational goals for 96D soldiers throughout their careers. It is important to note that many MI assignments encompass job demands which can preclude civilian education, and therefore the board should carefully consider how it views this area.

- d. Military Training.** 96D SSG candidates for SFC who have successfully completed courses as noted below should be viewed in the highest positive sense. All SSG candidates for SFC should have outstanding NCOES AERs.

Defense Sensor Imagery Application training Programs (DSIAPT) – ASI S9

MOS 96D – IMAGERY ANALYST

Community Imagery Analysis Course (CIAC) – ASI S5
Tactical Exploitation of National Capabilities (TENCAP) – ASI T6 or 2T
Battle Staff Operations Course –ASI 2S
Requirements Management System (RMS) Course

e. Special Programs. Several highly challenging programs exist for 96D NCOs. SSG candidates for SFC who have successfully completed programs as noted below during their career should be viewed in the highest positive sense:

Under Graduate Intelligence Program (UGIP)
Post Graduate Intelligence Program (PGIP)



Imagery Analyst 96D

CAREER PROGRESSION CHART

SGM COURSE	20 YEARS	CSM / SGM (96Z)	<div style="border: 1px solid black; padding: 5px; background-color: #e0ffff;"> <p>SL5 First Sergeant Chief Imagery Analyst Reserve Component Advisor Sr Professional Development NCO Leader Development NCO EO Advisor</p> </div>
1SG COURSE	15 YEARS	1SG / MSG	<div style="border: 1px solid black; padding: 5px; background-color: #e0ffff;"> <p>SL4 Platoon Sergeant Sr Drill Sergeant Sr Imagery Analyst Sr Instructor Professional Development NCO Career Management NCO Reserve Component Advisor Equal Opportunity Advisor Sr Training Developer/Writer</p> </div>
BATTLE STAFF COURSE	15 YEARS	1SG / MSG	<div style="border: 1px solid black; padding: 5px; background-color: #e0ffff;"> <p>SL4 Platoon Sergeant Sr Drill Sergeant Sr Imagery Analyst Sr Instructor Professional Development NCO Career Management NCO Reserve Component Advisor Equal Opportunity Advisor Sr Training Developer/Writer</p> </div>
ANCOC	10 YEARS	SFC	<div style="border: 1px solid black; padding: 5px; background-color: #e0ffff;"> <p>SL3 Squad Leader Imagery Analyst Sergeant Recruiter Drill Sergeant Instructor Training Developer/Writer</p> </div>
BNCOC	5 YEARS	SSG	<div style="border: 1px solid black; padding: 5px; background-color: #e0ffff;"> <p>SL3 Squad Leader Imagery Analyst Sergeant Recruiter Drill Sergeant Instructor Training Developer/Writer</p> </div>
PLDC	0 YEARS	SGT	<div style="border: 1px solid black; padding: 5px; background-color: #e0ffff;"> <p>SL2 Imagery Analyst Team Leader</p> </div>
IET	0 YEARS	SPC PFC PV2 PVT	<div style="border: 1px solid black; padding: 5px; background-color: #e0ffff;"> <p>SL1 Imagery Analyst</p> </div>

MOS 96H – COMMON GROUND STATION OPERATOR

NCO DUTIES: Supervises and performs detection, location, tracking, and correlation of ground targets, rotary wing and slow moving fixed wing aircraft; receives and provides Joint Surveillance Target Attack Radar System (JSTARS) near-real time radar imagery and other data used in situation development, battlefield management, and targeting information to the commander. MOS 96H was formerly associated with the Mohawk Aerial Intelligence Collection Platform and has transitioned to the JSTARS system. Soldiers in MOS 96H are assigned to diverse assignments to include aviation and Armored Cavalry Regiment units.

KEY CONSIDERATIONS FOR SELECTION TO SFC:

a. **Assignments.** Ideally, 96H SSG candidates for SFC should have diversity in assignments. In addition to basic diversity among assignments, 96H soldiers who have been assigned as noted below should be viewed in the highest positive sense due to the unique challenges of these assignments.

Special Mission Units
Deployments
Drill Sergeant
Instructor
Recruiter

Observer Controller
Equal Opportunity Advisor
AC/RC Advisor
Career Advisor
Career Management NCO

b. **Duty Positions.** Ideally, 96H SSG candidates for SFC should have served successfully as a Squad Leader as well as at least one other position as noted below. Those soldiers serving in a SFC position as a SSG should be viewed in the highest positive sense:

SSG Equivalent Positions (norm)

Squad Leader
CGS Sergeant
Instructor/Instructor Writer
Recruiter
Drill Sergeant
Training Developer/Writer

SFC Equivalent Positions (exceptional)

Platoon Sergeant
Sr CGS Operator
Sr Instructor
Professional Development NCO
Sr Drill Sergeant
Sr Training Developer Writter
Career Management NCO
Reserve Component Advisor
Equal Opportunity Advisor

** 96H SSG candidates for SFC who have served at some time in their career as a Drill Sergeant, Recruiter, or Instructor should be viewed in the highest positive sense due to the unique challenges of those positions.

c. **Civilian Education.** The MOS career development guide in enclosure 3 highlights educational goals for 96H soldiers throughout their careers. It is important to note that many MI assignments encompass job demands which can preclude civilian education, and therefore the board should carefully consider how it views this area.

MOS 96H – COMMON GROUND STATION OPERATOR

d. Military Training. 96H SSG candidates for SFC who have successfully completed courses as noted below should be viewed in the highest positive sense. All SSG candidates for SFC should have outstanding NCOES AERs.

Battle Staff Operations Course – ASI 2S
JSTARS E-8-C Systems Operator – ASI 1A

e. Special Programs. Several highly challenging programs exist for 96H NCOs. SSG candidates for SFC who have successfully completed programs as noted below during their career should be viewed in the highest positive sense:

Under Graduate Intelligence Program (UGIP)
Post Graduate Intelligence Program (PGIP)



Common Ground Station (CGS) Operator 96H



CAREER PROGRESSION CHART

	20 YEARS	CSM / SGM (96Z)	SL5 First Sergeant Chief CGS Operator Reserve Component Advisor Sr Professional Development NCO Leader Development NCO EO Advisor
SGM COURSE			
	15 YEARS	1SG / MSG	SL4 Platoon Sergeant Sr Drill Sergeant Sr CGS Operator Sr Instructor Professional Development NCO Career Management NCO Reserve Component Advisor Equal Opportunity Advisor Sr Training Dev/Writer
1SG COURSE			
BATTLE STAFF COURSE			
	10 YEARS	SFC	SL3 Squad Leader CGS Sergeant Recruiter Drill Sergeant Instructor/Instructor Writer Training Dev/Writer
ANCOC			
	5 YEARS	SSG	SL2 CGS Operator Service School/NETT Instructor
BNCOC			
	0 YEARS	SGT	SL1 CGS Operator
PLDC		SPC PFC PV2 PVT	
IET			

MOS 96R – GROUND SURVEILLANCE SYSTEM OPERATOR

NCO DUTIES: Supervises and participates in collection of information using ground surveillance systems; plans, coordinates, and recommends the use of ground surveillance systems. Detects, locates, and reports target data by interpreting ground surveillance system information. Provides tactical and technical guidance in company area of operations. 96R NCOs assist in preparation and implementation of reconnaissance and surveillance operations plans. Plans, coordinates, supervises and participates in activities pertaining to training and combat operations.

KEY CONSIDERATIONS FOR SELECTION TO SFC:

a. Assignments. Over ninety-five percent of 96R positions are within Echelon Corps and Below organizations, so assignment diversity is limited. 96R soldiers who have been assigned as noted below should be viewed in the highest positive sense due to the unique challenges of these assignments.

Special Mission Units
Deployments
Drill Sergeant
Instructor
Recruiter

Observer Controller
Equal Opportunity Advisor
AC/RC Advisor
Career Advisor
Career Management NCO

b. Duty Positions. Ideally, 96R SSG candidates for SFC should have served successfully as a Squad Leader as well as at least one other position as noted below. Those soldiers serving in a SFC position as a SSG should be viewed in the highest possible sense:

<u>SSG or SSG Equivalent Positions (norm)</u>	<u>SFC or SFC Equivalent Positions (exceptional)</u>
Squad Leader	Platoon Sergeant
GSS Sergeant	Sr GSS Sergeant
Drill Sergeant	Sr Drill Sergeant
NCOES Small Group Leader	Professional Development NCO
Observer/Controller	Observer Controller
Instructor	Sr Instructor/Writer
	Recruiter
	Career Management NCO
	Reserve Component Advisor
	Equal Opportunity Advisor

** 96R SSG candidates for SFC who have served at some time in their career as a Drill Sergeant, Recruiter, or Instructor should be viewed in the highest positive sense due to the unique challenges of those positions.

c. Civilian Education. The MOS career development guide in enclosure 3 highlights educational goals for 96R soldiers throughout their careers. It is important to note that many MI assignments encompass job demands which can preclude civilian education, and therefore the board should carefully consider how it views this area.

MOS 96R – GROUND SURVEILLANCE SYSTEM OPERATOR

d. Military Training. 96R SSG candidates for SFC who have successfully completed courses as noted below should be viewed in the highest positive sense. All SSG candidates for SFC should have outstanding NCOES AERs.

Battle Staff Operations Course – ASI 2S

e. Special Programs. Several highly challenging programs exist for 96R NCOs. SSG candidates for SFC who have successfully completed programs as noted below during their career should be viewed in the highest positive sense:

Under Graduate Intelligence Program (UGIP)

Post Graduate Intelligence Program (PGIP)



Ground Surveillance Systems (GSS) Operator 96R



CAREER PROGRESSION CHART

SGM COURSE	20 YEARS	CSM / SGM (96Z)	SL5 First Sergeant Operations NCO Reserve Component Advisor Sr Professional Development NCO Leader Development NCO Equal Opportunity Advisor
1SG COURSE	15 YEARS	1SG / MSG	SL4 Platoon Sergeant Sr Drill Sergeant Sr GSS Sergeant Sr Instructor/Writer Recruiter Professional Development NCO Career Management NCO Observer/Controller Reserve Component Advisor Equal Opportunity Advisor
BATTLE STAFF COURSE			
ANCOC	10 YEARS	SFC	SL3 Squad Leader GSS Sergeant Drill Sergeant NCOES Small Group Leader Observer/Controller Instructor
BNCOC	5 YEARS	SSG	SL2 GSS Operator
PLDC	0 YEARS	SGT	SL1 GSS Operator
IET		SPC	
		PFC PV2 PVT	

MOS 96U – TACTICAL UNMANNED AERIAL VEHICLE OPERATOR

NCO DUTIES: Supervises or operates the UAV to include mission planning, mission sensor/payload operations, launching, remotely piloting, and recovering the aerial vehicle. Performs target identification, plans, coordinates and recommends the use of the UAV systems for reconnaissance and surveillance missions. Participates in mission planning using maps, terrain studies, and intelligence reports. Supervises operator maintenance on UAV systems. Advises command and staff elements on UAV operations and coordinates operational requirements.

KEY CONSIDERATIONS FOR SELECTION TO SFC:

a. Assignments. 96U SSG candidates for SFC will be limited in operational assignments due to the newness of this MOS. 96U soldiers who have been assigned as noted below should be viewed in the highest positive sense due to the unique challenges of these assignments

Deployments	Equal Opportunity Advisor
Drill Sergeant	AC/RC Advisor
Instructor	Career Advisor
Recruiter	Career Management NCO

b. Duty Positions. Ideally, 96U SSG candidates for SFC should have served successfully as a Squad Leader as well as at least one other position as noted below. Those soldiers serving in a SFC position as a SSG should be viewed in the highest positive sense:

<u>SSG or SSG Equivalent Positions (norm)</u>	<u>SFC or SFC Equivalent Positions (exceptional)</u>
UAV Sergeant	Sr UAV Sergeant
Squad Leader	Platoon Sergeant
Observer Controller	Observer Controller
Instructor Pilot	Professional Development NCO
Mission Commander	Career Management NCO
Recruiter	Recruiter
Drill Sergeant	Sr Drill Sergeant
Instructor/Writer	Sr Instructor Writer
	Reserve Component Advisor
	Equal Opportunity Advisor

** 96U SSG candidates for SFC who have served at some time in their career as a Drill Sergeant, Recruiter, or Instructor should be viewed in the highest positive sense due to the unique challenges of those positions.

c. Civilian Education. The MOS career development guide in enclosure 3 highlights educational goals for 96U soldiers throughout their careers. It is important to note that many MI assignments encompass job demands which can preclude civilian education, and therefore the board should carefully consider how it views this area.

MOS 96U – TACTICAL UNMANNED AERIAL VEHICLE OPERATOR

d. Military Training. 96U SSG candidates for SFC who have successfully completed courses as noted below should be viewed in the highest positive sense. All SSG candidates for SFC should have outstanding NCOES AERs.

Battle Staff Operations Course – ASI 2S

e. Special Programs. Several highly challenging programs exist for 96U NCOs. SSG candidates for SFC who have successfully completed programs as noted below during their career should be viewed in the highest positive sense:

Under Graduate Intelligence Program (UGIP)
Post Graduate Intelligence Program (PGIP)



Unmanned Aerial Vehicle (UAV) Operator 96U



CAREER PROGRESSION CHART

SGM COURSE	20 YEARS	CSM / SGM (96Z)	SL5 First Sergeant Chief UAV Sergeant Reserve Component Advisor Sr Professional Development NCO Leader Development NCO Equal Opportunity Advisor
1SG COURSE	15 YEARS	1SG / MSG	SL4 Platoon Sergeant Sr UAV Sergeant Recruiter Sr Drill Sergeant Sr Instructor/Writer Professional Development NCO Career Management NCO Observer Controller Reserve Component Advisor Equal Opportunity Advisor
BATTLE STAFF COURSE			
ANCOC	10 YEARS	SFC	SL3 Mission Commander Squad Leader UAV Sergeant Observer Controller Instructor Pilot Recruiter Drill Sergeant Instructor/Writer
BNCOC	5 YEARS	SSG	SL2 UAV Operator
PLDC	0 YEARS	SGT	SL1 UAV Operator
		SPC	
IET		PFC PV2 PVT	

MOS 97B – COUNTERINTELLIGENCE AGENT

NCO DUTIES: Supervises and conducts, or assists in conducting, CI surveys and investigations of individuals, organizations, and installations, and activities affecting the protection of national infrastructure to detect, identify, assess, counter, exploit and neutralize threats to national security. Performs and supervises analysis of friendly vulnerabilities to human, signals, and imagery intelligence collection by Foreign Intelligence Services (FIS) and recommends countermeasures. Writes Threat Vulnerability Assessments and participates in Force Protection team missions. Utilizes CI/HUMINT reporting and communications equipment.

KEY CONSIDERATIONS FOR SELECTION TO SFC:

- a. Assignments.** Ideally, 97B SSG candidates for SFC should have diversity in assignments. In addition to basic diversity among assignments, 97B soldiers who have been assigned as noted below should be viewed in the highest positive sense due to the unique challenges of these assignments.

Special Mission Units	Instructor
Deployments	Drill Sergeant
Recruiter	Equal Opportunity Advisor

- b. Duty Positions.** Ideally 97B SSG candidates for SFC should have served successfully as a Squad Leader as well as at least one other position as noted below. Those soldiers serving in a SFC position as a SSG should be viewed in the highest positive sense:

<u>SSG or SSG Equivalent Positions (norm)</u>	<u>SFC or SFC Equivalent Positions (exceptional)</u>
Squad Leader	Platoon Sergeant
Recruiter	Observer Controller
Drill Sergeant	Sr Drill Sergeant
CI/HUMINT Team Sergeant	Sr CI Sergeant
Instructor	Sr Instructor
	Professional Development NCO
	Career Management NCO
	Reserve Component Advisor
	Equal Opportunity Advisor

** 97B SSG candidates for SFC who have served at some time in their career as a Drill Sergeant, Recruiter, or Instructor should be viewed in the highest positive sense due to the unique challenges of those positions.

- c. Civilian Education.** The MOS career development guide in enclosure 3 highlights educational goals for 97B soldiers throughout their careers. It is important to note that many MI assignments encompass job demands which can preclude civilian education, and therefore the board should carefully consider how it views this area.

