

Armor (Career Management Field 19) Career Progression Plan

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 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 and cavalry troopers 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 and cavalry leaders combine the superior capabilities of our equipment with the ingenuity of our troopers to find, fix, close with and destroy the enemies of our nation through combinations of mobility, precise, lethal, and overwhelming firepower, and devastating shock effect. Armor branch is a team of teams ready to fight and win anytime, anywhere, under any conditions of battle.

Chapter 2. Transformation

Armor Soldiers are valued for their warfighting skills. They acquire and perfect those skills primarily through realistic training, professional military education (PME), and service in the most demanding leadership positions the Armor Branch offers. Leading with Soldiers is of primary importance to the Armor Branch. Armor Soldiers polish their tactical and technical proficiencies through practical application of warfighting skills. Regardless of the ongoing transition, the Armor Force will continue to serve as a critical component of the combined arms maneuver team. The Army's current personnel requirements to meet the demands of the operational environment will result in Armor Soldiers serving in undocumented positions. In addition to filling Armor designated positions, Armor Soldiers may also be required to serve as authorized substitutions for other Military Occupational Specialties (MOS) based on personnel shortages. These assignments are considered broadening when complimented by the time spent in a Key Developmental (KD) assignment at each rank. Armor Soldiers should be prepared to fill Mobile Protected Firepower (MPF) assignments within the IBCT beginning in Fiscal Year (FY) 2025.

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

a. Private–Specialist/Corporal.

- 1) Chain of command and the NCO support chain assists Soldiers in managing their careers through counseling, mentoring, and coaching. Chain of command should also assist Soldiers to set up an individual development plan (IDP) within the ACT website at: <https://actnow.army.mil/>. The quality and success of an Armor Soldier's career is directly proportional to that Soldier's consistent commitment to excellence, regardless of the assignment. Soldiers committed to achieving high goals will develop technical, tactical and leadership skills with the practical knowledge and ambition to put them to good use. The primary objective of the Armor Soldier is to become proficient within his/her MOS based on a variety of developmental assignments followed by a broadening assignment. Regardless of the assignment, the Armor Soldier should consistently seek self-improvement and set goals in the Army Career Tracker (ACT) website.
- 2) Self-development is a mandatory, individually planned, progressive and sequential program followed by NCO leadership. It is comprised of individual study, education, credentialing/licensing, research and professional readings. The Self-development program is thoroughly discussed by rank (in para 2–13).
- 3) Professional reading is an important element in self-development and understanding the profession of arms. In addition, the Sergeant Major of the Army Book Club is located in the center for the army profession and ethic at: <http://cape.army.mil/news/sma-daileys-book-club>
- 4) The OPTEMPO of assignments may limit the opportunity for traditional civilian education. Soldiers should take advantage of the opportunities available through their local education center or through GoArmyEd (<https://www.eArmyu.com>). GoArmyEd is the virtual gateway for all eligible active duty, ARNG and Army Reserve Soldiers to request tuition assistance online, anytime, anywhere for classroom and distance learning. It allows Soldiers to manage their education records including college classes, testing, and Army Education Counselor support. The College of the American Soldier, accessible through the career resources tab on the ACT, is designed to expand existing civilian education choices for NCOs to

provide them with degree options that will enhance their leadership capabilities while maximizing college credit granted for military experience.

5) CLEP, DANTEs, and programs available through eArmyU are available for those Soldiers unable to pursue formal civilian courses by converting previously acquired knowledge or training into college credit. Pursuing a college education is not a mandatory requirement but pursuit of excellence while earning a degree may distinguish one from his/her peers. College education is a critical piece of the self-development program and Soldiers should plan their college program around a degree that relates to their MOS by using information provided on the SOCAD Web site. Armor Soldiers have the opportunity to apply skills and knowledge attained in the performance of their duties with various colleges and universities.

