

**Armor (Career Management Field 19) Career Progression Plan
DA PAM 600-25 (11 JULY 2024)**

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 Armor and Cavalry Leaders 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. To maintain our dominance in combined arms, the Armor Branch continues to modernize our Brigade Combat Teams with state-of-the-art capabilities and will integrate new combat platforms in direct support of Light Infantry Divisions. In 2025 the Armor Branch will additionally add a new Bradley Crewmember MOS (19C) to enhance platform lethality within our Combined Arms Battalions. Regardless of the ongoing transition, the Armor Force will continue to serve as a critical component of the combined arms maneuver team.

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: SFC that is rated as 1SG 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.

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.

Individual Critical Task List (ICTL): contains standardized training objectives in the form of individual critical tasks. These critical tasks support unit missions during wartime. The ICTL includes information that directs in which domain the individual task will be taught, its skill level, and its frequency for instruction. ICTLs can be found on the Central Army Registry (C.A.R.) at <https://rdl.train.army.mil>.

Digital Job Book: enables Armor Soldiers to review their training and qualification information recorded in Digital Training Management System (DTMS) such as Army Physical / Combat Fitness Test scores, height/weight, weapons qualifications, completed training tasks (i.e., Critical/Warrior/Mandatory) or view tasks assigned to them. It also provides them with notifications for Army course registrations. Digital Job Books can be found at <https://atn.army.mil/digital-job-book>.

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.moore.army.mil/mssp/>.

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://eis.army.mil>. 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 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 can 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 assignments during their careers. Examples include broadening assignments such as First Army OC/T, MSI, 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.osd.mil>. Soldiers 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), and Project Warrior Program. Armor School guidance and standard operating procedures (SOPs) for these programs can be found at <http://www.moore.army.mil/Armor/OCOA>.

1. Excellence in Armor (EIA): The EIA Program is a unit-ran program that identifies outstanding CMF 19 Soldiers in the ranks of Private through Staff Sergeant who have demonstrated performance and leadership potential, either in One Station Unit Training (OSUT) conducted by the 194th Armored Brigade, or in Armor and Cavalry units.

2. Project Warrior: 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.

3. General Fred M. Franks Jr. Writing Award: This program 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://moore.army.mil/Armor/>.

Chapter 4. Career Management by Rank

1) Private - Specialist/Corporal

Junior enlisted Soldiers (PVT-SPC/CPL) should study and build knowledge through the following military publications: TC 7–21.13 (Soldier's Guide); 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); 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.

Junior Enlisted Soldiers should strive for enrollment into the Excellence in Armor (EIA) program as both the Soldier and the Armor Force benefit by recognizing superior performance and potential. Enrollment into the EIA Program may occur through One Station Unit Training (OSUT), Unit EIA Programs, or in conjunction with the Expert Soldier Badge (ESB) Testing.

Junior Enlisted Soldiers should attend Soldier boards, such as “Soldier of the Month/Quarter/Year,” to broaden their knowledge base, strengthen discipline, improve the Soldier’s ability to communicate, enhance confidence, and build more adaptive leaders.

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 (SGT) lead teams or crews. As a first line leader, SGTs have the most direct influence on Soldiers. Armor Proponent desires the following KSBs for Sergeants:

a. *Knowledge:* Armor SGTs 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 SGTs 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 SGTs are hard-working, proactive, helpful, self-aware, responsible, and ambitious.

Armor SGTs should study and build knowledge through the following military publications: TC 7–22.7 (Noncommissioned Officer Guide); ADP 1 (The Army) ADRP 1 (The Army Profession); ATP 6-22.1 (The Counseling Process); ADP 6–22 (Army Leadership); 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.

Armor SGTs should strive for enrollment into the Excellence in Armor (EIA) program as both the Soldier and the Armor Force benefit by recognizing superior performance and potential. Enrollment into the EIA Program may occur through Unit EIA Programs or in conjunction with the Expert Soldier Badge

(ESB) Testing.