MOS 97B – COUNTERINTELLIGENCE AGENT

d. Military Training. 97B SSG candidates for SFC who have successfully completed courses as noted below should be viewed in the highest positive sense. All SSG candidates for SFC should have outstanding NCOES AERs.

Strategic Debriefers Course – ASI N7

Foreign Counterintelligence Course (FCI) – ASI S7

e. Special Programs. 97B SSG candidates for SFC who have served or are successfully serving in the program noted below should be viewed in the highest positive sense:

The Great Skills Program (See enclosure 1 for details on this program)



Counterintelligence (CI) Agent 97B



CAREER PROGRESSION CHART

	20 YEARS	CSM / SGM (97Z)	SL5 First Sergeant Chief CI Sergeant Reserve Component Advisor Sr Career Advisor
SGM COURSE			
1SG COURSE	15 YEARS	1SG / MSG	SL4 Platoon Sergeant Sr Drill Sergeant Sr CI Sergeant Sr Instructor Observer/Controller Professional Development NCO Career Management NCO Reserve Component Advisor Equal Opportunity Advisor
BATTLE STAFF COURSE			
ANCOC	10 YEARS	SFC	
BNCOC	5 YEARS	SSG	SL3 Squad Leader Recruiter Drill Sergeant CI/HUMINT Team Sergeant Instructor
PLDC		SGT	SL2 Counterintelligence Agent
IET	0 YEARS	SPC PFC PV2 PVT	SL1 Counterintelligence Agent

MOS 97E – HUMAN INTELLIGENCE COLLECTOR

NCO DUTIES: Supervises and conducts tactical HUMINT collection operations that include, but are not limited to, debriefings, interrogations and elicitations in English and foreign languages for positive intelligence and force protection information; screens Human Intelligence (HUMINT) sources and documents to establish priorities for exploitation uses interpreters and manages interpreter/translator operations; conducts liaison and coordination in foreign language with host nation agencies; conducts analysis and performs briefings as required. Participates in Force Protection team missions.

KEY CONSIDERATIONS FOR SELECTION TO SFC:

a. Assignments. Ideally, 97E SSG candidates for SFC should have diversity in assignments at both the tactical and strategic levels. In addition to basic diversity among assignments levels, 97E soldiers who have been assigned as noted below should be viewed in the highest positive sense due to the unique challenges of these assignments.

Special Mission Units	Instructor
Deployments	Language Advocates
Drill Sergeant	Equal Opportunity Advisor

b. Duty Positions. Ideally, 97E SSG candidates for SFC should have served successfully as a Squad Leader as well as at least one other position as noted below. Those soldiers serving in a SFC position as a SSG should be viewed in the highest positive sense:

<u>SSG or SSG Equivalent Positions (norm)</u>	<u>SFC or SFC Equivalent Positions (exceptional)</u>
Squad Leader	Platoon Sergeant
HUMINT Sergeant	Sr HUMINT Collection SGT
Language Recruiter	Battalion S3 NCO
Drill Sergeant	Observer Controller
Command Language Program Mgr	Professional Development NCO
Instructor	Sr Instructor
	Career Management NCO
	Reserve Component Advisor
	Equal Opportunity Advisor

** 97E SSG candidates for SFC who have served at some time in their career as a Drill Sergeant, Recruiter, or Instructor should be viewed in the highest positive sense due to the unique challenges of those positions.

c. Civilian Education. The MOS career development guide in enclosure 3 highlights educational goals for 97E soldiers throughout their careers. It is important to note that many MI assignments encompass job demands which can preclude civilian education, and therefore the board should carefully consider how it views this area.

MOS 97E – HUMAN INTELLIGENCE COLLECTOR

d. Military Training. 97E is a language dependant MOS. SSG candidates for SFC should have a minimum 2/2 language capability and those soldiers with a 3/3 or higher should be viewed in the highest positive sense. Additionally, SSG candidates for SFC who have successfully completed courses as noted below should be viewed in the highest positive sense. All SSG candidates for SFC should have outstanding NCOES AERs.

Strategic Debriefers Course – ASI N7

e. Special Programs. No Special Programs of note.



Human Intelligence (HUMINT) Collector 97E



CAREER PROGRESSION CHART

	20 YEARS	CSM / SGM (97Z)	SL5 First Sergeant Chief HUMINT Collection SGT Sr Career Advisor Reserve Component Advisor
SGM COURSE			
1SG COURSE	15 YEARS	1SG / MSG	SL4 Platoon Sergeant Sr HUMINT Collection SGT Battalion S3 NCO Sr Instructor Observer/Controller Professional Development NCO Career Management NCO Reserve Component Advisor Equal Opportunity Advisor
BATTLE STAFF COURSE			
ANCOC	10 YEARS	SFC	
BNCOC	5 YEARS	SSG	SL3 Squad Leader HUMINT Sergeant Language Recruiter Drill Sergeant Cmd Language Program Mgr Instructor
PLDC		SGT	SL2 HUMINT Collector
IET	0 YEARS	SPC PFC PV2 PVT	SL1 HUMINT Collector



**CMF 98
Follows**

ALWAYS OUT FRONT

Career Management Field (CMF) 98

Signals Intelligence/Electronic Warfare Operations

Overall Mission of CMF 98:

The mission of Signals Intelligence soldiers is to detect, acquire, locate, identify, analyze, exploit, and report information of intelligence value from foreign communications and non-communications to the warfighter and national level agencies.

CMF MOS Breakdown:

CMF 98 is composed of five Military Occupational Specialties:

- 98C - Signals Intelligence Analyst
- 98G - Cryptologic Linguist
- 98H - Communications/Non-communications Operator
- 98J - Electronic Intelligence Analyst
- 98K - Signals Collection/Identification Analyst

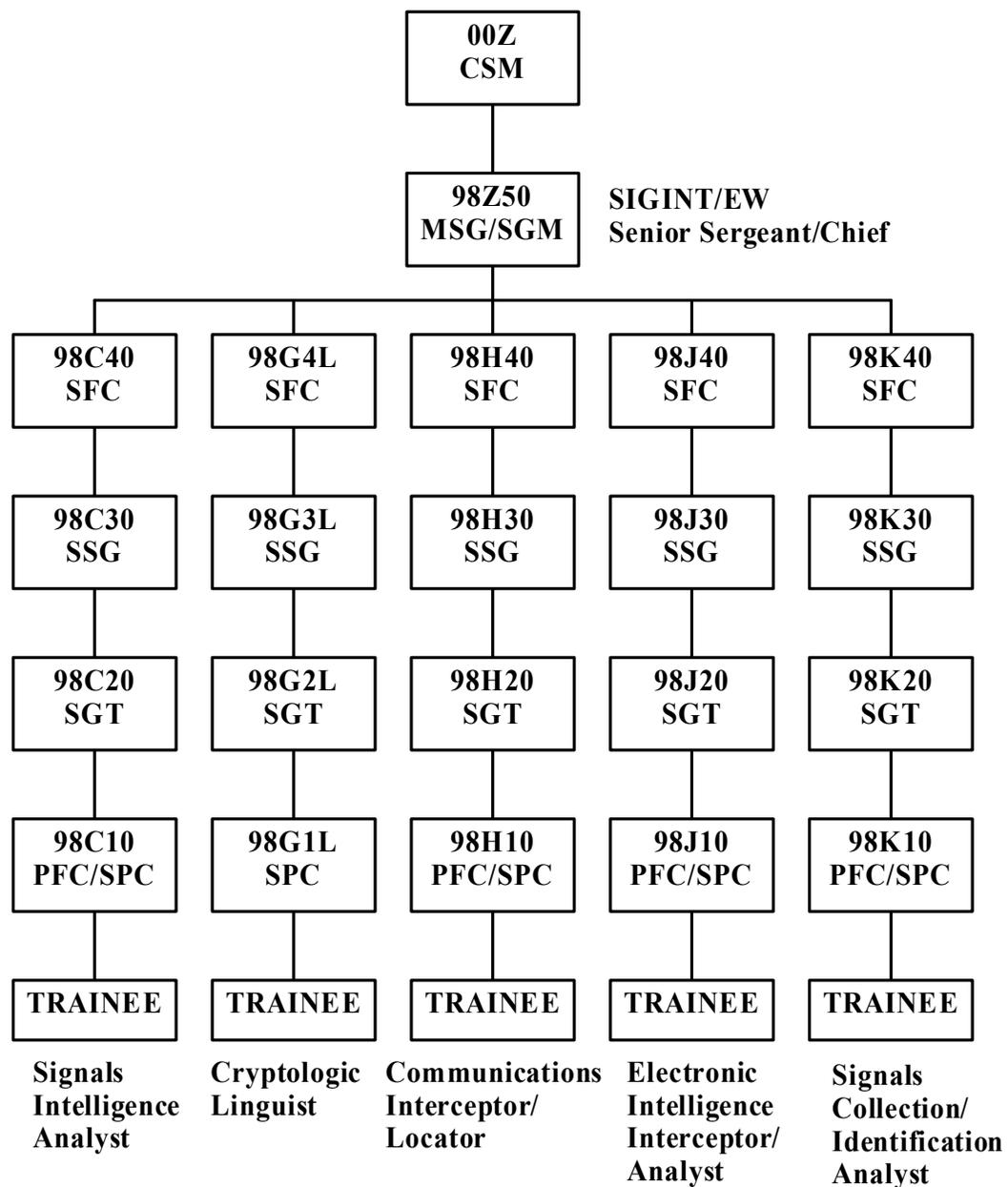
Career Progression Information:

CMF 98 Career Progression Model is located on page 29, and CMF MOS Career progression Charts are located immediately after their respective MOS Data Sheets.

Impact of Force Structure Changes on CMF 96:

No major changes of note for Board consideration.

CMF 98 CAREER MANAGEMENT FIELD



MOS 98C – SIGNALS INTELLIGENCE ANALYST

NCO DUTIES: Supervises and performs analysis and reporting of intercepted foreign communications; coordinates and participates in collection management activities. MOS 98C soldiers have an opportunity to perform in a variety of assignments in both Echelon Corps and Below and Echelon Above Corps. Provides guidance on the interpretation of Signals Intelligence data and products. Writes, edits, evaluates and publishes Signals Intelligence reports. Implements Signals Intelligence Emergency Action Plans.

KEY CONSIDERATIONS FOR SELECTION TO SFC:

a. Assignments. Ideally 98C SSG candidates for SFC should have diversity in assignments. In addition to basic diversity among assignments, 98C soldiers who have been assigned as noted below should be viewed in the highest positive sense due to the unique challenges of these assignments.

Special Mission Units	Drill Sergeant
Deployments	Instructor
Recruiter	Equal Opportunity Advisor
Career Advisor	Career Management NCO

b. Duty Positions. Ideally, 98C SSG candidates for SFC should have served successfully as a Squad Leader as well as at least one other position as noted below. Those soldiers serving in a SFC position as a SSG should be viewed in the highest possible sense:

<u>SSG or SSG Equivalent Positions (norm)</u>	<u>SFC or SFC Equivalent Positions (exceptional)</u>
Squad Leader	Platoon/Detachment Sergeant
SIGINT Sergeant	Sr SIGINT Sergeant
Recruiter	Sr Voice Analyst
Drill Sergeant	Observer/Controller
Collection Manager	ASAS Master Analyst
Instructor	Sr Instructor
	Professional Development NCO
	Career Management NCO
	Reserve Component Advisor
	Equal Opportunity Advisor

** 98C SSG candidates for SFC who have served at some time in their career as a Drill Sergeant, Recruiter, or Instructor should be viewed in the highest positive sense due to the unique challenges of those positions.

c. Civilian Education. The MOS career development guide in enclosure 3 highlights educational goals for 98C soldiers throughout their careers. It is important to note that many MI assignments encompass job demands which can preclude civilian education, and therefore the board should carefully consider how it views this area.

MOS 98C – SIGNALS INTELLIGENCE ANALYST

d. Military Training. 98C SSG candidates for SFC who have successfully completed courses as noted below should be viewed in the highest positive sense. All SSG candidates for SFC should have outstanding NCOES AERs.

Cryptologic Supervisors Course CY-200

All Source Analysis System (ASAS) Master Analyst Course – ASI 1F

Battle Staff Operations Course – ASI 2S

e. Special Programs. Several highly challenging programs exist for 98C NCOs. SSG candidates for SFC who have successfully completed programs as noted below during their career should be viewed in the highest positive sense:

Under Graduate Intelligence Program (UGIP)

Post Graduate Intelligence Program (PGIP)

Middle Enlisted Cryptologic Career Enhancement Program (MECCAP)

Military Intern SIGINT Analysis Program (MINSAP)



Signals Intelligence (SIGINT) Analyst 98C



CAREER PROGRESSION CHART

	20 YEARS	CSM / SGM	<p>SL5 First Sergeant Chief SIGINT Analyst Sr Professional Development NCO Sr Career Development NCO Reserve Component Advisor</p>
SGM COURSE			
	15 YEARS	<p>98Z 1SG / MSG</p>	<p>SL4 Platoon/Detachment Sergeant Sr SIGINT Sergeant Sr Voice Analyst Professional Development NCO Career Management NCO Sr Instructor Observer/Controller ASAS Master Analyst Reserve Component Advisor Equal Opportunity Advisor</p>
1SG COURSE			
BATTLE STAFF COURSE			
	10 YEARS	SFC	
ANCOC			
	5 YEARS	SSG	<p>SL3 Squad Leader SIGINT Sergeant Recruiter Drill Sergeant Collection Manager Instructor</p>
BNCOC			
	0 YEARS	SGT	
		SPC	<p>SL2 SIGINT/Voice Analyst Cryptanalyst</p>
PLDC			
		PFC PV2 PVT	
IET			<p>SL1 SIGINT/Voice Analyst</p>

MOS 98G – CRYPTOLOGIC LINGUIST

NCO DUTIES: Supervises and performs detection, acquisition, location, identification and exploitation of foreign communications; translates, transcribes, or gists into English/target language; coordinates or participates in collection management activities; performs inspector duties in support of treaty verification process; provides general linguistic support from the battalion through the national level. Limited authorizations for 98G soldiers also exist within Special Operations Teams within Special Forces.

KEY CONSIDERATIONS FOR SELECTION TO SFC:

- a. Assignments.** Ideally, 98G SSG candidates for SFC should have diversity in assignments at both the tactical and strategic levels. In addition to basic diversity among assignments levels, 98G soldiers who have been assigned as noted below should be viewed in the highest positive sense.

Special Mission Units	Instructor
Deployments	Drill Sergeant
Recruiter	Command Language Program Manager
Equal Opportunity Advisor	

- b. Duty Positions.** Ideally, 98G SSG candidates for SFC should have served successfully as a Squad Leader as well as in at least one other position as noted below. Those soldiers serving in a SFC position as a SSG should be viewed in the highest possible sense:

<u>SSG or SSG Equivalent Positions (norm)</u>	<u>SFC or SFC Equivalent Positions (exceptional)</u>
Squad Leader	Platoon/Detachment Sergeant
Cryptologic Linguist Sergeant	Cryptologic Linguist Supervisor
Command Language Program Manager	Command Language Program Manager
Drill Sergeant	Professional Development NCO
Observer Controller	Observer/Controller
Language Advocate	Collection Management NCO
Instructor	Sr Instructor
	Mission Manager
	Career Management NCO
	Reserve Component Advisor
	Deputy Branch Chief

** 98G SSG candidates for SFC who have served at some time in their career as a Drill Sergeant, Recruiter, or Instructor should be viewed in the highest positive sense due to the unique challenges of those positions.

- c. Civilian Education.** The MOS career development guide in enclosure 3 highlights educational goals for 98G soldiers throughout their careers. It is important to note that many MI assignments encompass job demands which can preclude civilian education, and therefore the board should carefully consider how it views this area.