6) Leaders at all levels must place emphasis on assisting their Soldiers to improve their GT score, this will assist the Soldier and the Army. Soldiers with a GT score below 100 may limit their options for functional training courses such as the Abrams, Stryker and Bradley Master Gunner Courses or broadening assignments such as AC/RC advisor, drill sergeant, recruiter or instructor. Armor Soldiers who have successfully served in these positions have repeatedly shown a higher propensity for promotion to the next higher rank. Ample opportunities exist for Soldiers to enroll in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through the Functional Academic Skills Test, commonly referred to as FAST.

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

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

9) The Assignment Satisfaction Key – Enlisted Management (ASK-EM) is being established as the system for Enlisted Talent Management. Under the ASK-EM system, NCOs should seek guidance from their NCO support chain before selecting consecutive broadening and TDA assignments.

10) All Armor Soldiers should be familiar with Armor specific programs. These programs are The Armor and Cavalry Leadership Award (ACLA), Excellence in Armor (EIA), and the Project Warrior program. The Armor School publications for these programs can be found at <http://www.benning.army.mil/Armor/ocoa/>.

11) Soldiers should study and master 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 (Physical Readiness Training); 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, M9); FM 3- 25.26 (Map Reading and Land Navigation); all -10 level technical manuals associated with their equipment; and battle drills associated with their current assignment.

12) NCO and leaders need to be actively involved with Excellence in Armor (EIA) program by selecting highly motivated Armor Soldiers whose performance demonstrates superb leadership potential. EIA seeks to identify and develop selected Armor Soldiers while encouraging their career progression and growth into leaders while supporting the Commander's decision-making process for accelerated position appointments and promotion. EIA applies to CMF 19 Soldiers serving in Active, Reserve and ARNG units at Brigade level and below.

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

14) Completion of Distributed Leaders Course (DLC) 1 is an eligibility requirement for recommendation to SGT.

15) Completion of 15 college semester hours is recommended for promotion consideration to SGT.

b. Sergeant.

- 1) The quality and success of a SGT's career is directly proportional to a consistent commitment to excellence, regardless of the mission. SGTs committed to achieving high standards will develop leadership skills and have the practical knowledge and ambition to put them to good use.
- 2) SGT's should study and master the individual training established in 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); AR 623-3 (Evaluation Reporting System); 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 - 10 05 - 2 03 - 13 & P (Operator and field maintenance manual for . 50 M2) ; T M 9 - 1010 - 230 - 1 0 (Operators manual f or machine g un, 4 0m m , MK-19); T M 9 - 100 5 - 31 3 - 1 0 (Operators manual f or machine gun, 7.62, M240) all -10 level technical manuals associated with their equipment and battle drills associated with their current assignment.
- 3) Soldier boards such as "NCO of the Quarter" and "NCO of the Year," and the SGT Audie Murphy and SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally to enhance confidence and build more adaptive leaders.
- 4) NCO and Leaders should continue to enroll their Soldiers into EIA upon promotion to SGT.
- 5) DLC 2 is an eligibility requirement for recommendation to SSG.
- 6) Completion of 30 college semester hours is recommended for promotion consideration to SSG.

c. Staff sergeant.

- 1) The quality and success of a SSG's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. SSGs who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: STP 17-19D3-SM-TG (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); -10 level technical manuals associated with their equipment; battle drills associated with their current assignment; and the Armor Chapter of DA Pam 600-25.
- 2) Soldier boards such as "NCO of the Quarter" and "NCO of the Year," and the SGT Audie Murphy and SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally to enhance confidence and build more adaptive leaders. (Note: Enrollment into EIA is not open to Soldiers once they have reached the rank of SSG).
- 3) Completion of DLC 3 is an eligibility requirement for promotion consideration to SFC.
- 4) NCO should strive to complete 60 or more college semester hours or an Associate's degree.
- 5) The Armor Branch's guidance is for every SSG to serve at least a minimum of 24 months in Key Developmental (KD) assignments (e.g. Squad Leader, MGS Commander, and Tank Commander). To be considered most qualified, a SSG needs 24 months as a Squad Leader, MGS Commander, or Tank Commander with MQ rating and highly numerated ranking, and be selected to serve as a Platoon Sergeant or a in a SFC position. Note that a SSG receives experience when serving in a SFC position, but will not receive key developmental credit at the current or higher grade until after the effective date of promotion to SFC. To be considered highly qualified, a SSG needs 24 months as a squad leader, MGS commander, or Tank Commander with a HQ rating and mid to high level numerated ranking. The lack of sufficient KD time does not prepare the NCO for increased responsibilities.

d. Sergeant first class.

