

Chapter 10

Armor (Career Management Field 19) Career Progression Plan

10-1. Duties

The mission of the Armor Branch is to provide combined arms formations the capability to close with and destroy the enemy using fire, maneuver, and shock effect, as well as scout and cavalry formations the capabilities to perform reconnaissance, and security during combined arms OPS and wide area security OPS. The Armor and Cavalry Soldier leads, supervises, or serves as a member of an Armored Brigade Combat Team (ABCT), IBCT or SBCT in offensive, defensive, and contingency combat OPS. In addition, MOSC 19D/19K/19Z serves or assists on staffs at BN or higher level. The 19D/19K/19Z Soldier may also serve in a variety of TDA positions that are vital to the Army and its ability to perform various missions.

10-2. Transformation

Armor Soldiers are valued for their warfighting skills. They acquire and perfect those skills primarily through realistic training, PME, and service in the most demanding leadership position Armor Branch offers. Service with Soldiers is of primary importance to the Armor Branch. While serving with troops, Armor Soldiers polish their tactical and technical proficiencies through practical application of warfighting skills.

a. The ongoing Army transformation is having a significant impact on Armor organizations and Soldiers. The transition to three maneuver BN in many organizations will result in some short-term personnel turbulence as we reshape the current inventory of Armor Soldiers to meet the needs of the Army's modular operational units and to support the training and developmental needs of the generating force. Regardless of the ongoing transition, the Armor Force will continue to serve as a critical component of the combined arms maneuver team.

b. The Army's current personnel requirements to meet the demands of the contemporary operational environment will result in Armor Soldiers serving in undocumented positions. The most prominent of these is the Security Force Advisory Teams (SFAT). These teams train and certify the armies of our International Partners. SFATs advise the security forces in the areas of intelligence, communication, fire support, logistics, and tactics. The goal is to make the foreign nation's unit (at BN, BDE or DIV level) self-sustainable tactically, operationally, and logistically so that the unit is prepared to take over responsibility for an area of OPS. In addition to filling Armor designated positions, Armor Soldiers may also be required to serve as authorized substitutions for other Military Occupational Specialties based on personnel shortages. These assignments are considered developmental when complimented by the time spent in a key leadership assignment at each rank.

10-3. Recommended career management self-development, by rank

a. Ultimately, Soldiers manage their own careers. The quality and success of an Armor Soldier's career is directly proportional to that Soldier's consistent commitment to excellence, regardless of the assignment. Soldiers committed to achieving high goals will develop technical, tactical and leadership skills with the practical knowledge and ambition to put them to good use. The primary objective of the Armor Soldier is to become proficient within his CMF based on a variety of developmental assignments followed by a broadening assignment. Regardless of the assignment, the Armor Soldier should consistently seek self-improvement.

b. Self-development is a mandatory planned, progressive and sequential program followed by NCO. It is comprised of individual study, education, research and professional reading. The Self-development program is thoroughly discussed by rank (in para 2-13).

c. The Maneuver Leader Development Strategy (MLDS) provides the vision and guidance for developing maneuver leaders across the force with. MLDS is an inclusive document encompassing Infantry, Armored and SBCT, Reconnaissance and Security BDE, and other maneuver units and activities. This includes PME and functional training for officers and NCOs at the MCoE, home station, CTC, and while deployed. Moreover, it lays out a program for the individual self-development efforts of maneuver leaders throughout their careers. It accomplishes this by laying out a deliberate, continuous, and progressive development process, synthesizing the knowledge and abilities that leaders gain through training, education, and experience. Through this "lifelong" process, maneuver leaders master the tactical and operational levels of the military profession, while developing their strategic leadership abilities. The MLDS can be found at: <http://www.benning.army.mil/mssp/PDF/MLDSpercent20signedpercent20pdf.pdf>.

d. The Maneuver Self Study Program consists of books, articles, doctrine, films, lectures, and practical application exercises to help educate maneuver leaders about the nature and character of war, as well as their duties to prepare their Soldiers for combat, lead them in battle, and accomplish the mission. The intent is to enhance understanding of the complex interaction between war and politics and to improve the effectiveness of maneuver leaders in complex environments and in combat against determined, adaptive enemies. The Program can be found at: <http://www.benning.army.mil/MSSP/index.html>.

e. Professional reading is an important element in self-development and understanding the profession of arms. The Maneuver Center of Excellence publishes a list of books recommended for Maneuver Soldiers and Leaders. It is available through the Warrior University under the leader development tab at <http://www.benning.army.mil>.

