

## **Chemical Branch**

### **1. Introduction**

*a. Purpose of the Chemical branch.* The CM branch is aligned under the maneuver support functional group in the operations functional category, and is focused primarily on the development, integration, and employment of tactical capabilities that identify, prevent, and mitigate the entire range of chemical, biological, radiological, and nuclear (CBRN) threats and hazards through CBRN operations; that support operational and strategic objectives to combat weapons of mass destruction (WMD) through nonproliferation, counterproliferation, and CBRN consequence management; and allows our sister Services and unified action partners to operate safely in a CBRN environment. Additional functions include scientific, developmental, and material management activities for these programs. The branch provides the Army with a highly trained corps of CBRN experts to advise commanders and staffs at all levels in DOD. Officers assigned to the CM branch carry branch code 74.

*b. Proponent information.* The branch proponent is the Commandant, U.S. Army Chemical, Biological, Radiological and Nuclear School (USACBRNS), Ft Leonard Wood, MO, phone (573) 563–7374.

*c. Unique functions performed by Chemical branch.* CBRN officers plan, employ, and coordinate CBRN systems from platoon level through corps and Joint Task Forces in support of joint and unified land operations. These systems include CBRN reconnaissance systems, warning and reporting systems, CBRN protection systems, and CBRN decontamination systems. CBRN officers coordinate assets and efforts in support of CBRN operations; provide security cooperation and partnership and threat reduction cooperation support; conduct WMD-interdiction operations, WMD- offensive operations, Countering WMD operations, CBRN active defense, CBRN passive defense, and CBRN consequence management. CBRN officers work at all levels of command to advise and provide protection from the range of CBRN threats and hazards. CBRN officers are generally the sole subject matter experts on CBRN operations within their organization. CBRN Soldiers and units are recognized for their unique mission capabilities that include expertise in: planning, preparing, executing, and assessing CBRN operations within the range of military operations in a CBRN environment; sensitive site exploitation; CBRN reconnaissance; CBRN decontamination; CBRN contamination avoidance, protection; and consequence management. These traits make CBRN Soldiers and units invaluable in supporting both foreign and domestic contingency operations. Additionally, CBRN officers perform the following functions and tasks:

- (1) Command and lead CBRN units from platoon to brigade, to include:
  - (a) CBRN platoons (reconnaissance, biological integrated detection systems, and decontamination).
  - (b) CM companies.
  - (c) Technical escort companies and teams.
  - (d) SF CM reconnaissance detachments.
  - (e) CM battalions and brigades.
- (2) Command CM weapons storage and demilitarization activities/installations and ammunition manufacturing and storage activities/installations.
- (3) Command and supervise environmental activities.
- (4) Serve as CBRN staff officers in tactical through strategic national-level organizations including Army staffs from battalion through Army level and in OSD, joint, other federal departments, and combatant command staffs. As staff officers, CBRN officers plan, prepare, execute, and assess CBRN operations within the range of military operations in a CBRN environment to include: analyzing CBRN threats and hazards; conducting CBRN vulnerability assessments; planning, conducting, and supervising CBRN training and operations; evaluating CBRN technical and tactical intelligence data; planning CBRN reconnaissance and surveillance missions; planning and coordinating re- sources for decontamination operations; planning and coordinating WMD-elimination operations; and integrating CBRN into the scheme of protection for the force.
- (5) Analyze capability requirements, determine gaps, and develop/revise doctrine, organizational structure, training and leader development, personnel, facilities, and material solutions to enhance the current and future regiment.

(6) Serve as CBRN advisors to Commanders for all components: ACC, USAR and ARNG organizations.

(7) Support CBRN protection and CBRN military support of civil authorities. Advise civil, federal, state, and international agencies in CBRN operations and consequence management for incidents involving CBRN materials.

## **2. Officer characteristics required**

*a. Characteristics required of all officers.* All officers are expected to possess the base characteristics that will enable them to develop into agile and adaptive leaders for 21<sup>st</sup> century. Our leaders must be grounded in Army Values and the Warrior Ethos, competent in their core proficiencies, and broadly experienced to operate across unified land operations. They must be able to operate in joint, interagency, intergovernmental and multinational (JIIM) environments and leverage capabilities beyond the Army in achieving their objectives. Our officers must be culturally astute and use their awareness and understanding to conduct operations innovatively and courageously to exploit opportunities in the challenges and complexities of the operational environment. They must be dynamic, competent warriors who apply the character attributes and core competencies required of contemporary leaders. Further explanation of these characteristics can be referenced in ADP 3.0, ADRP 6–22, and chapter 3 of this publication.

*b. Unique skills.*

(1) *Decision-making skills.* CBRN officers must be able to work in an environment where the volatility, uncertainty, complexity, and ambiguity (VUCA) of a situation influences the time available for problem analysis but where sound and timely decisions are urgent. Information gained in this environment will vary in its completeness and ambiguity. An ability to operate under stress, make decisions, and act under a variety of conditions is critical to success.

(2) *Tactical and technical skills.* CBRN officers must be technically proficient with branch and mission-unique equipment, tools, and systems. CBRN mission success requires the proper balance between technical skills and the ability to understand and apply the appropriate tactical skills at the right moment. These skills must be gained and developed through repetitive operational and institutional assignments and continuous professional study and self-development. CBRN officers must not only know their own unique branch skills, tactics, techniques, procedures, and specialized equipment; but they must also know the uniqueness of the units to which they are assigned or are supporting.

*c. Unique knowledge.*

(1) Officers must possess expert knowledge of CM branch requirements, wide area security/combined arms maneuvers CBRN unit support, and coordination principles. This knowledge includes practical experience in tactics, combined arms operations, and the employment of all assets available to the CM branch, as well as general knowledge of JIIM operations and how the CM Corps supports each of them. Officers gain this knowledge through a logical sequence of broadening assignments, continuous education, training, and experience sustained through mentoring. Individual officers sustain knowledge through institutional training and education, experience gained in operational assignments, and continuous self-development.

(2) Serving as staff and faculty at the USACBRNS allows officers with operating force assignments to share field experience with the school and students. In turn, officers from the generating force return to the operating force with an updated knowledge of doctrinal, training, organizational, leadership, and materiel developments. With such an ex-change of knowledge and experience between the field and the USACBRNS, these officers ensure that the CM Corps, sister Services, and the Army are fully prepared to fight and win on the increasingly complex battlefields.

*d. Unique attributes.*

(1) *Personal attributes.* CBRN officers must know and routinely execute drills and operate within established standard operating procedures. Officers must be physically fit, flexible, agile, adaptable, and values-based if they, as warfighters, are to lead CBRN Soldiers effectively across the range of military operations.

(2) *Multifunctionality.* CBRN officers initially will perform duties that are branch oriented; however, as

the officer becomes more familiar with systems and their specialty, he or she can expect to be called upon for a wide range of duties including those providing JIIM exposure. Officers must develop and use a diverse set of skills as they move between branch TOE and TDA leadership positions and as they serve in branch/generalist assignments. CBRN officers must be able to design and lead CBRN organizations and personnel that enable the warfighter to retain the highest levels of combat power.

