DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1
300 ARMY PENTAGON
WASHINGTON, DC 20310-0300

DAPE-MPE-PD

1 1 AUG 2011

MEMORANDUM FOR Office of the Chief of Armor, Building 35, Room 315B, Ridgeway Loop, Fort Benning, Georgia 31905

SUBJECT: Approved Revision to Department of the Army Pamphlet (DA Pam) 600-25

1. Reference DAPE-MPE-PD Memorandum, Proponent Input to HQDA Enlisted Centralized Selection Boards, 29 Nov 10.

2. Your Career Management Field (CMF) update (enclosed) to DA Pam 600-25 is approved, effective this date.

3. This office is working to formally publish the update in accordance with the provisions of AR 25-30 and existing Army Publishing Directorate (APD) staffing processes.

4. Beginning with FY12 enlisted centralized selection boards, this update (combined with a formal board Memorandum of Instruction (MOI)) will be accessible to all serving board members and serve as the medium to inform them of professional development guidance for NCOs within your respective CMF.

5. To facilitate the transition to the Army's NCO Professional Development Guide within the selection process, we ask you to post this approved update to your web site as an interim measure during the APD staffing process. This ensures complete transparency and common accessibility to all Soldiers competing for selection by a centralized board, now and in the future.

6. A copy of this memorandum will be furnished to Human Resources Command with the intent that your respective Career Branch will also post these changes to their respective website in an effort to disseminate the information to as many Soldiers as possible.

7. The point of contact for this action is Mr. Gerald J. Purcell, Personnel Policy Integrator, Directorate of Military Personnel Management, at (703) 695-7960.

FOR THE DEPUTY CHIEF OF STAFF, G-1:

GARY H. CHEEK
Major General, GS
Director, Military
Personnel Management

Encl
as

CF:
CDR, TRADOC (ATTG-TRI-GP)
CDR, AHRC (KNOX-HRC-EPZ)

Printed on Recycled Paper

Chapter 9
Armor (CMF 19) Career Progression Plan

9-1 Duties
The mission of Armor and Cavalry is to perform reconnaissance, provide security, close with and destroy the enemy using fire, maneuver, and shock effect. The Armor and Cavalry crewman leads, supervises, or serves as a member of a Heavy Brigade Combat Team (HBCT), Armored Cavalry Regiment (ACR), Reconnaissance and Surveillance Brigade (R&S), Infantry Brigade Combat Team (IBCT) or Stryker Brigade Combat Team (SBCT) in offensive, defensive, and contingency combat operations. In addition, MOSC 19D/19K/19Z serves or assists on staffs at Battalion 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.

9-2 Transformation
a. Armor Soldiers are valued for their warfighting skills. They acquire and prefect their warfighting skills primarily through realistic training, professional military education, and service in the most demanding leadership position Armor Branch offers. Service with Soldiers is the primary importance to the Armor Branch. While serving with troops, Armor Soldiers polish their tactical and technical proficiencies through practical application of warfighting skills.

b. The ongoing Army Transformation is having a significant impact on Armor organizations and Soldiers. The transition to brigade combat teams, the creation of combined arms battalion and the increase in reconnaissance formations will result in the Armor Force converting from a predominantly tank heavy branch to a reconnaissance heavy branch. The transition 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.

c. The Army's current personnel requirements to meet the demands of the contemporary operating environment (COE) will result in Armor Soldiers serving in undocumented positions. The most prominent of these is the Transition Teams. These teams train and certify foreign nation's Armies. Transition Teams 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 battalion, brigade or division level) self-sustainable tactically, operationally, and logistically so that the unit is prepared to take over responsibility for battle space. 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.

9-3 Recommend Career Management Self-Development By Rank
a. PVT-SPC/CPL.

(1) 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.

(2) Soldiers should study and master the following military publications: STP 21-1, Soldier's Manual of Common Tasks; FM 3-21.5, Drill and Ceremonies; FM 3-25.26, Map Reading and Land Navigation; FM 21-20, Physical Fitness Training; FM 4-25.11, First Aid for Soldiers; FM 21-75, Combat Skills of the Soldier; AR 670-1, Wear and Appearance of Army Uniforms and Insignia; FM 3-90.61, Brigade Troops Battalion Operations; All -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following books are suggested for self-development: *Art of War* by Sun Tzu, *The Forgotten Soldier* by Sajer, Guy and *The Killer Angels* by Shaara, Michael. The Chief of Staff of the Army(CSA) Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The Operation Tempo (OPTEMPO) of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available

opportunities. College Level Examination Program (CLEP) and Defense Activity for Non-Traditional Education Support (DANTES) are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) The Army Correspondence Course Program (ACCP) also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the Army Continuing Education System (ACES) website.

