

Armor (Career Management Field 19) Career Progression Plan DA PAM 600-25 (23 February 2022)

Chapter 1. Duties

The United States Army Armor Branch is the Combat Arm of Decision. We are the premier mounted maneuver force comprised of the best trained, best led, best equipped, and most lethal tankers and cavalry scouts in the world. Soldiers first, we are experts in the art of maneuver warfare; mounted and dismounted reconnaissance and security operations; and the employment of combined arms and joint capabilities on the battlefield. Armor Soldiers thrive in conditions of ambiguity, uncertainty, and complexity; comfortable away from the main body, out front or on the flanks, and decisive when leading it. We operate with a mission command mentality, always seeking opportunities to seize, retain, and exploit the initiative; creating and preserving freedom of action for our force while denying the enemy options. Armor leaders combine the superior capabilities of our equipment with the ingenuity of our Soldiers to find, fix, close with and destroy the enemies of our nation by synchronizing mobility, precision, and lethality, to provide overwhelming firepower and devastating shock effect. The Armor Branch is a team of teams ready to fight and win anytime, anywhere, under any conditions on the battlefield.

Chapter 2. Transformation

Armor Soldiers are valued for their warfighting skills; acquired and perfected primarily through realistic training, professional military education (PME), self-development, and service in the most demanding leadership positions the Armor Branch offers. Leading Soldiers is the primary focus of the Armor Branch. Armor Soldiers sharpen their tactical and technical proficiencies through training of warfighting fundamentals. Large-scale combat operations (LSCO) present the greatest challenge for Army forces. LSCO is complex and dynamic with rapidly changing conditions and environments. More so, our enemies are combining conventional and irregular warfare to contest our ability to counter and defeat our adversaries in all domains of competition and armed conflict. Regardless of the ongoing transition, the Armor Force will continue to serve as a critical component of the combined arms maneuver team. Armor Soldiers should be prepared to fill Mobile Protected Firepower (MPF) assignments beginning in Fiscal Year (FY) 2025.

As of 1 July 2021, Human Resource Command (HRC) Enlisted Personnel Manning Division (EPMD) implemented Professional Development Proficiency Codes (PDPC) with additional skill identifiers (ASI) 6H (minimally qualified SSG), 7H (minimally qualified SFC), and 8H (minimally qualified MSG). Armor Proponent defines “career developed” as serving a minimum of 24 months in a KD position equivalent to the rank required to fill the position. NCOs serving in positions of increased responsibility will only receive credit applied to the KD position aligned to their current rank. Example: sergeants first class that are rated as first sergeants will receive credit towards their platoon sergeant KD requirements. KD positions are further explained in the following chapters.

Raters and senior raters should utilize armor proponent's required knowledge, skills, and behaviors (KSBs) along with the unit's mission essential task list (METL) and assigned missions for evaluation criteria. KSBs are defined by rank in the following chapters.

Senior leaders responsible for the KD positions within their organizations should allow armor Soldiers to achieve the amount of time required to gain the KSBs necessary for the successful development of armor NCOs. They should not utilize the 24 months as a benchmark, but as a minimum standard only. NCOs should strive to obtain as many successful evaluations in any KD position as able and not use the 24 month minimum as a decision factor when pursuing new assignments or positions.

Prior to 1 July 2021, NCOs that completed a minimum of 18 months KD time are considered KD complete. This includes NCOs rated in a KD position equivalent to their rank. Example: staff sergeants serving as squad leaders or tank commanders. Additionally, NCOs are grandfathered for serving in positions of increased responsibility not aligned with their current rank, provided they served a minimum of 18 consecutive months. This encompasses NCOs that served a portion of their time "promotable" and promoted to the correct rank while serving in the position they were rated. Example: sergeants first class being rated as first sergeants. **Note:** the 18 month minimum and receiving credit for positions of increased responsibility, as mentioned above, only count provided all the time was complete prior to 1 July 2021.

Chapter 3. Recommended Career Management Self-Development, by Rank

The chain of command and the NCO support channel will assist their Soldiers in managing their careers through training, development, counseling, and mentorship. First line leaders will assist Soldiers to set up an individual development plan (IDP) through the Army Career Tracker (ACT) website at: <https://actnow.army.mil/>. 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 those skills to good use. The primary objective of the Armor Soldier is to gain expertise within their MOS based on a variety of developmental assignments followed by a broadening assignment once KD complete and if available. Regardless of the assignment, the Armor Soldier should consistently seek self-improvement and set goals in the ACT website.

Self-development is a mandatory, individually planned, progressive and sequential program supported by NCO leadership. It is comprised of individual study, education, credentialing/licensing, research and professional readings.

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 characteristics of war, as well as, their duties to prepare 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 and adaptive enemies. The program can be found at: <https://www.benning.army.mil/MSSP/OpArt/>.

Professional Reading: an important element in self-development and understanding the profession of arms. Soldiers should seek reading lists from their leadership to enhance personal development. A suggested reading list can be obtained through The Center for the Army Profession and Leadership (CAPL) at: <http://capl.army.mil/library/suggested-readings.php>.

Civilian Education: the operational tempo 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 ArmyIgnitED at: <https://armyignited.com/app>. ArmyIgnitED is the virtual gateway for all eligible active duty and reserve component 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, certifications, and receive Army Education Counselor support. The College of the American Soldier consists of two educational pathways, both accessible through the careers resources tab on the ACT website. The Enlisted Education Program provides an opportunity for entry-level Soldiers, in Combat Arms MOSs, to obtain an associate's degree during their first term of enlistment. The Career NCO Degree Program expands existing civilian higher education degree choices to provide career NCOs with broad preparation degree options with college credit for specific NCOES courses taken throughout their careers.

CLEP, DANTES, and Other Education Programs: available for those Soldiers unable to pursue formal civilian courses by converting previously acquired knowledge or training into college credits through the Joint Service Transcript (JST) through ArmyIgnitED. Pursuing a college education is not a mandatory requirement, however, the pursuit of excellence while earning a degree may distinguish Soldiers from their peers. College education is a critical piece of the self-development program. Armor Soldiers have the opportunity to apply skills and knowledge attained in the performance of their duties through numerous post-secondary education institutions.

GT Improvement: Soldiers with a GT score below 100 are limited when requesting both functional training and assignments during their careers. Examples include, but are not limited to, functional training courses such as the Abrams and Bradley Master Gunner Courses and/or broadening assignments such as First Army OC/T, USMA TAC NCO, ROTC Instructor, IG/EO, ABOLC Instructor or CTC OC/T. Armor Soldiers who have successfully served in these positions have repeatedly shown a higher propensity for promotion to the next rank. Leaders should continuously encourage Soldiers, with GT scores below 100, to improve their line scores through the Basic Skills Education Program (BSEP), part of the Functional Academic Skills Test, commonly referred to as FAST class.

Correspondence Courses: opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual education objectives. The Army Correspondence Course Program (ACCP) also provides excellent educational advancements in continuing education, leadership and technical proficiency, website: <https://www.lms.army.mil/Saba/Web/Main>. Soldiers may also pursue technical certification and earn promotion points through the Credentialing Opportunities Online (COOL) Website: <https://www.cool.army.mil>. Soldier may seek credentialing assistance through the ArmyIgnitED website.

For additional information on these and other education programs, visit the Army Education Center (AEC) on your installation.

Talent Development Model (TDM): the Armor force will continue to require agile, adaptive and flexible Soldiers and leaders with the ability to operate in a dynamic and complex environment that dictates the continual development of KSBs. The TDM serves as the reference for a successful career within CMF 19 by providing information and guidance on assignments, education and training. The TDM can be found as a downloadable PDF in the ACT webpage at <https://actnow.army.mil>.