f. The OPTEMPO of assignments may limit the opportunity for traditional civilian education. Soldiers should take

advantage of the opportunities available through their local education center or through GoArmyEd (<https://www.eArmyu.com>). GoArmyEd is the virtual gateway for all eligible active duty, ARNG and Army Reserve Soldiers to request tuition assistance online, anytime, anywhere for classroom and distance learning. It allows Soldiers to manage their education records including college classes, testing, on-duty classes and Army Education Counselor support. The College of the American Soldier, accessible through the career resources tab on the ACT, is designed to expand existing civilian education choices for NCO to provide them with degree options that will enhance their leadership capabilities while maximizing college credit granted for military experience and NCO training. Business and management related degrees designated as career NCO degrees support TRADOC's pentathlete concept.

g. CLEP, DANTES, and programs available through eArmyU are available for those Soldiers unable to pursue formal civilian courses. Pursuing a college education is not a mandatory requirement but pursuit of excellence while earning a degree may distinguish one from his peers. College education is a critical piece of the self-development program and Soldiers should plan their college program around a degree that relates to their MOS by using information provided on the SOCAD Web site. Armor Soldiers have the opportunity to apply skills and knowledge attained in the performance of their duties with Thomas Edison State College and the University of Maryland University College.

h. Soldiers with a GT score below 100 may limit their options for functional training courses such as the tank, MGS and Bradley Master Gunner Courses, Pathfinder course, or broadening assignments such as AC/RC advisor, drill sergeant, recruiter or instructor. Armor Soldiers who have successfully served in these positions have repeatedly shown a higher propensity for promotion to the next higher rank. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through the Functional Academic Skills Test, commonly referred to as FAST.

i. The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. CLEP and DANTES are other resources for converting previously acquired knowledge or training into college credit. Soldiers may also pursue technical certification and earn promotion points through the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

j. The Armor force will continue to require agile, flexible Soldiers and leaders with the ability to operate in a dynamic and complex environment that dictates the continual development of knowledge, skills and abilities. The PDM serves as the reference for a successful career within CMF 19 by providing information and guidance on assignments, education and training. PDM can be found in the ACT at <https://actnow.Army.mil>. (A detailed explanation of the PDM is available in para 2-13; the ACT is discussed in para 2-18.)

k. EPMS is the system that balances the needs of the Army with the developmental requirements of Armor force. EPMS shapes the professional enlisted force through programs that govern the training, career development, assignment and utilization of Soldiers. (EPMS is discussed in chap 3.)

(1) Private E-1-Specialist/Corporal.

(a) The quality and success of a Soldier's career is in direct proportion to the Soldier's consistent commitment to excellence, regardless of the mission. Soldiers committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(b) Soldiers should study and master the following military publications: FM 7-21.13; STP 21-1-SMCT; FM 7-22; FM 4-25.11; AR 670-1; STP 17-19D1-SM; STP 17-19K1-SM; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. MOS specific publications are available at the following address: http://armypubs.army.mil/doctrine/17_Series_Collection_1.html.

(c) NCO and leaders need to be actively involved with Excellence in Armor (EIA) by selecting highly motivated Armor Soldiers whose performance demonstrates superb leadership potential, both in One Station Unit Training (OSUT) conducted by the 194th Armored BDE, Armor BCT, and Cavalry units Armywide. EIA seeks to identify and develop selected Armor Soldiers while encouraging their career progression and growth into leaders while supporting the Commander's decision-making process for accelerated position appointments and promotion. EIA also applies to CMF 19 Soldiers serving in non-Armor units, Active, Reserve and ARNG.

(2) Sergeant.

(a) The quality and success of a SGT's career is directly proportional to a consistent commitment to excellence, regardless of the mission. SGTs committed to achieving high standards will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(b) SGT should study and master the following military publications: FM 7-22.7; STP 21-24; ADP/ADRP 1; ADP 3-0; FM 6-22; ADP/ADRP 7-0; ADP/ADRP 6-22; STP 17-19D2-SM; STP 17-19K2-SM; AR 600-9; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment. MOS specific publications are available at the following address: http://armypubs.army.mil/doctrine/17_Series_Collection_1.html.

(c) Soldier boards such as "NCO of the Quarter" and "NCO of the Year," and the SGT Audie Murphy and SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally to enhance confidence and build more adaptive leaders.

(d) NCO and Leaders should continue to enroll their Soldiers into EIA upon promotion to SGT.

(3) Staff sergeant.

(a) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: STP 17-19D3-SM-TG; STP 17-19K3-SM-TG; AR 623-3; STP 21-24; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. MOS specific publications are available at the following link: http://armypubs.army.mil/doctrine/17_Series_Collection_1.html.

(b) Soldier boards such as "NCO of the Quarter" and "NCO of the Year," and the SGT Audie Murphy and SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally to enhance confidence and build more adaptive leaders. (Note: Enrollment into EIA is not open to Soldiers once they have reached the rank of SSG.)