CLEP and the DANTES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and Armor Soldiers should plan their college program around a degree that relates to their MOS using information provided on the Service members Opportunity Colleges Army Degrees (SOCAD) website. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online.

(6) Soldier boards such as Soldier of the Quarter/Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally to enhance confidence and build more adaptive leaders.

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the Credentialing Opportunities On-line (COOL) website https://www.cool.army.mil/. For information on these and other education programs, visit the AEC on your installation.

(8) NCOs 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 Brigade and in Cavalry/ Armor BCT units Army wide. EIA also applies to CMF 19 Soldiers serving in non-Armor units, Active, Reserve and National Guard.

(9) Structured Self Development (SSD) is now mandatory for Soldiers at all ranks. SSD level I tasks are primarily focused at the team level and common leader and tactical skills. Soldiers will be enrolled in SSD level I automatically upon completing Basic Combat Training (BCT)/ One Station Unit Training (OSUT).Beginning fiscal year 2013, Soldier's must complete SSD I prior to attending Warrior Leader Course. SSD will reinforce what is learned in institutional training and operational training during operational assignments. The institutional training domain focuses on education and transitioning through Noncommissioned Officer Educational System (NCOES). The Operational domain provides "real world" experience in problem solving.

b. *SGT.*

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

(2) Sergeants should study and master the following military publications: STP 21-24, Soldier's Manual of Common Tasks Skill Levels 2, 3, FM 1, The Army; FM 3-0, Operations; FM 22-100, Army Leadership; FM 7-0, Training the Force; FM 7-1, Battle Focused Training; FM 3-21.18, Foot Marches; FM 7-93, Long-Range Surveillance Unit Operations; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following books are suggested reading for self-development: *Common Sense Training* by Collins, Presidio Press, 1980; *Small Unit Leadership* by Malone, Mike; readings on famous military leaders (i.e., Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); *The Story of the Noncommissioned Officer Corps* (USA Center of Military History, 70-38); *Infantry Attacks* by Rommel; and *When Bad Things Happen to Good People* by Kushner, Harold S. The CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those Sergeants willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD website.

(5) Soldier boards such as NCO of the Quarter/Year and the Sergeant Audie Murphy/Sergeant 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.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES or eArmyU website.

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL website. For information on these and other education programs, visit the AEC on your installation.

(8) NCOs and Leaders should continue to enroll their Soldiers into EIA (Excellence in Armor) upon promotion to SGT, once enrolled; Soldiers are highly encouraged to complete the TCCT/ SCCT-II test after having been enrolled into EIA for at least six months. (For furthers details on the TCCT/ SCCT-II test refer to the EIA MOI which can be found on the Office of the Chief of Armor's web page at: https://www.benning.army.mil/Armor/OCOA/

(9) There is not an SSD level between WLC and SSDIII. The Advanced Leaders Course- Common Core (ALC-CC) is in lieu of SSD II. ALC-CC focuses on preparing unit and subordinate elements for peace and wartime missions and contingencies. SSD will reinforce what is learned in institutional training and operational training during operational assignments. The institutional training domain focuses on education and transitioning through Noncommissioned Officer Educational System (NCOES). The Operational domain provides "real world" experience in problem solving.

c. *SSG.*

(1) The quality and success of a Staff Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants 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 21-24, Soldier's Manual of Common Tasks Skill Levels 2, 3, and 4; DA Pam 600-25, U.S. Army Noncommissioned Officer Professional Development Guide; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(2) The following additional books are suggested reading for self-development; continue readings on famous military leaders (i.e., Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); *Small Unit Administration* (Manual or automatic data processing (ADP) Systems, Stackpole Books); and *The Noncommissioned Officers' Family Guide* (Gross, Beau Lac Pub, 1985). The CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSGs willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD website. These self-development options are based on the SSG's own desire to excel. At this stage, SSGs should seek opportunities to pursue completion of an Associate's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(4) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES or eArmyU website.

(5) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL website. For information on these and other education programs, visit the AEC on your installation.

(6) Structured Self Development (SSD) is now mandatory for Soldiers at all ranks. SSD III tasks are primarily focused at the platoon level. SSD III will be taken after the completion of ALC and prior to the Senior Leader Course (SLC). SSD will reinforce what is learned in institutional training and operational training during operational assignments. The institutional training domain focuses on education and transitioning through Noncommissioned Officer Educational System (NCOES). The Operational domain provides "real world" experience in problem solving.