The Assignment Satisfaction Key – Enlisted Module (ASK-EM): the established system for enlisted talent management. Under the ASK – EM system, junior enlisted and NCOs should seek guidance from their leaders prior to preferencing future assignments and should refrain from selecting consecutive broadening or generating assignments.

Armor Specific Programs: These programs are The Armor and Cavalry Leadership Award (ACLA), Excellence in Armor (EIA), Expert Soldiers Badge (ESB), and Project Warrior program. The standard operating procedures (SOPs) for these programs can be found at <http://www.benning.army.mil/Armor/OCOA/>. The General Fred M. Franks Jr Writing Award recognizes outstanding contributors across the Army, who demonstrate clarity and vision on the future of the Armor Force through expository writing. The SOP for this program can be found under the Professional Development section of the Armor School website at: <https://benning.army.mil/Armor/>.

1. Excellence in Armor (EIA): applies to Initial Entry Trainee (IET) Soldiers at 194th Armor Brigade One Station Unit Training (OSUT). For operational force units, commanders may recommend Armor Soldiers, who have earned their ESB, in the rank of Private through Sergeant, be enrolled in the EIA program through the Office of the Chief of Armor (OCOA).

2. Project Warrior (PW): a highly selective program designed to spread the expertise developed by the armor/scout platoon sergeant to the rest of the armor force. Upon successful completion of duties as a platoon sergeant, sergeants first class are selected to serve as an Observer Controller-Trainer (OC-T) at a Combat Training Center (CTC) with a follow-on assignment to the Maneuver Center of Excellence (MCoE) as an instructor at Armor Basic Officer Leader Course (ABOLC), Scout Leader Course (SLC), Advanced Leader Course (ALC), Maneuver Senior Leader Course (M-SLC) or as a writer for Directorate of Training and Doctrine (DOT- D). While consecutive generating force assignments are highly discouraged, PW is the exception to this policy and back-to-back generating force assignments are required. While on the program, if the NCO is promoted to master sergeant and subsequently assigned as a first sergeant while serving at MCoE, HRC Armor Branch will adjust the NCO's YMAV and place them into a marketplace for an operating force first sergeant assignment no longer than 12 months after assuming a first sergeant position. Armor Proponent's guidance is no NCO in the Project Warrior Program serve more than 12 months as a first sergeant at MCoE.

Chapter 4. Career Management by Rank

1) Private - Specialist/Corporal

Junior enlisted Soldiers should study and build knowledge through the following military publications: TC 7–21.13 (Soldier's Guide); STP 21–1–SMCT (Soldier's Manual of Common Task, SL1); FM 7–22 (Holistic Health and Fitness); ATP 7-22.02 (Holistic Health and Fitness Drills and Exercises) TC 4-02.1 (First Aid); AR 670–1(Wear and Appearance of Army Uniforms and Insignia); STP 17–19D1–SM-TG (Soldier's Manual, MOS 19D, Cavalry Scout, SL 1); STP 17–19K1–SM-TG (Soldier's Manual and Trainer's Guide, MOS 19K, Armor crewman, SL1); TM 9-1005-319-10 (Operators manual for rifle 5.56); TM 9-1005-317-10 (Operators manual pistol, semi-automatic, 9mm, M17); FM 3- 25.26 (Map Reading and Land Navigation); all -10 level technical manuals (TMs) associated with their equipment; battle drills and SOPs associated with their current assignment.

Soldier boards such as "Soldier of the Month/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.

Completion of Distributed Leaders Course (DLC) 1 and Basic Leader Course is a requirement for promotion to sergeant. Junior enlisted should strive to achieve 15 semester hours towards a college degree prior to obtaining the rank of sergeant.

2) Sergeant

The first line of the NCO support channel, sergeants lead teams or crews. As a first line leader, sergeants have the most direct influence on Soldiers. Armor Proponent desires the following KSBs for sergeants:

a. *Knowledge:* Armor sergeants demonstrate leadership, as well as, tactical and technical proficiency at the individual/team/crew level. They take initiative to become lifelong learners by exploring interests and executing measures to pursue civilian education.

b. *Skills:* Armor sergeants are responsible for training their Soldiers to support operations at the team/crew level. They are physically fit and mentally tough, prepared to succeed under the most arduous conditions. They are young leaders who possess the ability to enforce military standards of job performance, physical fitness, appearance, and all aspects of Army regulations.

c. *Behaviors:* Armor sergeants are hard-working, proactive, helpful, self-aware, responsible and ambitious.

Sergeants should study and build knowledge through the following military publications: TC 7–22.7 (Noncommissioned Officer Guide); STP 21–24 (Soldier's Manual of Common Task, SL 2-4); ADP 1 (The Army) ADRP 1 (The Army Profession); ADP 3–0 (Unified Land Operations); ATP 6-22.1 (The Counseling Process); ADP 6–22 (Army Leadership); ADP/ADRP 7–0 (Training Units and Developing Leaders); STP 17–19D2–SM (Soldier's Manual, MOS 19D, Cavalry Scout, SL 2); STP 17–19K2–SM (Soldier's Manual,

MOS 19K, Armor crewman, SL2); AR 600–9 (The Army Body Composition Program); TM 9-1005-203-13 & P (Operator and field maintenance manual for .50 M2); TM 9-1010-230 -10 (Operators manual for machine gun, 40mm, MK-19); TM 9-1005-313-10 (Operators manual for machine gun, 7.62, M240) all -10 level technical manuals associated with their equipment, battle drills and SOPs associated with their current assignment.

Soldier boards such as “NCO of the Month/Quarter/Year”, Sergeant Audie Murphy and Sergeant Morales Associations broaden the knowledge base, instill discipline and improve the Soldier’s ability to communicate verbally to enhance confidence and build more adaptive leaders.

Completion of DLC 2 and Advance Leader Course is a requirement for promotion to staff sergeant. Sergeants should strive to complete 30 semester hours towards a college degree prior to obtaining the rank of staff sergeant.

3) **Staff Sergeant.**

A critical link in the NCO support channel, staff sergeants lead squads or sections. They support the chain of command through the NCO support channel. Armor Proponent desires the following KSBs for staff sergeants:

a. *Knowledge:* Armor staff sergeants are proficient, tactical leaders that perform combat or reconnaissance and security operation, both mounted and dismounted, with high levels of efficiency. They are problem solvers and possess a consistent commitment to excellence.

b. *Skills:* Armor staff sergeants utilize movement and maneuver to close with and destroy the enemy and are masters in reconnaissance and security operations. They are physically fit and mentally tough, prepared to succeed under the most arduous conditions. They are responsible to enforce military standards, health, welfare, safety, and are expected to train and coach Soldiers in MOS skills and unit missions. They ensure their Soldiers maintain and account for their individual and unit equipment and property. Staff sergeants serve as tank commanders, section leaders, or squad leaders, and provide a critical link to their chain of command.

c. *Behaviors:* Armor Staff Sergeants are honorable, diligent, tenacious, determined, resilient, and authentic.

Staff sergeants should study and build proficiency in the additional military publications: STP 17–19D3–SM–TG (Soldier’s Manual and Trainer’s Guide, MOS 19D, Cavalry Scout, SL3); STP 17–19K3–SM–TG (Soldier’s Manual and Trainer’s Guide, MOS 19K, Armor crewman, SL3); STP 21–24 (Soldier’s Manual of Common Task, SL 2-4); AR 623–3 (Evaluation Reporting System; AR 600-20 (Army Command Policy); AR 614-200 (Enlisted Assignment and Utilization Management); all -10 level technical manuals associated with their equipment; battle drills and SOPs associated with their current assignment.