(4) Sergeant first class.

(a) As NCO become more senior in rank, self-development becomes more important. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Strive to complete a degree program or accumulate two years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(b) Project Warrior is a highly selective program designed to spread the expertise developed by the Scout/Armor Platoon SGT/OC-T to the rest of the Armor force. Upon successful completion of duties as a platoon sergeant, the SFC is selected to serve as an OC-T at a maneuver training center with a follow-on assignment as an instructor at the Maneuver Center of Excellence in either A-BOLC or M-SLC. While consecutive generating force assignments are highly discouraged, Project Warrior is the exception to this policy and back-to-back generating force assignments are required.

(c) These SFC should study and master the following additional military publications: STP 17-19D4-SM; STP 17-19K4-SM; AR 350-1; AR 750-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment. MOS specific publications are available at the following address: http://armypubs.army.mil/doctrine/17_Series_Collection_1.html.

(d) Soldier boards, such as the SGT Audie Murphy and SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally to enhance confidence and build more adaptive leaders.

(5) Master sergeant/first sergeant.

(a) Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records indicate civilian education can be considered a major discriminator for selection to SGM. Strive to complete a degree program or accumulate two years of college credit towards a degree. However, continuing civilian education (completion of associates or bachelor's degree) is encouraged.

(b) MSGs/ISGs should study and master the following military publications: STP 17-19Z-SM; AR 601-280; AR 600-20; DA Pam 611-21 AR 220-1. MOS specific publications are available at the following address: http://armypubs.army.mil/doctrine/17_Series_Collection_1.html.

(c) MSGs should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These soldiers should recognize their new role as a SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(6) Sergeant major/command sergeant major.

(a) The goal of the SGM/CSM is to possess an upper level degree and be working toward a master's degree in their chosen discipline. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of soldiers their communications reach. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions.

(b) SGM should continue to exploit other distributed learning programs and broaden their focus to include functional training. SGM/CSM should recognize their role as an SNCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

10-4. Military occupational specialty 19D cavalry scout

a. Major duties. Cavalry scouts perform three basic types of missions as part of combat OPS: reconnaissance, security, and economy of force. The cavalry scouts must provide their commander with real time, accurate information about the terrain and enemy, preserve and protect other friendly units, and be prepared to fight and win as part of a combined arms team. Cavalry scouts are valued for their warfighting skills that are acquired and perfected primarily through realistic training, PME, and service in the most demanding leadership positions the Armor Branch offers. That being the case, it is service with troops, where tactical and technical proficiencies are polished through practical application of warfighting skills that is of primary importance to the Armor Branch. The focus of the MOS 19D PDM

is to seek key leadership positions in order to become MOS proficient as early as possible in each position (team leader, scout squad leader, scout platoon sergeant, and 1SG). In any key leadership position, the cavalry scout performs duties in his PMOS at the authorized or next higher grade, in both the operating and generating force. Serving in the operating force is the premier PD assignment; however, at times, the needs of the Army will require NCOs to serve in assignments away from Soldiers. The key for success during these specialty assignments is to excel at whatever position that the NCO is assigned. Cavalry scouts are expected to maintain their warfighting skills through professional reading and correspondence courses. Back-to-back TDA assignments should be avoided if at all possible with the exception of those SFCs and MSGs selected to participate in Project Warrior. In addition, cavalry scouts should take advantage of available opportunities to expand their military and civilian education.

b. Prerequisites. See DA Pam 611–21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Office of the Chief of Armor, United States Army Armor School (USAARMS).

c. Goals for development. The focus of the cavalry scout's career should be on the following to ensure success: mastering the warfighting skills for his skill level, successfully serving in MOS developing positions and specialty assignments, attending and successfully completing all NCOES schools and PD Schools (Reconnaissance and Surveillance Leaders Course (RSLC), Army Reconnaissance Course (ARC), Cavalry Leaders Course (CLC), Airborne, Air Assault, Ranger, Pathfinder, Sniper, Battle Staff and Master Gunner), continuing to further civilian education, and serving operational time on a BN or squadron staff. Soldiers selected for promotion to the grades of SGT through SFC will attend the appropriate NCOES (WLC, ALC, or M–SLC).

(1) *Private E–1: specialist/corporal.*

(a) Operational assignments. The primary focus during the early years of their career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. The cavalry scouts should successfully complete one or more assignments as a dismounted scout. If assigned to an ABCT, the scout should strive to serve as a cavalry fighting vehicle gunner. Performance in branch developing positions remains the primary criterion for excellence in the CMF. The cavalry scout should seek responsibility and take advantage of opportunities to display leadership, initiative, and motivational skills.

(b) Self-development. For additional information on self-development, refer to paragraph 2–13.