- 1) As NCOs become more senior in rank, Armor SFCs should focus on, and be evaluated on, coaching, mentoring and developing a lethal Platoon. While still important, at this phase in their career a SFC has less focus on individual accomplishments, and greater emphasis on building a team and providing value to the organization, self-development becomes more important. Project Warrior is a highly selective program designed to spread the expertise developed by the Armor/Scout Platoon SGT/OC-T to the rest of the Armor force. Upon successful completion of duties as a platoon sergeant, the SFC is selected to serve as an OC-T at a combat training center with a follow-on assignment as an instructor at the Maneuver Center of Excellence in Armor Basic Officer Leader Course (ABOLC), Scout Leader Course (SLC), Advanced Leader Course (ALC), Maneuver Senior Leaders Course (M-SLC) or as a writer for Directorate of Training and Doctrine (DOT- D). While consecutive generating force assignments are highly discouraged, Project Warrior is the exception to this policy and back-to-back generating force

assignments are required. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. SFCs should 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. The Armor Branch's guidance is for every SFC to serve at least 24 months in Key Developmental (KD) assignments (Platoon Sergeant) in order to be considered branch developed. To be considered most qualified, a SFC must have 24 months as a platoon sergeant with MQ rating and highly numerated ranking, and be selected to serve as a First Sergeant or in a MSG position. Note that a SFC receives experience when serving in a MSG/1SG position, but will not receive key developmental credit at the current or higher grade until after the effective date of promotion to MSG/1SG. To be considered highly qualified, a SFC needs 24 months as a platoon sergeant with HQ rating and mid to high level numerated ranking.

2) SFC should study and master the collective training found in the following additional 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 associated with their current assignment.

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

4) Completion of DLC 4 is an eligibility requirement for promotion consideration to MSG.

e. Master sergeant/First sergeant.

1) Armor 1SGs should focus on, and be evaluated on, coaching and mentoring a Company/Troop. While still important, at this phase in their career a 1SG has less focus on individual accomplishments, and greater emphasis on building a team and providing value to the organization. They should study and master the following military publications: STP 17-19Z-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), FM 7-22 (Army Physical Readiness Training). The Armor Branch's guidance is for every MSG/1SG to serve at least 24 months in key developmental assignments (First Sergeant) in order to be considered branch developed. To be considered most qualified, a MSG must have 24 months as a First Sergeant with MQ rating and highly numerated ranking, and be selected to serve in a SGM position. To be considered highly qualified, a MSG must have 24 months as a First Sergeant with HQ rating and mid to high level numerated ranking.

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

3) The Armor Branch's guidance is for every MSG to serve at least a minimum of 24 months in key developmental assignments (First Sergeant) in order to be considered branch developed.

4) MSGs should recognize their new role as a SNCO; they should also continue to exploit other distributed learning programs and functional training that will broaden their focus on how the Army operates, in order to influence and improve the Army's systems and contribute to the success of their organizations.

f. Sergeant major/command sergeant major.

1) The goal of the SGM/CSM is to possess an undergraduate degree, and working toward a graduate degree. Activities like professional reading or college courses help the SNCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills (written and oral) are required just by the number of Soldiers led. Skills in community and public relations are also important since the SGM/CSM will often represent the command or Army in civic functions.

2) SGM/CSM should recognize their new role as a SNCO; they should also continue to exploit other distributed learning programs and functional training that will broaden their focus on how the Army operates, in order to influence and improve the Army's systems and contribute to the success of their

organizations. SGM/CSM should also continue to exploit other distributed learning programs and broaden their focus to include functional training.