Soldier boards such as “NCO of the Month/Quarter/Year”, Sergeant Audie Murphy and Sergeant Morales Associations broaden the knowledge base, instill discipline and improve the Soldier’s ability to communicate verbally to enhance confidence and build more adaptive leaders.

Completion of DLC 3 and Maneuver Senior Leaders Course is a requirement for promotion to sergeant first class. Staff sergeants should strive to complete 60 college semester hours towards a college degree or achieve an Associate's degree prior to obtaining the rank of sergeant first class.

Armor Proponent's guidance is for every staff sergeant to serve a minimum of 24 months in a KD position (squad leader, section leader, or tank commander). Staff sergeants with 24 months or more in a KD position are considered highly favorable. Most qualified staff sergeants should be selected to serve as a platoon sergeant, if the opportunity presents itself.

4) **Sergeant First Class.**

As NCOs become more senior in rank, sergeants first class should focus and be evaluated on training, counseling, coaching and developing a lethal platoon. At this phase in their career, a sergeant first class has less focus on individual accomplishments and greater emphasis on building a team and providing value to the organization. As the senior NCO within the platoon, and second in the succession of command, the platoon sergeant is responsible for assisting with the professional development and mentoring of the platoon leader. Armor Proponent desires the following KSBs for sergeants first class:

a. *Knowledge:* Armor sergeants first class are experts in team building and are excellent problem solvers and are masters in the movement and maneuver warfighting function. They have a wide array of experience achieved through rotational missions and functional training.

b. *Skills:* Armor sergeants first class are competent and demonstrate the ability to influence others, coach, mentor, analyze, create, and think critically. They analyze and prioritize mission critical tasks. They are experts on assigned platforms. They lead platoons and are a critical link in the NCO support channel. They live and work with Soldiers every day and are responsible for their health, welfare, safety, coaching and development.

c. *Behaviors:* Armor Sergeants First Class are dynamic, perceptive, self-controlled, responsible, empathetic and accountable

Sergeants first class should build expertise towards mastering the individual and collective training found in the following military publications: STP 17-19D4-SM (Soldier's Manual, MOS 19D, Cavalry Scout, SL 4); STP 17-19K4-SM (Soldier's Manual, MOS 19K, Armor Crewman, SL 4); AR 350-1 (Army Training and Leader Development); DA Pam 611-21 (Military Occupational Classification and Structure); AR 750-1 (Army Material Maintenance Policy); all -10 level technical manuals associated with their equipment; and battle drills and SOPs associated with their current assignment.

Soldier boards, such as "NCO of the Month/Quarter/Year", Sergeant Audie Murphy and Sergeant Morales Associations broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally to enhance confidence and build more adaptive leaders.

Completion of DLC 4 and Master Leader Course is a requirement for promotion to master sergeant. sergeants first class should strive to complete an Associate's degree or accumulate two years of college credit towards a Bachelor's degree.

Armor Proponent's guidance is for every sergeant first class to serve a minimum of 24 months in KD position (platoon sergeant). Sergeants First Class with 24 months or more in a KD position are considered highly favorable. Most qualified sergeants first class should be selected to serve as first sergeants, if the opportunity presents itself.

5) **First Sergeant/Master Sergeant.**

First sergeants are the senior enlisted advisor to the commander at the company or troop level. While still important, at this phase in their career a first sergeant has less focus on individual accomplishments, and greater emphasis on building a team and providing value to the organization. First sergeants are responsible for maintaining and enforcing standards, ensuring training objectives are met, developing Soldiers in the unit, administrative functions, and ensuring the health, welfare, and morale of the unit and their families. Master sergeants serve as key enlisted members in brigade and above staff positions. Although not charged with leadership responsibilities equal to that of a first sergeant, the master sergeant's level of experience makes them an invaluable member of the staff. It is critically important that NCOs complete their KD requirements prior to pursuing a staff position. Armor Proponent desires the following KSBs for first sergeants/master sergeants:

a. *Knowledge:* Armor first sergeants/master sergeants are experts in small unit tactics. They are able to lead, train, motivate and care for Soldiers in both the staff and command environment.

b. *Skills:* Armor first sergeants/master sergeants are capable of fighting, training, team building, coaching, and problem solving. They can schedule, organize, and manage all major company/troop events. They demonstrate a mastery of communications, tactics, and the ability to teach and develop. They also require a clear vision of dependability and learning agility and are the key enlisted member of staff elements. They listen skillfully and advise effectively. First sergeants are responsible for ensuring maximum readiness within their respective troops or companies. They are the subject matter experts in administrative responsibilities, Army resources, tactics, and combined arms operations. They will develop junior leaders.

c. *Behaviors:* Armor first sergeants/master sergeants are detail-focused, concerned for others, rational, helpful, collaborative, and calm analytic thinkers, who exercise a legal, moral, and ethical decision making process.

First sergeants/master sergeants should study and master the following military publication: STP 17-9Z-SM (Soldier's Manual, Armor Senior Sergeant, and MOS 19Z, SL 5); AR 601-280 (Army Retention Program); AR 600-20 (Army Command Policy); AR 220-1 (Army Unit Status Reporting); ADRP-1 (The Army Profession), AR 600-9 (Army Body Composition Program).

First sergeants/master sergeants should strive to complete a Bachelor's degree. Competitive records indicating civilian education can be considered a major discriminator for selection to attend the Sergeants Major Academy.

Armor Proponent's guidance is for every master sergeant to serve a minimum of 24 months as a first

sergeant. First sergeants with 24 months or more are considered highly favorable. It is encouraged for master sergeants to pursue first sergeant positions in operational units.

Armor Proponent highly encourages first sergeants to pursue secondary KD positions (Squadron HHT, Battalion HHC, or Brigade HHC). Due to the limited available positions and fiercely competitive selection rates, first sergeants that have successfully performed in these positions have shown a higher propensity for selection to attend the Sergeants Major Academy.

6) Sergeant Major/Command Sergeant Major.

The sergeant major is the key enlisted staff element at echelon. The sergeants major experience and abilities are often equal to that of the unit command sergeant major, but their direct leadership influence is limited in scope to the staff. The sergeant major is the key in training and the operations planning process. The command sergeant major is the senior NCO of the command at echelon and is the principle advisor to the commander. The command sergeant major carries out and enforces policies and standards on performance, training, appearance, and conduct of the organization. The command sergeant major is responsible for enlisted talent management, ensures all aspects of the NCO Common Core Competencies (C3) are present in the operational domain, and directly influences the culture and climate of the organization. Armor Proponent desires the following KSBs for sergeants major/command sergeants major:

a. *Knowledge:* Armor sergeants major/command sergeants major are masters of combined arms operations. They are skilled at organizational leadership across multiple echelons. They possess doctrinal mastery, disciplined leadership, and executive talents achieved through strategic assignments.

b. *Skills:* Armor sergeants major/command sergeants major demonstrate a mastery of communications, program/resource administration, and possess the ability to teach and mentor. They are the senior enlisted advisors who are experts in combined arms operations. They possess the technical and tactical competence, social and cultural awareness, and oral and written communications skills needed to cultivate trust, build teamwork, and increase morale. Sergeants major/command sergeants major are responsible for ensuring maximum readiness within their units and maintaining strict administrative procedures.

c. *Behaviors:* Armor sergeants major/command sergeants major are inspiring, thoughtful, stable, team-builders, effective coaches, and optimistic. They extend influence beyond the chain of command, while building rapport with installation agencies and organizations.

Sergeants major/command sergeants major should assess the organization to help navigate the organizational goals towards the commander's desired end-state. They link staff with subordinate echelons, while ensuring the commander's intent is well communicated throughout all levels. Sergeants major/command sergeants major build competence throughout the formations by leveraging institutional domains and training opportunities.