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

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 (SSG) command combat platforms or lead sections/squads. They support the chain of command through the NCO support channel. Armor Proponent desires the following KSBs for Staff Sergeants:

a. *Knowledge:* Armor SSGs are proficient, tactical and technical 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 SSGs 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. SSGs serve as tank commanders, section leaders, or squad leaders, and provide a critical link to their chain of command.

c. *Behaviors:* Armor SSGs are standard bearers, honorable, diligent, tenacious, determined, resilient, and authentic.

SSGs should study and build proficiency in the additional military publications: AR 623-3 (Evaluation Reporting System); AR 600-20 (Army Command Policy); AR 614-200 (Enlisted Assignment and Utilization Management); ADP 7-0 (Training units and Developing Leaders); all -10 level technical manuals associated with their equipment; battle drills and SOPs associated with their current assignment.

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

SSGs should strive to complete 60 college semester hours towards a college degree or achieve an associate 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 combat platform commander). SSGs with 24 months or more in a KD position are considered fully qualified. Most qualified SSGs should be selected to serve as a platoon sergeant if the opportunity presents itself.

4) **Sergeant First Class.**

Sergeants First Class (SFC) 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. SFCs should become familiar with FMSWeb (<https://fmsweb.fms.army.mil>) to understand unit MTOE/TDA and equipment for their perspective UICs. Armor Proponent desires the following KSBs for sergeants first class:

a. *Knowledge:* Armor SFCs are experts in team building, 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 SFCs 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 SFCs are dynamic, perceptive, self-controlled, responsible, empathetic, and accountable

Armor SFCs should build expertise towards mastering the individual and collective training found in the following military publications: AR 350–1 (Army Training and Leader Development); DA Pam 611–21 (Military Occupational Classification and Structure); AR 750– 1 (Army Material Maintenance Policy); ADP 3-0 (Unified Land Operations); TC 3-20.31-9 (Armor Platoon Services); all -10 level technical manuals associated with their equipment; and battle drills and SOPs associated with their current assignment.

High performing SFCs that have completed 18 months as a platoon sergeant may volunteer for selection into the Project Warrior Program. Project Warrior is designed to spread the expertise developed by the armor/scout platoon sergeant to the armor force. Upon completion of KD assignment, enrollees will be assigned to a Combat Training Center for 24 months with a follow-on assignment to the Maneuver Center of Excellence to serve as a course instructor or within training development.

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

SFCs should strive to complete an associate degree or accumulate two years of college credit towards a bachelor’s degree. Armor Proponent’s guidance is for every SFC to serve a minimum of 24 months in KD position (platoon sergeant). SFCs with 24 months or more in a KD position are considered highly favorable. Most qualified SFCs should be selected to serve as first sergeant if the opportunity presents itself.

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

First Sergeants (1SG) 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. 1SGs are responsible for maintaining and enforcing standards, ensuring training objectives are met, developing Soldiers, Tank/Bradley Commanders, Squad/Section Leaders, and Platoon Sergeants in the unit, administrative functions, and ensuring the health, welfare, and morale of the unit and their families. Master Sergeants (MSG) serve as key enlisted members in brigade and above staff positions. Although not charged with leadership responsibilities equal to that of a 1SG, the MSGs 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 Master Sergeants/First Sergeants:

a. *Knowledge:* Armor MSG/1SGs are experts in small unit tactics. They lead, train, motivate and care for Soldiers in both the staff and command environment.

b. *Skills:* Armor MSG/1SGs 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. 1SGs are responsible for ensuring maximum readiness within their respective troops or companies. They are the subject matter experts in administrative responsibilities, MTOE/TDA and equipment requirements (FMSWeb), Army resources, tactics, and combined arms operations. They will develop junior leaders.

c. *Behaviors:* Armor MSG/1SGs are detail-focused, concerned for others, rational, helpful, collaborative, and calm analytic thinkers, who exercise a legal, moral, and ethical decision-making process.

MSG/1SGs should study and master the following military publication: 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).

MSG/1SGs 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 MSG to serve a minimum of 24 months as a 1SG. 1SGs with 24 months or more are considered highly favorable. It is encouraged for MSGs to pursue 1SG positions in operational units.