(c) Additional training. RSLC teaches reconnaissance, surveillance and target acquisition fundamentals to Soldiers. Cavalry scouts should make every effort to attend and graduate this challenging course. Additionally, the 19D cavalry scout should attempt to expand his PD through attendance in one or more of the following courses or programs: Ranger, Airborne, Sniper, Air Assault, and Stryker/Bradley Operator and Maintenance Course.

(d) Special assignments. None.

(2) *Sergeant.*

(a) Operational assignments. SGTs should focus during this phase of their career on developing troop leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. The SGT should successfully serve as a cavalry fighting vehicle Stryker, high-mobility multipurpose wheeled vehicle commander, team or squad leader. These are positions for career progression and steps to gain the necessary expertise to serve as a SSG. Should a SGT serve in a duty position higher than his current rank or position, even if it is nonconsecutive with his promotion to the next higher rank, as long as that time has been documented by a DA Form 2166–8, also known as an NCOER, that time will count towards his critical leadership time.

(b) Self-development. (For additional information on self-development, refer to para 2–13.)

(c) Additional training. RSLC teaches reconnaissance, surveillance and target acquisition fundamentals to Soldiers. Cavalry scout SGTs should make every effort to attend and graduate this challenging course. Additionally, the cavalry scout should attempt to expand his PD through attendance in one or more of the following courses or programs: Ranger, Airborne, Sniper, Air Assault, Pathfinder, Bradley Advanced Training System (BATS), I/O, Vehicle Crew Evaluator (VCE) and Stryker/Bradley Operator and Maintenance/Commander's course and the Bradley Master Gunner School (upon receipt of a promotable status).

(d) Special assignments. Recruiting and drill sergeant duty are specialty assignments for qualified SGTs. Additional specialty assignments include OPS assistant (BN/BDE staff), instructor/writer, and training management NCO.

(3) *Staff sergeant.*

(a) Operational assignments. The critical assignments at this stage of the SSG's career are scout squad leader and vehicle commander. The Soldier should focus on refining and developing his leadership, tactical, and technical expertise. The Armor Branch's guidance is for every SSG to serve at least a minimum of 24 months in each key leadership assignment. SSGs who fail to attain at least 24 months of rated critical leadership time should not be considered for promotion to SFC. Additionally, at this stage of a career there are competing Army requirements that often conflict with primary career development. The SSG must aggressively seek leadership assignments in MOS developing positions prior to serving in a specialty assignment; however, SSGs who have served as squad leaders and vehicle commanders should take the opportunity to fill a platoon sergeant position when possible. Should a SSG serve in a duty position higher than his current rank or position, even if it is nonconsecutive with his promotion to the next higher rank—as long as that time has been documented by a DA Forms 2166–8, also known as an NCOER—that time will count towards his critical leadership time.

(b) *Self-development.* (For additional information on self-development, refer to para 2–13.)

(c) *Additional training.* ARC develops confident and agile reconnaissance leaders who can operate in unpredictable combat and training environments within their commanders' intent. SSGs should make every effort to attend this course. SSG assigned to an ABCT should strive to complete the Bradley Master Gunners Course. In addition, the 19D Cavalry Scout should attempt to expand his PD through attendance in one or more of the following courses or programs: Ranger, Airborne, Sniper, Air Assault, Pathfinder, BATS I/O, VCE, Stryker/Bradley Operator and Maintenance/Commander's Course. When possible the NCOs should attend the Air Load Movement/Planner Course.

(d) *Special assignments.* SSGs who have successfully served in an MOS-developing leadership position may be selected to serve in one or more of the following duty positions: drill sergeant, Armor School instructor/writer, doctrinal writer, combat development NCO or in AC/RC positions. These are favorable positions, because they keep SSGs close to Soldiers and close to changing doctrine or technical developments. Recruiting duty is another encouraged specialty assignment that qualified SSGs will be selected to fill. The MOS 19D SSG may also serve as a training management or OPS NCO. However, prior to entering a TDA nontactical assignment, the SSG should build a solid base of troop leadership time by serving in a key leadership assignment.

(e) *Other considerations.* There is no substitute for serving in the key leadership positions throughout an Armor Soldier's career. However, the Armor Force will assign a number of quality NCOs with little or no leadership time to Transitional Training Teams. While a Transitional Training Team provides some level of leadership development it does not provide a full range of leadership skills. Soldiers who serve on Transitional Training Teams should at a minimum also serve 12 months in an additional leadership developing assignment at this level. These two assignments in combination will provide the NCO the full range of skills, knowledge, and abilities to be successful at the next level of leadership.