Chapter 4. Military occupational specialty 19D cavalry scout

a. Major duties. The cavalry scout serves, leads, or supervises as a member of a scout platoon that executes air-ground reconnaissance and security missions, both mounted and dismounted, in support of combined arms maneuver. The cavalry scout conducts aggressive or stealthy reconnaissance that satisfies the commander's critical information requirements which enables the commander to develop situational understanding, make comprehensive plans and decisions, and direct follow-on or future operations. The cavalry scout acquires valuable warfighting skills through realistic training, NCOPDS, functional courses, and successful service in key developmental assignments. Key developmental assignments within the operating force polish tactical and technical proficiencies through practical application of warfighting skills, which is of primary importance to the Armor branch. However, excellence in a cavalry scout's career is demonstrated by exceptional performance in key developmental assignments as well as consistency of that performance over varying assignments. The 19D talent development model (TDM), commonly known as the Career Map, lists the key developmental positions necessary to become MOS proficient. These positions include: Team Leader, Squad Leader, and Platoon Sergeant. The cavalry scout also serves in various broadening assignments within both the operating and generating force. Successful performance across balanced assignments between the operating force and the generating force develop the cavalry scout into a well-rounded leader. However, back-to-back TDA assignments should be avoided. The exception to this is those SFCs selected to participate in Project Warrior, which requires service at a Combat Training Center with a follow on assignment to the Maneuver Center of Excellence.

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

c. Goals for development. The cavalry scout should focus on mastery of 19D critical tasks, warrior tasks and battle drills (See Army Training Network website: <https://atn.army.mil/>), and successful service in critical and specialty assignments. Institutionally, the cavalry scout should complete NCOPDS (Basic Leaders Course, Advanced Leaders Course, Maneuver Senior Leaders Course, and Master Leaders Course, reconnaissance specific functional courses, Scout Leader Course (SLC), and Cavalry Leaders Course (CLC). The cavalry scout should expand his/her Professional Development (PD) by completing other functional courses (Master Gunner, Airborne, Air Assault, Ranger, Pathfinder, Jumpmaster, Maneuver Leaders Maintenance Course (MLMC), and Battle Staff. Troop schools such as Unit Movement Officer (UMO), HAZMAT, Unit Prevention Leader (UPL), or Master Driver should be sought after as these courses enhance unit effectiveness and establish a well-rounded NCO.). 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 Course. Those Soldiers assigned to either an SBCT or IBCT should focus on SLC/CLC, Stryker Master Gunner, and Ranger School. The cavalry scout should self-develop by progressing towards and/or attaining a degree through civilian education.

d. Rank specific professional development:

1) Private - specialist/corporal.

(a) Institutional Training. The cavalry scout should attempt to expand his/her PD through completion of one or more of the following courses: Ranger, Airborne, or Air Assault.

(b) Operational assignments. The focus during the early years of a Soldier's career should be on successful performance as a scout, driver, or gunner, building a strong base of technical expertise in equipment, critical MOS skills, gunnery, and common Soldier tasks. A cavalry scout can also serve as an operations assistant in a headquarters element, or staff at various echelons of command. Performance in branch developing positions remains the primary criterion for excellence in the MOS. 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 paragraph 2-13.

(d) Additional training. None.

(e) Broadening assignments. None.

2) Sergeant.

(a) Institutional training. SGT's should attempt to expand his/her PD through completion of one or more of the following courses: Ranger, Airborne, Air Assault, Pathfinder, Jumpmaster, the Common Faculty

Development-Instructor Course (CFD-IC), Vehicle Crew Evaluator (VCE), Bradley or Stryker Master Gunner.

(b) Operational assignments. Team Leader is the key developmental assignment for a SGT. SGT's should focus on successful performance as a Team Leader, developing troop leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. The SGT should strive to serve in positions of increased responsibility, such as Squad Leader. Performance in branch developing positions remains the primary criterion for excellence in the MOS. Should a SGT serve in a key developmental position higher than his/her current rank or position, that time will not count towards key developmental time.

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

(d) Additional training. None.