MOS 98G – CRYPTOLOGIC LINGUIST

d. Military Training. 98G is a language dependant MOS. SSG candidates for SFC should have a minimum 2/2 language capability and those soldiers with a 3/3 or higher should be viewed in the highest positive sense. Several highly challenging courses exist for 98G NCOs. SSG candidates for SFC who have successfully completed courses as noted below should be viewed in the highest positive sense:

CY-200 – Cryptologic Supervisors Course
Advanced Language Training@ Defense language Institute
Foreign Language Training Course Europe (FLTCE)
Battle Staff Operations Course – ASI 2S

e. Special Programs. Several highly challenging programs exist for 98G NCOs. SSG candidates for SFC who have successfully completed programs as noted below during their career should be viewed in the highest positive sense:

Under Graduate Intelligence Program (UGIP)
Post Graduate Intelligence Program (PGIP)
Middle Enlisted Cryptologic Career Advancement Program (MECCAP)



Cryptologic Linguist 98G

CAREER PROGRESSION CHART

	0 YEARS				
IET					SL1 Crypto Linguist
PLDC					SL2 Crypto Linguist Transcriber
BNCOC	5 YEARS		SGT		SL3 Squad Leader Crypto Linguist Sergeant Language Advocate Drill Sergeant Observer/Controller Cmd Language Program Mgr Instructor
ANCOC	10 YEARS		SSG		SL4 Platoon/Detachment Sergeant Crypto Linguist Supervisor Collection Management NCO Sr Instructor Mission Manager Professional Development NCO Career Management NCO Observer/Controller Cmd Language Program Manager Reserve Component Advisor Deputy Branch Chief
BATTLE STAFF COURSE	15 YEARS		SFC		SL5 First Sergeant Chief Crypto Linguist Reserve Component Advisor Sr Professional Development NCO Sr Career Development NCO Deputy Commandant Branch Chief
1SG COURSE					
SGM COURSE	20 YEARS	98Z	1SG / MSG	CSM / SGM	

MOS 98H – COMMUNICATIONS/NONCOMMUNICATIONS COLLECTOR

NCO DUTIES: Performs and supervises detection, acquisition, location, identification, and exploitation of foreign communications using International Morse Code; performs preliminary analysis on target communications; participates in collection management activities. MOS 98H soldiers serve primarily in Echelon Above Corps units. Fewer than 20 percent of authorizations are in Echelon Corps and Below units, with the majority of those in Special Operations Teams within Special Forces.

KEY CONSIDERATIONS FOR SELECTION TO SFC:

a. Assignments. The bulk of 98H assignments are at Echelon Above Corps units, so diversity in assignments is a challenge for these soldiers. Those 98H soldiers who have been assigned as noted below should be viewed in the highest positive sense due to the unique challenges of these assignments.

Special Mission Units	Drill Sergeant
Deployments	Instructor
Recruiter	Equal Opportunity Advisor
Career Advisor	Career Management NCO

b. Duty Positions. Ideally, 98H SSG candidates for SFC should have served successfully as a Squad Leader as well as at least one other position as noted below. Those soldiers serving in a SFC position as a SSG should be viewed in the highest positive sense

<u>SSG or SSG Equivalent Positions (norm)</u>	<u>SFC or SFC Equivalent Positions (exceptional)</u>
Squad Leader	Platoon Detachment Sergeant
Comms/Non-Comms Collection Sergeant	Sr Comms/Non-Comms Collection Sergeant
Recruiter	Reserve Component Advisor
Drill Sergeant	Equal Opportunity Advisor
Collection Management NCO	Collection Management NCO
Instructor	Sr Instructor/Writer
	Professional Development NCO
	Career Management NCO

** 98H SSG candidates for SFC who have served at some time in their career as a Drill Sergeant, Recruiter, or Instructor should be viewed in the highest positive sense due to the unique challenges of those positions.

c. Civilian Education. The MOS career development guide in enclosure 3 highlights educational goals for 98H soldiers throughout their careers. It is important to note that many MI assignments encompass job demands which can preclude civilian education, and therefore the board should carefully consider how it views this area.

MOS 98H – COMMUNICATIONS/NONCOMMUNICATIONS COLLECTOR

d. Military Training. 98H SSG candidates for SFC who have successfully completed courses as noted below should be viewed in the highest positive sense. All SSG candidates for SFC should have outstanding NCOES AERs.

CY-200 – Cryptologic Skills for Supervisors Course
Battle Staff Operations Course – ASI 2S

e. Special Programs. Several highly challenging programs exist for 96B NCOs. SSG candidates for SFC who have successfully completed programs as noted below during their career should be viewed in the highest positive sense:

Under Graduate Intelligence Program (UGIP)
Post Graduate Intelligence Program (PGIP)
Middle Enlisted Cryptologic Career Enhancement Program (MECCAP)



Communications Non-Communications Collector 98H



CAREER PROGRESSION CHART

	20 YEARS	CSM / SGM 98Z 1SG / MSG	SL5 First Sergeant Chief Comms Non-Comms Coll Reserve Component Advisor Sr Professional Development NCO Sr Career Development NCO
SGM COURSE			
1SG COURSE	15 YEARS	SFC	SL4 Platoon/Detachment Sergeant Sr Comms Non-Comms Coll Collection Management NCO Sr Instructor/Writer Professional Development NCO Career Management NCO Reserve Component Advisor Equal Opportunity Advisor
BATTLE STAFF COURSE			
ANCOC	10 YEARS	SSG	SL3 Squad Leader Comms/Non-Comms Coll Sergeant Recruiter Drill Sergeant Collection Management NCO Instructor
BNCOC	5 YEARS	SGT	SL2 Comms/Non-Comms Coll
PLDC	0 YEARS	SPC PFC	SL1 Comms/Non-Comms Coll
IET			

MOS 98J – ELECTRONIC INTELLIGENCE INTERCEPTOR/ANALYST

NCO DUTIES: Performs and supervises detection, acquisition, location, identification, exploitation, analysis, and reporting of foreign non-communications; prepares and maintains enemy electronic order of battle information; coordinates and participates in collection management activities. Interprets and implements Electronic Intelligence collection taskings. Coordinates collection activities with other intelligence disciplines.

KEY CONSIDERATIONS FOR SELECTION TO SFC:

a. Assignments. Ideally 98J SSG candidates for SFC should have diversity in assignments. In addition to basic diversity among assignments, 98J soldiers who have been assigned as noted below should be viewed in the highest positive sense due to the unique challenges of these assignments.

Special Mission Units	Drill Sergeant
Deployments	Instructor
Recruiter	Equal Opportunity Advisor
Career Advisor	Career Management NCO

b. Duty Positions. Ideally 98J SSG candidates for SFC should have served successfully as a Squad Leader as well as at least one other position as noted below. Those soldiers serving in a SFC position as a SSG should be viewed in the highest possible sense:

<u>SSG or SSG Equivalent Positions (norm)</u>	<u>SFC or SFC Equivalent Positions (exceptional)</u>
Squad Leader	Platoon/Detachment Sergeant
ELINT Interceptor/Analyst Sergeant	Sr ELINT Interceptor/Analyst
Recruiter	Professional Development NCO
Drill Sergeant	Career Management NCO
Collection Management NCO	Collection Management NCO
Instructor	Sr Instructor
	Reserve Component Advisor
	Equal Opportunity Advisor

** 98J SSG candidates for SFC who have served at some time in their career as a Drill Sergeant, Recruiter, or Instructor should be viewed in the highest positive sense due to the unique challenges of those positions.

c. Civilian Education. The MOS career development guide in enclosure 3 highlights educational goals for 98J soldiers throughout their careers. It is important to note that many MI assignments encompass job demands which can preclude civilian education, and therefore the board should carefully consider how it views this area.

MOS 98J – ELECTRONIC INTELLIGENCE INTERCEPTOR/ANALYST

d. Military Training. 98J SSG candidates for SFC who have successfully completed courses as noted below should be viewed in the highest positive sense. All SSG candidates for SFC should have outstanding NCOES AERs.

Cryptologic Supervisors Course CY-200
Technical ELINT Collection and Analysis Course – ASI Z8
Battle Staff Operations Course – ASI 2S

e. Special Programs. Several highly challenging programs exist for 98J NCOs. SSG candidates for SFC who have successfully completed programs as noted below during their career should be viewed in the highest positive sense:

Under Graduate Intelligence Program (UGIP)
Post Graduate Intelligence Program (PGIP)
Middle Enlisted Cryptologic Career Enhancement Program (MECCAP)
Military ELINT Signals Analyst Program (MESAP)



Electronic Intelligence (ELINT) Interceptor/Analyst 98J



CAREER PROGRESSION CHART

	20 YEARS	CSM / SGM	<p>SL5 First Sergeant Chief ELINT Intcpr/Analyst Reserve Component Advisor Sr Professional Development NCO Sr Career Development NCO Leader Development NCO EO Advisor</p>
SGM COURSE			
	15 YEARS	<p>98Z 1SG / MSG</p>	<p>SL4 Platoon/Detachment Sergeant Sr ELINT Intcpr/Analyst Collection Management NCO Sr Instructor Professional Development NCO Career Management NCO Reserve Component Advisor Equal Opportunity Advisor</p>
1SG COURSE			
BATTLE STAFF COURSE			
	10 YEARS	SFC	
ANCOC			
	5 YEARS	SSG	<p>SL3 Squad Leader ELINT Interceptor/Analyst Sergeant Recruiter Drill Sergeant Collection Management NCO Instructor</p>
BNCOC			
	0 YEARS	SGT	
PLDC		SPC	<p>SL2 ELINT Interceptor/Analyst</p>
IET		PFC PV2 PVT	<p>SL1 ELINT Interceptor/Analyst</p>

MOS 98K – SIGNALS COLLECTION/IDENTIFICATION ANALYST

NCO DUTIES: Performs and supervises detection, acquisition, identification, exploitation, analysis and reporting of foreign radio-teletype, facsimile, and data communications; participates in collection management activities. Supervises and determines Signals Intelligence collection requirements and identification activities and interprets collection activities. Coordinates interaction with other data collection activities.

KEY CONSIDERATIONS FOR SELECTION TO SFC:

a. Assignments. 98K assignments are limited to Echelon Above Corps units, and as such assignment diversity may be difficult. Those 98K soldiers who have been assigned as noted below should be viewed in the highest positive sense due to the unique challenges of these assignments.

Special Mission Units	Drill Sergeant
Deployments	Instructor
Recruiter	Equal Opportunity Advisor
Career Advisor	Career Management NCO

b. Duty Positions. Ideally, 98K SSG candidates for SFC should have served successfully as a Squad Leader as well as at least one other position as noted below. Those soldiers serving in a SFC position as a SSG should be viewed in the highest possible sense:

<u>SSG or SSG Equivalent Positions (norm)</u>	<u>SFC or SFC Equivalent Positions (exceptional)</u>
Squad Leader	Platoon/Detachment Sergeant
Signals Collection/Identification Analyst	Sr Signals Collection/Identification Analyst
Recruiter	Professional Development NCO
Collection Management NCO	Collection Management NCO
Instructor	Sr Instructor
Drill Sergeant	Sr Drill Sergeant
	Career Management NCO
	Reserve Component Advisor
	Equal Opportunity Advisor

** 98K SSG candidates for SFC who have served at some time in their career as a Drill Sergeant, Recruiter, or Instructor should be viewed in the highest positive sense due to the unique challenges of those positions.

c. Civilian Education. The MOS career development guide in enclosure 3 highlights educational goals for 98K soldiers throughout their careers. It is important to note that many MI assignments encompass job demands which can preclude civilian education, and therefore the board should carefully consider how it views this area.

MOS 98K – SIGNALS COLLECTION/IDENTIFICATION ANALYST

d. Military Training. 98K SSG candidates for SFC who have successfully completed courses as noted below should be viewed in the highest positive sense. All SSG candidates for SFC should have outstanding NCOES AERs.

Cryptologic Supervisors Course CY-200
Advanced Signals Analysis Course – ASI K2
Battle Staff Operations Course – ASI 2S

e. Special Programs. . Several highly challenging programs exist for 98K NCOs. SSG candidates for SFC who have successfully completed programs as noted below during their career should be viewed in the highest positive sense:

Under Graduate Intelligence Program (UGIP)
Post Graduate Intelligence Program (PGIP)
Middle Enlisted Cryptologic Career Enhancement Program (MECCAP)
Military COMINT Signals Analysis Program (MCSAP)



Signals Collection/Identification Analyst 98K



CAREER PROGRESSION CHART

	20 YEARS	CSM / SGM	<p>SL5 First Sergeant Chief Signal Coll/Ident Analyst Reserve Component Advisor Sr Professional Development NCO Sr Career Development NCO Leader Development NCO EO Advisor</p>
SGM COURSE			
	15 YEARS	<p>98Z 1SG / MSG</p>	<p>SL4 Platoon/Detachment Sergeant Sr Signals Coll/Ident Analyst Collection Management NCO Professional Development NCO Career Management NCO Sr Instructor Sr Drill Sergeant Reserve Component Advisor Equal Opportunity Advisor</p>
1SG COURSE			
BATTLE STAFF COURSE			
	10 YEARS	SFC	
ANCOC			
	5 YEARS	SSG	<p>SL3 Squad Leader Signals Coll/Ident Analyst Sergeant Recruiter Drill Sergeant Collection Management NCO Instructor</p>
BNCOC			
	0 YEARS	SGT	<p>SL2 Signals Coll/Ident Analyst</p>
PLDC			
	0 YEARS	SPC PFC PV2 PVT	<p>SL1 Signals Coll/Ident Analyst</p>
IET			

**GREAT SKILLS
PROGRAM**

Enclosure

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**SPECIAL UNITS/
SPECIAL PROGRAMS**

Enclosure

2

SPECIAL UNITS/SPECIAL PROGRAMS

EXPLANATIONS

Special Mission Units:

A limited number of MI soldiers are assigned to Special Mission Units (highly demanding classified operational positions), which due to their nature limit the soldier's opportunities in other traditional promotion enhancing areas. A soldier's assignment and successful performance in these units should be viewed in the highest positive sense.

Special Training Programs:

Middle Enlisted Cryptologic Career Advancement Program (MECCAP):
Is a three-year competitive program at NSA designed for intensive Cryptologic studies.

Military COMINT Signals Analysis Program (MCSAP):
Is a three-year competitive program at NSA designed for intensive COMINT Signals Analysis studies.

Military ELINT Signals Analysis Program (MESAP):
Is a three-year competitive program at NSA designed for intensive Electronic Intelligence Signals studies.

Military Intern SIGINT Analysis Program (MINSAP):
Is a three-year competitive program at NSA designed for intensive SIGINT studies.

Undergraduate Intelligence Program (UGIP):
Prepares intelligence professionals for national and joint-level assignments through study of a broad spectrum of intelligence topics.

Post Graduate Intelligence Program (PGIP):
Provides a Masters Degree in Strategic Intelligence. The program is designed to enhance the understanding of intelligence and the relationship of intelligence to national security operations.

**PROFESSIONAL
DEVELOPMENT MODELS**

Enclosure

3

Professional Development Model for MOS 33W Military Intelligence Systems Maintainer/Integrator

Block A: Rank	PVT-SPC Skill Level 10	SGT Skill Level 20	SSG Skill Level 30	SFC Skill Level 40	MSG Skill Level 50	SGM Skill Level 50
Block B: Developmental Duty Assignments (See note 1)	Systems Repairer (ECB/EAC)	Instructor/Writer	Squad Leader Small Group Leader Tng Dev/Writer Drill Sergeant AC/RC Coordinator Recruiter	Sr Systems Repairer Detachment Sergeant Platoon Sergeant Career Advisor/ Professional Dev NCO Sr Small Group Leader Sr Instructor/Writer Sr Tng Dev/Writer Sr Drill Sergeant EO Advisor	Ch Systems Repairer First Sergeant Sr Career Mgt NCO Sr Career Advisor/ Professional Dev NCO Branch Chief Deputy Commandant Ch Instructor/Writer Ch Tng Dev/Writer	Repairer Supervisor Bn/Bde CSM Bde/Gp S3 SGM Sr Ops NCO
Block C: Institutional Training	BCT/AIT	PLDC	BNCOC	ANCOC	Sergeants Major Academy	
Block D: Recommended NCOES-Related Courses (See note 2) Recommended Functional Courses	Prior to PLDC Effective Writing English Grammar Basic Computer Skills		Prior to BNCOC Communications Skills Stress Management Briefing Techniques Technical Writing Research Techniques Public Speaking		Prior to ANCOC Principles of Management Organizational Behavior Problem Solving	
→ Battle Staff Operations Course			→ First Sergeant Course			
Block E: Recommended MOS-Related Courses/ Training (See note 3)	Skill Level 10-20 1. Basic Electricity and Electronics 2. Digital Circuits 3. Precision Soldering 4. Computer Security 5. IEW Operations	6. Depot Maint Ops 7. R&D 8. SUN Maint 9. Spectrum RISC/Unix Maint	Skill Level 30 Unit Level Maint Mgt Army Doctrine	Skill Level 40 Depot and EAC Maint Mgt Information Operations	Skill Level 50 TRADOC Middle Mgr Crs	
Block F: ASI Producing Courses	1. Unmanned Aerial Vehicle Repair (U2) 2. Tactical Exploitation System (TES) Integrator/Maintainer (4T)					
Block G: Recommended MOS-Related Certification or Degree Program (See note 4)	AA/AS or equivalent by the 10th year; BA/BS by the 15th year of service in electronics technology, electronics engineering, or information technology. Department of Labor Apprenticeship Program by the 7th year of service. SUN Certified Solaris Administrator by the 12th year of service.					