Chapter 5. Military Occupational Specialty 19D Cavalry Scout

A. *Major duties.* The Scout's primary role on the battlefield is to serve, lead, or supervise as a member of a scout platoon that conducts reconnaissance and security operations to answer the Commander's information requirements and provide early warning to the protected force. Scouts acquire valuable warfighting skills through realistic training, PME, functional courses, and successful service in key developmental assignments. Service with Soldiers is where tactical and technical proficiencies are polished through practical application of warfighting skills, which is of primary importance to the Armor Branch. Excellence in a Scout's career is demonstrated by exceptional performance in KD positions, as well as, consistency of that performance over varying assignments. The 19D Talent Development Model, commonly referred to as the career map, lists the KD positions necessary to build MOS proficiency. These positions include: squad leader, section leader, platoon sergeant, and first sergeant. Scouts may be required to serve in various broadening assignments. Successful performance across balanced assignments, between the operating force and the generating force, develop Scouts into a well-rounded leader. Back-to-back TDA assignments should be avoided, with the exception of the sergeants first class selected to participate in the Project Warrior Program. This voluntary assignment requires service at a Combat Training Center with a follow on assignment to the Maneuver Center of Excellence, Fort Benning.

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

C. *Goals for development.* Scouts should focus on proficiency, while building mastery as they progress in their career, in 19D critical tasks and warrior tasks and battle drills (See Army Training Network, at: <https://atn.army.mil/>). Institutionally, Scouts should complete PME (Basic Leaders Course (BLC), Advanced Leaders Course (ALC), Maneuver Seniors Leader Course (M-SLC), Master Leaders Course (MLC)). Scouts should expand their professional development by completing functional courses such as Cavalry Leaders Course (CLC), Scout Leaders Course (SLC), Bradley Master Gunner, Airborne, Air Assault, Ranger, Jumpmaster, Maneuver Leaders Maintenance Course (MLMC), Digital Master Gunner and Battle Staff NCO. Troop schools such as Unit Movement Officer (UMO), HAZMAT, Unit Prevention Leader (UPL), Master Driver, Unit Safety Officer and Environmental Compliance should be sought after as these courses enhance unit effectiveness and establish well-rounded NCOs. It should be noted that not all Cavalry Scouts have the same opportunities to attend other functional training. Soldiers assigned to an ABCT should focus on SLC, CLC, and Bradley Master Gunner. Those Soldiers assigned to either an SBCT or IBCT should focus on SLC, CLC, and Ranger.

**Note: The above mentioned courses, including the ones listed in the remainder of this chapter, are not all inclusive and are in no way indicative of the potential for promotion.*

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

a. *Operational Assignments.* Junior enlisted Soldiers should be focused on attaining crucial experience as a driver, gunner, or scout. Soldiers should focus on successful performance in these positions, developing technical skills, honing tactical proficiency, and laying a foundation of tactical knowledge. The Soldiers should strive to serve in positions of increased responsibility, such as a team leader, when provided the opportunity.

b. *Broadening Assignments.* None

c. *Training.* Soldiers within the Armor Branch must continue to seek developmental opportunities within each domain of training. Primarily, Soldiers augment their self-development with both functional training and Professional Military Education (PME).

d. *Functional Courses/Troop Schools.* Courses prepare Armor Soldiers for assignment to specific duty positions and increase their value to the branch. Courses such as Airborne, Air Assault, and Ranger provide Soldiers an opportunity to acquire duty position specific skills and knowledge.

e. *Professional Military Education.* PME is progressive and sequential across a career continuum, to ensure that Soldiers are successful at each stage of their professional service, while continually growing in the competencies and attributes needed for higher levels of service. Corporals within the Armor Branch will be graduates of Basic Leaders Course (BLC).

f. *Self-Development.* Distributed Leaders Course (DLC) 1. Completion of college courses/degree program. Studying Army publications directly related to MOS proficiency and core competencies.

g. *Additional Duties.* DTMS, Environmental Compliance, HAZMAT, Unit Armorer.

2) **Sergeant.**

a. *Operational Assignments.* Sergeants should focus on attaining crucial leadership experience, developing team leadership skills, honing technical expertise, and laying a foundation of tactical knowledge while serving as team leaders or gunners. Sergeants should strive to serve in positions of increased responsibility, such as squad leader or section leader, when provided the opportunity.

b. *Broadening Assignments.* Sergeants may be selected to serve as Drill Sergeants or Recruiters to fill critical vacancies within TRADOC. Sergeants may serve as Operations Assistants, Operations NCO, Operations Sergeant, Instructor Assistant, or Training Management NCO.

c. *Training.* NCOs within the Armor Branch should continue to seek developmental opportunities within each domain of training. Primarily, NCOs augment their self-development with both functional training and Professional Military Education (PME).

d. *Functional Courses/Troop Schools.* Rigorous courses that prepare Armor Soldiers for assignment to specific duty positions and increase their value to the branch. They provide Soldiers an opportunity to acquire duty position-required skills and knowledge that cannot be obtained by attending other institutional courses. Sergeants should seek to expand upon their professional development

through completion of one or more of the following course: Bradley Master Gunner, Airborne, Air Assault, Jumpmaster, or Ranger.

e. *Professional Military Education.* PME is progressive and sequential across a career continuum, to ensure that Soldiers are successful at each stage of their professional service, while continually growing in the competencies and attributes needed for higher levels of service. Sergeants within the Armor Branch will be graduates of Basic Leaders Course (BLC).

f. *Self-Development.* Distributed Leaders Course (DLC) 2. Completion of college courses/degree program. Studying Army publications directly related to MOS proficiency and core competencies.

g. *Additional Duties.* Unit Movement Officer (UMO), Unit Prevention Leader (UPL), Master Driver.

3) **Staff Sergeant.**

a. *Operational Assignments.* The KD assignment for 19D staff sergeants is squad leader or section leader. Staff sergeants should focus on successful performance in these KD positions, refining and developing leadership skills, tactical, and technical expertise. During this stage of a staff sergeants career there may be competing requirements that could conflict with career development. Staff sergeants should aggressively seek KD positions prior to serving in a broadening assignment. Armor Proponent defines squad leader or section leader positions as those within Operating Force, Opposing Force (OPFOR) elements at the Combat Training Centers (JMRC, JRTC, NTC), or within 1-16th Cavalry Squadron, 316th Cavalry Brigade, Fort Benning. Armor Proponent's guidance is for staff sergeants to serve a minimum of 24 months as a squad leader or section leader. There are no substitutions for these KD positions.

b. *Broadening Assignments.* Staff sergeants who have successfully completed their KD requirements may be selected to serve as a Drill Sergeant, Recruiter, Instructor, Observer Controller Trainer (OC-T), Combat Development NCO, Training Developer/Writer. 19D staff sergeants who have completed their KD requirements may volunteer to serve in a Security Forces Assistance Brigade (SFAB) Cavalry Squadron as a Training/Advise NCO. Staff sergeants may also serve in various echelons of staff as an Assistant Operations Sergeant, Operations Sergeant, Operations NCO, or Master Gunner.

c. *Training.* NCOs within the Armor Branch must continue to seek developmental opportunities within each domain of training. Primarily, NCOs augment their self-development with both functional training and Professional Military Education (PME).

d. *Functional Courses/Troop Schools.* Courses prepare Armor Soldiers for assignment to specific duty positions and increase their value to the branch. These courses provide Soldiers an opportunity to acquire duty position-required skills and knowledge that cannot be obtained by attending other institutional courses. Staff sergeants should seek to expand upon their professional development through completion of one or more of the following courses: Bradley Master Gunner, Bradley Commander, Scout Leaders Course, Airborne, Air Assault, Jumpmaster, Master Fitness, Battle Staff NCO, and Ranger.

e. *Professional Military Education*. PME is progressive and sequential across a career continuum, to ensure that Soldiers are successful at each stage of their professional service, while continually growing in the competencies and attributes needed for higher levels of service. Staff sergeants within the Armor Branch will be graduates of Advance Leaders Course (ALC).

f. *Self-Development*. Distributed Leaders Course (DLC) 3. Completion of college courses/degree program. For staff sergeants serving in broadening assignments, Armor Proponent's guidance is to continually study Army publications directly related to MOS proficiency and core competencies, in order to maintain their tactical knowledge and expertise while remaining relevant to the Armor force.

g. *Additional Duties*. Unit Movement Officer (UMO), Unit Prevention Leader (UPL), Equal Opportunity Leader Course (EOL), Victim Advocate (VA), Master Fitness, Master Resiliency Trainer (MRT).