(e) Broadening assignments. SGTs who have successfully served in a MOS-developing, key developmental position may be selected to serve in one or more of the following duty positions: Assistant Operations Sergeant or Operations Assistant in a staff at various echelons of command; Operations NCO at a troop headquarters. The qualified SGT can be selected to serve as a recruiter, drill sergeant, or instructor/writer.

3) Staff sergeant.

(a) Institutional training. SLC develops confident and agile reconnaissance leaders who can operate in unpredictable combat and training environments within their commanders' intent.

Completion of SLC demonstrates pursuit of excellence as a reconnaissance expert. SSG's should make every effort to complete this challenging course. SSG's should strive to become an expert in gunnery on his/her assigned combat platform by attending Bradley/Stryker Master Gunner Course. In addition, SSG's should attempt to expand his/her PD through completion of one or more of the following courses: Ranger, Airborne, Air Assault, or Pathfinder.

(b) Operational assignments. Squad Leader or MGS Commander are the key developmental assignments for a SSG. SSG's should focus on successful performance as a Squad Leader or MGS Commander, refining and developing leadership, tactical, and technical expertise. The Armor Branch's guidance is for every SSG to serve at least 24 months in key developmental assignments in order to be considered branch developed. SSGs who fail to attain at least 24 months of rated KD time, are not properly prepared for increased responsibilities. Additionally, at this stage of a career there are competing Army requirements that often conflict with primary career development. SSG's must aggressively seek leadership assignments in MOS developing positions prior to serving in a specialty assignment; however, SSGs who have served as Squad Leaders, or MGS Commanders should take the opportunity to fill a platoon sergeant position when possible. SSG's serving in a documented MTOE/ TDA Platoon Sergeant position that time will not count towards key developmental time as a Platoon Sergeant. SSG's at this point in his/her career are a master of reconnaissance and security missions on his/her assigned combat platform, and will continue to be assigned to like platforms in the future in order to maintain expertise within that formation. For instance, a SSG that becomes branch developed in an ABCT, should be assigned either to an ABCT or SBCT in future assignments. SSG's that become developed in an IBCT, should be assigned to an IBCT or SBCT in future assignments. The SBCT is the bridge for assignments.

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

(d) Additional training. None.

(e) Broadening assignments. SSGs who have successfully served as Squad Leader, or MGS Commander may be selected to serve in one or more of the following duty positions: Assistant Operations Sergeant in a staff at various echelons of command; Troop Master Gunner; command group vehicle commander. The qualified SSG can also be selected to serve as a drill sergeant, recruiter, instructor, observer controller trainer (OC/T), combat development NCO, or training developer/writer. However, prior to entering a TDA non-tactical assignment, the SSG should build a solid base of leadership time by serving in a key developmental assignment. 19D SSG's who have completed key developmental time may volunteer to serve in a Security Forces Assistance Brigade (SFAB) Cavalry Squadron as a Training/Advisor NCO.

4) Sergeant first class.

(a) Institutional training. CLC trains NCOs who are involved in the planning and execution of reconnaissance collection and tactical security tasks at the Troop and Squadron level. Completion of CLC demonstrates pursuit of excellence as a reconnaissance expert. The SFC should also strive to become an expert in gunnery on his/her assigned combat platform by attending Bradley/Stryker Master Gunner.

In addition, the SFC should attempt to expand his/her PD through completion of one or more of the following courses: SLC, MLMC, or Battle Staff.

(b) Operational assignments. Platoon Sergeant is the key developmental assignment for a SFC. More than any other key developmental assignment, platoon sergeant is the assignment a Soldier must have and excel in to advance to MSG/1SG and SGM/CSM. The SFC must take advantage of the opportunity to serve as a platoon sergeant whenever possible. In a Scout Platoon, a Scout Platoon Sergeant is charged with training and leading 34 Soldiers and one lieutenant. The Armor Branch's guidance is for every NCO to serve at least a minimum of 24 months in this key developmental assignment in order to be considered branch developed. SFCs who fail to attain at least 24 months of rated key developmental time as a platoon sergeant are not considered prepared for increased responsibilities. Platoon Sergeant Positions considered branch developing are those positions within the operational force and the positions within Opposing Forces elements at the Combat Training Centers. A SFC who has served as a platoon sergeant should take the opportunity to fill a 1SG position when possible. SFCs serving in a key developmental position higher than his/her current rank or position, that time will not count towards key developmental time as a 1SG.