Professional Development Model for MOS 33W Military Intelligence Systems Maintainer/Integrator

Block H:	<ol style="list-style-type: none"> 1. Some duty positions require Additional Skill Identifier (ASI) or Special Qualification Identifier (SQI). These ASI/SQI and requisites can be found in DA PAM 611-21. 2. NCOES related courses in these areas can be found in the Army Correspondence Course Program (ACCP) and in local colleges and universities. 3. MOS related courses are available through ACCP or USAIC&FH. 4. The MOS related Certification and Degree Programs are provided as recommendations only. Soldiers should not feel they are restricted to those subject areas. Individuals should check with Education Center for AARTS program conversion of military schools and experience to college credits.
Notes	

Block I: Recommended Reference and Reading List

Military Publication:

AR 600-20 Army Command Policy
 AR 614-200 Enlisted Assignments and Utilization Management
 DA PAM 600-25 U.S. Army Noncommissioned Officer Professional Development Guide
 DA PAM 611-21 Military Occupational Classification and Structure (see annual NOFC)
 Joint Intelligence Publication 1 through 2-2
 FM 7-0 Training the Force
 FM 7-22.7 The Army Noncommissioned Officer Guide
 FM 25-101 Battle Focused Training
 FM 34-1 Intelligence and Electronic Warfare Operations
 FM 34-2 Collection Management and Synchronization Planning
 FM 34-56 Imagery Intelligence
 FM 34-130 Intelligence Preparation of the Battlefield
 FM 100-5 Operations

General Reading:

Military Intelligence Professional Bulletin; USAIC&FH, Qtrly
INSCOM Journal for the Military Intelligence Professional; INSCOM, QTRLY
Understanding Digital Troubleshooting, Author: Don L. Cannon, Publisher: SAMS, ISBN: 0672273373, Publication Date: Jun 1991
The Complete Guide to Electronics Troubleshooting, Author: James Perozzo, Publisher: Delmar Pub, ISBN: 0827350457, Publication date: December 1993
Electronics Repair Manual, Author: Williams and Smith, Publisher: Weka Publications, ISBN: 0929321065, Publication date: December 1993
Troubleshooting Analog Circuits, Author: Rober A. Pease, Publisher: Butterworth-Heinemann, ISBN: 0750694998, Publication date: October 1993
Electronic Troubleshooting and Repair Handbook, Author: Home L. Davidson, Publisher: Tab Books, ISBN: 007015676X, Publication date: July 1, 1995
McGraw-Hill Electronic Troubleshooting Handbook, Author: John D. Lenk, Publisher: McGraw Hill Text, ISBN: 0070376581, Publication date: May 1995
The Electric Circuits Problem Solver, Author: James Ogden, Max Fogiel, Publisher: Research & Education Assn., ISBN: 0878915176, Publication date: Rev. 1998
Advanced Electronic Communications Systems, Author: Wayne Tomasi, Publisher: Prentice Hall, ISBN: 0137509863, Publication date: March 1998
 Soldiers Magazine
 The Institute Of Electrical And Electronics Engineers, Inc (IEEE) . publishes several journals, including: IEEE Signal Processing Magazine, IEEE Circuits & Devices Magazine, IEEE Electrical Insulation Magazine, IEEE Antennas & Propagation. These magazines are available from The Journal Of the IEEE Magazines/Newsletters Department, IEEE Service Center, 445 Hoes Lane, Piscataway, NJ 08855.

Web Sites:

Center for Army Lesson Learned-- <http://call.army.mil>
 USAIC&FH-- <http://usaic.hua.army.mil/>
 U.S. Army Publishing Agency Home Page-- <http://www.usapa.army.mil>
 Training and Doctrine Digital Library-- <http://www.adtdl.army.mil/atdls.htm>
 Joint Electronic Library-- <http://www.dtic.mil/doctrine/jel/intelligence.htm>
 Joint Military Intelligence College -- <http://www.dia.mil/Jmic/>
 Army Knowledge Online -- https://www.us.army.mil/portal/portal_home.jhtml

American Radio Relay League publishes a monthly magazine called QST that contains information about radio signal propagation. You can find more information by mailing to ARRL, 225 Main St, Newington, CT 06111.

Professional Development Model for MOS 96B Intelligence Analyst

Block A: Rank	PVT-SPC Skill Level 10	SGT Skill Level 20	SSG Skill Level 30	SFC Skill Level 40	MSG Skill Level 50	SGM Skill Level 50
Block B: Developmental Duty Assignments (See notes 1 & 2)	Intel Analyst	→	Intel Sergeant Squad Leader	Sr Intel Sergeant Detachment Sergeant Platoon Sergeant Career Advisor/ Professional Dev NCO	Chief Intel Sergeant First Sergeant Sr Career Mgt NCO Sr Career Advisor/ Professional Dev NCO	Intel Senior Sergeant Bn/Bde CSM Corps/EAC ACE SGM
	Div/Corps/EAC ACE Cbt Bde/Bn	→	ASAS Master Analyst	ASAS Master Analyst	ASAS Master Analyst	ASAS Master Analyst
		→	ACT/Cbt Bn S2 NCO Joint/Natl Intel Element	Cbt Bde S2 NCOIC	Bn S3 Operations	Div/Corps/Army G2 SGM
		→	Small Group Leader Instructor/Writer Tng Dev/Writer Drill Sergeant Observer/Controller	Sr Small Group Leader Sr Instructor/Writer Sr Tng Dev/Writer Sr Drill Sergeant	Deputy Commandant Branch Chief Ch Instructor/Writer Ch Tng Dev/Writer	Bde/Grp S3 Operations
		→	AC/RC Coordinator	AC/RC Coordinator	AC/RC Coordinator	AC/RC Coordinator
		→	Recruiter	Recruiter	Recruiter	Recruiter
		→		EO Advisor		Sr Operations NCO
Block C: Institutional Training	BCT/AIT	PLDC	BNCOC	ANCOC		Sergeants Major Academy
Block D: Recommended NCOES-Related Courses (See note 3)	Prior to PLDC Effective Writing English Grammar Basic Computer Skills Basic Briefing		Prior to BNCOC Communication Skills Stress Management Briefing Techniques Technical Writing Research Techniques Public Speaking		Prior to ANCOC Principles of Management Organizational Behavior Problem Solving Proof Reading/Editing	
Recommended Functional Courses			Battle Staff Operations Course		First Sergeant Course	
Block E: Recommended MOS-Related Courses/Training (See note 4)	Skill Level 10-20 1. Military Symbology 2. Intelligence Preparation of the Battlefield 3. ECB Collection Management 4. Database Management		Skill Level 30 1. Stability & Support Operations 2. Database Management 3. EAC Collection Management 4. Targeting 5. U.S. Army Doctrine		Skill Level 40 1. Joint Collection Management 2. Information Operations 3. Joint/National Intel Architecture	
	Skill Level 50 TRADOC Middle Mgr Course					
Block F: ASI Producing Courses	1. ASAS Master Analyst Course (1F) 2. Battle Staff Operations (2S)					

Professional Development Model for MOS 96B Intelligence Analyst

Block G: Recommended MOS-Related Certification or Degree Program (See note 5)	AA/AS or equivalent by the 12th year of service BA/BS by 16th year in Foreign/International Studies; Political Science, Information Management Joint Military Intelligence College: Undergraduate/Post Graduate Intelligence (UGIP/PGIP) and BSI/MSSI Programs
Block H: Notes	<ol style="list-style-type: none"> 1. Some duty positions require Additional Skill Identifier (ASI) or Special Qualification Identifier (SQI). These ASI/SQI and requisites can be found in DA PAM 611-21. 2. Skill Level 10/20 soldiers should seek experience in combat Bn/Bde or an ACT/ACE. Where possible, soldiers should be rotated within the organization to reinforce and develop basic MOS Skills. 3. Courses in these areas can be found in the Army Correspondence Course Program(ACCP) and in local colleges and universities. 4. These course are available through ACCP. 5. The MOS related Certification and Degree Program are provided as recommendations only. Soldiers should not feel they are restricted to those subject areas. Individuals should check with Education Center for AARTS Program conversion of military schools and experiences to college credits.

Block I: Recommended Reading and Reference List

Military Publications:

Joint Publication Series 1through 2-2

AR 600-20 *Army Command Policy*

AR 614-200 *Enlisted Assignments and Utilization Management*

DA PAM 611-21 *Military Occupational Classification and Structure* (See Annual NOFC)

DA PAM 600-25 U.S. Army NCO Professional Development Guide

FM 7-0 Training the Force

FM 7-22.7 The Army NCO Guide

FM 22-100 *Military Leadership*

FM 25-101 *Battle Focus Training*

FM 34-1 *Intelligence and Electronic Warfare Operations*

FM 34-2 *Collection Management and Synchronization Planning*

FM 34-2-1 *Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance*

FM 34-3 *Intelligence Analysis*

FM 34-25-1 *Tactics, Techniques, and Procedures for Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance*

FM 34-25-3 *All-Source Analysis System and the Analysis and Control Element*

FM 34-130 *Intelligence Preparation for the Battlefield*

FM 101-5 *Staff Organization and Operations*

FM 101-5-1 *Operational Terms and Graphics*

General Reading:

Military Intelligence Professional Bulletin; USAIC&FH, QTRLY

INSCOM Journal for the Military Intelligence Professional: INSCOM, QTRLY

Russian View of U.S. Strategy: It's Future, Jonathan S. Lockwood and Kathleen O. Lockwood, 2nd ed, 1992

Sharing the Secrets: Open Source Intelligence and the War on Drugs, James Holden-Rohdes, 1997

U.S. Intelligence at the Crossroads, Roy Godson, Ernest May and Gary Schmitt, 1995

Preparing for the 21st Century: An Appraisal of U.S. Intelligence, Commission Report, 1996

Collected Essays. DC: Center for the Study of Intelligence, Central Intelligence Agency, Donald P. Sherman, 1994

Lockwood Analytical Method for Predication (LAMP), Jonathan S. Lockwood, 1996

Web Sites:

Center for Army Lesson Learned-- <http://call.army.mil>

USAIC&FH-- <http://usaic.hua.army.mil/>

U.S. Army Publishing Agency Home Page-- <http://www.usapa.army.mil>

Training and Doctrine Digital Library-- <http://www.adtdl.army.mil/atdls.htm>

Joint Electronic Library-- <http://www.dtic.mil/doctrine/jel/intelligence.htm>

Joint Military Intelligence Collage -- <http://www.dia.mil/Jmic/>

Army Knowledge Online -- https://www.us.army.mil/portal/portal_home.jhtml

Professional Development Model for MOS 96D Imagery Analyst

Block A:	PVT-SPC Skill Level 10	SGT Skill Level 20	SSG Skill Level 30	SFC Skill Level 40	MSG Skill Level 50	SGM Skill Level 50	
Block B:	Imagery Analyst		Imagery SGT Squad Leader	Senior Imagery SGT Detachment Sergeant	Ch Imagery SGT First Sergeant	Intel Senior SGT Bn/Bde CSM	
Developmental Duty Assignments (See note 1)	Division/Corps ACE IMINT Team	Team Leader		Professional Dev NCO/ Career Advisor	Professional Dev NCO/ Career Advisor	Div/Corps/Army G2 SGM	
	CIAC Analyst EAC/Joint IMINT Team			Collection Mgt SGT ACE (Corps)	Collection Mgt NCOIC ACE (EACIC)	Corps/EAC ACE SGM	
			Joint/National Intel Element	Career Mgt NCO	Bn S3 Operations Branch Chief	Bde/Grp S3 Operations	
			Sm Group Leader	Sr Small Group Leader	Deputy Commandant		
			Instructor/Writer	Sr Instructor/Writer	Ch Instructor/Writer		
			Tng Dev/Writer	Sr Tng Dev/Writer	Ch Tng Dev/Writer		
			Drill Sergeant	Sr Drill Sergeant			
			AC/RC Coordinator				
			Observer/Controller				
			Recruiter		Sr Operations NCO		
			EO Advisor				
Block C:							
Institutional Training	BCT/AIT	PLDC	BNCOC	ANCOC		Sergeants Major Academy	
Block D:	Prior to PLDC		Prior to BNCOC		Prior to ANCOC		Prior to SMC
Recommended NCOES- Related Courses (See note 2)	Effective Writing		Communications Skills		Principles of Management		Human Resource Management
	English Grammar		Stress Management				
Recommended Functional Courses	Basic Computer Skills		Briefing Techniques				
			Public Speaking				
			Research Techniques				
			Problem Solving				
			Technical Writing				
			Battle Staff Operations Course		First Sergeant Course		
Block E:	Skill Level 10-20		Skill Level 30		Skill Level 40		Skill Level 50
Recommended MOS-Related Courses/ Training (See note 3)	1. Requirements Management		1. Stability & Support Operations		1. Collection Management		TRADOC Middle Mgr Course
	2. TENCAP Data Anal Crs		2. Database Management		2. Targeting & BDA		
	3. TES Data Anal Crs		3. U.S. Army Doctrine		3. RMS		
			4. Information Operation				
			5. (Web-based Access and Retrievable Prototype (WARP))				
Block F:							
ASI Producing Courses	1. Battle Staff Operations (2S)		3. CIAC Analyst (S5)				
	2. TENCAP Data Analyst (4D)		4. MASINT Collection Analyst (J4)				
	3. TES Data Analyst (T6)						

Block G: Recommended MOS- Related Certification or Degree Programs (See note 4)	AA/AS or equivalent by the 10th year of service BA/BS by the 15 year in service in Foreign/International Studies, Political Science, Information Management Defense Intelligence College: Undergraduate/Post Graduate Intelligence Program
Block H: Notes	<ol style="list-style-type: none"> 1. Some duty positions require Additional Skill Identifier (ASI) and Special Qualification Identifier (SQI). These ASI/SQI and requisites can be found in DA PAM 611-21. 2. Courses in these areas can be found in the Army Correspondence Course Program (ACCP) and in local colleges and universities. 3. These courses are available through ACCP. 4. The MOS related Certification and Degree Programs are provided as recommendations only. Soldiers should not feel they are restricted to those subject areas. Individuals should check with Education Center for AARTS Program conversion of military schools and experiences to college credits.