4) **Sergeant First Class.**

a. *Operational Assignments*. The KD assignment for sergeants first class is platoon sergeant. More than any other KD position, platoon sergeant is the assignment a Soldier must have, and excel in, to advance to master sergeant. Due to Army manning requirements and limited positions, sergeants first class should aggressively seek to complete duties as a platoon sergeant prior to serving in a broadening assignment. Armor Proponent defines platoon sergeant positions as those within the Operating Force, Opposing Force (OPFOR) elements at the Combat Training Centers (JMRC, JRTC, NTC), or within 1-16th Cavalry Squadron, 316th Cavalry Brigade, Fort Benning. Armor Proponent's guidance is for every sergeant first class to serve a minimum of 24 months as a platoon sergeant. There are no substitutions for this KD position.

b. *Broadening Assignments*. Sergeants first class who have successfully served as a platoon sergeant may be selected to serve as a Career Manager (OCOA), Talent Manager (HRC), Observer Controller Trainer (OC-T), Equal Opportunity Advisor, Inspector General NCO, Senior Drill Sergeant, Senior Instructor, USMA TAC NCO, Military Science Instructor (MSI), Training Developer/Writer, Combat Development NCO, or Senior Training Management NCO. Sergeants first class may also serve in various echelons of staff as an Operations Sergeant or Master Gunner. The combination of KD and broadening assignments will provide the NCO the full range of knowledge, skills and behaviors required to be successful at the next level of leadership. 19D sergeants first class who have completed their KD requirements may volunteer to serve in a Security Forces Assistance Brigade (SFAB) Cavalry Squadron as a Training/Advise NCOIC or Assistant Operations Sergeant. Well qualified sergeants first class may volunteer to serve within the Project Warrior Program. Sergeants first class should possess a secret clearance.

c. *Training*. NCOs within the Armor Branch must continue to seek developmental opportunities within each domain of training. Primarily, NCOs augment their self-development with both functional training and Professional Military Education (PME).

d. *Functional Courses/Troop Schools.* Courses prepare Armor Soldiers for assignment to specific duty positions and increase their value to the branch. These courses provide Soldiers an opportunity to acquire additional duty position-required skills and knowledge that cannot be obtained by attending other institutional courses. Sergeants First Class should seek to expand upon their professional development through completion of one or more of the following courses: Bradley Master Gunner, Cavalry Leaders Course, Scout Leaders Course, Airborne, Air Assault, Jumpmaster, Maneuver Leader Maintenance Course, Battle Staff NCO and Ranger.

e. *Professional Military Education.* PME is progressive and sequential across a career continuum, to ensure that Soldiers are successful at each stage of their professional service, while continually growing in the competencies and attributes needed for higher levels of service. Sergeants first class within the Armor Branch will be graduates of Maneuver Senior Leaders Course (M-SLC).

f. *Self-Development.* Distributed Leaders Course (DLC) 4. Completion of college courses/degree program. For sergeants first class serving in broadening assignments, Armor Proponent's guidance is to continually study Army publications directly related to MOS proficiency and core competencies, in order to maintain their tactical knowledge and expertise while remaining relevant to the Armor force.

g. *Additional Duties.* Equal Opportunity Advisor (EOA), Sexual Harassment/Assault Response Coordinator (SARC), and Master Resiliency Trainer (MRT).

Chapter 6. Military Occupational Specialty 19D Talent Development Model (TDM)

The DA Pam 600-25 Smartbook now includes the 19D TDM (see Appendix A). Additional access to the "Career Maps" is through the ACT Web site. They are located under the "Printable Career Map for 19D" tab at the following Web address: <https://actnow.army.mil>.

Chapter 7. Military Occupational Specialty 19D Reserve Component (RC)

- 1) **Army National Guard (ARNG):** The primary mission and duties for the Cavalry Scout serving in the ARNG are identical to those of the RA at all skill levels. The Noncommissioned Officer Development and MOS Standards are the same as outlined in Chapter 5. However, due to geographic dispersion of organizations and variance in individual state force structure, not all ARNG Soldiers may have the same career development and broadening assignments available to them. Additional missions and training requirements may further exist due to the ARNG's unique dual mission that operates across both state and federal responses. ARNG Soldiers serving under inactive duty status may be activated to serve in State Active Duty (SAD), Full-Time National Guard Duty (Title 32), and Active Duty (Title 10) statuses. See NGR 600-200 for further Enlisted Personnel Management regulatory guidance.
- 2) **United States Army Reserve (USAR):** No 19D authorizations exist within the USAR, however CMF 19 personnel may serve within MOS Immaterial positions. Duties and Responsibilities of CMF 19 Soldiers serving in 00G positions will vary based upon individual assignment. Professional Military Education and Self-Development guidance are the same as outlined in Chapter 8. USAR Soldiers serving within a Troop Program Units (TPU) may be activated under a federal mobilization and additionally serve in either Active

Guard Reserve (AGR) or Individual Mobilization Augmentee (IMA) status. See USARC Regulation 140-4 for further Enlisted Personnel Management regulatory guidance.

Chapter 8. Military Occupational Specialty 19K M1 Armor Crewman

A. *Major duties.* The Tanker's role on the battlefield is to close with and destroy enemy forces using firepower, mobility, and shock effect utilizing the most lethal ground combat platform to ever exist. Tankers are valued for their warfighting skills which are acquired and perfected through realistic training, PME, functional courses, and successful service in KD assignments. Service with Soldier is where tactical and technical proficiencies are sharpened through practical application of warfighting skills, which is the primary focus of the Armor Branch. Excellence in a Tanker's career is demonstrated by exceptional performance in KD positions, as well as, consistency of that performance over varying assignments. The 19K Talent Development Model, commonly referred to as the career map, lists the KD positions necessary to build MOS proficiency; these positions include: tank commander, platoon sergeant, and first sergeant. Tankers may be required to serve in various broadening assignments. Successful performance across balanced assignments, between operating force and generating force, develop Tankers into a well-rounded leader. Back-to-back TDA assignments should be avoided, with the exception of the sergeants first class selected to participate in the Project Warrior Program. This voluntary assignment requires service at a Combat Training Center with a follow on assignment to the Maneuver Center of Excellence, Fort Benning.

B. *Prerequisites.* See DA Pam 611–21 MOS Smartbook. The waiver authority for MOS prerequisites is the Office of the Chief of Armor, United States Army Armor School.