(Note: Enrollment into EIA is not open to Soldiers once they have reached the rank of SSG.)

d. *SFC.*

(1) As NCOs become more senior in rank, self development becomes more important. Activities like professional reading or college courses help the Senior NCO 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.

(2) These SFCs should study and master the following additional military publications: AR 350-1, Army Training and Leader Development; FM 3-7, NBC Field Handbook; FM 21-31, Topographic Symbols; AR 750-1, Army Materiel Maintenance Policy; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following books are suggested reading for self-development: *Combat Leader's Field Guide* 10th Ed., Stackpole Books; *Roots of Strategy, Book 2* by Picq, Clausewitz, Jomini, Stackpole Books; *continue* readings on famous military leaders (i.e., Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); The CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFCs willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an Associate's Degree by 12 years and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army operations, and battle staff functions are essential to the SFC.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES website.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL website. For information on these and other education programs, visit the AEC on your installation.

(7) Structured Self Development (SSD) is now mandatory for Soldiers at all ranks. SSD IV tasks are primarily focused at the battalion level. It is highly recommended that SSD IV be completed prior to assuming duties as a First Sergeant. SSD IV is a prerequisite for attendance to the Sergeants Major Academy or an equivalent course. SSD will reinforce what is learned in institutional training and operational training during operational assignments. The institutional training domain focuses on education and transitioning through Noncommissioned Officer Educational System (NCOES). The Operational domain provides "real world" experience in problem solving.

e. *MSG/1SG.*

(1) As NCOs become more senior in rank, self development becomes more important. Activities like professional reading or college courses help the Senior NCO 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.

(2) Masters Sergeants/First Sergeants should study and master the following military publications: AR 601-280, Army Retention Program; AR 600-20, Army Command Policy; DA Pam 611-21, Military Occupational Classification and Structure; AR 840-10, Flags, Guidons, Streamers, Tabards and Automobile and Aircraft plates and AR 220-1, Unit Status Reporting.

(3) Master Sergeants 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 senior NCO 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.

(4) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(5) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL website.

e. *SGM/CSM.*

(1) 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 Senior NCO 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.

(2) The SGM/CSM should read publications on their chains of command professional reading list and The CSA Reading List, AKO, General Army Links, Army Leadership. Continued reading about world politics, geo-political issues and Field Manuals relating to Army Operations and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL website.

(5) Structured Self Development (SSD) is now mandatory for Soldiers at all ranks. SSD V tasks are primarily focused at the nominative and joint staff levels. Completion of SSD V is a prerequisite to be considered for nominative and joint assignments. SSD will reinforce what is learned in institutional training and operational training during operational assignments. The institutional training domain focuses on education and transitioning through Noncommissioned Officer Educational System (NCOES). The Operational domain provides "real world" experience in problem solving.

9-4 MOS 19D Cavalry Scout

a. Major duties. Cavalry Scouts perform three basic types of missions as part of combat operations: 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, professional military education, 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 Professional Development Model is to seek key leadership positions in order to become MOS proficient as early as possible in each position (Scout Squad Leader, Team Leader, Section Sergeant, 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 TOE and TDA units. Troop time is the premier professional development 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. 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 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 Professional Development Schools (Airborne, Air Assault, Ranger, Pathfinder, Sniper, Battle Staff and Master Gunner), continuing to further civilian education, and serving operational time on a Battalion/Squadron staff. Soldiers selected for promotion to the grades of SGT thru SFC will attend the appropriate NCOES (WLC, ALC, or M-SLC). (For information regarding conditional promotion, see AR 600–8–19, para 1-27).

(1) *PVT–SPC/CPL.*

(a) *Institutional training.* The Soldier must be MOS trained at the USAARMS and be a graduate of One Station Unit Training (OSUT).

(b) *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 driver or dismounted

Scout. Performance in branch developing positions remains the primary criterion for excellence in the Career Management Field. The Cavalry Scout should seek responsibility and take advantage of opportunities to display leadership, initiative, and motivational skills.

(c) *Self-development.* For additional information on self-development, refer to para 9-3.

(d) *Additional training.* The 19D Cavalry Scout should attempt to expand his professional development through attendance in one or more of the following courses or programs: Ranger, Airborne, Sniper, Air Assault, and Stryker/Bradley Operator and Maintenance course.

(e) *Special assignments.* Corporal Recruiter or staff assignments.