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

(d) Additional training. None.

(e) Broadening assignments. SFCs who have successfully served as a platoon sergeant may be selected to serve in one or more of the following duty positions: Operations Sergeant or Assistant Operations Sergeant in a staff at various echelons of command; Master Gunner; Senior Intel NCO. The qualified SFC can also be selected to serve as: career advisor career manager; observer controller trainer (OC-T) AWG advisor; EOA; inspector general NCO; senior drill sergeant; senior instructor; Tactical NCO; Military Science Instructor; senior training developer/writer, combat development NCO, or senior training management NCO. Note: Project Warrior (Project Warrior is a program designed to spread the expertise developed by the Armor platoon sergeant/OC–T to the rest of the Armor force. The Project Warrior NCO will serve as an observer / controller at a CTC followed by an assignment as an instructor at ABOLC, SLC, ALC, M–SLC or as a writer for Directorate of Training and Doctrine (DOTD). While consecutive TDA assignments are highly discouraged, Project Warrior is the exception to this policy. There is no substitute for serving in the key leadership positions throughout an Armor Soldier's career. 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. 19D SFC's who have completed key developmental time may volunteer to serve in a Security Forces Assistance Brigade (SFAB) Cavalry Squadron as a Training/Advise NCOIC or Assistant Operations NCO. A SFC should possess a Secret Clearance.

(f) Army career degrees. See SOCAD Army Career Degree Program.

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

Chapter 5. Military occupational specialty 19D Talent Development Model

The DA Pam 600-25 Smartbook now includes the 19D Talent Development Model. Additional access to the "Career Maps" is from 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 6. Military occupational specialty 19D Reserve Component

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

Chapter 7. Military occupational specialty 19K M1 Armor Crewman

a. Major duties. The Armor crewman's role on the battlefield is to close with and destroy enemy forces using firepower, mobility, and shock effect. Armor crewmen primarily conduct decisive action in unified land operations. 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 the Armor crewman Talent Development Model (TDM) is to seek leadership positions in order to become MOS proficient as early as possible (gunner, tank commander, platoon sergeant and 1SG). Key developmental time is the premier PD assignment. However, at times the needs of the Army will require NCOs to serve in assignments away from Soldiers. The key for

success during these broadening assignments is to excel at that assignment and maintain warfighting skills through professional reading and correspondence courses. With the exception of those SFCs nominated and selected to participate in Project Warrior, back-to-back TDA assignments should be avoided if at all possible. In addition, Armor crewmen should take advantage of available opportunities to expand their military and civilian education.

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

c. Goals for development. The focus for an Armor crewman should be on the following to ensure success: mastering the warfighting skills for their particular skill level, successfully serving in MOS developing positions and broadening assignments, attending and successfully completing all NCOPDS schools, functional courses (Air Assault, Battle Staff, Maneuver Leaders Maintenance Course (MLMC), and Master Gunner). Troop schools such as Unit Movement Officer (UMO), HAZMAT, Unit Prevention Leader (UPL), or Master Driver, continuing to further civilian education, and serving in operational positions on BN/Squadron staff. Soldiers selected for promotion to the grades of SGT through MSG/ 1 SG will attend the appropriate NCOPDS (Basic Leaders Course (BLC), Advanced Leaders Course (ALC), Maneuver Senior Leaders Course (M–SLC), and Master Leaders Course (MLC). (For information regarding conditional promotion, see AR 600–8–19.)

d. Rank specific professional development.

1) Private–Specialist/Corporal.

(a) Institutional 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 the Air Assault Course to further their institutional knowledge as well as setting themselves up for possible future assignments and progression later in their career.

(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 MOS. 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 2–13.)

(d) Additional training. None.

(e) Broadening assignments. None.

2) Sergeant.