MSG/1SGs are further encouraged to pursue secondary KD positions (Squadron HHT, Battalion HHC, or Brigade HHC) when the opportunity presents itself. Due to the limited availability of these positions and fiercely competitive selection rates, 1SGs that have successfully performed in these positions have shown a higher propensity for selection to attend the United States Army Sergeants Major Academy.

6) **Sergeant Major/Command Sergeant Major.**

The Command Sergeant Major (CSM) is the senior NCO of the command at echelon and is the principal 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 CSM 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. The Sergeant Major (SGM) is the key enlisted staff element at echelon. The SGMs experience and abilities are often equal to that of the unit CSM, but their direct leadership influence is limited in scope to the staff. The SGM is the key in training and the operations planning process. Armor Proponent desires the following KSBs for sergeants major/command sergeants major:

a. *Knowledge:* Armor SGM/CSMs 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 SGM/CSMs 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. SGM/CSMs are responsible for ensuring maximum readiness within their units and maintaining strict administrative procedures.

c. *Behaviors:* Armor SGM/CSMs 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.

SGM/CSMs 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. SGM/CSMs major build competence throughout the formations by leveraging institutional domains and training opportunities.

Chapter 5. Military Occupational Specialty 19C Bradley Crewmember

A. *Major duties.* The Bradley crewmember's role on the battlefield is to become masters of mounted maneuver; including readiness, sustainment, and lethality, who can employ the Bradley and enable the success of infantry on the modern battlefield supporting an ABCT. Bradley crewmembers valued for their warfighting skills which are acquired and perfected through realistic training, PME, functional courses, and successful service in KD assignments. Service in the operational force 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 Bradley crewmember's career is demonstrated by exceptional performance in KD positions, as well as consistency of that performance over varying

assignments. The 19C Talent Development Model, commonly referred to as the career map, lists the KD positions necessary to build MOS proficiency; these positions include: Bradley Fighting Vehicle (BFV) commander, platoon sergeant, and first sergeant. Bradley crewmembers may be selected to serve in various broadening assignments. Successful performance across balanced assignments, between operating force and generating force, develop Bradley crewmembers into a well-rounded leader. Back-to-back TDA assignments should be avoided, with the exception of those 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 Moore.

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.* Bradley crewmembers must build and sustain combat platform proficiency throughout their career, while developing mastery of 19C critical tasks, warrior tasks, and battle drills (See Army Training Network, at: <https://atn.army.mil>). Institutionally, Bradley crewmembers must complete PME (Basic Leader Course (BLC), Advance Leader Course (ALC), Maneuver Senior Leader Course (M-SLC), and Master Leader Course (MLC) to further their career. Bradley crewmembers should expand their professional development by completing other functional courses such as Bradley Master Gunner Course, Bradley Commander Course, Maneuver Leader Maintenance Course (MLMC), Digital Master Gunner, Battle Staff NCO, and Cavalry Leader 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 on a BFV. Soldiers should focus on successful performance in that position, 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.* All 19C Soldiers should strive for enrollment into the Excellence in Armor (EIA) Program. Selectees into the EIA Program are commonly recognized with advanced promotions for their tactical and technical proficiency, leadership, potential, and motivation. Armor Soldiers should also 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*. Completion of college courses/degree program. Studying Army publications directly related to MOS proficiency and core competencies. TC 3-20.31 (Training and Qualification, Crew); TC 3-20.31-1 (Gunnery Skills Test).

g. *Additional Duties*. DTMS, environmental compliance, unit armorer.