(3) *Situational understanding of the operational environment.* The ability to quickly judge terrain, weather effects, friendly capabilities, and threat capabilities is vital. This transcends viewing the terrain, analyzing the weather, and knowing the range capability of threat weapon systems and our weapon systems. It is the ability to visualize the area of operations and know how terrain and weather impact threat employment of CBRN weapons and how to optimize CBRN systems in a multidimensional environment.

### **3. Critical officer developmental and broadening assignments**

a. *Chemical, biological, radiological, and nuclear officer career development.* CBRN officers develop in the operations functional category. A CBRN officer should expect, over the span of a 20 to 30 year career, to be assigned to a variety of units, organizations, and developmental and broadening assignments. An officer will serve in several troop assignments in CBRN and other units from platoon to Army level; CTC; TRADOC service schools; CM weapons storage and demilitarization; DA, DOD, field operating agency, OSD, interagency, joint and combatant command staff positions; and service in cross component billets. KD assignments for each grade are listed below. These positions impact the Army and the CBRN mission over the longer term and are especially challenging. Officers should seek one or more of these assignments at each level of their career. (See fig 1 for an AC career development model and fig 3 for a RC career development model.) Regardless of the assignment, individual success is ultimately tied to performance.

b. *Lieutenant.*

(1) *Education.* Newly commissioned officers will attend the CBRN BOLC at the USACBRS at Fort Leonard Wood, Missouri. CBRN BOLC emphasizes leadership, tactics, combined arms operations, maintenance, supply, and physical fitness. Additional AOCs include CBRN decontamination, obscuration operations, hazardous materials, radiological operations, CM and biological warfare agents, and CBRN reconnaissance operations. CBRN lieutenants also undergo training with actual toxic CM agents, biological stimulants, and radioactive sources in the CM Defense Training Facility. Upon graduation lieutenants are DOD certified at the hazardous materials technician level, prepared to lead platoons, and serve as battalion CBRN officers. Lieutenants have the opportunity after BOLC to attend Airborne and other schools if follow-on duty assignments require specific training. Ranger training is authorized for officers with a projected assignment to the 75th Ranger Regiment.

(2) *Assignment.* BOLC graduates should expect to serve in a variety of positions ranging from battalion-level assistant S3/CBRN officer to CBRN company positions that will develop critical leadership and CM branch skills. KD duty positions include platoon leader (decontamination, CBRN reconnaissance, or Biological Integration Detection System), battalion/squadron staff officer, and company executive officer. These positions build a solid foundation that is the bedrock for the remainder of the officer's career. Assistant team leader in a CBRN response team and Aide-de-Camp assignments are broadening experiences for lieutenants.

(3) *Self-development.* Officers who have not completed an undergraduate degree must do so during this point in their careers. The Degree Completion Program enables selected commissioned officers to complete degree requirements at accredited civilian colleges and universities as a resident full-time student. Officers interested in the Degree Completion Program must submit applications through their chain of command to Commander, U.S. Army Human Resources Command (AHRC-OPA-C), 1600 Spearhead Division Road, Fort Knox, KY 40121, no later than 7 months prior to the requested Degree Completion Program start date.

(4) *Desired experience.* The focus during the lieutenant years is to acquire and refine leadership and branch-related coordination, logistics, and administrative skills. Inculcation of the Warrior Ethos and Army core values is essential in the development of young officers. CBRN lieutenants should also become proficient in both common core and branch tasks. Before promotion to captain, officers should possess an in-depth knowledge of unified land operations as well as knowledge of CBRN operations. Experiences

on a contingency deployment or other real-world operational mission are invaluable in preparing lieutenants for detachment/company-level command in an expeditionary Army.

*c. Captain.*

(1) *Education.* Officers will attend the CBRN Captains Career Course (CBRN C3 to prepare for detachment/ company-level command and duties in brigade or higher-level staff positions. Officers have another opportunity to attend Airborne and other military schools enroute from the career course to a follow-on assignment. Officers are strongly encouraged to participate in a master's degree program offering enrollment while attending the CBRN C3. If not already certified, captains receive incident commander hazardous materials level certification as part of the CBRN C3.

(2) *Key developmental assignments.*

(a) Following attendance at the CBRN C3, captains should expect to serve as a CBRN officer in a BCT or brigade- level command. In this position, the officer has a major impact on the CBRN preparedness of that unit.

(b) CBRN company command opportunities are few and, as a result, are highly competitive. Assignment as a Company or Detachment Commander is required for CBRN captain and should be held for a minimum of 12 months. CBRN captains should strive to command up to 24 months in either a CBRN company or a branch generalist company command, such as, battalion and brigade HHCs.

(3) *Developmental and broadening assignments.* Officers who have served at least 24 months in a branch-coded position, preferably to include company command, can be assigned to positions that round out leadership and technical proficiency listed below:

- (a) Division/corps CBRN staff.
- (b) Battalion/brigade primary staff.
- (c) RC observer controller.
- (d) Small group leader.
- (e) CTC combat trainers.
- (f) Technical escort team leader.
- (g) USMA faculty and staff.
- (h) ACOM/DRU or joint staff officer.
- (i) ROTC staff.
- (j) HQDA/Pentagon staff.
- (k) USAREC.
- (l) Scholarships and internships.
- (m) Aide-de-camp.
- (n) HRC assignments manager.
- (o) Training With Industry.
- (p) Instructor, USA Element, Naval Academy.
- (q) Contingency support detachment, White House military office.

(4) *Self-development.* An officer should dedicate time to complete the CM Corps Professional Reading Program to gain a historical perspective on tactical, strategic and leadership challenges of interest to CM Corps Soldiers.

(5) *Desired experience.* Officers may opt to change their anytime after their 4<sup>th</sup> year of service through the VTIP process conducted by HRC. The VTIP panel will approve transfers between AOCs based on needs of the Army and the suitability of officers to serve in a functional category. The three functional categories are - operations, operations support, and force sustainment. The change is based upon the needs of the Army, officer preference, military experience, and civilian schooling. A limited number of officers will be accessed into the AAC upon completion of detachment/company command. Captains should continue to gain an in-depth understanding of unified land operations and become proficient in all captain-level common core and branch tasks for CBRN officers. These tasks provide the foundation of CBRN operations and leadership required to effectively serve in the branch at increasing levels of responsibility. Captains require a working knowledge of command principles, battalion and brigade-level staff operations, and combat power/CBRN operations at the battalion to brigade levels.

*d. Major.*

(1) *Education.* CBRN officers who remain in the operations functional category will serve in branch, functional group (maneuver support), or branch/FA generalist assignments. Their primary professional

development objective is to continue to strengthen CM Corps tactical skills and leadership; at this level officers begin to attain JIIM experience and exposure. Majors will compete for the opportunity to attend the resident ILE common core and Advanced Operations and Warfighting Course; successful completion qualifies for the award of JPME I. *Note. Completion of ILE is required prior to 15<sup>th</sup> year of commissioned service. Completion of ILE is also required to remain competitive for promotion to lieutenant colonel.*

(2) *Key developmental assignments.* CBRN majors should aggressively seek one of the following assignments for a period of 12-18 months:

- (a) Battalion/brigade S3.
- (b) Battalion XO.
- (c) Deputy division CBRN staff officer.
- (d) Joint staff officer (refer to para 3-13 for information on Joint assignments).
- (e) Major level commander.
- (f) Separate brigade CBRN officer.
- (g) Brigade primary staff officer.