(a) Institutional training. The Armor crewman should attempt to expand professional development through attendance in institutional training courses such as the Army Basic Instructor Course (ABIC), Air Assault, Vehicle Crew Evaluator (VCE), Tank Commanders Certification course and upon receipt of a promotable status attend the M1A2 SEP Master Gunner Course.

(b) Operational assignments. SGTs should focus on developing troop leadership skills, honing technical expertise, and laying a foundation of tactical knowledge during this phase of their career. The Armor Crewman should successfully serve as a 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 tank commander. Should a SGT serve in a key developmental position higher than his/her current rank or position that time will not count towards his/her key developmental time at both the current and next higher grade.

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

(d) Additional training. None.

(e) Broadening assignments. Recruiting and drill sergeant duty are broadening assignments for qualified SGTs. Additional broadening assignments include assistant Operations NCO (BN/BDE staff), instructor/writer, and training management NCO.

3) Staff sergeant.

(a) Institutional training. The M1A2 SEP Master Gunner Course prepares the armor SSG to train the unit for combat and act as SMEs on the M1 series Abrams Tank. Qualified SSGs should seek to attend this demanding course. Additionally, the armor crewman should attempt to expand PD through attendance in one or more of the following courses or programs: Tank Commanders Certification Course, AGTS Instructor/ Operator (IO), VCE, Air Load Movement/Planner, Air Assault, and Battle Staff.

(b) Operational assignments. The critical assignment at this stage of the Armor crewman's career is tank commander. The Soldier should focus on refining and developing his/her leadership, tactical, and

technical expertise. The Armor Branch's guidance is for every SSG to successfully serve least a minimum of 24 months in each key developmental assignment, SSGs who fail to attain at least 24 months of rated key developmental time are not considered prepared for increased responsibilities. Additionally, at this stage of a career there are competing Army requirements that often conflict with primary career development. SSG's must aggressively seek leadership assignments in MOS developing positions prior to serving in a broadening assignment. SSGs who have served as tank commanders should take the opportunity to fill a platoon sergeant position when possible. Should a SSG serve in a key developmental position higher than his/her current rank or position that time will not count towards his/her key developmental time at both the current and next higher grade.

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

(d) Additional training. None.

(e) Broadening assignments. SSGs who have successfully served as a tank commander may be selected to serve in one of the following duty positions: 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. Drill Sergeant and Recruiting duty are other encouraged broadening assignments that qualified SSGs will be selected to fill. The 19K SSG may also serve as a training management or ASST OPS NCO. However, prior to entering a TDA or a professionally developing assignment, a SSG must build a solid base of troop leadership time by serving in a key developmental assignment. There is no substitute for serving in the key developmental positions throughout an Armor Soldier's career.

4) Sergeant first class.

(a) Institutional training. The M1A2 SEP Master Gunner Course prepares the Armor SFC to train the unit for combat and act as SMEs on the M1 series Abrams Tank. Qualified SFCs should seek to attend this demanding course. The 19K armor crewman should also attempt to expand his/her PD through attendance in the following courses or programs: Air Assault, Battle Staff, Maneuver Leaders Maintenance Course, and the Air Load Movement/Planner course. Enrollment in the Project Warrior NCO Program is encouraged.

(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. The SFC must take advantage of the opportunity to serve as a platoon sergeant whenever possible. In a tank platoon, an Armor platoon sergeant is charged with training and leading 14 Soldiers and one lieutenant. Due to Army requirements, if a SFC passes up an assignment as a platoon sergeant, he may never get another opportunity. Without the opportunity to achieve and maintain proficiency as a platoon sergeant, an MOS 19K SFC will not be competitive for promotion to MSG. The Armor Branch's guidance is for every SFC to successfully serve at least a minimum of 24 months in each key developmental assignment, SFCs who fail to attain at least 24 months of rated key developmental time as a platoon sergeant are not considered prepared for increased responsibilities. Other operational assignments may include BN/BDE ASST OPS SGT or master gunner. The SFC who has served as a platoon sergeant should take the opportunity to fill a 1SG position when possible. Should a SFC serve in a key developmental position higher than his/her current rank or position, that time will not count towards key developmental time as a 1SG.