2) **Sergeant.**

a. *Operational Assignments*. 19C 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 BFV gunner. SGTs should strive to serve in positions of increased responsibility, such as BFV commander, when provided the opportunity.

b. *Broadening Assignments*. SGTs may be selected to serve as drill sergeants or recruiters to fill critical vacancies within TRADOC. SGTs may serve as operations assistants, operations NCO, operations sergeant, instructor assistant, training management NCO, or range safety NCO.

c. *Training*. All 19C SGTs should strive for enrollment into the Excellence in Armor (EIA) Program. Early induction into the EIA Program within a Soldier's career is commonly recognized with advanced promotions for their tactical and technical proficiency, leadership, potential, and motivation. SGTs within the Armor Branch should also 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. SGTs should expand upon their platform expertise through completion of unit led SABOT Academy and the Master Gunner Pre-assessment course (MGPAC) in preparation to attend Bradley Master Gunner 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.

f. *Self-Development*. Completion of college courses/degree program. Studying Army publications directly related to MOS proficiency and core competencies. TC 3-20.31-4 (Direct Fire Engagement Process (DIDEA)).

g. *Additional Duties*. HAZMAT, unit prevention leader (UPL), master driver.

3) **Staff Sergeant.**

a. *Operational Assignments.* The KD assignment for the 19C staff sergeant is BFV commander. SSGs 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. SSGs should aggressively seek a KD position prior to serving in a broadening assignment. Armor Proponent defines BFV 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 Moore. Armor Proponent's guidance is for staff sergeants to serve a minimum of 24 months as a BFV commander. There is no substitution for this KD position.

b. *Broadening Assignments.* SSGs 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. SSGs may also serve in various echelons of staff as a master gunner, assistant operations sergeant, or operations sergeant. 19C SSGs 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. MOS 19C SSGs should strive to complete the Bradley Master Gunner Course. SSGs should prepare for Bradley Master Gunner through unit led SABOT Academy and the Master Gunner Pre-assessment Course (MGPAC). Developing the individual traits and technical skills to complete the Bradley Master Gunner Course, succeed in KD assignment, and effectively serve as a master gunner, requires a level of personal commitment that sets an MOS 19C SSG above their peers. MOS 19C SSGs should further seek to expand upon their professional development through completion of the following courses: Battle Staff NCO and Master Fitness. SSGs returning to the Operational Force after completion of a DA select assignment are encouraged to attend the Bradley Commander Course to restore platform proficiency.

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.* Completion of college courses/degree program. For SSGs serving in broadening assignments, Armor Proponent's guidance is to continually study Army publications directly related to MOS proficiency and core competencies, 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 (EOL), master fitness trainer (MFT), master resiliency trainer (MRT).

4) **Sergeant First Class.**

a. *Operational Assignments.* The KD assignment for 19C the sergeant 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, SFCs 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 Moore. Armor Proponent's guidance is for SFCs to serve a minimum of 24 months as a platoon sergeant. There are no substitutions for this KD position.

b. *Broadening Assignments.* SFCs 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, military science instructor (MSI), training developer/writer, combat development NCO, or senior training management NCO. SFCs may also serve in various echelons of staff as a master gunner, assistant operations sergeant, or operations sergeant. 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. SFCs should possess a secret clearance. 19C SFCs 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. MOS 19C SFCs should strive to complete the Bradley Master Gunner Course. SFCs should prepare for Bradley Master Gunner through unit led SABOT Academy and the Master Gunner Pre-assessment Course (MGPAC). Developing the individual traits and technical skills to complete the Bradley Master Gunner Course, succeed in KD assignment, and effectively serve as a master gunner, requires a level of personal commitment that sets an MOS 19C SFC above their peers. SFCs should further seek to expand upon their professional development through completion of one or more of the following courses: 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.

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

g. *Additional Duties.* equal opportunity advisor (EOA), master resiliency trainer.

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

The DA Pam 600-25 Smartbook now includes the 19C 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 19C" tab at the following Web address: <https://actnow.army.mil>.

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

A. **Army National Guard (ARNG):** The primary mission and duties for the Bradley crewmember serving in the ARNG are identical to those of the Regular Army 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.

B. **United States Army Reserve (USAR):** No 19C MTOE authorizations exist within the USAR, however 19C personnel may serve within TDA Organizations in either MOS Specific or MOS Immaterial positions (00G). 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 5. 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 19D Cavalry Scout

A. *Major duties.* The cavalry 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. Cavalry Scouts, commonly known simply as "scouts," acquire valuable warfighting skills through realistic training, PME, functional courses, and successful service in key developmental assignments. Service in the

operational force 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. Cavalry 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 Moore.