Block I: Military Publication:	Recommended Reference and Reading List
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<p>AR 600-20 Army Command Policy</p> <p>AR 614-200 Enlisted Assignments and Utilization Management</p> <p>DA PAM 600-25 U.S. Army Noncommissioned Officer Professional Development Guide</p> <p>DA PAM 611-21 Military Occupational Classification and Structure</p> <p>Joint Intelligence Series 1through 2-2</p> <p>FM 7-0 Training the Force (replaces FM 25-101 Battle Focus Training)</p> <p>FM 7-22.7 The Army Noncommissioned Officer Guide</p> <p>FM 22-100 Military Leadership</p> <p>FM 34-1 Intelligence and Electronic Warfare Operations</p> <p>FM 34-2 Collection Management and Synchronization Planning</p> <p>FM 34-2-1 Reconnaissance and Surveillance and Intelligence Support to Counter reconnaissance</p> <p>FM 34-25-3 All -Source Analysis System and the Analysis and Control Element</p> <p>FM 34-3 Intelligence Analysis</p> <p>FM 34-56 Imagery Intelligence</p> <p>FM 34-130 Intelligence Preparation of the Battlefield</p> <p>FM 100-5 Operations</p> <p>TC 34-212 Unmanned Aerial Vehicle Aircrew Training Manual</p> <p>General Reading:</p> <p><u>Military Intelligence Professional Bulletin</u>, USAIC&FH, QTRLY</p> <p><u>INSCOM Journal for the Military Intelligence Professional</u>; INSCOM, QTRLY</p> <p><u>Deep Black</u>, William E. Burrows, Random House, 1986</p> <p><u>America's Secret Eyes in Space: The Keyhole Satellite Spy Program</u>, Jeffrey Richelson, New York: Harper-Collins Publishers, 1990</p> <p><u>Eyeball to Eyeball</u>, Dino A. Brugion, Random House, 1990</p> <p><u>MAYDAY</u>, Michael Beschlos, Harper & Row, 1986</p> <p><u>Russian View of U.S. Strategy: It's Past - It's Future</u>, Jonathan S. Lockwood and Kathleen O. Lockwood, 2nd ed, 1992</p> <p><u>U.S. Intelligence at the Crossroads</u>, Roy Godson, Ernest May and Gary Schmitt, 1995</p> <p><u>Preparing for the 21st Century: An Appraisal of U.S. Intelligence</u>, Commission Report, 1996</p> <p><u>Turning Point: The Gulf War & U.S. Military Strategy</u>, Benjamin Ederington, 1994</p> <p><u>Battlefield of the Future: 21st Century Warfare Issues</u>, Barry R. Schnieder, 1995</p>	<p>Web Sites:</p> <p>Office of the Chief, MI (OCMI) [MI Proponent Homepage] http://usaic.hua.army.mil/ocmi/</p> <p>USAIC&FH-- http://usaic.hua.army.mil/</p> <p>National Imagery and Mapping Agency (NIMA) http://www.nima.mil/nimahome.html</p> <p>National Reconnaissance Office (NRO)-- http://164.109.174.16/index.html</p> <p>Joint Military Intelligence College -- http://www.dia.mil/Jmic/</p> <p>Center for Army Lesson Learned-- http://call.army.mil</p> <p>U.S. Army Publishing Agency Home Page-- http://www.usapa.army.mil</p> <p>Training and Doctrine Digital Library-- http://www.adtdl.army.mil/atdls.htm</p> <p>USA Sergeants Major Academy (USASMA) -- http://usasma.bliss.army.mil</p> <p>Army Knowledge Online (AKO) -- www.us.army.mil</p> <p>U.S. Army homepage -- www.army.mil</p> <p>Computer based training -- www.smartforce.com</p> <p>Army Education-- http://www.armyeducation.army.mil</p> <p>EPMD home page-- https://www.perscom.army.mil/enlist/enlist.htm</p> <p>Enlisted Records and Evaluation Center -- http://www.erec.army.mil/das/board.htm</p>
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Professional Development Model for MOS 96H Common Ground Station Operator

As of Jan 03

Block A: Rank	PVT-SPC Skill Level 10	SGT Skill Level 20	SSG Skill Level 30	SFC Skill Level 40	MSG Skill Level 50	SGM Skill Level 50
Block B: Developmental Duty Assignments (See note 1)	CGS Operator	→	CGS SGT Squad Leader	Senior CGS SGT Platoon SGT/Det SGT	Chief CGS SGT First Sergeant	Intel Senior SGT Bn/Bde CSM
	Intel Processing Tm	→	Intel Process Tm NCOIC	Career Mgt NCO	G2 Operations (Corps)	Div/Corps/Army G2 SGM
		JSTARS Aircrew member Instructor/Writer	Sm Group Leader Instructor/Writer Tng Dev/Writer Drill Sergeant	JSTARS Aircrew NCOIC	Bn S3 Operations	Bde/Grp S3 Operations
			AC/RC Coordinator	→		
			Observer/Controller	→		
			Recruiter	→	Sr Operations NCO	
			RC Advisor	→		
				EO Advisor	→	
Block C: Institutional Training	BCT/AIT	PLDC	BNCOC	ANCOC	Sergeants Major Academy	
Block D: Recommended NCOES-Related Courses (See note 2)	Prior to PLDC Effective Writing English Grammar Basic Computer Skills		Prior to BNCOC Communications Skills Stress Management Briefing Techniques Public Speaking Research Techniques Technical Writing	Prior to ANCOC Principles of Management Problem Solving	Prior to SMC Human Resource Management	
Recommended Functional Courses	→			Battle Staff Operations Course		
				→		
				→		
Block E: Recommended CMF-Related Courses/ Training (See note 3)	Skill Level 10-20 1. Database Management 2. Ground Order of Battle 3. Tactical Operations & Planning		Skill Level 30 1. Reconnaissance & Surveillance Operations 2. Targeting	Skill Level 40 1. Collection Management 2. U.S. Army Doctrine	Skill Level 50	
Block F: ASI Producing Courses	1. JSTARS E8-A Systems Operator (1A) 2. Battle Staff Operations (2S)					

Block G:
Recommended CMF-Related Certification or Degree Program
 (See note 4)

AA/AS or equivalent by the 10th year of service.
 BA/BS by the 15 year in Foreign/International Studies, Political Science, Information Management.
 Defense Intelligence College: Undergraduate/Post Graduate Intelligence Program

Block H: Notes

1. Some duty positions require Additional Skill Identifier (ASI) and Special Qualification Identifier (SQI). These ASI/SQI and requisites can be found in DA PAM 611-21.
2. Courses in these areas can be found in the Army Correspondence Course Program (ACCP) and in local colleges and universities.
3. These courses are available through ACCP.
4. The CMF related certification and degree programs are provided as recommendations only. Soldiers should not feel they are restricted to those subject areas. Continuing education in any area is a major benefit to the individual and the Army.

Block I:

Recommended Reference and Reading List

Military Publication:

- AR 600-20 Army Command Policy
- AR 614-200 Enlisted Assignments and Utilization Management
- DA PAM 600-25 U.S. Army Noncommissioned Officer Professional Development Guide
- DA PAM 611-21 Military Occupational Classification and Structure
- Joint Pub 1 through 2-2
- FM 7-0 Training the Force (replaces FM 25-101 Battle Focus Training)
- FM 7-22.7 The Army Noncommissioned Officer Guide
- FM 22-100 Military Leadership
- FM 34-1 Intelligence and Electronic Warfare Operations
- FM 34-2 Collection Management and Synchronization Planning
- FM 34-25-1 Joint Surveillance Target Attack System
- FM 34-130 Intelligence Preparation of the Battlefield
- FM 100-5 Operations
- FM 100-6 Information Operations
- TC 34-212 Unmanned Aerial Vehicle Aircrew Training Manual

General Reading:

- Military Intelligence Professional Bulletin*, USAIC&FH, QTRLY
- Deep Black, William E. Burrows, Random House, 1986
- Eyeball to Eyeball, Dino A. Brugion, Random House, 1990
- MAYDAY, Michael Beschlos, Harper & Row, 1986
- Russian View of U.S. Strategy: It's Past - It's Future, Jonathan S. Lockwood and Kathleen O. Lockwood, 2nd ed, 1992
- U.S. Intelligence at the Crossroads, Roy Godson, Ernest May and Gary Schmitt, 1995
- Preparing for the 21st Century: An Appraisal of U.S. Intelligence, Commission Report, 1996
- Turning Point: The Gulf War & U.S. Military Strategy, Benjamin Ederington, 1994
- Battlefield of the Future: 21st Century Warfare Issues, Barry R. Schnieder, 1995
- Technology and War: From 2000 BC to Present, Martin L. Van Creveld, 1991
- America's Secret Eyes in Space: The Keyhole Satellite Spy Program, Jeffrey Richelson, New York: Harper-Collins Publishers, 1990

Web Sites:

- Office of the Chief, MI (OCMI) [MI Proponent Homepage]
<http://usaic.hua.army.mil/ocmi/>
- USAIC&FH-- <http://usaic.hua.army.mil/>
- National Imagery and Mapping Agency (NIMA)
<http://www.nima.mil/nimahome.html>
- National Reconnaissance Office (NRO)-- <http://164.109.174.16/index.html> Center
- Joint Military Intelligence College -- <http://www.dia.mil/Jmic/>
- Center for Army Lesson Learned-- <http://call.army.mil>
- U.S. Army Publishing Agency Home Page-- <http://www.usapa.army.mil>
- Training and Doctrine Digital Library-- <http://www.adtdl.army.mil/atdls.htm>
- USA Sergeants Major Academy (USASMA) -- <http://usasma.bliss.army.mil>
- Army Knowledge Online (AKO) -- www.us.army.mil
- U.S. Army homepage -- www.army.mil
- Computer based training -- www.smartforce.com
- Army Education-- <http://www.armyeducation.army.mil>
- EPMD home page-- <https://www.perscom.army.mil/enlist/enlist.htm>
- Enlisted Records and Evaluation Center --
<http://www.erec.army.mil/das/board.htm>

Professional Development Model for MOS 96R Ground Surveillance Systems Operator

Block A: Rank	PVT-SPC Skill Level 10	SGT Skill Level 20	SSG Skill Level 30	SFC Skill Level 40	MSG Skill Level 50	SGM Skill Level 50			
Block B: Developmental Duty Assignments (See note 1)	GSS Operator	<p>→ GSS SGT</p> <p>Squad Leader</p> <p>Instructor/Writer</p> <p>Drill Sergeant</p> <p>Sm Group Leader</p> <p>Recruiter →</p> <p>Observer/Controller</p> <p>AC/RC Coordinator</p>	<p>Senior GSS SGT</p> <p>Platoon Sergeant</p> <p>Sr Instructor/Writer</p> <p>Sr Drill Sergeant</p> <p>Sr Sm Group Leader</p> <p>EO Advisor</p> <p>Career Advisor/ Professional Development NCO</p> <p>Career Mgt NCO</p>	<p>Chief GSS SGT</p> <p>First Sergeant</p> <p>Ch Instructor/Writer</p> <p>Bn S3 Operations</p> <p>Branch Ch</p> <p>Deputy Commandant</p> <p>Sr Career Advisor/ Sr Professional Development NCO</p> <p>Sr Career Mgt NCO</p>	<p>Sr Operations Sergeant</p>	<p>Intel Senior SGT</p> <p>Bn/Bde CSM</p> <p>Div/Corps/Army G2 SGM</p> <p>Bde/Grp S3 Operations</p>			
Block C: Institutional Training	BCT/AIT		AIT		BNCOC		ANCOC		Sergeants Major Academy
Block D: Recommended NCOES-Related Courses (See note 2)	Prior to PLDC		Prior to BNCOC		Prior to ANCOC		Prior to SMC		
Recommended Functional Courses	<ol style="list-style-type: none"> 1. Effective Writing 2. English Grammar 3. Basic Computer Skills 		<ol style="list-style-type: none"> 1. Communications Skills 2. Stress Management 3. Briefing Techniques 4. Technical Writing 5. Research Techniques 		<ol style="list-style-type: none"> 1. Principle of Management 2. Public Speaking 3. Problem Solving 		<ol style="list-style-type: none"> Human Resource Management 		
	→		Battle Staff Operations Course			First Sergeant Course			
Block E: Recommended CMF-Related Courses/Training (See note 3)	Skill Level 10-20		Skill Level 30		Skill Level 40		Skill Level 50		
	Orienteeing		<ol style="list-style-type: none"> 1. Tactical Operations & Planning 2. Automated Data Processing 3. U.S. Army Doctrine 		<ol style="list-style-type: none"> 1. Reconnaissance & Surveillance 2. Operations Warfare Operations 		TRADOC Middle Mgr Course		
Block F: ASI Producing Courses	NONE								
Block G: Recommended CMF-Related Certification or Degree Program (See note 4)	<p>AA/AS or equivalent by the 10th year of service.</p> <p>BA/BS by the 15 year in Foreign/International Studies, Political Science, Information Management.</p> <p>Defense Intelligence College: Undergraduate/Post Graduate Intelligence Program</p>								

Professional Development Model for MOS 96R Ground Surveillance Systems Operator

Block H:

1. Some duty positions require Additional Skill Identifier (ASI) and Special Qualification Identifier (SQI). These ASI/SQI and requisites can be found in DA Pam 611-21.
2. Courses in these areas can be found in the Army Correspondence Course Program (ACCP) and in local colleges and universities.
3. These courses are available through ACCP.
4. The CMF related Certification and Degree Programs are provided as recommendations only. Soldiers should not feel they are restricted to those subject areas. Continuing education in any area is a major benefit to the individual and the Army.

Notes**Block I:**

Recommended Reference and Reading List

Military Publication:

AR 600-20 Army Command Policy
 AR 614-200 Enlisted Assignments and Utilization Management
 DA PAM 600-25 U.S. Army Noncommissioned Officer
 Professional Development Guide
 FM 7-0 Training the Force (replaces FM 25-101 Battle Focus Training)
 FM 7-22.7 The Army Noncommissioned Officer Guide
 DA PAM 611-21 Military Occupational Classification and Structure
 Joint Intelligence Publication 1 through 2-2
 FM 22-100 Military Leadership
 FM 34-1 Intelligence and Electronic Warfare Operations
 FM 34-2 Collection Management and Synchronization Planning
 FM 34-25-1 Joint Surveillance Target Attack System
 FM 34-130 Intelligence Preparation of the Battlefield
 FM 100-5 Operations
 FM 100-6 Information Operations

Web Sites:

Office of the Chief, MI (OCMI) [MI Proponent Homepage]
<http://usaic.hua.army.mil/ocmi/>
 Center for Army Lesson Learned-- <http://call.army.mil>
 USAIC&FH-- <http://usaic.hua.army.mil/>
 U.S. Army Publishing Agency Home Page-- <http://www.usapa.army.mil>
 Training and Doctrine Digital Library-- <http://www.adtdl.army.mil/atdls.htm>
 Joint Electronic Library-- <http://www.dtic.mil/doctrine/jel/intelligence.htm>
 Joint Military Intelligence College -- <http://www.dia.mil/Jmic/>
 Army Knowledge Online -- https://www.us.army.mil/portal/portal_home.jhtml
 Center for Army Lesson Learned-- <http://call.army.mil>
 U.S. Army Publishing Agency Home Page-- <http://www.usapa.army.mil>
 Training and Doctrine Digital Library-- <http://www.adtdl.army.mil/atdls.htm>
 USA Sergeants Major Academy (USASMA) -- <http://usasma.bliss.army.mil>
 U.S. Army homepage -- www.army.mil
 Computer based training -- www.smartforce.com
 Army Education-- <http://www.armyeducation.army.mil>

General Reading:

Military Intelligence Professional Bulletin: USAIC&FH QTRLY
INSCOM Journal For the Military Intelligence Professionals: INSCOM, QTRLY
Strategic Intelligence, Bruce D. Berkowitz & Allan E Goodman,
Intelligence for American National Security, (Princeton, NJ: Princeton University Press, 1989)
Russian View of U.S. Strategy: It's Past - It's Future, Jonathan S. Lockwood and Kathleen O. Lockwood, 2nd ed, 1992
U.S. Intelligence at the Crossroads, Roy Godson, Ernest May and Gary Schmitt, 1995
Preparing for the 21st Century: An Appraisal of U.S. Intelligence, Commission Report, 1996
Turning Point: The Gulf War & U.S. Military Strategy, Benjermin Ederington, 1994
Battlefield of the Future: 21st Century Warfare Issues, Barry R. Schnieder, 1995
Soldiers Magazine