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

(d) Additional training. None.

(e) Broadening assignments. The SFC who has demonstrated proficiency as a platoon sergeant may be selected to serve in one or more of the following duty positions: assignments manager at HRC, Career Manager with the Office of the Chief of Armor, Observer Controller (O/C) at a CTC (NTC, JRTC, or JMRC); Equal Opportunity Advisor (EOA); Inspector General NCO; senior drill sergeant; college- level ROTC instructor; Armor School senior instructor/team chief, training developer/writer, combat development NCO, training management NCO; AC/RC senior platoon OC/trainer; BN/squadron level master gunner, or ASST OPS SGT. Note: Project Warrior (Project Warrior is a program designed to spread the expertise developed by the Armor platoon sergeant/OC–T to the rest of the Armor force. The Project Warrior NCO will serve as an observer/controller at a CTC followed by an assignment as an instructor at ABOLC, SLC, ALC, M–SLC or as a writer for Directorate of Training and Doctrine (DOT-D). While consecutive TDA assignments are highly discouraged, Project Warrior is the exception to this policy. There is no substitute for serving in the key leadership positions throughout an Armor Soldier's career. 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. 19K SFC's who have completed key developmental time may volunteer to serve in a Security Forces Assistance Brigade (SFAB) Cavalry Squadron as a Training/Advise NCOIC or Assistant Operations NCO. A SFC should possess a Secret Clearance.

(f) Army career degrees. See SOCAD Army Career Degree Program.

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

Chapter 8. Military occupational specialty 19K Talent Development Model

The DA Pam 600-25 Smartbook now includes the 19K Talent Development Model (TDM). Additional access to the "Career Maps" is available on 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 9. Military occupational specialty 19K Reserve Component

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

Chapter 10. Military occupational specialty 19Z Armor Senior Sergeant

a. Major duties. The Armor Senior Sergeant serves as the principal NCO in an Armor Company, Cavalry Troop, or Operations staff section in an ABCT, IBCT, 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 Soldiers, 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 HQDA G-1 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 a minimum of 24 months as a unit 1SG; mastering the warfighting skills required for their skill level; attending and successfully completing all NCOPDS schools; attending Professional Development Schools; 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 Operations Sergeant position when possible. (For information regarding conditional promotion to SGM, see AR 600-8-19, para 1-27).

d. Rank specific professional development:

1) MSG/1SG.

(a) At this level the critical assignment for an Armor Senior Sergeant is 1SG. Without a successful tour as a 1SG, a MSG will not be competitive for promotion to SGM. 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 broadening assignment. A MSG who fails to attain at least 24 months of key developmental time as a 1SG are not considered prepared for increased responsibilities. MSG/1SGs serving in a key developmental position higher than his/her current rank or position, that time will not count towards key developmental time as an Operations Sergeant Major/Command Sergeant Major.

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

(c) Additional training. Armor Senior Sergeants designated to serve in Cavalry organizations are highly encouraged to attend the Cavalry Leaders Course (CLC). Additional training can be attained by attending the Joint Fire Power Control and the Battle Staff Courses.

(d) Broadening assignments. The MSG who has successfully served as a 1SG position may be selected to serve at any of the following duty positions: Senior Assignments Manager at Human Resources Command; Senior Career Manager with the Office of the Chief of Armor; Battalion or higher Operations Sergeant; Battalion level or higher Intelligence Sergeant; Senior ROTC Tactical Instructor; Senior AC/RC OC/T or Operations NCO; directorate level staff; IG or EO; or Master Gunner at brigade or higher level.

2) Sergeant major/command sergeant major.

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

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

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

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

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

Chapter 11. Military occupational specialty 19Z Talent Development Model

The DA Pam 600-25 Smartbook now includes the 19Z Talent Development Model (TDM). Additional access to the “Career Maps” is available on the ACT Web site. They are located under the “Printable Career Map for 19Z” tab at the following Web address: <https://actnow.Army.mil>.

Chapter 12. Military occupational specialty 19Z Reserve Component

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