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.* Cavalry scouts must build and sustain tactical proficiency throughout their career, while developing mastery of 19D critical tasks, warrior tasks, and battle drills (See Army Training Network, at: <https://atn.army.mil/>). Institutionally, scouts must complete PME (Basic Leaders Course (BLC), Advanced Leaders Course (ALC), Maneuver Seniors Leader Course (M-SLC), Master Leaders Course (MLC) to further their career. Scouts should expand their professional development by completing functional courses such as Ranger, Cavalry Leaders Course (CLC), Scout Leaders Course Bradley Master Gunner, Maneuver Maintenance Leader Course (MLMC), and Battle Staff. Other courses that may be considered are Airborne, Air Assault, Jumpmaster, Digital Master Gunner in relation to unit MTOE. 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, Ranger, and CLC.

**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.* All 19D Soldiers should strive for enrollment into the Excellence in Armor (EIA) Program. Early induction into the EIA Program within a Soldier's career is commonly recognized with advanced promotions for their tactical and technical proficiency, leadership, potential, and motivation. Armor Branch Soldiers should also 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.

f. *Self-Development.* Completion of college courses/degree program. Studying Army publications directly related to MOS proficiency and core competencies. TC 3-20.31 (Training and Qualification, Crew); TC 3-20.31-1 (Gunnery Skills Test).

g. *Additional Duties.* DTMS, environmental compliance, unit armorer.

2) **Sergeant.**

a. *Operational Assignments.* 19D 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 BFV gunners. SGTs should strive to serve in positions of increased responsibility, such as squad leader or section leader, when provided the opportunity.

b. *Broadening Assignments.* SGTs may be selected to serve as drill sergeants or recruiters to fill critical vacancies within TRADOC. SGTs may serve as operations assistants, operations sergeant, instructor assistant, or training management NCO.

c. *Training.* All 19D SGTs should strive for enrollment into the Excellence in Armor (EIA) Program. Selectees into the EIA Program are commonly recognized with advanced promotions for their tactical and technical proficiency, leadership, potential, and motivation. 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. SGTs should seek to expand upon their professional development through completion of one or more of the following courses: 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.

f. *Self-Development*. Completion of college courses/degree program. Studying Army publications directly related to MOS proficiency and core competencies. TC 3-20.31-4 (Direct Fire Engagement Process (DIDEA)).

g. *Additional Duties*. HAZMAT, 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. SSGs should focus on successful performance in these KD positions, refining and developing leadership skills, tactical, and technical expertise. During this stage of a SSG's career there may be competing requirements that could conflict with career development. SSGs 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 Moore. Armor Proponent's guidance is for SSGs 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*. SSGs 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 SSGs who have completed their KD requirements may volunteer to serve in a Security Forces Assistance Brigade (SFAB) Cavalry Squadron as a Training/Advise NCO. SSGs 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. SSGs should seek to expand upon their professional development through completion of one or more of the following courses: Ranger, Bradley Master Gunner, Bradley Commander, Scout Leader Course, Airborne, Air Assault, Jumpmaster, Master Fitness, 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.

f. *Self-Development.* Completion of college courses/degree program. For SSGs serving in broadening assignments, Armor Proponent's guidance is to continually study Army publications directly related to MOS proficiency and core competencies, 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 (EOL), master fitness, master resiliency trainer (MRT).

4) **Sergeant First Class.**

a. *Operational Assignments.* The KD assignment for 19D 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, SFCs 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 Moore. Armor Proponent's guidance is for every SFC to serve a minimum of 24 months as a platoon sergeant. There are no substitutions for this KD position.

b. *Broadening Assignments.* SFCs 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, 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 SFCs 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. 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. SFCs should seek to expand upon their professional development through completion of one or more of the following courses: Ranger, Bradley Master Gunner, Cavalry Leaders Course, Scout Leaders Course, Airborne, Air Assault, Jumpmaster, 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.

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

g. *Additional Duties*. equal opportunity advisor (EOA), and master resiliency trainer (MRT).