(2) *SGT.*

(a) *Institutional training.* The Soldier must be MOS trained at the USAARMS and be a graduate of the WLC. (For information regarding WLC and conditional promotion to SGT, see AR 600–8–19, para 1-27).

(b) *Operational assignments.* Sergeants should focus during this phase of their career on developing troop leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. The Sergeant should successfully serve as a Cavalry Fighting Vehicle (CFV) Gunner, Stryker Gunner, high-mobility multipurpose wheeled vehicle (HMMWV) Squad Leader, or Team 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 non-consecutive with his promotion to the next higher rank, as long as that time has been documented by an NCOER that time will count towards his critical leadership time.

(c) *Self-development.* For additional information on self-development, refer to para 9-3.

(d) *Additional training.* The 19D Cavalry Scout should attempt to expand his professional development through attendance in one or more of the following courses or programs: Ranger, Airborne, Sniper, Air Assault, Pathfinder, BATS Instructor/Operator (I/O), Bradley Crew Evaluator (BCE) and Stryker/Bradley Operator and Maintenance/Commander's course and the Bradley Master Gunner School (upon receipt of a promotable status).

(e) *Special assignments.* Recruiting and Drill Sergeant duty are encouraged specialty assignments for qualified Sergeants. Additional specialty assignments include Operations Assistant (BN/BDE staff), Instructor/Writer, and Training Management NCO.

(3) *SSG.*

(a) Institutional training. The Soldier must be MOS trained at the USAARMS, and be a graduate of ALC. (For information regarding ALC and conditional promotion to SSG, see AR 600–8–19, para 1-27).

(b) *Operational assignments.* The critical assignments at this stage of the SSG's career are Scout Squad Leader, Section 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 18 or more months in each key leadership assignment. SSG's who fail to attain at least 18 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, Section 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 non-consecutive with his promotion to the next higher rank, as long as that time has been documented by an NCOER that time will count towards his critical leadership time.

(c) *Self-development.* For additional information on self-development, refer to para 9-3.

(d) *Additional training.* The 19D Cavalry Scout should attempt to expand his professional development through attendance in one or more of the following courses or programs: Ranger, Airborne, Sniper, Air Assault, Pathfinder, Stryker/Bradley Operator and Maintenance/Commander's Course. When possible the NCO should attend the Air Load Movement/Planner, Master Gunner or Battle Staff Courses.

(e) *Special assignments.* SSGs who have successfully served in a 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 assignments that qualified SSGs will be selected to fill. The MOS 19D SSG may also serve as a Training Management or Operations NCO.

However, prior to entering a TDA non-tactical assignment, an SSG should build a solid base of troop leadership time by serving in a key leadership assignment.

(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 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) *SFC*.

(a) Institutional training. The Soldier must be MOS trained at the USAARMS and be a graduate of M-SLC. (For information regarding conditional promotion to SFC, see AR 600-8-19, para 1-27).

(b) *Operational assignments*. The critical assignment at this stage of the NCO's career is 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 Platoon Sergeant whenever possible. A Platoon Sergeant is normally responsible for twenty eight 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 18 or more months in each key leadership assignment. SFC's who fail to attain at least 18 months of rated critical leadership time as a Platoon Sergeant should not be considered for promotion to MSG. Other operational assignments may include Battalion/Brigade Assistant Operations Sergeant 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 non-consecutive with his promotion to the next higher rank, as long as that time has been documented by an NCOER that time will count towards his critical leadership time.

(c) *Self-development*. For additional information on self-development, refer to para 9-3.

(d) *Additional training*. The 19D Cavalry NCO should attempt to expand professional development through attendance in one or more of the following courses or programs when possible: Battle Staff, Master Gunner, Air Load Movement/Planner, Airborne, Air Assault, Pathfinder, or Ranger. Enrollment in the Project Warrior NCO program is encouraged.

(e) *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: an O/C at a CTC (National Training Center (NTC), Joint Readiness Training Center (JRTC), and Combat Maneuver Training Center (CMTC)); Asymmetric Warfare Group Advisor (AWG); EOA; IG 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; Battalion/Squadron level Master Gunner, or Assistant Operations Sergeant. Project Warrior(Project Warrior is a program designed to spread the expertise developed by the Scout/Armor Platoon Sergeant/Observer Controllers 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, AWG and Project Warrior are the exception to this policy. Given the high OPTEMPO of AWG, a follow-on TDA assignment should not be considered negatively. 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.)

(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 serve12 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.

