

# Career Maps

## Providing Clear Directions for Professional Growth



By Vic Zitel

NCOs now have a convenient guide to help link personal self-development activities to military career goals — the NCO Leader Self-Development Career Map. A series of 30 of these maps, each designed for a specific Career Management Field (CMF), has been distributed to all Army education centers. Counselors will assist soldiers in the effective use of the guide for their particular CMF.

Career maps provide clear directions for professional growth by listing activities that enable soldiers to become more proficient in current and future jobs. This proponent-driven initiative, supporting the chief of staff's top priority of leader development, provides a progressive, sequential program designed to enhance and sustain military competencies.

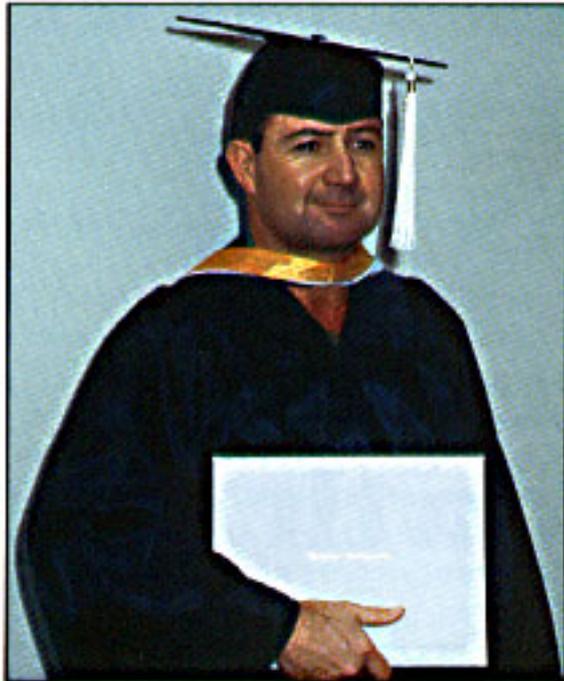
Focusing on broad, general recommendations that address skills, knowledge and attitudes (SKAs) successful NCOs have found beneficial to career progression, career maps recommend activities that support leader development and job performance.

Self-development activities and goals on career maps are only recommendations — not requirements. Soldiers are not expected to complete all activities since duty assignments may preclude off-duty education. Completion of the activities on the career map do not guarantee promotion. However, doing so helps improve performance in NCOES and on the job, which can contribute to promotion.

The career map corresponds to the pillars in the leader development process: operational assignments, institutional training and self-development. The operational section, for example, lists ranks and skill levels as well as sample duty assignments. Soldiers should consult with their supervisors for details of their specific CMF.

The institutional leader development section outlines the applicable NCOES structure, from PLDC to the Sergeants Major Course (SMC). The eligibility time frame is generalized and in no way reflects the time constraints for attendance at these courses. However, there is an indication of what NCOES course must be completed before being eligible for promotion.

The leader self-development section, centerpiece of the career map, lists recommended NCOES-related activities which represent a common core of studies. This section also gives the



Self-Development



Institutional Training

recommended reading and writing standards. Roughly half of the CMF proponents recommend a reading standard higher than the Army-recommended 10th-grade level before completing ANCOC and 12th-grade level before completing the SMC. Consult DA Pam 600-67 for further information on writing standards.

There are also recommended CMF-related self-development courses and ac-

tivities. This portion relates to skill levels within a given CMF, providing a sequential list of activities specific to that CMF. These activities consist of post-secondary courses, correspondence courses, computer-based instruction, Army learning-center activities and, in some cases, professional readings. Some organizations have references tailored for specific MOSs.

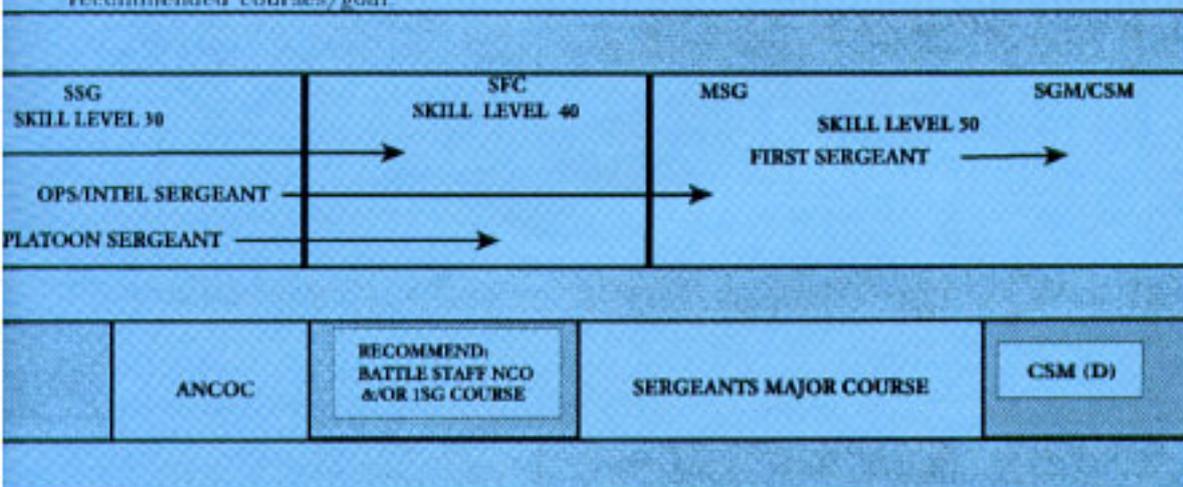
The concept of self development places

responsibility squarely on the soldier and is the only leader development pillar over which the soldier has direct control. Ideally, the career map will be a continuous effort, synchronized with institutional training and operational assignments. Maps are only guides. Individual soldiers drive the train that determines results.