Chapter 9. Military Occupational Specialty 19D Talent Development Model (TDM)

The DA Pam 600-25 Smartbook now includes the 19D 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 19D" tab at the following Web address: <https://actnow.army.mil>.

Chapter 10. Military Occupational Specialty 19D Reserve Component (RC)

A. **Army National Guard (ARNG)**: The primary mission and duties for the cavalry scout serving in the ARNG are identical to those of the Regular Army 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.

B. **United States Army Reserve (USAR)**: No 19D MTOE authorizations exist within the USAR, however 19D personnel may serve within TDA Organizations in either MOS Specific or MOS Immaterial positions (00G). 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 19K 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 utilizing the most lethal ground combat platform to ever exist. Armor crewmen, colloquially known as "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 in the operational force 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 an Armor crewman'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 or MPF commander, platoon sergeant, and first sergeant. Armor crewmen may be required to serve in various broadening assignments. Successful performance across balanced assignments, between operating force and generating force, develop Armor crewmen into well-rounded leaders. 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 Moore.

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.* Armor crewmen 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, MPF Commander 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 either the Abrams or MPF platforms. 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.* All 19K Soldiers should strive for enrollment into the Excellence in Armor (EIA) Program. Early induction into the EIA Program within a Soldier's career is commonly recognized with advanced promotions for their tactical and technical proficiency, leadership, potential, and motivation. Armor Soldiers must also 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.* Completion of college courses/degree program. Studying Army publications directly related to MOS proficiency and core competencies. TC 3-20.31 (Training and Qualification, Crew); TC 3-20.31-1 (Gunnery Skills Test).

g. *Additional Duties.* DTMS, environmental compliance, unit armorer.

2) **Sergeant.**

a. *Operational Assignments.* 19K 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. SGTs should strive to serve in positions of increased responsibility, such as tank commander, when provided the opportunity.

b. *Broadening Assignments.* SGTs may be selected to serve as drill sergeants or recruiters to fill critical vacancies within TRADOC. SGTs may serve as operations assistants, operations NCO, operations sergeant, instructor assistant, training management NCO, or range safety NCO.

c. *Training.* All 19K SGTs should strive for enrollment into the Excellence in Armor (EIA) Program. Selectees into the EIA Program are commonly recognized with advanced promotions for their tactical and technical proficiency, leadership, potential, and motivation. NCOs within the Armor Branch must also 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. SGTs should seek to expand upon their professional development and platform expertise in preparation to attend Abrams Master Gunner Course. SGTs should expand upon their platform expertise through completion of unit led SABOT Academy and the Master Gunner Pre-assessment course (MGPAC) in preparation to attend Abrams Master Gunner 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.

f. *Self-Development.* Completion of college courses/degree program. Studying Army publications directly related to MOS proficiency and core competencies. TC 3-20.31-4 (Direct Fire Engagement Process (DIDEA)).

g. *Additional Duties.* unit prevention leader (UPL), master driver, HAZMAT.

3) **Staff Sergeant.**

a. *Operational Assignments.* The KD assignment for 19K staff sergeants is tank commander or MPF commander. SSGs should focus on successful performance in this position, refining and developing leadership skills, tactical, and technical expertise. During this stage in a SSG's career there may be competing requirements that could conflict with career development. SSGs should aggressively seek a KD position prior to serving in a broadening assignment. Armor Proponent defines tank commander/MPF 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 Moore. Armor Proponent's guidance is for SSGs to serve a minimum of 24 months as a tank commander/MPF commander. There is no substitution for this KD position.

b. *Broadening Assignments.* SSGs 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 SSGs 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. MOS 19K SSGs should strive to complete the Abrams Master Gunner Course. SSGs should prepare for Abrams Master Gunner through unit led SABOT Academy and the Master Gunner Pre-assessment Course (MGPAC). Developing the individual traits and technical skills to complete the Abrams Master Gunner Course, succeed in KD assignment, and effectively serve as a Master Gunner, requires a level of personal commitment that sets an MOS 19K SSG above their peers. MOS 19K SSGs should further seek to expand upon their professional development through completion of one or more of the following courses: Battle Staff NCO and Master Fitness. SSGs returning to the Operational Force after completion of a DA select assignment are encouraged to attend the Tank Commander Course to restore platform proficiency.