(4) *Sergeant first class.*

(a) *Operational assignments.* The critical assignment at this stage of the NCO's career is Scout platoon sergeant. More than any other critical troop leadership assignment, platoon sergeant is the assignment a Soldier must have and must excel in to advance to MSG/1SG and SGM/CSM. The SFC must take advantage of the opportunity to serve as a Scout platoon sergeant whenever possible. A platoon sergeant is normally in charge of 28 or more Soldiers (depending on unit of assignment) and one lieutenant. Due to Army requirements, if a SFC passes up an assignment as a platoon sergeant, he may never get another opportunity. Without the opportunity to achieve and maintain proficiency as a platoon sergeant, an MOS 19D SFC will not be competitive for promotion to MSG. The Armor Branch's guidance is for every NCO to serve at least a minimum of 24 months in each key leadership assignment. SFCs who fail to attain at least 24 months of rated critical leadership time as a platoon sergeant should not be considered for promotion to MSG. Other operational assignments may include BN/BDE assistant OPS SGT or master gunner. A SFC who has served as a platoon sergeant should take the opportunity to fill a 1SG position when possible. Should a SFC serve in a duty position higher than his current rank or position, even if it is nonconsecutive with his promotion to the next higher rank—as long as that time has been documented by a DA Form 2166–8, also known as an NCOER—that time will count towards his critical leadership time.

(b) *Self-development.* (For additional information on self-development, refer to para 2–13.)

(c) *Additional training.* CLC trains NCOs who are involved in the planning and execution of reconnaissance collection and tactical security tasks at the Troop and Squadron level, as well as Joint asset planners and operators who support ground OPS. SFC should strive to attend this challenging course. SFCs assigned to an ABCT should strive to attend the Bradley Master Gunner Course. Additionally, the 19D Cavalry NCOs should attempt to expand PD through attendance in one or more of the following courses or programs when possible: ARC, BSNCO, Air Load Movement/Planner, Airborne, Air Assault, Pathfinder, or Ranger.

(d) *Special assignments.* The SFC who has demonstrated proficiency as a platoon sergeant may be selected to serve in one or more of the following duty positions: assignments manager at HRC, branch manager with the Office of the Chief of Armor, O/C at a CTC (NTC, JRTC, and CMTC); AWG advisor; EOA; inspector general NCO; senior drill sergeant; college-level ROTC instructor; Armor School senior instructor/team chief, training developer/writer, combat development NCO, training management NCO; AC/RC senior platoon OC/trainer; BN/squadron level master gunner, or assistant OPS SGT. Project Warrior (Project Warrior is a program designed to spread the expertise developed by the Scout/Armor platoon sergeant/OC–T to the rest of the Armor force. This would be accomplished when the NCO serves as a small group instructor in A–BOLC or M–SLC.) Note: While consecutive TDA assignments are highly discouraged, Project Warrior is the exception to this policy. The Project Warrior NCO will serve as an observer/controller at a MTC followed by an assignment as an instructor at ABOLC or M–SLC.

(e) *Other considerations.* There is no substitute for serving in the key leadership positions throughout an Armor Soldier's career. However, the Armor Force will assign a number of quality NCOs with little or no leadership time to Transitional Training Teams. While a Transitional Training Team provides some level of leadership development it does not provide a full range of leadership skills within the CMF. Soldiers that serve on a Transitional Training Teams should at a minimum also serve 12 months as a Scout platoon sergeant. These two assignments in combination will provide the NCO the full range of skills, knowledge and abilities to be successful at the next level of leadership.

(5) *Master sergeant/first sergeant.* See MOS 19Z.

10-5. Military occupational specialty 19D professional development model

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.army.mil>.

10-6. Military occupational specialty 19D Reserve Component

The RC Noncommissioned Officer Development and CMF Standards are the same as the RA as outlined in paragraph 10-4. Additional guidance is outlined in NGR 600-200 and AR 140-158.

10-7. Military occupational specialty 19K M1 armor crewman

a. Major duties. The Armor crewman’s role on the battlefield is to close with and destroy enemy forces using firepower, mobility, and shock action; or to destroy the enemy’s will to continue the battle. Some of the missions conducted by Armor crewmen are movement to contact, hasty attack, deliberate attack, and defend in sector. Armor crewmen are valued for their warfighting skills which are acquired and perfected primarily through realistic training, military education, and service in the most demanding leadership positions Armor Branch offers. That being the case, it is service with Soldiers, where tactical and technical proficiencies are polished through practical application of warfighting skill that is of primary importance to the Armor Branch. The key to Armor crewman PD is to seek leadership positions in order to become MOS proficient as early as possible (gunner, tank commander, platoon sergeant and 1SG). Troop time is the premier PD assignment. However, at times the needs of the Army will require NCOs to serve in assignments away from Soldiers. The key for success during these specialty assignments is to excel at that assignment and maintain warfighting skills through professional reading and correspondence courses. With the exception of those SFCs and MSGs chosen to participate in Project Warrior, back-to-back TDA assignments should be avoided if at all possible. In addition, Armor crewmen should take advantage of available opportunities to expand their military and civilian education.