C. *Goals for development.* Tankers should focus on proficiency, while building mastery as they progress in their career in 19K critical tasks and warrior tasks and battle drills (See Army Training Network, at: <https://atn.army.mil>). Institutionally, Tankers should complete PME (Basic Leader Course (BLC), Advance Leader Course (ALC), Maneuver Senior Leader Course (M-SLC), and Master Leader Course (MLC). Tankers should expand their professional development by completing other functional courses such as Abrams Master Gunner Course, Maneuver Leader Maintenance Course (MLMC), Digital Master Gunner, Battle Staff NCO, Cavalry Leader Course, and Tank Commander Course. Troop schools such as Unit Armorer, Unit Movement Officer (UMO), HAZMAT, Unit Prevention Leader (UPL), Master Driver, Unit Safety Officer and Environmental Compliance should be sought after as these courses enhance unit effectiveness and establish well-rounded NCOs.

**Note: The above mentioned courses, including the ones listed in the remainder of this chapter, are not all inclusive and are in no way indicative of the potential for promotion.*

1) Private-Specialist/Corporal.

a. *Operational Assignments.* Junior enlisted Soldiers should be focused on attaining crucial experience as a driver or loader on an Abrams tank. Soldiers should focus on successful performance in

these positions, developing technical skills, honing tactical proficiency, and laying a foundation of tactical knowledge. Soldiers should strive to serve in positions of increased responsibility, such as gunner, when provided the opportunity.

b. *Broadening Assignments.* None

c. *Training.* Soldiers within the Armor Branch must continue to seek developmental opportunities within each domain of training. Primarily, Soldiers augment their self-development with both functional training and Professional Military Education (PME).

d. *Functional Courses/Troop Schools.* Courses prepare Armor Soldiers for assignment to specific duty positions and increase their value to the branch. These courses provide Soldiers an opportunity to acquire additional duty position-required skills and knowledge that cannot be obtained by attending other institutional courses.

e. *Professional Military Education.* PME is progressive and sequential across a career continuum, to ensure that Soldiers are successful at each stage of their professional service, while continually growing in the competencies and attributes needed for higher levels of service.

f. *Self-development.* Distributed Leaders Course (DLC) 1. Completion of college courses/degree program. Studying Army publications directly related to MOS proficiency and core competencies.

g. *Additional Duties.* DTMS, Environmental Compliance, HAZMAT, Unit Armorer.

2) **Sergeant.**

a. *Operational Assignments.* Sergeants should focus on attaining crucial leadership experience, developing team leadership skills, honing technical expertise, and laying a foundation of tactical knowledge while serving as a gunner. Sergeants should strive to serve in positions of increased responsibility, such as tank commander, when provided the opportunity.

b. *Broadening Assignments.* Sergeant may be selected to serve as Drill Sergeants or Recruiters to fill critical vacancies within TRADOC. Sergeants may serve as Operations Assistants, Operations NCO, Operations Sergeant, Instructor Assistant, Training Management NCO, or Range Safety NCO.

c. *Training.* NCOs within the Armor Branch must continue to seek developmental opportunities within each domain of training. Primarily, NCOs augment their self-development with both functional training and Professional Military Education (PME).

d. *Functional Courses/Troop Schools.* Courses prepare Armor Soldiers for assignment to specific duty positions and increase their value to the branch. These courses provide Soldiers an opportunity to acquire duty position-required skills and knowledge that cannot be obtained by attending other institutional courses. Sergeants should seek to expand upon their professional development through completion of the following course: Abrams Master Gunner.

e. *Professional Military Education.* PME is progressive and sequential across a career continuum, to ensure that Soldiers are successful at each stage of their professional service, while

continually growing in the competencies and attributes needed for higher levels of service. Sergeants within the Armor Branch will be graduates of Basic Leaders Course (BLC).

f. *Self-Development*. Distributed Leaders Course (DLC) 2. Completion of college courses/degree program. Studying Army publications directly related to MOS proficiency and core competencies.

g. *Additional Duties*. Unit Movement Officer (UMO), Unit Prevention Leader (UPL), Master Driver.

3) **Staff Sergeant.**

a. *Operational Assignments*. The KD assignment for 19K staff sergeants is tank commander. Staff sergeants should focus on successful performance in this position, refining and developing leadership skills, tactical, and technical expertise. During this stage in a staff sergeant's career there may be competing requirements that could conflict with career development. Staff sergeants should aggressively seek a KD position prior to serving in a broadening assignment. Armor Proponent defines tank commander positions as those within the Operating Force, Opposing Force (OPFOR) elements at the Combat Training Centers (JMRC, JRTC, NTC), or within 1-16th Cavalry Squadron, 316th Cavalry Brigade, Fort Benning. Armor Proponent's guidance is for staff sergeants to serve a minimum of 24 months as a tank commander. There is no substitution for this KD position.

b. *Broadening Assignments*. Staff sergeants who have successfully completed their KD requirements may be selected to serve as a Drill Sergeant, Recruiter, Instructor, Observer Controller Trainer (OC-T), Combat Development NCO, or Training Developer/Writer. Staff sergeants may also serve in various echelons of staff as an Assistant Operations Sergeant, Operations Sergeant, or Master Gunner. 19K staff sergeants are not authorized to serve within the Security Forces Assistance Brigades (SFABs).

c. *Training*. NCOs within the Armor Branch must continue to seek developmental opportunities within each domain of training. Primarily, NCOs augment their self-development with both functional training and Professional Military Education (PME).

d. *Functional Courses/Troop Schools*. Courses prepare Armor Soldiers for assignment to specific duty positions and increase their value to the branch. These courses provide Soldiers an opportunity to acquire additional duty position-required skills and knowledge that cannot be obtained by attending other institutional courses. Staff Sergeants should seek to expand upon their professional development through completion of one or more of the following courses: Abrams Master Gunner, Battle Staff NCO, and Tank Commander Course.

e. *Professional Military Education*. PME is progressive and sequential across a career continuum, to ensure that Soldiers are successful at each stage of their professional service, while continually growing in the competencies and attributes needed for higher levels of service. Staff sergeants within the Armor Branch will be graduates of Advance Leaders Course (ALC).

f. *Self-Development*. Distributed Leaders Course (DLC) 3. Completion of college courses/degree program. For staff sergeants serving in broadening assignments, Armor Proponent's guidance is to

continually study Army publications directly related to MOS proficiency and core competencies, in order to maintain their tactical knowledge and expertise while remaining relevant to the Armor force.

g. *Additional Duties.* Unit Movement Officer (UMO), Unit Prevention Leader (UPL), Equal Opportunity Leader Course (EOL), Victim Advocate (VA), Master Fitness Trainer (MFT), Master Resiliency Trainer (MRT).

4) **Sergeant First Class.**

a. *Operational Assignments.* The KD assignment for sergeants first class is platoon sergeant. More than any other KD position, platoon sergeant is the assignment an NCO must have, and excel in, to advance to master sergeant. Due to Army manning requirements and limited positions, sergeants first class should aggressively seek to complete duties as a platoon sergeant prior to serving in broadening assignments. Armor Proponent defines platoon sergeant positions as those within the Operating Force, Opposing Force (OPFOR) elements at the Combat Training Centers (JMRC, JRTC, NTC), or within 1-16th Cavalry Squadron, 316th Cavalry Brigade, Fort Benning. Armor Proponent's guidance is for sergeants first class to serve a minimum of 24 months as a platoon sergeant. There are no substitutions for this KD position.

b. *Broadening Assignments.* Sergeant First Class who have successfully served as a platoon sergeant may be selected to serve as a Career Manager (OCO), Talent Manager (HRC), Observer Controller Trainer (OC-T), Equal Opportunity Advisor, Inspector General NCO, Senior Drill Sergeant, Senior Instructor, USMA TAC NCO, Military Science Instructor (MSI), Training Developer/Writer, Combat Development NCO, or Senior Training Management NCO. Sergeants first class may also serve in various echelons of staff as an Assistant Operations Sergeant, Operations Sergeant, or Master Gunner. A combination of KD and broadening assignments will provide the NCO the full range of knowledge, skills and behaviors required to be successful at the next level of leadership. Well qualified sergeants first class may volunteer to serve within the Project Warrior Program. Sergeants first class should possess a secret clearance. 19K Sergeants First Class are not authorized to serve within the Security Forces Assistance Brigades (SFABs).