(5) *MSG/1SG*. See MOS 19Z.

9-5 MOS 19D Professional Development Model
The 19D Professional Development Model.

9-6 MOS 19D Reserve Component
The RC Noncommissioned Officer Development and CMF Standards are the same as the AA as outlined in para 9–2. Additional guidance is outlined in National Guard Regulation 600–200, Enlisted Personnel Management and Army Regulation 140–158, Enlisted Personnel Classification Promotion and Reduction. Armor Branch reclassification standards.

9-7 MOS 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 professional development is to seek leadership positions in order to become MOS proficient as early as possible (Gunner, Tank Commander, Platoon Sergeant and 1SG). In any leadership position the Soldier is performing duties in his PMOS at the authorized or next higher grade, in both TOE and TDA units. Troop time is the premier professional development 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. 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 Professional Development Schools (Airborne, Air Assault, Battle Staff and Master Gunner), continuing to further civilian education, and serving in operational positions on Battalion/Squadron staff. Soldiers selected for promotion to the grades of SGT thru SFC will attend the appropriate NCOES (WLC, ALC, or M-SLC). (For information regarding conditional promotion, see AR 600–8–19, para 1-27).

(1) *PVT–SPC/CPL.*

(a) *Institutional training.* The Soldier must be MOS trained at the USAARMS and be a graduate of OSUT.

(b) *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.

(c) *Self-development.* For additional information on self-development, refer to para 9-3.

(d) *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.

(e) *Special assignments.* CPL Recruiter or staff assignments.

(2) *SGT.*

(a) *Institutional training.* The Armor Crewman must be MOS trained at the USAARMS and be a graduate of the WLC. For information regarding WLC and conditional promotion to SGT, see AR 600–8–19, para 1-27.

(b) *Operational assignments.* Sergeants 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 non-consecutive with his promotion to the next higher rank, as long as that time has been documented by an NCOER that time will count towards his critical leadership time.

(c) *Self-development.* For additional information on self-development, refer to para 9-3.

(d) *Additional training.* The Armor Crewman should attempt to expand professional development through attendance in institutional training courses such as the instructor training course, Airborne, Air Assault, AGTS Instructor/ Operator (I/O), Tank Crew Evaluator (TCE) MGS and Tank operators maintenance course, Commanders course and upon receipt of a promotable status attend the Tank and MGS Master Gunner Course.

(e) *Special assignments.* Recruiting and Drill Sergeant duty are encouraged specialty assignments for qualified SGTs. Additional specialty assignments include operations assistant (BN/BDE staff), Instructor/Writer, and Training Management NCO.

(3) *SSG.*

(a) *Institutional training.* The Armor Crewman must be MOS trained at the USAARMS, and be a graduate of the ALC. (For ALC and conditional promotion to SSG, see AR 600-8-19).

(b) *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, SSG's who fail to attain at least 18 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. SSGs 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 non-consecutive with his promotion to the next higher rank, as long as that time has been documented by an NCOER that time will count towards his critical leadership time.

(c) *Self-development.* For additional information on self-development, refer to para 9-3.

(d) *Additional training.* The Armor Crewman should attempt to expand professional development through attendance in one or more of the following courses or programs; Tank Commanders Certification Course, UCOFT Instructor/ Operator (IO), TCE, Air Load Movement/Planner, Airborne, Air Assault, Battle Staff, and the Tank and MGS Master Gunner Course.

(e) *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 operations 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.

(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 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) *SFC.*

(a) The SFC must be MOS trained at the USAARMS, and be a graduate of M-SLC. (For information regarding conditional promotion to SFC, see AR 600-8-19, para 1-27).

(b) *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. An Armor Platoon Sergeant is responsible for training and leading fourteen Soldiers and one Lieutenant. In an MGS platoon, a Platoon Sergeant is responsible for 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 18 or more months in each key leadership assignment, SFC's who fail to attain at least 18 months of rated critical leadership time as a Platoon Sergeant should not be considered for promotion to MSG. Other operational assignments may include Battalion/Brigade Assistant Operations Sergeant 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 non-consecutive with his promotion to the next higher rank, as long as that time has been documented by an NCOER that time will count towards his critical leadership time.

(c) *Self-development.* For additional information on self-development, refer to para 9-3.

(d) *Additional training.* The 19K Armor Crewman should attempt to expand his professional development through attendance in the following courses or programs: Airborne, Air Assault, Battle Staff, Air Load Movement/Planner, and the Master Gunner course. Enrollment in the Project Warrior NCO Program is encouraged.