b. Prerequisites. See DA Pam 611-21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Office Chief of Armor, USAARMS.

c. Goals for development. The focus for an Armor crewman should be on the following to ensure success: mastering the warfighting skills for their particular skill level, successfully serving in MOS developing positions and specialty assignments, attending and successfully completing all NCOES schools and PD Schools (Airborne, Air Assault, Battle Staff and Master Gunner), continuing to further civilian education, and serving in operational positions on BN/Squadron staff. Soldiers selected for promotion to the grades of SGT through SFC will attend the appropriate NCOES (WLC, ALC, or M-SLC). (For information regarding conditional promotion, see AR 600-8-19.)

(1) *Private E-1-Specialist/Corporal.*

(a) Operational assignments. The primary focus during the early years of the Armor Crewman’s career should be on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. The Armor crewman should successfully complete one or more assignments as a driver, loader, or gunner. Performance in branch developing assignment remains the primary criterion for excellence in the CMF. The Armor crewman should seek responsibility and take advantage of opportunities to display leadership, initiative, and motivational skills.

(b) Self-development. (For additional information on self-development, refer to para 2-13.)

(c) Additional training. The MOS 19K Armor crewman has very limited opportunities for institutional training course attendance, but should step outside their comfort zone and attend schools such as Airborne and Air Assault to further their institutional knowledge as well as setting them self up for possible future assignments and progression later in their career.

(d) Special assignments. None.

(2) *Sergeant.*

(a) Operational assignments. SGTs should focus, during this phase of a career, on developing troop leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. The Armor Crewman should successfully serve as a MGS gunner, tank gunner, or gunner/tank commander on a command vehicle. This is a logical career progression step to gain the necessary expertise to serve as a MGS commander or a tank commander. Should a SGT serve in a duty position higher than his current rank or position, even if it is nonconsecutive with his promotion to the next higher rank—as long as that time has been documented by a DA Form 2166-8, also known as an NCOER—that time will count towards his critical leadership time.

(b) Self-development. (For additional information on self-development, refer to para 2-13.)

(c) Additional training. The Armor crewman should attempt to expand PD through attendance in institutional training courses such as the instructor training course (ITC), Airborne, Air Assault, Advanced Gunnery Training Simulator (AGTS), I/O, Vehicle Crew Evaluator (VCE) MGS and Tank operators maintenance course, Commanders course and upon receipt of a promotable status attend the Tank and MGS Master Gunner Course.

(d) Special assignments. Recruiting and drill sergeant duty are specialty assignments for qualified SGT. Additional specialty assignments include OPS assistant (BN/BDE staff), instructor/writer, and training management NCO.

(3) *Staff sergeant.*

(a) *Operational assignments.* The critical assignment at this stage of the Armor crewman's career is tank commander or mobile gun system commander. The Soldier should focus on refining and developing his leadership, tactical, and technical expertise. The Armor Branch's guidance is for every SSG to successfully serve at least a minimum of 18 or more months in each key leadership assignment, SSGs who fail to attain at least 24 months of rated critical leadership time should not be considered for promotion to SFC. Additionally, at this stage of a career there are competing Army requirements that often conflict with primary career development. The SSG must aggressively seek leadership assignments in MOS developing positions prior to serving in a specialty assignment. SSG who have served as tank commanders or MGS commanders should take the opportunity to fill a platoon sergeant position when possible. Should a SSG serve in a duty position higher than his current rank or position, even if it is nonconsecutive with his promotion to the next higher rank—as long as that time has been documented by a DA Form 2166–8, also known as an NCOER—that time will count towards his critical leadership time.

(b) *Self-development.* (For additional information on self-development, refer to para 2–13.)

(c) *Additional training.* The Tank and MGS Master Gunner Courses prepare the armor SSG to train the unit for combat and act as SMEs for all weapon system platforms in the ABCT. Qualified SSGs should seek to attend this demanding course. Additionally, the armor crewman should attempt to expand PD through attendance in one or more of the following courses or programs: Tank Commanders Certification Course, AGTS Instructor/ Operator (IO), VCE, Air Load Movement/Planner, Airborne, Air Assault, and the BSNCO.

(d) *Special assignments.* SSGs who have successfully served in a leadership position in a MOS developing assignment may be selected to serve in one of the following duty positions: drill sergeant, Armor School instructor/writer, doctrinal writer, combat development NCO or in AC/RC positions. These are favorable positions because they keep NCOs close to Soldiers and close to changing doctrine or technical developments. Recruiting duty is another encouraged specialty assignment that qualified SSGs will be selected to fill. The 19K SSG may also serve as a training management or OPS NCO. However, prior to entering a TDA or a professionally developing assignment, a SSG must build a solid base of troop leadership time by developing in a key leadership assignment.