c. *Training.* NCOs within the Armor Branch must continue to seek developmental opportunities within each domain of training. Primarily, NCOs augment their self-development with both functional training and Professional Military Education (PME).

d. *Functional Courses/Troop Schools.* Courses prepare Armor Soldiers for assignment to specific duty positions and increase their value to the branch. These courses provide Soldiers an opportunity to acquire duty position-required skills and knowledge that cannot be obtained by attending other institutional courses. Sergeant First Class should seek to expand upon their professional development through completion of one or more of the following courses: Abrams Master Gunner, Cavalry Leaders Course, Maneuver Leader Maintenance Course, and Battle Staff NCO.

e. *Professional Military Education*. PME is progressive and sequential across a career continuum, to ensure that Soldiers are successful at each stage of their professional service, while continually growing in the competencies and attributes needed for higher levels of service. Sergeants first class within the Armor Branch will be graduates of Maneuver Senior Leaders Course (M-SLC).

f. *Self-Development*. Distributed Leaders Course (DLC) 4. Completion of college courses/degree program. For sergeants first class serving in broadening assignments, Armor Proponent's guidance is to continually study Army publications directly related to MOS proficiency and core competencies, in order to maintain their tactical knowledge and expertise while remaining relevant to the Armor Force.

g. *Additional Duties*. Equal Opportunity Advisor (EOA), Sexual Harassment/Assault Response Coordinator (SARC), Master Resiliency Trainer.

Chapter 9. Military Occupational Specialty 19K Talent Development Model

The DA Pam 600-25 Smartbook now includes the 19K TDM (see Appendix B). Additional access to the "Career Maps" is through the ACT Web site. They are located under the "Printable Career Map for 19K" tab at the following Web address: <https://actnow.army.mil>.

Chapter 10. Military Occupational Specialty 19K Reserve Component

1) **Army National Guard (ARNG)**: The primary mission and duties for Armor Crewmen serving in the ARNG are identical to those of the RA at all skill levels. The Noncommissioned Officer Development and MOS Standards are the same as outlined in Chapter 8; However, due to geographic dispersion of organizations and variance in individual state force structure, not all ARNG Soldiers may have the same career development and broadening assignments available to them. Additional missions and training requirements may further exist due to the ARNG's unique dual mission that operates across both state and federal responses. ARNG Soldiers serving under inactive duty status may be activated to serve in State Active Duty (SAD), Full-Time National Guard Duty (Title 32), and Active Duty (Title 10) statuses. See NGR 600-200 for further Enlisted Personnel Management regulatory guidance.

2) **United States Army Reserve (USAR)**: No 19K authorizations exist within the USAR, however CMF 19 personnel may serve within MOS Immaterial positions. Duties and Responsibilities of CMF 19 Soldiers serving in 00G positions will vary upon individual assignment. Professional Military Education and Self-Development guidance are the same as outlined in Chapter 8. USAR Soldiers serving within a Troop Program Units (TPU) may be activated under a federal mobilization and additionally serve in either Active Guard Reserve (AGR) or Individual Mobilization Augmentee (IMA) status. See USARC Regulation 140-4 for further Enlisted Personnel Management regulatory guidance.

Chapter 11. Military Occupational Specialty 19Z Armor Senior Sergeant

A. *Major duties.* Armor senior sergeants serve as the principle NCO in an armor company, cavalry troop, or operations staff section in an ABCT, IBCT, SBCT, or higher level organizations. Armor senior sergeants are valued both for their warfighting and doctrinal skills that are acquired and mastered primarily through realistic training, professional military education, and service in the most demanding leadership positions Armor Branch offers. It is service with Soldiers where tactical and technical proficiencies are sharpened through practical application of warfighting skills, which is the primary focus of the Armor Branch.

B. *Prerequisites.* See DA Pam 611–21 MOS Smartbook. The waiver authority for MOS prerequisites is the Office of the Chief of Armor, United States Army Armor School.

C. *Goals for development.* At this point in the Armor Senior Sergeants career, they should be focused on mastering the warfighting skills required for their skill levels, attending and successfully completing all NCOPDS, attending professional development schools, and serving operational time on battalion, brigade, or higher staff.

1) Master Sergeant

a. *Operational Assignment.* The KD position for master sergeants is first sergeant. Due to Army manning requirements and limited positions, master sergeants should aggressively seek to complete duties as a first sergeant prior to serving in a broadening assignment. Without a successful tour as a first sergeant, master sergeants will not be competitive for sergeant major. After serving as a first sergeant within a troop or company, Armor Proponent highly encourages master sergeants to pursue additional first sergeant responsibilities within a headquarters troop or headquarters company. Master sergeants that have successfully served as HHT or HHC first sergeants have shown a higher propensity for selection to the Sergeants Major Academy. Armor Proponent defines first sergeant positions within the Operating Force, Opposing Forces (OPFOR) elements at the Combat Training Centers (JMRC, JRTC, NTC), 194th Armor Brigade (1-81 AR, 2-15 CAV, 5-15 CAV), 199th Infantry Brigade (2-16th CAV), or 316th Cavalry Brigade (1-16 CAV, 3-16 CAV), Fort Benning. These assignments must be within an armor company or cavalry troop to be considered branch developed. KD complete master sergeants should take the opportunity to fill a battalion operations sergeant position when possible and should possess a secret clearance. Armor Proponent's guidance is for master sergeants to serve a minimum of 24 months as a First Sergeant. There are no substitutions for this KD time.

b. *Broadening Assignment.* Master Sergeants who have successfully served as a first sergeant may be selected to serve as a Senior Career Manager (OCA), Senior Talent Manager (HRC), Senior Military Science Instructor (SMSI), Observer Controller Trainer (OC-T), Equal Opportunity Advisor, Inspector General NCO, Senior Instructor, Training Development/Writer, Combat Development NCO, or Senior Training Management NCO. Master sergeants may also serve in various echelons of staff as an Operations Sergeant or Master Gunner. A combination of KD and broadening assignments will provide

NCOs the full range of knowledge, skills and behaviors required to be successful at the next level or leadership. Master sergeants who have completed their KD requirements may volunteer to pursue a secondary first sergeant position within the Security Forces Assistance Brigade (SFAB) Cavalry Squadron. Though SFAB first sergeant positions do not count towards KD time, when used as a secondary first sergeant position, they are looked upon favorably as a broadening assignment.

c. *Training.* NCOs within Armor Branch must continue to seek developmental opportunities within each domain of training. Primarily, NCOs augment their self-development with both functional training and Professional Military Education (PME).

d. *Functional Courses/Troop Schools.* Courses prepare Armor Soldiers for assignment to specific duty positions and increase their value to the branch. These courses provide Soldiers an opportunity to acquire duty position-required skills and knowledge that cannot be obtained by attending other institutional courses.

e. *Professional Military Education.* PME is progressive and sequential across a career continuum, to ensure that Soldiers are successful at each stage of their professional service, while continually growing in the competencies and attributes needed for higher levels of service. Master Sergeants within the Armor Branch will be graduates of Master Leaders Course (MLC).

f. *Self-Development.* Distributed Leaders Course (DLC) 5. Completion of college courses/degree program. For master sergeants serving in broadening assignments, Armor Proponent's guidance is to continually study Army publications directly related to MOS proficiency and core competencies, in order to maintain their tactical knowledge and expertise while remaining relevant to the Armor Force.

g. *Additional Training.* Master sergeants designated to serve in a Cavalry organization are highly encouraged to attend Cavalry Leaders Course (CLC). Joint Fire Power Control and Battle Staff NCO.