(e) *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: an O/C at a CTC (National Training Center (NTC), Joint Readiness Training Center (JRTC), and Combat Maneuver Training Center (CMTC)); Asymmetric Warfare Group Advisor (AWG);EOA; IG 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; Battalion/Squadron level Master Gunner, or Assistant Operations Sergeant. Project Warrior(Project Warrior is a program designed to spread the expertise developed by the Scout/Armor Platoon Sergeant/Observer Controllers 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, AWG and Project Warrior are the exception to this policy. Given the high OPTEMPO of AWG, a follow-on TDA assignment should not be considered negatively. 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.)

(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 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) *MSG/1SG.* See MOS 19Z.

9-8 MOS 19K Professional Development Model

The 19K Professional Development Model.

9-9 MOS 19K Reserve Component

The RC NCO Development and CMF Standards are the same as the AA as outlined in para 9–4. Additional guidance is outlined in National Guard Regulation 600–200, Enlisted Personnel Management and Army Regulation 140–158, Enlisted Personnel Classification Promotion and Reduction. Armor Branch reclassification standards.

9-10 MOS 19Z Armor Senior Sergeant

a. Major duties. The Armor Senior Sergeant serves as the principal NCO in an Armor Company, Cavalry Troop, or Operations and Intelligence staff section in a HBCT, ACR, IBCT or SBCT or higher level organizations. Senior Armor Sergeants are valued both for their warfighting and doctrinal skills that are acquired and perfected primarily through realistic training, professional military education, 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 Sergeant's career, he should be focused on the following to ensure success: successfully serving at least a minimum of 18 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 Professional Development Schools (Airborne, Air Assault, and Master Gunner); finishing a college degree program; and serving operational time on Battalion, Brigade, or higher staff. The MSG who has served as a 1SG should take the opportunity to fill a Battalion Operation Sergeant position when possible. (For information regarding conditional promotion to SGM, see AR 600-8-19, para 1-27).

(1) *MSG/1SG.*

(a) The 19Z Armor Senior Sergeant must be MOS trained at the USAARMS.

(b) At this level the critical assignment for an Armor Senior Sergeant 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 Sergeant should seek additional 1SG time by serving as the 1SG of a Headquarters Troop or Headquarters Company, or in a specialty assignment. A MSG who fails to attain at least 18 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 non-consecutive with his promotion to the next higher rank, as long as that time has been documented by an NCOER that time will count towards his critical leadership time.

(c) *Self-development.* Not only will continued education benefit the Armor Senior Sergeant 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 9-3.

(d) *Additional training.* Joint Fire Power Control, Battle Staff, and the SGM Academy.

(e) *Special assignments.* The MSG who has successfully served as a 1SG may be selected to serve at any of the following duty positions: Asymmetric Warfare Group (AWG); Battalion or higher Operations Sergeant; Battalion level or higher intelligence Sergeant; College ROTC Tactical Instructor; AC/RC OC or Operations NCO; TRADOC Service School Division Chief; or Master Gunner at division or higher level.

(Note: While consecutive TDA assignments are highly discouraged, AWG is the exception to this policy. Given the high OPTEMPO of AWG, a follow-on TDA assignment should not be considered negatively.)

(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 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.

(2) *SGM/CSM.*

(a) *Institutional training.* The 19Z SGM must be MOS trained at the USAARMS and be a graduate of the SGM Academy. (For information regarding conditional promotion to SGM, see AR 600-8-19, para 1-27).

(b) *Operational assignments.* The principal assignments for a SGM (other than CSM) are battalion level or higher operations SGM, or staff assignments at division level or above. ROTC Tactical Instructor or Operations Sergeant.

(c) *Self-development.* For additional information on self-development, refer to para 9-3.

(d) Additional training. Senior NCO Joint Professional Military Education, Joint Fire Power Control or CSM Designee Course.

(e) Special assignments. SGMs may be selected to serve at any of the following duty positions: division, directorate, special staff SGM in a TDA assignment; AC/RC chief enlisted advisor; College ROTC.

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

e GI to Jobs. See GI to Jobs COOL Website.

9-11 MOS 19Z Professional Development Model

The 19Z Professional Development Model

9-12 MOS 19Z Reserve Component

The RC NCO Development and CMF Standards are the same as the AA as outlined in para 9–6. Additional guidance is outlined in NGR 600–200, Enlisted Personnel Management and AR 140–158, Enlisted Personnel Classification Promotion and Reduction. Armor Branch reclassification standards.