(3) *Developmental and broadening assignments.*

- (a) Division/CORPS/ASCC CBRN staff officer.
- (b) ACOM/DRU/HQDA staff officer.
- (c) TRADOC staff officer.
- (d) SF Group CBRN officer.
- (e) USMA faculty and staff.
- (f) CTC combat trainer.
- (g) RC observer/controller.
- (h) Command and General Staff College.
- (i) HRC assignments manager.
- (j) ROTC.
- (k) Maneuver enhancement brigade.
- (l) CM/biological arms control/verification.
- (m) USAREC.

(4) *Self-development.* Majors should continue self-development efforts to become experts in all aspects of the CM Corps and joint and multinational operations. Self-development should include correspondence courses (such as the Defense Strategy Course) and civilian education. Officers should devote time to a professional reading program to broaden their warfighting perspective. Officers should strive to complete a master's degree or equivalent at this point in their career. CBRN officers should also seek opportunities to attend the CBRN Senior Staff Planners Course at the USACBRS. The course focuses on providing CBRN organizational capabilities, real-time threat and plans briefings, targeting information, protection, counter improvised explosive devices threats, environmental concerns, combating WMD, homeland security information sharing, planning at division and higher headquarters and existing intelligence on the current conflicts.

(5) *Desired experience.* For requirements at this grade, officers should have completed multiple developmental assignments as a major and assignments in CM branch-coded positions for at least 24 months, and ILE.

e. *Lieutenant colonel.*

(1) *Education.* Selection for SSC is extremely competitive. Officers are selected to either attend SSC in residency or to complete SSC through the U.S. Army War College Distance Education Course. A HQDA board centrally selects both of these courses. Self-development objectives should continue to build warfighting and branch technical expertise as well as support the officer's FA when applicable. Officers selected for lieutenant colonel in the operations functional category should seek assignments of greater responsibility in the branch, functional group, and branch/FA generalist positions. The objective for lieutenant colonel assignments is to seek positions that provide greater contributions to the branch and the Army that continue to develop overall JIIM skills.

(2) *Key developmental assignments.* The pinnacle assignment for CBRN lieutenant colonels is battalion commander. CBRN lieutenant colonels are centrally selected by a DA board to serve as commanders of CBRN battalions, brigade special troops battalions, training battalions, ammunition plants, CM facilities, depots, garrisons and recruiting battalions. Commands are typically 24 months in length. In addition, CBRN lieutenant colonels are chosen to serve as division CBRN officers by the Chief of

CM at the USACBRNS. Division CBRN officer assignments are typically 24 months for CONUS and Korea. A SAMS assignment is considered KD after completion of the utilization tour. KD assignments include:

- (a) Lieutenant colonel-level command.
- (b) ACOM/ASCC/DRU, HQDA, OSD staff officer.
- (c) Joint staff officer (refer to Part One of DA PAM 600-3 for information on Joint assignments).
- (d) Division CBRN officer.
- (e) Brigade DCO.
- (f) SAMS.

(3) *Developmental and broadening assignments.* Desirable developmental assignments for CBRN lieutenant colonels include:

- (a) Corps/ASCC CBRN staff.
- (b) TRADOC staff.
- (c) ROTC Professor of Military Science.
- (d) Assignments Branch Chief HRC.
- (e) CM/biological arms control/verification.
- (f) Inspector General.
- (g) Command and Staff College faculty and staff.
- (h) 01C positions in maneuver enhancement brigade and division.
- (i) USMA faculty and staff.

(4) *Desired experience.* Lieutenant colonels should have successfully completed requirements as a major as well as assignments as a lieutenant colonel in CM branch-coded positions for at least 24 months.

*f. Colonel.*

(1) The primary objective for this grade is optimal application of a colonel's tactical and technical capabilities and executive and leadership skills in those positions that best support the OSD, combatant command, and multinational force requirements.

CBRN colonels are assigned to command and senior staff positions in a wide variety of branch and branch/FA generalist positions.

(2) *Key developmental assignments.* The following assignments are considered KD for CBRN colonels:

- (a) Colonel-level command.
- (b) ACOM/DRU, HQDA, OSD.
- (c) Joint staff officer (refer to chap 3-13 for information on Joint assignments).
- (d) Corps or ASCC CBRN officer.
- (e) Assistant Commandant, USACBRNS.
- (f) Combatant Command CBRN officer.

(3) *Developmental and broadening assignments.*

- (a) TRADOC staff officer.
- (b) CM/biological arms control/verification.
- (c) USMA faculty and staff.
- (d) 01C coded positions in corps and ASCC.

(4) *Branch/functional area generalist assignments.* Officers above the rank of lieutenant can expect to serve in branch/FA generalist assignments that may or may not be directly related to the CM branch. As the inventory of CBRN officers dictates, the opportunity to serve in positions such as ROTC instructor, recruiting command, and Inspector General may be available.

(5) *Joint assignments-field grade.* CBRN officers can expect to be considered for joint duty assignments worldwide. After assignment to other KD positions, majors and lieutenant colonels should aggressively seek opportunities for joint qualification. Joint experience is important to the Army and professionally develops officers for advancement into senior leadership positions. At this point in their career, officers should be working toward JPME II qualification. Joint qualification is a benchmark qualification for promotion to colonel. Refer to paragraph 3-13 for information on Joint assignments.

(6) *Other assignments.* CM branch officers may be assigned to organizations and duties beyond those indicated above. These other assignments may include White House/Congressional fellowships, National Security Council duty, United Nations duty, and CM branch representative at Allied service

schools. The spectrum of possible assignments is large. These assignments can be characterized as highly responsible and important, requiring mature, skilled, and well-grounded officers. Officers should continue to broaden their experiences by also serving in JIIM assignments as well as functional group assignments (Maneuver Support).

(7) *Army Acquisition Corps.* Qualified CBRN officers may request accession into the Army Acquisition Corps. An annual Army Acquisition Corps accession board selects a small number of CBRN officers following successful completion of command. These officers are managed as Army Acquisition Corps (FA 51) officers and work strictly within the acquisition arena in the Force Sustainment functional category for the rest of their careers. An Army Acquisition Corps officer's career development is focused toward serving as a program manager or as a commander of an acquisition command. Throughout their acquisition career, they continue as members of the CM Corps Regiment. This link between the CM Corps and Army Acquisition Corps should be strong so that the best possible CBRN-related equipment and systems are developed and procured.

(8) *Advanced civil schooling.* Some CM Corps positions require advanced degrees. An advanced degree can provide additional opportunities for select assignments. The corps annually sends officers to graduate school to obtain advanced science degrees in disciplines, such as chemistry, biochemistry, microbiology, and environmental engineering. Selection is strongly tied to the manner of performance, undergraduate grade point average (GPA), graduate record examination scores, and the individual officer's career timeline. Officers incur a service obligation of 3 years for each year of school in accordance with AR 350-100. Upon graduation, officers will serve a follow-on utilization tour in a validated position for 2 or 3 years. (Further details on the Advanced Civilian Schooling Program can be found in AR 621-1.)