2) **Sergeant Major.**

a. *Operational Assignment.* The principle assignment for sergeants major, other than command sergeant major, is battalion level or higher operations sergeant or staff assignments at division level or above.

b. *Broadening Assignment.* All assignments are handled by Enlisted Personnel Management Directorate (EPMD), Human Resource Command (HRC), Sergeants Major Management Division (SMMD).

Chapter 12. Military Occupational Specialty 19Z Talent Development Model

The DA Pam 600-25 Smartbook now includes the 19Z TDM as part of 19D TDM and 19K TDM (see appendixes A or B).

Chapter 13. Military Occupational Specialty 19Z Reserve Component

1) **Army National Guard (ARNG):** The primary mission and duties for Armor Senior Sergeants serving in the ARNG are identical to those of the RA at all skill levels. The Noncommissioned Officer Development and MOS Standards are the same as outlined in Chapter 11; However, due to geographic dispersion of organizations and variance in individual state force structure, not all ARNG Soldiers may have the same career development and broadening assignments available to them. Additional missions and training requirements may further exist due to the ARNG's unique dual mission that operates across both state and federal responses. ARNG Soldiers serving under inactive duty status may be activated to serve in State Active Duty (SAD), Full-Time National Guard Duty (Title 32), and Active Duty (Title 10) statuses. See NGR 600–200 for further Enlisted Personnel Management regulatory guidance.

2) **United States Army Reserve (USAR):** No 19Z authorizations exist within the USAR, however CMF 19 personnel may serve within MOS Immaterial positions. Duties and Responsibilities of Soldiers serving in 00Z positions will vary upon individual assignment. Professional Military Education and Self-Development guidance are the same as outlined in Chapter 8. USAR Soldiers serving within a Troop Program Units (TPU) may be activated under a federal mobilization and additionally serve in either Active Guard Reserve (AGR) or Individual Mobilization Augmentee (IMA) status. See USARC Regulation 140-4 for further Enlisted Personnel Management regulatory guidance.

Appendix A

19D Talent Development Model

Years of Service 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30

Rank	Driver, Gunner, Scout		Gunner, Team Leader		Squad / Section Leader		Platoon Sergeant		First Sergeant		BN/BDE CSM	
KD Position	Requires a <i>minimum</i> of 24 months to be considered Key Developmental (KD) complete											
Military Education												
Civilian Education	Associate's Degree				Bachelor's Degree				Master's Degree			
Broadening Opportunities	PVT-SPC		SGT		SSG		SFC		MSG		SGM/CSM	
(Not ordered in precedence)	<ul style="list-style-type: none"> No broadening opportunities exist 		<ul style="list-style-type: none"> Instructor Assistant Ops Assistant Ops NCO OPS SGT TRNG MGT NCO 		<ul style="list-style-type: none"> First Army OC/T Drill Sergeant Instructor Master Gunner MSI Recruiter SFAB Combat Advisor SGL 		<ul style="list-style-type: none"> First Army OC/T Career Management NCO CTC OC/T Equal Opportunity Advisor Instructor Master Gunner MSI SARC-VA Senior Drill Sergeant SGL Talent Management NCO Training/Advise NCOIC USMA TAC NCO 		<ul style="list-style-type: none"> First Army OC/T CTC OC/T Equal Opportunity Advisor Inspector General SR Instructor MSI SARC Senior Career Management NCO Senior Talent Management NCO SFAB 1SG 		<ul style="list-style-type: none"> Branch SGM Chief Career Management NCO Chief MSI CSM O/C CST SGM DOTS SGM CH Instructor JMRC CSM USAAC BDE CSM USASMA <ul style="list-style-type: none"> Executive Officer Instructor Training Developer 	
Functional Courses/Troop Schools	SPC		SGT		SSG		SFC		MSG		SGM	
(Earliest opportunities to attend courses, not all encompassing)	<ul style="list-style-type: none"> Airborne Air Assault DTMS Environmental Compliance HAZMAT Ranger Course Unit Armorer 		<ul style="list-style-type: none"> BFV Master Gunner Jump Master Master Driver Safety Unit Movement Officer Unit Prevention Leader 		<ul style="list-style-type: none"> Air Load Planner Basic Recruiter Course Battle Staff NCO BFV CDR Course Combat Advisor CFDIC Drill Sergeant Equal Opportunity Master Fitness Master Resiliency Scout Leader Course SHARP 		<ul style="list-style-type: none"> Cavalry Leader Course Inspector General Maneuver Leader Maintenance Course 		<ul style="list-style-type: none"> 1SG/Commander Course 		<ul style="list-style-type: none"> Command Sergeant Major Legal Orientation Keystone AMF Pre-Command Course 	
Career Development	<i>The Armor Branch only recognizes Key Developmental Assignments and Broadening Opportunities</i>											

Appendix B

19K Talent Development Model

Years of Service 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30

Rank KD Position	 Driver/Loader	 Gunner	 Tank Commander	 Platoon Sergeant	 First Sergeant	 BN/BDE CSM
	Requires a <i>minimum</i> of 24 months to be considered Key Developmental (KD) complete					
Military Education Distributed Learning	DLC 1	DLC 2	DLC 3	DLC 4	DLC 5	DLC 6
NCOPDS	WLC	ALC	SLC	MLC	SMC	NOM
Civilian Education Degree Program	Associate's Degree			Bachelor's Degree		Master's Degree
Broadening Opportunities (Not ordered in precedence)	PVT-SPC <i>No broadening opportunities exist</i>	SGT <ul style="list-style-type: none"> Instructor Assistant Ops Assistant Ops NCO OFS SGT Range Safety NCO TRNG MGT NCO 	SSG <ul style="list-style-type: none"> First Army OC/T Drill Sergeant Instructor Master Gunner MSI Recruiter SGL 	SFC <ul style="list-style-type: none"> First Army OC/T Career Management NCO CTC OC/T Equal Opportunity Advisor Inspector General Instructor Master Gunner MSI SARC-VA Senior Drill Sergeant SGL Talent Management NCO USMA TAC NCO 	MSG <ul style="list-style-type: none"> First Army OC/T CTC OC/T Equal Opportunity Advisor Inspector General SR Instructor Master Gunner MSI SARC Senior Career Management NCO Senior Talent Management NCO SFAB 1SG 	SGM/CSM <ul style="list-style-type: none"> Branch SGM Chief Career Management NCO Chief MSI CSM OIC CST SGM DOTS SGM CH Instructor JMRC CSM USAAC BDE CSM USASMA <ul style="list-style-type: none"> Executive Officer Instructor Training Developer
Functional Courses/Troop Schools (Earliest opportunities to attend courses, not all encompassing)	SPC <ul style="list-style-type: none"> DTMS Environmental Compliance HAZMAT Unit Armorer 	SGT <ul style="list-style-type: none"> Abrams Master Gunner Master Driver Safety Tank Commander Course Unit Movement Officer Unit Prevention Leader 	SSG <ul style="list-style-type: none"> Air Load Planner Basic Recruiter Course Battle Staff NCO CFDIC Drill Sergeant Equal Opportunity Master Fitness Master Resiliency SHARP 	SFC <ul style="list-style-type: none"> Cavalry Leader Course Inspector General Maneuver Leader Maintenance Course 	MSG <ul style="list-style-type: none"> 1SG/Commander Course 	SGM <ul style="list-style-type: none"> Command Sergeant Major Legal Orientation Keystone AMF Pre-Command Course
Career Development	<i>The Armor Branch only recognizes Key Developmental Assignments and Broadening Opportunities</i>					