Finally, there's a recommended CMF-related certification or degree goal. Attaining a degree benefits a soldier's career

NCO LEADER SELF-DEVELOPMENT CAREER MAP				
TITLE OF CAREER MANAGEMENT FIELD: INFANTRY				
CMF NUMBER: 11				
OPERATIONAL LEADER DEVELOPMENT				
RANKS, SKILL LEVELS & DUTY ASSIGNMENTS	PVT PFC SPC/CPL SKILL LEVEL 10	SGT SKILL LEVEL 20		/DRILL SERGEANT
	TEAM LEADER	RECRUITER/RETENTION	SQUAD LEADER	
INSTITUTIONAL LEADER DEVELOPMENT				
INSTITUTIONAL TRAINING	BCT AIT	PLDC	BNCOC	
LEADER SELF-DEVELOPMENT				
RECOMMENDED NCOES-RELATED COURSES	PRIOR TO PLDC:		PRIOR TO BNCOC:	
	1. English Composition 2. Basic Mathematics 3. Computer literacy (11C Only)		1. Communication Skills 2. Personnel Supervision 3. Behavioral Science 4. Stress Management	
	Recommended Reading Standard: 10 Achieve Writing Standard*		Recommended Reading Standard: 10 Achieve Writing Standard*	
RECOMMENDED CMF-RELATED COURSES AND ACTIVITIES	<b>Skill Level 10</b>		<b>Skill Level 20</b>	
	1. Land Navigation (ACCP IS0788) 2. Effective Writing (ACCP/LC) (IS1400) 3. Infantry Weapons Specialist Course (ACCP 2-141)		1. Maintenance Management 2. Records Management 3. Interpersonal Communication 4. Basic Refresher ACCP for MOS 5. Computer literacy (All except 11C)	
	Begin Professional Reading (See Attached)			
RECOMMENDED CMF-RELATED CERTIFICATION OR DEGREE GOAL	AA/AS IN: General Studies			
	BY THE 15th YEAR OF SERVICE			
NOTE	* See DA Pam 600-67. The Army Writing Standard is writing that can be understood in a single, rapid reading, and is generally free of errors in grammar, mechanics, and usage.			
LEGEND	ACCP - Army Correspondence Course Program CYBIS - Network Computer Instruction (Where Available) LC - Course found in Learning Center			

THE FOLLOWING ARE ONLY RECOMMENDATIONS. It may not be feasible to complete all recommended courses since assignments may preclude off-duty education. Alternate methods of achieving CMF course recommendations are possible (examinations, correspondence courses, and ACE-recommended credits). See an education counselor for assistance in completing recommended courses/goal.



**PRIOR TO ANCOG:**

1. Principles of Management
2. Organizational Behavior
3. Information Mgt. Systems
4. Technical Writing
5. Counseling

Recommended Reading Standard: 10  
Achieve Writing Standard \*

**PRIOR TO SMC:**

1. Research Techniques (Statistics)
2. Human Resource Management

Recommended Reading Standard: 12  
Achieve Writing Standard \*

**Skill Level 30**

1. Principles of Instruction/  
Training Methodology
2. Performance Appraisals
3. Contemporary Social Problems
4. Adv Refresher ACCP for MOS
5. Bn Intel & Opns Crs  
(ACCP 2-131)

**Skill Level 40**

1. Organizational Management
2. Interpersonnel Relations
3. Political Science/  
International Relations
4. Group Dynamics
5. Long-Range Surveillance  
Leader Course (ACCP 2-130)

**Skill Level 50**

1. Leadership & Management
2. Problem Solving

BA/BS IN: Management

BY THE 180th YEAR OF SERVICE

APPROVED BY: Commandant, U.S. Army Infantry School

DATE: 8 October 1991

## The CMF 11 Career Map, left, is representative of many CMFs.



**Operational Assignment**

progression and serves as an incentive for self development.

Supervisors and education counselors may use the career map as a tool to help soldiers develop professionally and personally. Counselors will evaluate academic records and ensure soldiers have the prerequisite skills or courses required before enrolling them in any college-level course on the career map. At the same time, eligible soldiers will be encouraged

to achieve the recommended reading and writing standards. Counselors also will point out credit recommendations made by the American Council on Education for degree planning. When possible, soldiers will be provided a plan that shows how the career map recommendations link to specific educational goals. If necessary, alternative courses which satisfy the career map recommendations may be offered.

CMF proponents will update the career maps as professional needs and requirements change. Those who take advantage of this career guide will be taking one more step toward becoming the quality leader demanded by today's — and tomorrow's — Army.

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