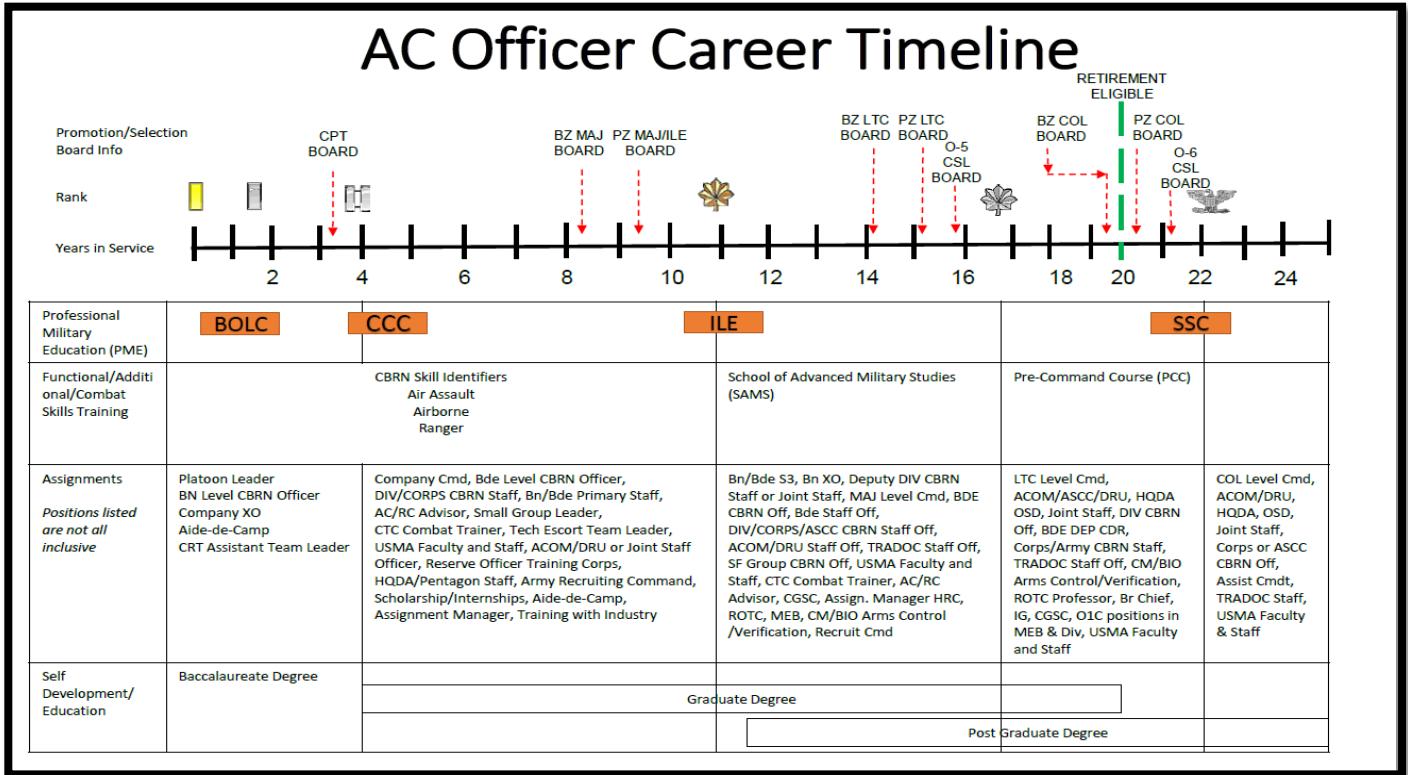
(9) *Additional military schooling.* Officers have additional opportunities to become proficient in several areas that provide ASIs. Some of these programs and courses are: CBRN Senior Staff Planners Course, Technical Escort/L3, Stryker NBC Reconnaissance Vehicle/L6, and CBRN Responder/R1.

g. *Branch detail officers.* The following applies to branch officers who are detailed:

Under the branch detail program, some AG, Signal, Finance, MP, Transportation, Military Intelligence, Ordnance, and Quartermaster Corps officers are detailed to recipient branches from three to 5 years. As a recipient branch, the CM Corps receives officers each year from donor branches to fill its lieutenant authorizations. See AR 614-100 for specific details on the branch detail program.

h. Lieutenants detailed to the CM Corps follow the same career development path as basic branch CBRN lieutenants. They can expect opportunities to serve at the battalion level as an assistant S3/CBRN officer and in platoon leader and executive officer positions at the company level. These officer development opportunities are the foundation for successful careers in every branch of the Army. At the end of the detail period, officers revert to their basic branch. These officers normally attend a transition course sponsored by their basic branch before serving subsequent assignments. (See Part One of DA PAM 600-3 for additional information concerning the branch detail program.)

**Figure 1. AA Chemical officer development**



#### 4. Assignment preferences and precedence

a. **Preferences.** The CM branch has diverse assignment opportunities that allow for numerous career development paths. The professional development goal of CM branch officers is to produce and sustain highly-qualified technically, tactically, and operationally oriented officers to lead the CM branch in combat and on other assigned missions. Assignments in the CM branch that provide experiences on a contingency deployment or other real-world operational mission are particularly important in developing leaders in an expeditionary Army. Requirements for individuals in the Married Army Couples Program are listed in AR 614–100 and requirements for the Exceptional Family Member Program are listed in AR 608–75. All family concerns for individuals in these programs will be considered by assignment officers to support these individuals.

b. **Precedence.** Assignment to developmental leadership positions will have precedence, although there is flexibility on the sequence of assignments. Typically, CM branch officers should seek assignments in the following order: CBRN BOLC, battalion staff (as an assistant S3/CBRN officer), platoon leader, CBRN C3, BCT/brigade staff, detachment/ company command, post-command assignment, battalion S3 or XO or brigade S3 (as a major), ILE, JIIM assignments, HQDA staff assignment, battalion-level command, division CBRN officer, SSC, JIIM assignments, HQDA staff assignment, brigade-level command, and Corps or ASCC CBRN officer.

#### 5. Duration of critical officer life-cycle assignments

a. **Key chemical, biological, radiological, and nuclear positions.** At the company grade level, because of the wide variety of assignments, no one quantitative standard will define success. The most important objective for the CBRN officer is to become versatile and proficient in the full range of CBRN operations. Captains should strive to serve as a company or detachment commander for a minimum of 12 months, with a goal of 18 months. Majors should seek to serve in an S3 and/or XO position for 12 to 24 months.

Selected lieutenant colonels and colonels will serve 2 years in battalion and brigade commands. Colonels selected for garrison command have command tours of 2 years in length, with an option of a third year.

b. *Chemical branch life-cycle*. Figure 1 displays a CM branch life-cycle with typical developmental assignments.

## **6. Requirements, authorizations, and inventory**

a. *Goal*. The goal is to maintain a healthy, viable career path for CBRN officers. To do this the field grade inventory must be optimized in order to meet branch authorizations, to provide sufficient flexibility to support branch/ generalist positions, and to provide majors the opportunity to serve as a battalion S3/XO while attempting to stabilize for 3 years.

b. *Officer Personnel Management System implementation*. The numbers of authorized CBRN billets, by grade, will vary as force structure decisions are made and actions to implement them are taken. Officers desiring additional information on CM branch authorizations or inventory are encouraged to contact the personnel development office at the USACBRNS.