Operator

Block A: Rank	PVT-SPC Skill Level 10	SGT Skill Level 20	SSG Skill Level 30	SFC Skill Level 40	MSG Skill Level 50	SGM Skill Level 50
Block B: Developmental Duty Assignments (See note 1)	UAV Operator Crew Chief EP UAV Operator	→ → →	UAVSGT Squad Leader Mission Commander Instructor/Writer Trng Dev/Writer Sm Group Leader Drill Sergeant Recruiter Observer/Controller AC/RC Coordinator	Senior UAV SGT Platoon SGT Detachment SGT Bn S3 Operations Sr Instructor/Writer Sr Trng Dev/Writer Sr SM Group Leader Sr Drill Sergeant Career Advisor/Professional Development NCO Career Management NCO EO Advisor	Chief UAVSGT First Sergeant Bde S3 Operations Ch Instructor/Writer Ch Trng Dev/Writer Branch Ch/Asst Cmdt Sr Operations Sergeant Sr Career Advisor/Professional Development NCO Sr Career Mgt NCO	Intel Senior SGT Bn/Bde CSM Div/Corps/Army G2 SGM Div/Corp S3 Operations
Block C: Institutional Training	BCT/AIT	PLDC	BNCOC	ANCOC		Sergeants Major Academy
Block D: Recommended NCOES-Related Courses (See note 2) Recommended Functional Courses	Prior To PLDC Effective Writing English Grammar Basic Computer Skills	Prior To BNCOC Communications Skills Stress Management Briefing Techniques Research Techniques	Prior To ANCOC Principles of Management Technical Writing Public Speaking Problem Solving	Prior To SMC Human Resource Management	→ Battle Staff Operations Course	→ First Sergeant Course
Block E: Recommended CMF-Related Courses/Training (See note 3)	Skill Level 10-20 Equipment Identification	Skill Level 30 1. Tactical Operations & Planning 2. Ground Order of Battle 3. Battle Damage Assessment 4. U.S. Army Doctrine	Skill Level 40 1. Reconnaissance & Surveillance 2. Targeting 3. Information Operations 4. Collection Management	Skill Level 50 1. U.S. Army Doctrine 2. TRADOC Middle Managers Course		
Block F: ASI Producing Courses	External Pilot/UAV Operator (E1)					
Block G: Recommended CMF-Related Certification or Degree Program (See note 4)	AA/AS or equivalent by the 10th year of service; BA/BS by the 15 year in: Political Science Information Management Joint Military Intelligence College: Undergraduate/Post Graduate Intelligence Program					

Professional Development Model for MOS 96U Tactical Unmanned Aerial Vehicle Operator

As of Jan 03

Block H: Notes	<ol style="list-style-type: none">1. Some duty positions require Additional Skill Identifier (ASI) and Special Qualification Identifier (SQI). These ASI/SQI and requisites can be found in DA Pam 611-21.2. Courses in these areas can be found in the Army Correspondence Course Program (ACCP) and in local colleges and universities.3. These courses are available through ACCP.4. The MOS related Certification and Degree Program are provided as recommendations only. Soldiers should not feel they are restricted to those subject areas. Individuals should check with the Education Center for AARTS Program conversion of military schools and experiences to college credits.
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Block I: Recommended Reference and Reading List

Military Publication:

- AR 600-20 Army Command Policy
- AR 614-200 Enlisted Assignments and Utilization Management
- DA PAM 600-25 U.S. Army Noncommissioned Officer Professional Development Guide
- DA PAM 611-21 Military Occupational Classification and Structure
- Joint Intelligence Publication 1 through 2-2
- FM 7-0 Training the Force (replaces FM 25-101 Battle Focus Training)
- FM 7-22.7 The Army Noncommissioned Officer Guide
- FM 22-100 Military Leadership
- FM 34-1 Intelligence and Electronic Warfare Operations
- FM 34-2 Collection Management and Synchronization Planning
- FM 34-56 Imagery Intelligence
- FM 34-130 Intelligence Preparation of the Battlefield
- FM 100-5 Operations
- FM 100-6 Information Operations
- TC 34-212 Unmanned Aerial Vehicle Aircrew Training Manual

Web Sites:

- Office of the Chief, MI (OCMI) [MI Proponent Homepage]
<http://usaic.hua.army.mil/ocmi/>
- USAIC&FH--<http://usaic.hua.army.mil/>
- Center of Army Lesson Learned-- <http://call.army.mil>
- U.S. Army Publication Agency Home Page--<http://www.usapa.army.mil>
- Training and Doctrine Digital Library-- <http://www.adtdl.army.mil/atdls/htm>
- Joint Publication Library-- <http://www.dtic.mil/doctrine/jel/intelligence.htm>
- USASMA-- <http://usasma.bliss.army.mil>
- U.S. Army homepage -- www.army.mil
- Computer based training -- www.smartforce.com
- Army Education-- <http://www.armyeducation.army.mil>
- National Imagery and Mapping Agency (NIMA)
<http://www.nima.mil/nimahome.html>
- National Reconnaissance Office (NRO)-- <http://164.109.174.16/index.html>
- Joint Military Intelligence College -- <http://www.dia.mil/Jmic/>

General Reading:

- Military Intelligence Professional Bulletin: USAIC&FH QTRLY
- INSCOM Journal For the Military Intelligence Professionals: INSCOM, QTRLY
- Strategic Intelligence, Bruce D. Berkowitz & Allan E Goodman,
- Intelligence for American National Security, (Princeton, NJ: Princeton University Press, 1989)
- Russian View of U.S. Strategy: It's Past - It's Future, Jonathan S. Lockwood and Kathleen O. Lockwood, 2nd ed, 1992
- U.S. Intelligence at the Crossroads, Roy Godson, Ernest May and Gary Schmitt, 1995
- Preparing for the 21st Century: An Appraisal of U.S. Intelligence, Commission Report, 1996
- Turning Point: The Gulf War & U.S. Military Strategy, Benjermin Ederington, 1994
- Battlefield of the Future: 21st Century Warfare Issues, Barry R. Schnieder, 1995
- Soldiers Magazine

Professional Development Model for MOS 97B Counterintelligence Agent AS of JAN 03

Block A: Rank	PVT-SPC Skill Level 10	SGT Skill Level 20	SSG Skill Level 30	SFC Skill Level 40	MSG Skill Level 50	SGM Skill Level 50
Block B: Developmental, Duty Assignments (See note 1) NCOIC refers to the senior position within a section and may not be titled as such.	CI Agent ECB	Asst. CI Tm Leader EAC TSCM SGT	CI SGT Squad Leader CI Tm Leader Tng Dev/Writer Small Group Leader Drill Sergeant AC/RC Coordinator Great Skills Program Observer/Controller CI/HUMINT Tm Recruiter	Sr CI SGT Det SGT Plt SGT Professional Dev NCO Career Mgt NCO Sr Tng Dev/Writer Sr Small Group Leader Sr Drill Sergeant CI/HUMINT Tm NCOIC Div/Corps/EAC ACE EO Advisor	Ch CI SGT First Sergeant Ch Tng Dev/Writer Branch Ch/Asst Cmnt Sr Operations NCO	CI/HUMINT Sr SGT Bn/Bde CSM Bde/Grp S3 Ops SGT Spec Ops SGM
Recommended DLPT (See note 2)	2/2/1		2+/2+/2		3/3/3	
Block C: Institutional Training	BCT/AIT	PLDC	BNCOC	ANCOC		Sergeants Major Academy
Block D: Recommended MOS-Related Courses/ Training (See note 3) Recommended Functional Courses	Prior to PLDC Effective Writing English Grammar Basic Computer Skills Technical Writing Communication Skills	Prior to BNCOC Briefing Techniques Stress Management Public Speaking Resource Techniques	Prior to ANCOC Principles of Management Problem Solving	Prior to SMC Human Resource Management	Battle Staff Operations Course	
Block E: Recommended CMF Related Courses (See note 4)	Skill Level 10-20 1. Intelligence Preparation of the Battle field 2. CI Analytic Methods	Skill Level 30 1. Multidiscipline CI Operations 2. Database Management CFSO 3. CFSO 4. Army Doctrine	Skill Level 40 1. Collection Management 2. Information Operations	Skill Level 50 1. Force Protection 2. TRADOC Mid Mgr Course	First Sergeants Course	
Block F: ASI Producing Courses	1. Strategic Debriefing and Interrogation Course (N7) 2. Technical Surveillance Counter Measures (G9) 3. Foreign Counterintelligence (S7)					
Block G: Recommended CMF Related Certification or Degree Program (See note 5)	AA/AS in Foreign/International studies by the 12th year of service BA/BS in Foreign/International Studies Political Science by 16th year of service Joint Military Intelligence College: Undergraduate/Post Graduate Intelligence (UGIP/PGIP) and BSI/MSSI Programs					

Block H:
Recommended Language Related Courses/Activities

1. Foreign Language Training Center Europe [AD,GM,RU,SC,CX]
2. Summer Language (SLANG) Training (University contracted program)
3. DLI-coordinated VTT, MTTs
4. Ft. Gordon (513th MI) Language Training Program (6-week program) [AD]
5. Brigham Young University (2 weeks)
6. DLI-based refresher training (6 weeks)
7. DLI-based intermediate and advanced courses
8. San Antonio (314th MI) [QB]
9. Yong Sei University (4 week program) [KP]
10. In-Country Immersion (4-6 weeks) (available through CLPM)12. University of Arizona (Sierra Vista satellite campus) (3-6 week course) [AD, KP, RU, QB]

Block I:
Notes

1. Some duty positions require ASI and SQI. Theses ASI/SQI and requisites can be found in DA PAM 611-21 (and see annual NOFCs)
2. Recommend that 97Bs who successfully completed DLI or otherwise obtained non-English language skills progress by the DLPT scale given. Courses in these areas can be found in the Army Correspondence Course Program (ACCP) and in local colleges and universities.
3. Concentration should be on reading, but improved listening skills often enhance reading/writing capabilities
4. These courses are available through ACCP.
5. The CMF related certification and degree programs are provided as recommendations only. Soldiers should not feel restricted to those subject areas. Check with AARTS program for Military School Conversion to college credits.

Block J:**Recommended Reference and Reading List****Military Publications:**

AR 25-50 Preparing and Managing Correspondence
AR 27-1 Judge Advocate Legal Service
AR 190-6 Obtaining Information from Financial Institutions
AR 190-13 The Army Physical Security Program
AR 190-22 Searches Seizures and Disposition of Property
AR 190-53 Interception
AR 195-5 Evidence Procedures
AR195-6 Department of the Army Polygraph Activities
AR 380-5 Department of the Army Information Security Program
AR 380-53 Communication Security Monitoring
AR 380-67 The Department of the Army Personnel Security Program
AR 381-10 US Army Intelligence Activities
AR 381-12 Subversion and Espionage directed Against US Army
AR 381-20 US Army CounterintelligenceActivities
AR 525-13 The Army Terrorism Counteraction Program
AR 600-20 Army Command Policy
AR 614-200 Enlisted Assignments and Utilization Management
FM 7-0 Training the Force
FM 7-22.7 The Army Noncommissioned Officer Guide
FM 19-20 Law Enforcement Investigations
FM 25-101 Battle Focus Training
FM 34-1 Intelligence and Electronic Warfare Operations
FM 34-52 Intelligence Interrogation
FM 34-130 Intelligence Preparation of the Battlefield
DA PAM 600-25 – U.S. Army Noncommissioned Officer Professional Development Guide
DA PAM 611-21 Military Occupational Classification and Structure (see annual NOFC)
Joint Intelligence Publications 1 through 2-2

Web Sites:

Center for Army Lesson Learned-- <http://call.army.mil>
USAIC&FH-- <http://usaic.hua.army.mil/>
U.S. Army Publishing Agency Home Page-- <http://www.usapa.army.mil>
Training and Doctrine Digital Library-- <http://www.adtdl.army.mil/atdls.htm>
Joint Electronic Library-- <http://www.dtic.mil/doctrine/jel/intelligence.htm>
Joint Military Intelligence College -- <http://www.dia.mil/Jmic/>
Army Knowledge Online -- https://www.us.army.mil/portal/portal_home.jhtml

General Reading:

Military Intelligence Professional Bulletin, USAIC&FH, Qtrly

Traitors Among Us, Stuart Herrington, Presidio Press, 1999.

Army Surveillance in America, 1775-1980 , Joan M, 1991.

America's Secret Army: The Untold Story of the Counter Intelligence Corps. Ian Sayer & Douglas Botting, 1989.

Security and Counter-Intelligence. Vol 4 of Brit Intell in Second WW. F.H Hinsley,, & C.A Simkins, 1990..

Silent Warfare: Understanding the World of Intelligence, Abram N. Shulsky, 1991.

Honorable Treachery: A history of U.S. Intelligence , Espionage and Covert Action from the American Revolution to the CIA, G.J. A. O'Toole, 1991.

Medal of Honor, A Vietnam Warrior's Story, MSG R. Benevidez (ret) (1996, Brassey's)

The Art of War, Sun Tzu (various pubs)

Professional Development Model for MOS 97E Human Intelligence Collector

AS of JAN 03

Block A: Rank	PVT-SPC Skill Level 10	SGT Skill Level 20	SSG Skill Level 30	SFC Skill Level 40	MSG Skill Level 50	SGM Skill Level 50	
Block B: Developmental Duty Assignments (See note 1)	HUMINT Collector	<div style="text-align: center;">→</div> Strat Debriefer	HUMINT Collection SGT Squad Leader Small Group Leader Instr/Wtr Tng Dev/Wtr Drill Sergeant NTC/JRTC Observer/Controller AC/RC Coordinator Language Advocate CLP Manager	Sr HUMINT COLL SGT Plt SGT Det SGT Professional Dev NCO Sr Small Group Leader Sr Instr/Wtr Sr Tng Dev/Wtr Sr Drill Sergeant Career Mgmt NCO EO Advisor	Ch HUMINT COLL SGT First Sergeant Bn S3 Opns SGT Ch Instr/Wtr ChTng Dev/Wtr Branch Ch/Asst Cmndt SF MI DET SGT Sr Operations NCO	Ch HUMINT COLL SGM Bn/Bde CSM Bde/Grp S3 Operations	
Recommended DLPT (See note 2)	2+/2+/2		2+/3 /2+		2+/3 /3	3 /3 /3	
Block B: Institutional Training	BCT/IET	PLDC	BNCOC	ANCOC	Sergeants Major Academy		
Block C: Recommended NCOES Related Courses (See note 3)	Prior to PLDC Effective Writing English Grammar Basic Computer Skills Communications Skills		Prior to BNCOC Briefing Techniques Problem Solving Research Techniques Technical Writing		Prior to ANCOC Principles of Management Stress Management		Prior to SMC Human Resource Management
Recommended Functional Courses	→ Battle Staff Operations Course			First Sergeants Course			
Block D: Recommended CMF Related Courses/Activities (See note 4)	Skill Level 10-20 1. Geography 2. Orienteering/Map Tracking 3. Translation/Interpretation Certification Course 4.	Skill Level 30 1. Screening Procedures 2. CFSO 3. U.S. Army Doctrine 4. British Interrogation Course. 5. Intermediate-level Language Tng		Skill Level 40 1. Information Operations 2. Collection Management 3. Database Management 4. CI Operations 5. Advanced-level Language Tng		Skill Level 50 1. International Studies 2. Foreign Relations	
Block E: A SI Producing Course (See note 5)	Strategic Debriefing and Interrogation (N7)						

Professional Development Model for MOS 97E Human Intelligence Collector

<p>Block F: Recommended Language-Related Courses/Activities (See note6)</p>	<ol style="list-style-type: none"> 1. Foreign Language Training Center Europe (about 6 weeks) [AD,GM,RU,SC,CX] 2. Summer Language Training (University contracted program) [Available for most languages] 3. DLI-coordinated VTT, MTTs (course lengths vary) [Available for most languages] 4. Ft. Gordon (513th MI) Language Training Program (6-week program) [AD] 5. Brigham Young University (2 weeks) [Available for many languages] 6. DLI-based refresher training (6-16 weeks) [AD,CM,KP,QB,RU,PF;other languages possible] 7. DLI-based intermediate and advanced courses 8. San Antonio (314th MI) (Intensive training) [QB] 9. Yonsei University (4-week program) [KP] 10. USAIC&FH LMEP [KP] 11. In-country Immersion (4-6 weeks) (available through CLPM) [CM,RU,QB;other languages vary] 12. University of Arizona (Sierra Vista satellite campus) (3-6 week course) [AD, KP, RU, QB] 13. Project Mercury (intermediate on-line training program via UofA) [RU] 14. U of A with INSCOM Internet refresher training (requires CDs) [Serbian and Croatian]
<p>Block G: Recommended CMF-Related Certification or Degree Programs (See note 7)</p>	<p>AA/AS in Foreign/International studies by the 12th year of service BA/BS in Foreign/International Studies Political Science by 16th year of service Joint Military Intelligence College: Undergraduate/Post Graduate Intelligence (UGIP/PGIP) and BSI/MSSI Programs Monterey Institute Master of Arts for Teaching Foreign Language (MATFL)</p>
<p>Block H: Notes</p>	<ol style="list-style-type: none"> 1. All Skill level 10/20 soldiers, irrespective of echelon, should place primary emphasis on acquiring experience in collection techniques, analysis/collation, area/cultural training, and speaking skills. 2. Recommend Linguists progress by the DLPT scale given. Concentration should be on speaking and reading. However, listening skills enhance these abilities and improve capability to match challenges of special taskings and positions. Grammar and syntax unique to specific language groups can significantly influence the pace at which a soldier is able to achieve the recommended scores. 3. Courses in these areas can be found in the Army Correspondence Course program (ACCP), BSEP, and in local colleges/universities. 4. These courses are available through ACCP, and JMIC/JMITC catalogs. 5. Some duty positions require Additional Skill Identifiers (ASI). These ASI prerequisites can be found in DA PAM 611-21 and its updates (Notifications of Change--NOFCs). 6 Non-traditional language training available through the Command Language Program Management system and locally developed programs. Local CLPM should stay abreast of current information via MACOM. Most training is available to USAR and NGB soldiers. Encourage unit training NCO to contact supporting ARISC. 7. The CMF-related certification and degree programs are provided as recommendations only. Check with AARTS program for Military School Conversion to college credits.