(e) *Other considerations.* There is no substitute for serving in the key leadership positions throughout an Armor Soldier's career. However, the Armor Force will assign a number of quality NCOs with little or no leadership time to Transitional Training Teams. While a Transitional Training Team provides some of the skills, knowledge and abilities to be successful, it must be combined with time spent in the key leadership assignment to provide the full range of skills required to be successful at the next leadership level. Soldiers that serve on a Transitional Training Team should, at a minimum, also serve 12 months in the key leadership developing assignment at this level. These two assignments, in combination, will provide the NCO the full range of skills, knowledge and abilities to be successful at the next level of leadership.

(4) *Sergeant first class.*

(a) *Operational assignments.* The critical assignment at this stage of the Armor crewman's career is platoon sergeant. More than any other critical troop leadership assignment, platoon sergeant is the assignment a SFC must have-and must excel in-to advance to MSG/1SG and SGM/CSM. The SFC must take advantage of the opportunity to serve as a platoon sergeant whenever possible. In a tank PLT, an Armor platoon sergeant is charged with training and leading 14 Soldiers and one lieutenant. In an MGS platoon, a platoon sergeant leads seven Soldiers and one Lieutenant. Due to Army requirements, if a SFC passes up an assignment as a platoon sergeant, he may never get another opportunity. Without the opportunity to achieve and maintain proficiency as a platoon sergeant, an MOS 19K SFC will not be competitive for promotion to MSG. The Armor Branch's guidance is for every SFC to successfully serve at least a minimum of 24 months in each key leadership assignment, SFCs who fail to attain at least 24 months of rated critical leadership time as a platoon sergeant should not be considered for promotion to MSG. Other operational assignments may include BN/BDE assistant OPS SGT or master gunner. The SFC who has served as a platoon sergeant should take the opportunity to fill a 1SG position when possible. Should a SFC serve in a duty position higher than his current rank or position, even if it is nonconsecutive with his promotion to the next higher rank—as long as that time has been documented by a DA Form 2166–8, also known as an NCOER—that time will count towards his critical leadership time.

(b) *Self-development.* (For additional information on self-development, refer to para 2–13.)

(c) *Additional training.* The Tank and MGS Master Gunner Courses prepare the armor SFC to train the unit for combat and act as SMEs for all weapon system platforms in the ABCT. Qualified SFCs should seek to attend this demanding course. The 19K armor crewman should also attempt to expand his PD through attendance in the following courses or programs: Airborne, Air Assault, Battle Staff, and the Air Load Movement/Planner course. Enrollment in the Project Warrior NCO Program is encouraged.

(d) *Special assignments.* The SFC who has demonstrated proficiency as a platoon sergeant may be selected to serve in one or more of the following duty positions: assignments manager at HRC, branch manager with the Office of the Chief of Armor, O/C at a CTC (NTC, JRTC, and CMT); EOA; inspector general NCO; senior drill sergeant; college-level ROTC instructor; Armor School senior instructor/team chief, training developer/writer, combat development NCO, training management NCO; AC/RC senior platoon OC/trainer; BN/squadron level master gunner, or assistant OPS SGT. Project Warrior (Project Warrior is a program designed to spread the expertise developed by the Scout/Armor platoon sergeant/OC–T to the rest of the Armor force. This would be accomplished when the NCO serves as a

small group instructor in A-BOLC or M-SLC.) Note: While consecutive TDA assignments are highly discouraged, Project Warrior is the exception to this policy. The Project Warrior NCO will serve as an observer/controller at an MTC, followed by an assignment as an instructor at ABOLC or M-SLC.

(e) *Other considerations.* There is no substitute for serving in the key leadership positions throughout an Armor Soldier's career. However, the Armor Force will assign a number of quality NCOs with little or no leadership time to Transitional Training Teams. While a Transitional Training Team provides some level of leadership development it does not provide a full range of leadership skills. Soldiers that serve on a Transitional Training Teams should at a minimum also serve 12 months in the key leadership developing assignment at this level. These two assignments, in combination, will provide the NCO the full range of skills, knowledge and abilities to be successful at the next level of leadership.

(5) *Master sergeant/first sergeant.* See MOS 19Z.

10-8. Military occupational specialty 19K professional development model

Access to the "Career Maps" is from the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.army.mil>.

10-9. Military occupational specialty 19K Reserve Component

The RC NCO Development and CMF Standards are the same as the RA as outlined in paragraph 10-7. Additional guidance is outlined in NGR 600-200 and AR 140-158.