## **7. Key officer life-cycle initiatives for Chemical Corps**

a. *Structure*. The Army will make changes to the structure of CBRN organizations through the Total Army Analysis process. Other minor changes are possible due to the iterative nature of the restructuring and recoding process.

b. *Acquire*. Officers will continue to be accessed into the CM branch through the USMA, ROTC, and OCS. Accessions are based on the needs of the Army and officer preference. Because of the lack of branch-specific civil schooling and opportunities for relevant experience, there will be few opportunities for direct commissioning in the CM branch.

c. *Distribute*. CM branch officers will continue to rotate between TOE and TDA units in CONUS and OCONUS with a goal of longer assignments at one station.

(1) *Stabilized installation assignments*. Officers assigned to installations with ample professional development opportunities may be stabilized for extended periods. Some company grade officers may be offered the opportunity to attend CBRN C3, and return to their initial installation.

(2) *Life-cycle units*. Officers at all levels assigned to life-cycled units (generally the SBCTs and BCTs) will remain in the unit for a minimum of 3 years. Branch detailed officers will remain in their detail branch until after completion of the assignment to the BCT.

(3) *Cyclic units*. The majority of the installations will be managed on a cyclic manning system. Replacements will be sent to these units and installations periodically to maintain readiness of the units. Tour lengths and developmental positions opportunities can vary. Branch detail officers will remain on standard branch detail timelines.

d. *Deploy*. CM Corps officers are warriors who remain personally and professionally prepared to deploy worldwide at all times. Whether assigned to deployable TOE units with high levels of readiness or fixed-site TDA organizations, all CM Corps officers must be deployable to accomplish missions across the range of military operations. CBRN officers may deploy at any time with their units to deter potential enemies or adversaries and to protect national interests or as individuals to support joint and multinational operations in stability or defense support of civil authorities. CM Corps officers must prepare themselves and their families for this most challenging life-cycle function.

e. *Sustain*.

(1) *Promotion*. CM branch officers will compete for promotion only within the Operations functional category. Knowledge, skills, experience, duty performance, and adherence to branch requirements are all factors that influence promotion. Promotion rates will be determined by Army needs/DOPMA goals.

(2) *Command*. CM branch officers will continue to be centrally selected for battalion and brigade-

level command. CBRN officer command opportunities are in the operations category. Commands are located in four functional categories: operations, strategic support, recruiting and training, and installation. Officers have the option of selecting the category or categories in which they desire to compete for command.

(3) *Officer evaluation report.* The OER will reinforce the linkage between officer development and OPMS. Starting with captain, the rater will recommend the rated officer for the functional category which best suits his or her abilities and interests.

f. *Develop.* Officer development will continue to occur through a methodical sequence of progressive assignments in TOE units with troops, staff/TDA assignments, and institutional training assignments. Self-development continues to be an essential component of officer development. The goal is to professionally develop officers to expertly employ CBRN assets and have knowledge of maneuver skills in support of combined, joint, and multinational/coalition operations. Development occurs through the Army and joint school systems as well. Other officer development areas include advanced civilian schooling to support the needs of the Army and individual preferences.

g. *Separate.* The officer separation process remains unchanged.

## **8. Branch transfer**

a. All officers desiring to transfer into the CM Branch must follow the guidance provided in the CBRN officer branch-transfer policy memorandum (available upon request).

b. This policy intends to assist officers in the rank of first lieutenant through non-promutable major who reclassify to AOC 74. Officers reclassifying into AOC 74 will receive CBRN technical training while limiting redundancy of previously received tactical (common core, or other) training. The AOC granting authority will award AOC 74 based on completion of CBRNC3.

c. Officers in the rank of major (promutable) and above are considered for branch transfer on a case-by-case basis. Officers may request a grade waiver exception to policy for 74A branch transfer. All requests for grade waiver exception to policy must be approved in writing by the Commandant, USACBRNS.

## **9. Warrant officer development**

a. *Unique knowledge and skills of a CBRN warrant officer.* All Army Warrant Officers (WO) must maintain the level of officer characteristics as identified in paragraph 14-2, above.

(1) Chemical Branch Warrant Officers (WO) are expert technicians at all levels; who possess a strong warrior ethos and leadership attributes; and who fully understand the key tasks that assure mission success. Additionally, there are branch unique knowledge, skills, and attributes which require professional development.

(2) CBRN WOs must be technically proficient with branch and mission-unique equipment, tools, information and systems, and must possess knowledge of Chemical branch requirements, combined arms operations, CBRN technical force support, and coordination principles. This knowledge includes practical experience in tactics, combined arms operations and the employment of all CBRN related assets, as well as general knowledge of joint, interagency, intergovernmental, multinational (JIIM) operations and how the Chemical Corps supports each of them.

(3) CBRN WOs gain this knowledge through a logical sequence of continuous education, training, and experience, sustained by mentoring.

(4) CBRN WOs sustain knowledge through institutional training and education, duty in operational assignments and continuous self-development. Warrant Officers may deploy with their units or as individuals to support the range of military operations.

(5) Company Grade WOs (WO1/CW2s) can be assigned to fill Field Grade WO (CW3/CW4) positions but this should only occur if the Company Grade WO has attended the essential WO PME training course identified for the Field Grade WO billet. A WO1 is an Officer appointed by warrant with the requisite authority pursuant to assignment level and position given by the Secretary of the Army. CW2s and above are Commissioned Officers with the requisite authority pursuant to assignment level and position as given by

the President of the United States. The primary focus of WO1/CW2s is becoming proficient and working on those systems linked directly to their AOC/MOS. As they become experts on the systems they operate and maintain, their focus migrates to integrating their systems with other branch systems.

*b. The Chemical Regiment possesses one warrant officer military occupational specialty (MOS) Chemical, Biological, Nuclear and Radiological (CBRN) Technician (740A). CBRN WOs are executive-level professionals who provide technical and tactical expertise and experience throughout the CBRN community at tactical and operational levels of command. CBRN WOs command the deepest focus of the 74 series career management field. As CW2 through CW5, commissioned WOs provide continuity of service as subject matter experts to commanders and staffs throughout their careers on matters relative to the following functions/tasks:*

(1) CBRN unit technician on CBRN-specific equipment employment, operations, maintenance and training.

(2) In a CBRN company, company grade warrant officers provide expertise on CBRN readiness by executing duties as an expert technician to include:

(a) Manage unit HAZMAT and radiation programs.

(b) Track technical certifications and coordinating refresher training.

(c) Leverage advanced training on organizational CBRN equipment and systems to facilitate the training of all assigned CBRN Soldiers in the operation and maintenance of equipment and systems.

(d) Provide advanced troubleshooting and the ability to liaison with maintenance providers and acquisition representatives to improve CBRN equipment/system readiness.

(e) Advise the commander on CBRN collective training and squad/crew team certification.

(f) Serve as the assistant team leader per assignment to a CBRN Response Team.

(3) Field Grade Warrant Officers serving as a member of a CBRN battalion through corps CBRN staff, provide in-depth technical expertise in CBRN operations and assists in planning and coordinating CBRN operations and training. Duties and responsibilities of these WOs include:

(a) Ability to plan the employment and integration of CBRN capabilities in support of JIIM, and combined arms operations.