Block J:

Recommended Reference and Reading List

Military Publications:

AR 350-30 *Code of Conduct/Survival,Evasion Resistance and Escape Training*
AR 380-5 *Department of the Army Information Security Program*
FM 7-0 *Training the Force*
FM 7-22.7 *The Army Noncommissioned Officer Guide* FM 21-26
Map Reading and Land Navigation
FM 21 -31 *Topographic Symbols*
FM 22-100 *Military Leadership*
FM 25-101 *Battle Focused Training*
FM 34-52 *Intelligence Interrogation*
FM 34-3 *Intelligence Analysis*
FM 34-54 *Battlefield Technical Intelligence*
FM 34-60 *Counterintelligence*
FM 100-6 *Information Operations*
AR 611-6 *Army Linguist Management*
DA Pam 611-21 *MOCS (see annual NOFC)*
AR 600-200 *Enlisted Personnel Management System*
DA PAM 600-25 – *U.S. Army Noncommissioned Officer Professional Development Guide*
Joint Intelligence Publications: 1 through 2-2

Web Sites:

Center for Army Lesson Learned-- <http://call.army.mil>
USAIC&FH-- <http://usaic.hua.army.mil/>
U.S. Army Publishing Agency Home Page-- <http://www.usapa.army.mil>
Training and Doctrine Digital Library-- <http://www.adtdl.army.mil/atdls.htm>
Joint Electronic Library-- <http://www.dtic.mil/doctrine/jel/intelligence.htm>
Joint Military Intelligence College -- <http://www.dia.mil/Jmic/>
Army Knowledge Online -- https://www.us.army.mil/portal/portal_home.jhtml

General Reading List:

Military Intelligence Professional Bulletin, USAIC&FH, Qtrly.
Soldiers (hard copy) [The Official U.S. Army Magazine, monthly publication by the Army Chief of Public Affairs]
Foreign Affairs (Bi-monthly publication by the Council on Foreign Relations, Inc.) [Recognized and respected research source]
U.S. Foreign Intelligence: The Secret Side of American History. Charles D. Ameringer, 1990.
Slow Burn: The Rise and Bitter Fall of American Intelligence in Vietnam Orrin DeForest & David Chanoff, 1990.
"Where Is the Enemy?" (Prisoner Interrogation and Map tracking Robert M. Herrick,) Army (Jun 1971).
Comparing Foreign Intelligence: The U.S., The U.S.S.R., The U. K., and the Third World ed. Roy Godson, 1988.
Honorable Treachery: A history of U.S. Intelligence, Espionage and Covert Action from the American Revolution to the CIA, G.J. A. O'Toole, 1991.
From the Shadows, Robert M. Gates (1996, Simon&Schuster)
Medal of Honor, A Vietnam Warrior's Story, MSG R. Benevidez (ret) (1996, Brassey's)
The Art of War, Sun Tzu (various pubs)

Professional Development Model for MOS 98C Signals Intelligence Analyst

Block A: Rank	PVT-SPC Skill Level 10	SGT Skill Level 20	SSG Skill Level 30	SFC Skill Level 40	MSG Skill Level 50	SGM Skill Level 50
Block B: Developmental Duty Assignments (See note 1)	SIGINT Analyst	<div style="border-bottom: 1px solid black; width: 100%;"></div>	SIGINT SGT Coll Mgt NCO Squad Leader Language Analyst (All Echelons) Small Group Leader Instructor/Writer Tng Dev/Writer Drill Sergeant Observer/Controller AC/RC Coordinator Recruiter	Senior SIGINT SGT Detachment SGT Platoon SGT Watch NCO/Chief Mission Manager Career Advisor/ Professional Dev NCO Sr Small Group Leader Sr Instructor/Writer Sr Tng Dev/Writer Sr Drill Sergeant EO Advisor	98C MOS transitions to MOS 98Z at MSG	
Block B1: Recommended DLPT Scores (See note 2)	2/2/1+	2+/2+/2	3/3/2+	3/3/2+		
Block C: Institutional Training	BCT/AIT	PLDC	BNCOC	ANCOC		Sergeants Major Academy
Block D: Recommended NCOES- Related Courses (See note 3)	Prior to PLDC Effective Writing English Grammar Basic Computer Skills		Prior to BNCOC Communications Skills Stress Management Research Techniques Briefing Techniques Technical Writing Public Speaking		Prior to ANCOC Principles of Management Problem Solving	
Recommended Functional Courses	→ Battle Staff Operations Course			First Sergeant Course		

Professional Development Model for MOS 98C Signals Intelligence Analyst

<p>Block E:</p> <p>Recommended MOS-Related Courses/Activities (See note 4)</p>	<p>Skill Level 10-20</p> <ol style="list-style-type: none"> 1. Computer Security 2. Analysis Techniques 3. Signals Technology 4. Principles of Radio Wave Propagation 5. Geography 6. Database Management 	<p>Skill Level 30</p> <ol style="list-style-type: none"> 1. Cryptologic Skills for NCOs (CK 155) 2. Techniques in Cryptologic Translation 3. SIGINT Reporting 4. Intelligence Community and Customer Support 5. U.S. Army Doctrine 	<p>Skill Level 40</p> <ol style="list-style-type: none"> 1. Collection Management 2. Information Operations 3. Senior Enlisted Cryptologic Crs (CY200) 4. Non-SIGINT Coll Systems 5. MASINT 6. Threat Analysis and Warning
<p>Block F:</p> <p>ASI Producing Courses (See note 5)</p>	<ol style="list-style-type: none"> 1. ASAS Master Analyst (1F) 2. Battle Staff Operations Course (2S) 3. TENCAP (2T) 4. Tactical Exploitation System (TES) 		
<p>Block G:</p> <p>Recommended MOS-Related Certification or Degree program (See note 6)</p>	<p>AA/AS in Foreign/International studies, by the 12th year of service</p> <p>BA/BS in Foreign/International Studies, Political Science by the 16th year of service</p> <p>Joint Military Intelligence College: Undergraduate/Post Graduate Intelligence Program(UGIP/PGIP) and MSSI</p> <p>Middle Enlisted Career Advancement Program (MECCAP)</p> <p>Military Intern SIGINT Analyst Program (MINSAP)</p>		
<p>Block H:</p> <p>Notes</p>	<ol style="list-style-type: none"> 1. The primary emphasis for skill level 10/20 soldiers should be on acquiring experience in basic analysis. Where possible, soldiers should be rotated within the organization to reinforce and develop basic MOS skills. 2. Recommend SIGINT analysts who have successfully completed DLI or obtained non-English language skills progress by the DLPT scale given. Concentration should be on reading, but improved listening skills often enhance reading/translation capabilities. 3. Courses recommended for completion prior to NCOES attendance can be found in the Army Correspondence Course Program (ACCP), BSEP, and in local colleges/ universities. 4. These courses are available through ACCP, NCS/NSA, and JMIC/JMITC catalogs. 5. Some duty positions require Additional Skill Identifiers (ASI). These ASI and prerequisites can be found in DA Pan 611-21. 6. The MOS related Certification and Degree Program are provided as recommendations only. Soldiers should not feel they are restricted to those subject areas. Individuals should check with Education Center for AARTS Program conversion of military schools and experiences to college credits. 		

Professional Development Model for MOS 98C Signals Intelligence Analyst

Block I:

Recommended Reference and Reading List

Military Publications:

FM 7-0 *Training the Force*
FM 7-22.7 *The Army Noncommissioned Officer Guide*
FM 24-33 *Communications Techniques: ECCM*
FM 22-100 *Military Leadership*
FM 25-101 *Battle Focused Training*
FM 34 Series, *Intelligence Operations Manuals*
FM 100-6 *Information Operations*
AR 611-6 *Army Linguist Management*
DA Pam 600-25 *U.S. Army NCO Professional Development Guide*
DA Pam 611-21 *MOCS (see annual NOFC) Management System*
NGB 600-200 Enlisted Personnel Management
Joint Intelligence Publications: 1 through 2-2

Web Sites: Please access through your AKO account.

USAISC&FH
Center for Army Lessons Learned
U.S. Army Publishing Agency Homepage
Training and Doctrine Digital Library
Joint Publication Library
USASMA
Office of the Chief, MI (OCMI) [MI Proponent Homepage]

General Reading and Resources:

The field of communications changes very rapidly. It is impossible for this office to provide a comprehensive listing of resources that would keep you up to date on all issues relevant to this MOS. However, you can configure your "Army Portal" via Army Knowledge Online www.us.army.mil to suit your personal needs.

Professional Development Model for MOS 98G Cryptologic Linguist

As of: Jan 03

Block A: Rank	PVT-SPC Skill Level 10	SGT Skill Level 20	SSG Skill Level 30	SFC Skill Level 40	MSG Skill Level 50	SGM Skill Level 50
Block B: Developmental Duty Assignments (See notes 1)	Crypto Linguist (All Echelons)		Sr Crypto Linguist/ Squad/Team Leader	Crypto Linguist Supv Platoon Sergeant Detachment Sergeant Watch NCO/Chief Mission Manager Career Mgmt NCO Career Advisor/ Professional Dev NCO	SIGINT/EW Chief Ch Crypto Linguist First Sergeant Bn S3 Opns NCO Sr Career Advisor/ Professional Dev NCO	SIGINT Sr SGT Bn/Bde CSM NSA Grp NCOIC Bde/Grp S3 Opns SGM
	Transcriber SOT-A Tm Member (NG only)	SOT-A Tm Member	Sr Transcriber Sm Group Leader Tng Dev/Writer Instructor/Writer Drill Sergeant	Sr Sm Group Leader Deputy Branch Chief Sr Tng Dev/Writer Sr Instructor/Writer Sr Drill Sergeant	Transcription Supv SOT-A Tm Leader Sr Tng Dev/Writer Sr Instructor/Writer Sr Drill Sergeant	Branch Chief Deputy Commandant Ch Tng Dev/Writer Ch Instructor/Writer
		MLI (DLI)	Observer/Controller AC/RC Coordinator Language Advocate CLP Manager WHCA Translator HNS Tm Linguist (USAR, AC QB Only)	EO Advisor	WHCA Translator NCOIC	
		DTRA Tm Ling (RU) Field Tm Linguist (VN,LC,CA)	DTRA Tm Sr Ling (RU)	DTRA Tm Ling Supv (RU) Field Tm Supv (VN,LC,CA)	DTRA Ch Ling (RU)	
Block B1: Recommended DLPT (See note 2)	2 /2 /1+	2+/2+/2	3 /3 /2+	3 /3 /3		
Block C: Institutional Training	BCT/AIT	PLDC	BNCOC	ANCOC		Sergeants Major Academy
Block D: Recommended NCOES- Related Crs (See note 3) Recommended Functional Courses	Prior to PLDC Effective Writing English Grammar Basic Computer Skills	Prior to BNCOC Communications Skills Stress Management Briefing Techniques Technical Writing	Prior to ANCOC Principles of Management Research Techniques (Best if before BNCOC) Problem Solving (Best if before BNCOC)	Prior to SMC Human Resource Management		
		Battle Staff Operations Course			First Sergeant Course	
Block E: Recommended MOS- Related Courses/ Activities (See note 4)	Skill Level 10 1. Geography 2. Foreign Relations 3. Computer Security 4. Analysis Techniques 5. Signals Technology 6. Principles of Radio Wave Propagation	Skill Level 20 1. Cryptologic Skills for NCOs (CK 155) 2. Techniques in Cryptologic Translation 3. Intro to SIGINT Reporting 4. Transcription/Translation 5. Crypt & Traffic Analysis 6. Intel Community and Customer Support 7. Intermediate-level Language Tng	Skill Level 30-40 1. Collection Management 2. Database Management 3. Information Operations 4. Senior Enl Cryptologic Crs (CY200) 5. U.S. Army Doctrine 6. International Studies 7. Advanced-level Language Tng	Skill Level 50 1. TRADOC Middle Mgr Course		

Professional Development Model for MOS 98G Cryptologic Linguist

Block F: ASI-Producing Course (See note 5)	Transcribing/Gisting (C8)
Block G: Recommended Language-related Courses/Activities (See note 6)	<ol style="list-style-type: none"> 1. Foreign Language Training Center Europe (FLTCE) (about 6 weeks) [AD,GM,RU,SC,CX] 2. Summer Language (SLANG) Training (University contracted program) [Available for most languages] 3. DLI-coordinated VTT, MTTs (course length varies) [Available for most languages] 4. Ft. Gordon (513th MI) Language Training Program (6-week program) [AD] 5. B. Young University (2 weeks) [Available for many languages] 6. DLI-based refresher training (6-16 weeks) [AD,CM,KP,QB,RU,PF;other languages possible] 7. DLI-based intermediate and advanced courses (PCS) 8. San Antonio (314th MI) (intensive training) [QB] 9. Yonsei University (4 week program) [KP] 10. USAIC&FH LMEP (note: originally designed for 97E but available to 98G) [KP] 11. In-Country Immersion (4-6 weeks) (available through CLPM) [RU,CM,QB; other languages vary] 12. University of Arizona (Sierra Vista satellite campus) (3-6 week course) [AD, KP, RU, QB] 13. Project Mercury (Intermediate, on-line training program via UofA) [RU] 14. U of A - INSCOM Internet refresher training (requires CDs) [Serbian and Croatian]
Block H: Recommended MOS-related Certification or Degree Programs (See note 7)	<p>AA/AS in Foreign/International studies, by the 12th year of service</p> <p>BA/BS in Foreign/International Studies, Political Science by 16th year of service</p> <p>Joint Military Intelligence College: Undergraduate/Post Graduate Intelligence (UGIP/PGIP) and BSI/MSSI Programs</p> <p>Monterey Institute Master of Arts for Teaching Foreign Language (MATFL)</p> <p>Middle Enlisted Cryptologic Career Advancement Program (MECCAP) (3-year program)</p> <p>Military Cryptanalytic Linguist Training Program (MCLTP) (3-year program) [geared for 98CL but not restricted]</p> <p>NSA Military Linguist Program (3-year program) [AD,CM,KP,PF,QB,RU]</p> <p>NSA Adjunct Faculty</p>
Block I: Notes	<ol style="list-style-type: none"> 1. All Skill level 10/20 soldiers, irrespective of echelon, should place primary emphasis on acquiring experience in collection techniques and equipment, and basic analysis. Personnel in languages with limited assignment opportunities should seek mission-related, instructor, and unit leadership positions IAW AR 600-25 (draft available 1st Qtr FY01) to support promotion potential. 2. Recommend Cryptologic Linguists progress by the DLPT scale given. Concentration should be on listening and reading; however, speaking skills enhance these abilities and improve capability to match challenges of special taskings and positions. Grammar, syntax and morphology unique to specific language groups can significantly influence the pace at which a soldier is able to achieve the recommended scores. 3. Courses in these areas can be found in the Army Correspondence Course program (ACCP), BSEP, and in local colleges/universities. 4. These courses are available through ACCP, NCS/NSA, and JMIC/JMITC catalogs. 5. Some duty positions require Additional Skill Identifiers (ASI). ASI prerequisites can be found in DA Pam 611-21 and its updates (Notifications of Change--NOFCs). 6. Non-traditional language training available through the Command Language Program Management system and locally developed programs. Funding sources vary. Most training is available to USAR and NGB soldiers. Contact supporting ARISC for information. 7. The MOS-related certification and degree programs are provided as recommendations only. Soldiers should not feel they are restricted to those subject areas. Consult Education Center for AARTS program conversion of military schools to college credit.