10-10. Military occupational specialty 19Z armor senior sergeant

a. *Major duties.* The Armor Senior SGT serves as the principal NCO in an Armor Company, Cavalry Troop, or OPS and Intelligence staff section in an ABCT, armored cavalry regiment, IBCT or SBCT or higher level organizations. Senior Armor SGT are valued both for their warfighting and doctrinal skills that are acquired and perfected primarily through realistic training, PME, and service in the most demanding leadership positions Armor Branch offers. That being the case, it is service with troops, where tactical and technical proficiencies are polished through practical application of warfighting skills that is of primary importance to the Armor Branch.

b. *Prerequisites.* See DA Pam 611-21 in the HRC Smartbook for details. The waiver authority for MOS prerequisites is the Office Chief of Armor, USAARMS.

c. *Goals for development.* At this point in the Armor Senior SGT's career, he should be focused on the following to ensure success: successfully serving at least a minimum of 24 months as a unit 1SG; mastering the warfighting skills required for their skill level; attending and successfully completing all NCOES schools and Battle Staff; attending PD School; finishing a college degree program; and serving operational time on BN, BDE, or higher staff. The MSG who has served as a 1SG should take the opportunity to fill a BN Operation SGT position when possible. (For information regarding conditional promotion to SGM, see AR 600-8-19.)

(1) *Master sergeant/first sergeant.*

(a) *Need a lead in.* The 19Z Armor senior SGT must be MOS trained at the USAARMS.

(b) *Need a lead in.* At this level the critical assignment for an Armor senior SGT is 1SG. Without a successful tour as a 1SG, promotion to SGM is virtually impossible. Time spent as a 1SG at SFC will be considered as a career developing assignment at MSG. After serving as the 1SG of a Troop or Company, the Armor senior SGT should seek additional 1SG time by serving as the 1SG of a HQ Troop or HQ Company, or in a specialty assignment. A MSG who fails to attain at least 24 months of critical leadership time as a 1SG should not be considered for promotion to SGM/CSM. Should a 1SG/MSG serve in a duty position higher than his current rank or position, even if it is nonconsecutive with his promotion to the next higher rank—as long as that time has been documented by a DA Form 2166-8, also known as an NCOER—that time will count towards his critical leadership time.

(c) *Self-development.* Not only will continued education benefit the Armor senior SGT in their Army career, but it also helps to prepare them for a civilian career upon retirement. (For additional information on self-development, refer to para 2-13.)

(d) *Additional training.* Armor senior SGTs designated to serve in Cavalry organizations are highly encouraged to attend CLC. Additional training can be attained by attending the Joint Fire Power Control and the BSNCOs.

(e) *Special assignments.* The MSG who has successfully served as a 1SG may be selected to serve at any of the following duty positions: Assignments manager at HRC; branch manager with the Office of the Chief of Armor; BN or higher OPS SGT; BN level or higher intelligence SGT; college ROTC tactical instructor; AC/RC OC or OPS NCO; TRADOC service school DIV chief; inspector general or EO; or master gunner at DIV or higher level. (Note: While consecutive TDA assignments are highly discouraged, Project Warrior is the exception to this policy.)

(f) *Other considerations.* There is no substitute for serving in the key leadership positions throughout an Armor Soldier's career. However, the Armor Force will assign a number of quality NCOs with little or no leadership time to Transitional Training Teams. While a Transitional Training Team provides some level of leadership development it does not provide a full range of leadership skills. Soldiers that serve on a Transitional Training Teams should, at a

minimum, also serve 12 months as a 1SG. These two assignments, in combination, will provide the NCO the full range of skills, knowledge and abilities to be successful at the next level of leadership.

(2) *Sergeant major/command sergeant major.*

(a) *Operational assignments.* The principal assignments for a SGM (other than CSM) are BN level or higher OPS SGM, or staff assignments at DIV level or above.

(b) *Self-development.* (For additional information on self-development, refer to para 2–13.)

(c) *Additional training.* CLC, SNCO joint professional military education (JPME), joint fire power control, or CSM designee course.

(d) *Special assignments.* SGMs may be selected to serve at any of the following duty positions: DIV, directorate, special staff SGM in a TDA assignment; AC/RC chief enlisted advisor; college ROTC; SMC faculty; inspector general or EO.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI Jobs.* See GI Jobs COOL Web site.

10–11. Military occupational specialty 19Z professional development model

Access to the “Career Maps” is from the ACT Web site. They are located under the “career resources” tab at the following Web address: <https://actnow.Army.mil>.

10–12. Military occupational specialty 19Z Reserve Component

The RC NCO Development and CMF Standards are the same as the RA as outlined in paragraph 10–10. Additional guidance is outlined in NGR 600–200 and AR 140–158.