(b) Manage personnel and equipment at the CBRN battalion through corps-level for the purpose of updating the commander on technical certification/training requirements, equipment management, and statistics.

(c) Advise the commander on training strategies, policies and doctrine.

(d) Present technical CBRN instruction.

(e) Able to serve as the Installation Radiation Safety Officer.

(f) CBRN systems integrator, manager, and operator at all CBRN echelons.

(g) Serve as the Senior WO advisor to the commander and subordinate WOs.

(h) Manage CBRN Defense Equipment reporting.

(i) Facilitate training, integrate systems and advise in deployment of dismounted and mounted reconnaissance platoons.

(j) Serve within the Requirement Determination Division (RDD) at Maneuver Support Center of Excellence (MSCoE) to assist in the facilitation of CWMD requirements.

(4) Senior Field Grade WOs can expect to serve as a member of a CBRN brigade command group or as the Regimental Chief Warrant Officer for the Chemical Corps, through the performance of duties and responsibilities which include:

(a) Advise on all matters pertaining to CBRN WOs with special emphasis on Personnel, Training, and Leader Development of the DOTMLPF Domain.

(b) Provide leadership and life cycle management for CBRN WOs across the Active, ARNG, and USAR Components.

(c) Assess, monitor, and develop policies related to training, professional development, morale, recruiting, readiness, and retention of CBRN WOs.

(d) Serve as a charter member of the Army's Senior Warrant Officer Council and represents the CBRN Regiment on all WO issues within the Department of the Army.

(e) Provide advice, counsel, and mentoring to all CBRN WOs and their commanders. This includes publishing articles for professional magazines and official media and speaking to appropriate groups concerning warrant officer issues.

*c. Warrant officer development.*

(1) The Warrant Officer Development Model is focused more on the quality and range of experience rather than the specific gates or assignments required to progress.

(a) Entry-level. WOs are assessed according to the needs of the Army, previous MOS, education and experience. All AC and USAR WO candidates must attend the resident Warrant Officer Candidate School (WOCS) at Fort Rucker, AL. The ARNG WO candidates can attend various states' two-phased WOCS at Regional Training Institutes (RTIs) in-lieu of WOCS at Fort Rucker. The focus of the course is common material that provides the professional skills, knowledge and behaviors required of all WOs, regardless of specialty. WOCS graduates are appointed to warrant officer one, grade W1. The appointment is contingent upon certification by the MOS proponent that the WO is technically and tactically qualified to serve in the authorized WO position.

(b) WO1/CW2. Throughout a WO's career, the model highlights the need to gain operational assignment experience. WOs should continue their self-development, professional reading and pursuit of military and civilian education goals.

(c) CW3/CW4. At this point in a WOs career, the model highlights the need to gain a broader understanding of both their MOS and of their AOC. WOs should seek nominative assignments. WOs should seek Training with Industry (TWI) and broadening assignment opportunities. WOs should continue their self-development, professional reading and pursuit of the next military and civilian education goals.

(d) CW5. Capstone achievement for all AOC/MOS. Once an Officer has received their functional AOC capstone designation, it is then that they should strive to get training and assignments giving them the additional skills necessary to lead the Army of the future. The training and assignments are outside one's branch and are nominative and JIIM in nature. Lifelong learning, supported by both civilian and military education, provides critical opportunities to develop both joint and expeditionary competencies. Flexible time lines enable WOs to serve longer in developmental assignments ensuring they have adequate time to gain skills and experience and also support unit readiness and cohesion.

*d. CBRN WO1 development.*

(1) Education. Upon graduation from WOCS and appointment to grade W1, each Officer will attend the USACBRNS Warrant Officer Basic Course (WOBC). The WOBC consists of CBRN common-core followed by MOS focused periods of instruction for the purpose of receiving a branch certification.

(a) Common-core for CBRN WOs consists of common Regimental and professional training objectives for all CBRN WOs. The training identifies critical skills for the new WO to be effective in the Chemical Corps and in the operational Army.

(b) MOS certification consists of unique training requirements identified specifically for the CBRN WO MOS. The WOBC curriculum varies depending on the ever-changing requirements of our CBRN units and threats to our nation. The course is identified as a certification of required skills for CBRN WO training at the basic-level.

(2) Developmental and broadening assignments. Chemical Corps WOs at WO1 serve as the standards and certification technician in a narrow technical functional area as a member in a CBRN Company or in a CBRNE Company.

(3) Self-development. The WO1 should actively pursue self-development opportunities to fully master all aspects of CBRN. Self-development includes distributive learning courses, civilian education, and institutional training.

(4) Desired experience. The WO1 should continue to reinforce and hone technical and tactical skills. Inculcation of the warrior ethos and Army core values is essential in the development of young CBRN WOs. Prior to promotion to CW2, WOs must possess an in-depth knowledge of combined arms and CBRN operations gained through institutional and on the job training.

*e. CW2 development.*

(1) Education. WOs with at least 24 months of service as a WO are eligible to attend the USACBRNS Warrant Officer Advanced Course (WOAC).

(2) Developmental and broadening assignments. CW2 CBRN WOs serve as the standards and certification technician in a narrow technical functional area in a CBRN Company or CBRNE Company. There are occasional opportunities for assignment at National and Joint levels in the Department of Defense. These are nominative assignments for the demonstrated exceptional performer in the specialties required.

(3) Self-development. Completion of an associate's degree is recommended prior to promotion to CW3.

(4) Desired experience. WOs should seek maximum exposure by serving in multiple CBRN assignments and deployments.

f. CW3 development.

(1) Education. All CW3s are encouraged to enroll in Warrant Officer Intermediate Learning Education (WOILE). All AC and RC WOs should complete WOAC prior to promotion to CW3.

(2) Developmental and broadening assignments. The CBRN CW3s should expect to serve at BN and DIV echelons with broadening opportunities in 20<sup>th</sup> CBRNE Command, USANCA, Maneuver Support Center of Excellence and the US Army CBRN School.

(3) Selected WOs in the grade of CW3 can also expect to serve in assignments consistent with the needs of the Army such as:

(a) Service School Instructors and Course Managers

(b) Proponent Combat Developers

(c) Doctrine Writers

(d) Training Developers

(e) Instructors or TAC Officers at U.S. Army Training Centers

(f) State Joint Force Headquarters, or NGB/TRADOC as ADOS assignments (NG only).

(4) Self-development. Completion of a baccalaureate degree is recommended prior to promotion to CW4. Warrant officers that have already obtained a baccalaureate degree should strongly consider pursuing a graduate degree at a civilian educational institution.

(5) Desired experience. WOs should seek maximum exposure by serving in multiple CBRN assignments and deployments, to include instructor, writer, or TAC officer.

g. CW4 development.

(1) Education. All AC and RC WOs should complete WOILE prior to promotion to CW4. WOs must attend WOILE for promotion to CW5. Completion of a bachelor's degree and working on a graduate degree is recommended prior to becoming eligible for promotion to CW5. In addition, select WOs with exceptional records can apply to attend CGSC; nominations will be addressed on case-by-case basis. WOs selected to attend CGSC and possibly similar sister-service courses will incur a three year ADSO. WOs who attend CGSC will not be allowed to attend WOILE, and vice versa.