Professional Development Model for MOS 98G Cryptologic Linguist

Block J:

Recommended Reference and Reading List

Military Publications:

FM 7-22.7 *The Army Noncommissioned Officer Guide*
FM 24-33 *Communications Techniques: ECCM*
FM 22-100 *Military Leadership*
FM 25-101 *Battle Focused Training*
FM 34 Series, *Intelligence Operations Manuals*
FM 100-6 *Information Operations*
AR 611-6 *Army Linguist Management*
DA Pam 611-21 *MOCS (see annual NOFC) Management System*
NGB 600-200 Enlisted Personnel Management
Joint Intelligence Publications: 1 through 2-2

Web Sites:

-[The Economist](http://www.economist.com) www.economist.com
-[LINGNET](http://www.lingnet.org) www.lingnet.org [DLI-based website for linguists]
-[Radio Free Europe/Radio Liberty](http://www.rferl.org/) www.rferl.org/ [Comprehensive website regional news articles in English and non-English text and audio.]
-[Voice of America](http://www.voa.gov/) www.voa.gov/ [Access to wide range of languages and information.]
-[Deutsche Welle](http://dw-world.de) http://dw-world.de [German website with articles in English and range of non-English language text and audio]
-[State Department](http://www.state.gov/www/regions.html) www.state.gov/www/regions.html
-[PERSCOM Homepage](https://www.PERSCOM.army.mil/) https://www.PERSCOM.army.mil/
-[Office of the Chief, MI \(OCMI\)](http://138.27.35.34/ocmi/) http://138.27.35.34/ocmi/ [MI Proponent Homepage]
-[Soldiers](http://www.army.mil/soldiers/) www.army.mil/soldiers/
- [U.S. Army Publishing Agency Home Page](http://www.usapa.army.mil) http://www.usapa.army.mil [Contains all Army Regulations]

General Reading and Resources:

-American Radio Relay League publishes a monthly magazine called QST that contains information about radio signal propagation. You can find more information by mailing to ARRL, 225 Main St, Newington, CT 06111.
-*Military Intelligence Professional Bulletin (MIPB)* (USAIC&FH Quarterly Publication)
-*Soldiers* (hard copy) [The Official U.S. Army Magazine, monthly publication by the Army Chief of Public Affairs]
-*INSCOM Journal* [Quarterly publication providing unofficial INSCOM command information authorized under AR 360-81]
-*Foreign Affairs* (Bi-monthly publication by the Council on Foreign Relations, Inc.) [Recognized and respected research source]
-*The Economist* (hard copy) [Weekly international financial magazine, UK; recognized and respected research source]
-*Language Competence: Implications for National Security* (Washington Papers, Vol Xiv, 119) Kurt E. Muller, 1986.
-*Electronic Intelligence: The Analysis of Radar Signals* (Radar Library)-Richard G. Wiley
-*The Lessons of Modern War, Volume IV: The Gulf War*
-*From the Shadows*, Robert M. Gates (1996, Simon&Schuster)
-*Medal of Honor, A Vietnam Warrior's Story*, MSG R. Benevidez (ret) (1996, Brassey's)
-*The Art of War*, Sun Tzu (various pubs)
-*The Reluctant Sheriff*, Richard Haass (1996)

Professional Development Model for MOS 98H Communications Interceptor/Locator

<p>Block F: ASI Producing Courses (See note 5)</p>	<p>1. Battle Staff Operations Course (2S)</p>
<p>Block G: Recommended MOS-Related Certification or Degree program (See note 6)</p>	<p>AA/AS in Foreign/International studies, by the 12th year of service BA/BS in Foreign/International Studies, Political Science, Electronic/Computer Studies by 16th year of service Joint Military Intelligence College: Undergraduate/Post Graduate Intelligence Program(UGIP/PGIP) and MSSI Middle Enlisted Career Advancement Program (MECCAP) NSA Professional Analyst Program</p>
<p>Block H: Notes</p>	<p>1. This MOS currently has few, if any, authorizations at Echelon Corps and Below (ECB). Special Forces Operations and Special Activities at EAC present non-traditional MI job opportunities for 98H. 2. Skill level 10/20 soldiers, primary emphasis should be on acquiring experience in collection and basic traffic analysis. 3. Courses in these areas can be found in the Army Correspondence Course program (ACCP), BSEP, and in local colleges/universities. 4. These courses are available through ACCP, NCS/NSA, and JMIC/JMITC catalogs. 5. Some duty positions require Additional Skill Identifiers (ASI). These ASI and prerequisites can be found in DA Pam 611-21. 6. The CMF-related certification and degree programs are provided as recommendations only. Soldiers should not feel they are restricted to those subject areas. Individuals should check with Education Center for AARTS Program conversion of military schools and experiences to college credit.</p>

Professional Development Model for MOS 98H Communications/Non-Communications Collector

Block I:

Recommended Reference and Reading List

Military Publications:

FM 7-0 *Training the Force*
FM 7-22.7 *The Noncommissioned Officer Guide*
FM 24-33 *Communications Techniques: ECCM*
FM 22-100 *Military Leadership*
FM 25-101 *Battle Focused Training*
FM 34 Series, Intelligence Operations Manuals
FM 100-6 *Information Operations*
AR 611-6 *Army Linguist Management*
DA Pam 600-25 *The NCO Professional Development Guide*
DA Pam 611-21 *MOCS (see annual NOFC) Management System*
NGB 600-200 Enlisted Personnel Management
Joint Intelligence Publications: 1 through 2-2

Web Sites: Please access through your AKO account.

USAISC&FH
Center for Army Lessons Learned
U.S. Army Publishing Agency Homepage
Training and Doctrine Digital Library
Joint Publication Library
USASMA
Office of the Chief, MI (OCMI) [MI Proponent Homepage]

General Reading and Resources:

The field of communications changes very rapidly. It is impossible for this office to provide a comprehensive listing of resources that would keep you up to date on all issues relevant to this MOS. However, you can configure your "Army Portal" via Army Knowledge Online www.us.army.mil to suit your personal needs.

Professional Development Model MOS 98J Electronic Intelligence Interceptor Analyst

Block A: Rank	PVT-SPC Skill Level 10	SGT Skill Level 20	SSG Skill Level 30	SFC Skill Level 40	MSG Skill Level 50	SGM Skill Level 50
Block B: Developmental, Duty Assignments (See notes 1&2)	ELINT Intcpt/Anl	→	ELINT Sergeant Squad Leader Mission Manager CD NCO Career Advisor/ Professional Dev NCO Sm Group Leader Instructor/Writer Tng Dev/Writer Drill Sergeant Observer/Controller AC/RC Coordinator Recruiter	SR ELINT Sergeant Platoon SGT Detachment SGT Watch NCO/Chief Sr Career Advisor/ Professional Dev NCO Sr Sm Group Leader Branch Chief Deputy Commandant Sr Instructor/Writer Sr Tng Dev/Writer Sr Drill Sergeant EO Advisor	98J transitions to MOS 98Z at MSG	
Block C: Institutional Training	BCT/AIT	PLDC	BNCOC	ANCOC		Sergeants Major Academy
Block D: Recommended NCOES- Related Courses (See note 3)	Prior to PLDC Effective Writing English Grammar Basic Computer skills		Prior to BNCOC Communications Skills Stress Management Briefing Techniques Technical Writing Research Techniques Public Speaking		Prior to ANCOC Principles of Management Problem Solving	
Recommended Functional Courses	→ Battle Staff Operations Course			First Sergeant Course		

Professional Development Model for MOS 98J Electronic Intelligence Interceptor Analyst

<p>Block E:</p> <p>Recommended MOS-Related Courses (See note 4)</p>	<p>Skill Level 10-20</p> <ol style="list-style-type: none"> 1. CIM Course 2. Computer Security 3. Analysis Techniques 4. Signals Technology 5. Principles of Radio Wave Propagation 6. Math for SIGINT 7. Properties of Signals 8. Fundamentals of Tech ELINT 	<p>Skill Level 30</p> <ol style="list-style-type: none"> 1. Intermediate ELINT Analysis (EA-280) 2. Techniques in Signal Identification 3. Cryptologic Skills for NCOs (CK 155) 5. SIGINT Reporting 	<p>Skill Level 40</p> <ol style="list-style-type: none"> 1. Collection Management 2. Database Management 3. Information Operations 4. Senior Enlisted Cryptologic Course (CY200) 5. Conducting and Managing OJT 6. Advanced ELINT Analysis 7. Advanced Signal Processing 8. ELINT Interpretive Analysis (EA-301) 	<p>Skill Level 10-50</p> <p>General Courses in:</p> <ol style="list-style-type: none"> 1. International Studies 2. U.S. Army Doctrine 3. The Intel Community and Customer Support 4. Geography 5. Foreign Relations 6. Collection/Analysis Skills Enhancement
<p>Block F:</p> <p>ASI Producing Courses (See Note 5)</p>	<ol style="list-style-type: none"> 1. Tactical Exploitation System (TES) (T6) 2. Technical ELINT Collection and Analysis (Z8) 3. Telemetry Collection Operations (J1) 4. MASINT (J4) 			
<p>Block G:</p> <p>Recommended MOS-Related Certification or Degree Program (See note 6)</p>	<p>AA/AS or equivalent by the 12th year of service BA/BS by the 16th year in Computer Science, Mathematics, Information Management Joint Military Intelligence College (JMIC): Undergraduate/Post Graduate Intelligence Program (UGIP/PGIP) and MSSI Middle Enlisted Cryptologic Career Advancement Program (MECCAP) Military ELINT Signals Analyst Program (MESAP)</p>			
<p>Block H:</p> <p>Notes</p>	<ol style="list-style-type: none"> 1. This MOS currently has few authorizations at Echelon Corps and Below (ECB). Special Forces Operations and Special Activities at EAC provide some non-traditional MI job opportunities for 98J. 2. Skill level 10/20 soldiers, primary emphasis should be on acquiring experience in collection and analysis. 3. Courses in these areas can be found in the Army Correspondence Course program (ACCP), BSEP, and in local colleges/universities. 4. These courses are available through ACCP, NCS/NSA, and JMIC/JMITC catalogs. 5. Some duty positions require Additional Skill Identifiers (ASI) These ASI and prerequisites can be found in DA Pam 611-21. 6. The CMF-related certification and degree programs are provided as recommendations only. Soldiers should not feel they are restricted to those subject areas. Individuals should check with the Education Center for AARTS Program conversion of military schools and experiences to college credit. 			

Professional Development Model for MOS 98J Electronic Intelligence Interceptor Analyst

Block I:

Recommended Reference and Reading List

Military Publications:

FM 7-0 *Training the Force*
FM 7-22.7 *The Army Noncommissioned Officer Guide*
FM 24-33 *Communications Techniques: ECCM*
FM 22-100 *Military Leadership*
FM 25-101 *Battle Focused Training*
FM 34 Series, Intelligence Operations Manuals
FM 100-6 *Information Operations*
AR 611-6 *Army Linguist Management*
DA Pam 600-25 *U.S. Army NCO Professional Development Guide*
DA Pam 611-21 *MOCS (see annual NOFC) Management System*
NGB 600-200 Enlisted Personnel Management
Joint Intelligence Publications: 1 through 2-2

Web Sites: Please access through your AKO account.

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Training and Doctrine Digital Library
Joint Publication Library
USASMA
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General Reading and Resources:

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Professional Development Model for MOS 98K Signals Collection/Identification Analyst

<p>Block E:</p> <p>Recommended MOS-Related Courses (See note 5)</p>	<p>Skill Level 10-20</p> <ol style="list-style-type: none"> 1. CIM Course 2. Computer Security 3. Math for SIGINT 4. Signal Processing Math 5. Short duration Signals Recognition 6. Properties of Signals 7. Digital Communications 8. Cellular Communications 9. Fundamentals of Tech ELINT 10. Geography 	<p>Skill Level 30</p> <ol style="list-style-type: none"> 1. Cryptologic Skills for NCOs (CK 155) 2. Counter-SIGINT Ops 3. SIGINT Reporting 4. Techniques in Signal Identification 5. U.S. Army Doctrine 6. The Intel Community and Customer Support 7. Collection/Analysis Skills Enhancement 	<p>Skill Level 40</p> <ol style="list-style-type: none"> 1. Collection Management 2. Database Management 3. Information Operations 4. Senior Enlisted Cryptologic Course (CY200) 5. Advanced Signal Processing 6. Non-SIGINT Collection Disciplines 	<p>Skill Level 10-50</p> <ol style="list-style-type: none"> 1. International Studies 2. Foreign Relations 3. TRADOC Middle Mgr Course
<p>Block F:</p> <p>ASI Producing Courses (See Note 5)</p>	<ol style="list-style-type: none"> 1. Information Systems Security Monitor (2G) 2. Advanced Senior Analysis (K2) 3. Intermediate Analysis (M7) 4. Battle Staff Operations Course (2S) 5. Telemetry Collection Operations (J1) 			
<p>Block G:</p> <p>Recommended MOS-Related Certification or Degree Program (See note 6)</p>	<p>AA/AS or equivalent by the 12th year of service. BA/BS by the 16th year in Foreign/International Studies, Political Science, Information Management Joint Military Intelligence College (JMIC): Undergraduate/Post Graduate Intelligence Program (UGIP/PGIP) and MSSI NSA Professional Analyst Program NSA Adjunct Faculty Middle Enlisted Career Advancement Program (MECCAP) Military COMINT Signals Analysis Program (MCSAP)</p>			
<p>Block H:</p> <p>Notes</p>	<ol style="list-style-type: none"> 1. This MOS currently has few, if any, authorizations at Echelon Corps and Below (ECB). Special Operations Activities at EAC provide some non-traditional MI job opportunities for 98K. 2. Primary emphasis should be on acquiring experience in collection and analysis for skill level 10/20 soldiers. 3. Courses in these areas can be found in the Army Correspondence Course program (ACCP), BSEP, and in local colleges/ universities. 4. These courses are available through ACCP, NCS/NSA, and JMIC/JMITC catalogs. 5. Some duty positions require Additional Skill Identifiers (ASI). These ASI and prerequisites can be found in DA Pam 611-21. 6. The CMF-related certification and degree programs are provided as recommendations only. Soldiers should not feel they are restricted to those subject areas. Individuals should check with the Education Center for AARTS Program conversion of military schools and experiences to college credits. 			

Professional Development Model for MOS 98K Signals Intelligence Collection/Identification Analyst

Block I:

Recommended Reference and Reading List

Military Publications:

FM 7-0 Training the Force
FM 7-22.7 *The Army Noncommissioned Officer Guide*
FM 24-33 *Communications Techniques: ECCM*
FM 22-100 *Military Leadership*
FM 25-101 *Battle Focused Training*
FM 34 Series, Intelligence Operations Manuals
FM 100-6 *Information Operations*
AR 611-6 *Army Linguist Management*
DA Pam 600-25 *U.S. Army NCO Professional Development Guide*
DA Pam 611-21 *MOCS (see annual NOFC) Management System*
NGB 600-200 Enlisted Personnel Management
Joint Intelligence Publications: 1 through 2-2

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