(2) Developmental and broadening assignments. The CW4s are senior-level tactical and technical experts who normally serve in supervisory, advisory, staff, logistics, and nominative MOS non-specific positions in the following type units: CBRN TOE battalions and brigades; Corps-level CBRN section; and MSCoE Tactical Maneuver Support section.

(3) Self-development. CBRN CW4s must continue to actively pursue self-development opportunities to fully master all aspects of operations including continued performance at multiple echelons and in joint operations.

(4) Desired experience. CBRN CW4s will serve at multiple echelons and positions. They should seek to serve in joint assignments and provide leader development, mentorship, advice, and counsel to NCOs, WOs, and Officers. The CW4s have special mentorship responsibilities for other WOs and provide essential advice to commanders on CBRN technical and WO issues.

h. CW5 development.

(1) Education. Working towards a graduate degree is recommended. All AC and RC WOs should attend Warrant Officer Senior Service Education (WOSSE) prior to promotion to CW5.

(2) Nominative assignments. Selected CW5s with appropriate skills and combat experience will serve at needs of the Army in nominative positions to include the following:

(a) Regimental Chief Warrant Officer of the Chemical Corps

(b) Chemical Brigade Command Chief Warrant Officer (CCWO)

(c) Branch Immaterial Positions (011A)

(d) Key Chief WO positions on Army Staff, major commands or national-level agencies

(e) Member or integrator of policy for the Officer Personnel Management System Task Force

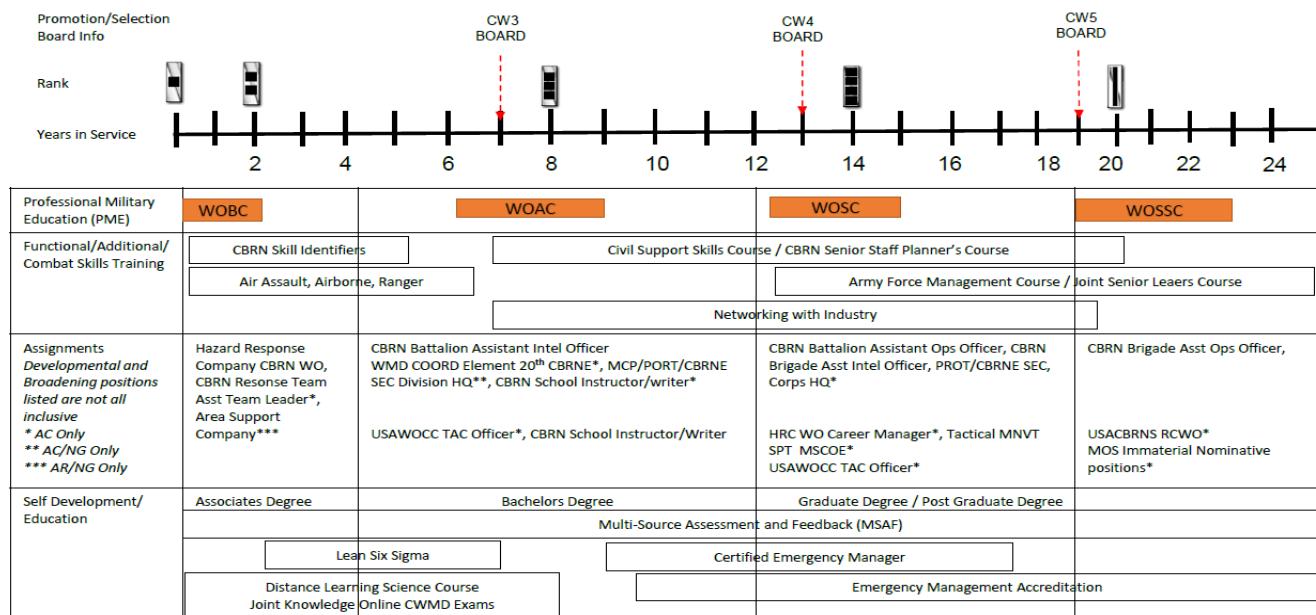
(3) Developmental and broadening assignments. The CW5s are master-level tactical and technical experts who serve in senior supervisory, advisory, staff, and nominative MOS non-specific positions in CBRN TOE brigade, the USACBRNS Regimental WO, Service school, CASCOM, Army staff or separate DOD agencies.

(4) Self-development. The CW5s should sharpen their knowledge of personnel force integration functions for doctrine, training, and personnel as pertains to the Chemical Branch. The CW5s should become familiar with the constitutional, statutory, and regulatory basis for the force projection of the Army and the capabilities that must be sustained through management of doctrinal, organizational, and materiel change.

(5) Desired experience. The CW5s at this level should provide leader development, mentorship, advice, and counsel to NCOs, WOs, Officers, and civilians. The CW5s have special mentorship responsibilities for other WOs at all levels and are responsible for providing essential advice to commanders on CBRN technical and WO issues. The CW5s must become familiar with Army organizational roles, functions, and missions, especially at the Army command and Army staff-level and with the force management processes from the determination of force requirements through the resourcing of requirements and the assessment of their utilization in order to accomplish Army functions and missions in a joint or combined environment.

**Figure 2. AA Chemical warrant officer development**

## CM Warrant Officer Career Timeline



## 10. Chemical Reserve Component officers

a. *General career development.* RC CBRN officer development objectives essentially parallel those planned for their AA counterparts. Company grade officers must develop a strong foundation through assignments in their branch before broadening begins. The U.S. Army RC CBRN officer plays a vital role in the CM Corps mission. The RC comprises the majority of all CBRN units and personnel associated with the CM Corps force structure. Therefore, interaction and interoperability between the components is essential. Reserve officers commissioned into the CM Corps are designated branch code 74 (CM) by the Commander, HRC. See Part One of DA PAM 600-3 for guidance on RC officer development.

b. *Branch developmental opportunities.*

(1) RC CBRN officers should strive for CBRN assignments that yield the same developmental opportunities as their AA counterparts, while understanding that certain assignment opportunities may often be constrained by the geographic dispersion of units and positions. Therefore, planned rotation

into progressively challenging CBRN positions by RC commands is essential to producing the best-qualified CBRN officer.

(a) To meet professional development objectives in the USAR, CBRN officers must be willing to serve in the following Army Reserve categories: TPU, the IRR, the IMA, Army Reserve Element, and the AGR programs.

(b) Professional development objectives in the ARNG differ from the USAR in that ARNG officers serve in a variety of assignments within their own states force structure. ARNG officers also have an opportunity to apply for and serve in Military Technician Programs and the Title 32 or Title 10 AGR Programs.

(c) Transfers between RC categories are necessitated by geographical considerations, and the need to provide as many officers as possible the opportunity to serve with troops in leadership and staff positions. Such transfers will normally be temporary, and should not be seen as impacting negatively on the officer's career. The success of an RC CBRN officer is not measured by length of service in any one category, but the officer's breadth of experience, duty performance, and adherence to branch development goals. Officers may elect to apply for a FA beginning at the rank of captain. AGR officers will be boarded and accessed into a valid assignment by HRC. The Army Reserve AGR program is currently open to CBRN second lieutenant to major applicants. For additional guidance on RC officer development, see Part One of DA PAM 600-3.

(2) CBRN officers in the IRR may find assignments in reinforcement units, IMA positions in AC organizations, installations, or HQDA agencies, as well as tours of active duty for special work, annual training, or temporary tour on active duty. Service members are authorized to complete their PME requirements while serving in the IRR and IMA.

(3) Typical assignments may include the following:

(a) TPU positions in CBRN units, CBRN positions in non-CBRN units, or TPU branch immaterial positions.

(b) IMA positions that provide officers the opportunity to train and serve in 74 or branch immaterial assignments typically in support of AC commands or structure.

(c) Counterpart training program.

(d) Positions in Army Reserve Elements.

(e) AGR tours where AGR officers serve full-time in support of either the ARNG or USAR. Officers receive similar benefits as AA officers, including the opportunity for retirement after 20 years of active Federal service.

c. *Life-cycle development model.* Professional development requirements are normally satisfied by attendance at military schools combined with planned, progressive assignments in CBRN units or positions. The RC life-cycle development model for CBRN officers is shown in figure 3. In order for a CBRN officer to achieve the desired branch experience at each grade, the length of service in a given position is not the focus; the key is assignment diversity and sufficient time served during each assignment to develop branch competence. The following paragraphs describe how company and field grade RC officers may gain and maintain CM branch experience throughout a career. The desired goal for CBRN officer assignments is at least one assignment in a CM branch-coded position for a total of 24 months at the company grade level and at least two assignments in a CM branch-coded position for a total of 48 months at the field grade level. Officers should pursue the following experiences:

d. *Lieutenant.*

(1) Newly commissioned officers branched CM will attend CBRN BOLC Phase III at the USACBRNS, Fort Leonard Wood, MO. CBRN BOLC prepares lieutenants to lead platoons and serve as battalion CM officers. During CBRN BOLC, CM lieutenants also undergo instruction with actual toxic CM agents, biological simulants and radioactive sources in the CM Defense Training Facility. USAR lieutenants must complete CBRN BOLC by the end of their 2nd year of commissioned service. ARNG officers must report to CBRN BOLC by the end of 18 months commissioned service or request waiver from NGB.

(2) A baccalaureate degree from an accredited college or university is required for promotion to captain.

(3) Officers should seek assignments as platoon leaders, company XOs, or battalion assistant S3s/CBRN officers. These positions build a strong foundation for subsequent development as a CBRN officer.

(4) Lieutenants should also become proficient in common core tasks.

*e. Captains.*

(1) All officers should complete a CCC, preferably the resident CBRN C3 at Fort Leonard Wood, MO.

(2) Officers who have completed the CBRN BOLC or other branch basic BOLC III and are unable to attend the resident CBRN C3 may receive credit by attending the RC CBRN C3 that consists of a combination of distance learning course work and resident training at the USACBRNS.

(3) Officers should seek assignments or experience equivalent to brigade/group-level CBRN officer or other brigade- level staff positions. Company command is highly desirable for continued professional development. The survey team leader on a WMD-civil support team is a very desirable developmental assignment in the National Guard.

(4) CBRN captains should continue to become proficient in common core tasks. An officer should also dedicate time to complete the CM Corps Professional Reading Program to gain a historical perspective on tactical, technical, strategic, and leadership challenges of interest to CM Corps Soldiers.

(5) The desired goal for CBRN officer assignments at the company grade level is at least one assignment in a CM branch-coded position for a total of 24 months.

*f. Major.*

(1) The key requirement for development and progression at this grade is enrollment in and completion of ILE Common Core.

(2) Field grade officer development paths reflect a greater variety of assignment possibilities. Developmental positions for majors include maneuver enhancement brigade, sustainment brigade, armored cavalry regiment, or group CBRN officer; battalion XO and S3; and division or other major command level staff positions.

(3) CBRN majors should continue self-development efforts to become experts in all aspects of the CM Corps, joint and multinational operations, as well as in a FA when applicable. Time should be devoted to a professional reading program to broaden the warfighting perspective.

(4) Majors should strive to obtain a master's degree from an accredited college or university, but it is not a requirement for promotion to lieutenant colonel.

RC CBRN officers should apply for and if selected participate in USAR additional professional development opportunities, such as the RC National Security Course.

*g. Lieutenant colonel.*

(1) ILE Common Core is mandatory for promotion to lieutenant colonel. Note. RC majors must complete ILE Common Core for promotion to lieutenant colonel.

(2) Developmental positions include lieutenant colonel-level staff positions, CBRN or other battalion-level commands, RSC staff positions, and operational and functional command staff positions. In the National Guard, state joint force headquarters staff positions and division CBRN officer positions are available and desirable. Self-development objectives should continue to build warfighting and technical expertise and support the officer's FA when applicable.

(3) Assumption of CBRN position duties at the lieutenant colonel level with no prior CBRN training or experience is discouraged. Fully successful performance generally requires the skills and instincts developed over time by practice of the CBRN segment of the military art. (Refer to chap 7 for a detailed description of RC career management and development.)

(4) RC officers should compete for selection at resident/nonresident SSC.

*h. Colonel.*

(1) RC lieutenants colonels must complete ILE Common Core for promotion to colonel (see chap 7).

CBRN positions available at this grade include colonel-level commands, Deputy CBRN brigade commander, Deputy Assistant Commandant-USACBRNS, NGB, USARC, DA, and Joint staff.

(2) Assumption of CBRN position duties at the colonel level with no prior CBRN training or experience is discouraged. Successful performance generally requires the skills and instincts developed over time by practice of the CBRN segment of the military art. (Refer to chap 7 for a detailed description of RC career management and development.)

**Figure 3. RC Chemical officer development**

Rank	LT	CPT	MAJ	LTC	COL
Professional Military Education	BOLC II/III	CCC	ILE		SSC
Additional Training	CBRN Skill Identifiers / Air Assault / Airborne / Ranger			SLQC (Branch Transfers) PCC	
Typical Assignments	Platoon Leader Bn Level CBRN Officer Co XO Bn Primary Staff OPS Officer DIV (IT) / DIV (TS) Staff Officer / OC	Company Commander Bde Level CBRN Officer CST Team Leader (ARNG) Chem Materiel Mgmt Bn/Bde Staff Officer School Instructor (IMA) DIV (TS) O/C	Battalion/Brigade S3 / XO Brigade and Higher Staff Officer Major level CBRN Officer ACOM/ ASCC / DRU / DA / Joint Staff Tng Force Integrator – Cbt Dev Tng Development / Evaluation Officer	Battalion level Cmd WMD-CST Commander (ARNG) Brigade S3 / XO Division CBRN Officer (ARNG) ACOM/ ASCC / DRU / DA / DoD / Joint Staff State Joint Force HQ (ARNG) LTC Level CBRN Officer CBRN Plans Officer Tng Force Integrator - Cbt Dev, HLD	Colonel Level Command Deputy Commander Deputy Assistant Commandant, USACBRNS Colonel Level CBRN Officer NGB, USARC, DA or Joint Staff positions
Self Development	Baccalaureate Degree		Graduate Degree		

**RC Chemical Development Model**