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.* Completion of college courses/degree program. For SSGs serving in broadening assignments, Armor Proponent's guidance is to continually study Army publications directly related to MOS proficiency and core competencies, 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 (EOL), master fitness trainer (MFT), master resiliency trainer (MRT).

4) **Sergeant First Class.**

a. *Operational Assignments.* The KD assignment for 19K 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, SFCs 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 Moore. Armor Proponent's guidance is for SFCs to serve a minimum of 24 months as a platoon sergeant. There are no substitutions for this KD position.

b. *Broadening Assignments.* SFCs 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, military science instructor (MSI), training developer/writer, combat development NCO, or senior training management NCO. SFCs may also serve in various echelons of staff as a master gunner, assistant operations sergeant, or operations sergeant. 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. SFCs should possess a secret clearance. 19K SFCs 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. MOS 19K SFCs should strive to complete the Abrams Master Gunner Course. SFCs should prepare for Abrams Master Gunner through unit led SABOT Academy and the Master Gunner Pre-assessment Course (MGPAAC). Developing the individual traits and technical skills to complete the Abrams Master Gunner Course, succeed in KD assignment, and effectively serve as a Master Gunner, requires a level of personal commitment that sets an MOS 19K SFC above their peers. SFCs should further seek to expand upon their professional development through completion of one or

more of the following courses: 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.

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

g. *Additional Duties*. equal opportunity advisor (EOA), master resiliency trainer.

Chapter 12. Military Occupational Specialty 19K Talent Development Model

The DA Pam 600-25 Smartbook now includes the 19K TDM (see Appendix C). 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 13. Military Occupational Specialty 19K Reserve Component

A. **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 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.

B. **United States Army Reserve (USAR)**: No 19K MTOE authorizations exist within the USAR, however 19K personnel may serve within MOS Immaterial positions (00Z). 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 11. 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 14. Military Occupational Specialty 19Z Armor Senior Sergeant

A. *Major duties*. Armor senior sergeants serve as the principal 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 serving 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.* None

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, 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 19Z master sergeants is first sergeant (1SG). Due to Army manning requirements and limited positions, MSGs should aggressively seek to complete duties as a 1SG prior to serving in a broadening assignment. Without a successful tour as a 1SG, MSGs will not be competitive for sergeant major. After serving as a 1SG within a troop or company, Armor Proponent highly encourages MSGs to pursue additional 1SG responsibilities within a headquarters troop or headquarters company. MSGs that have successfully served as HHT or HHC 1SG have shown a higher propensity for selection to the Sergeants Major Academy. Armor Proponent defines 1SG positions as identified within MTOE or TDA with a Special Qualification Identifier of "M". KD complete MSGs 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 MSGs to serve a minimum of 24 months as a 1SG. There are no substitutions for this KD time.

b. *Broadening Assignment.* MSGs who have successfully served as a 1SG may be selected to serve as a senior career manager (OCO), 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, NCOA 1SG, or senior training management NCO. MSGs 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. MSGs who have completed their KD requirements may volunteer to pursue a secondary 1SG position within the Security Forces Assistance Brigade (SFAB) Cavalry Squadron. Though SFAB 1SG positions do not count towards KD time, when used as a secondary 1SG 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.

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

g. *Additional Training.* MSGs 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 principal assignment for SGMs, other than CSM, 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 15. Military Occupational Specialty 19Z Talent Development Model

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

Chapter 16. Military Occupational Specialty 19Z Reserve Component

A. **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 14; 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.

B. **United States Army Reserve (USAR):** No 19Z MTOE authorizations exist within the USAR, however Armor Senior Sergeants may serve in MOS Immaterial positions (00Z). 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 14. 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

19C Talent Development Model













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

Rank Position						
Military Education Distributed Learning	<div style="text-align: center;"> BLC ALC SLC MLC SMC NCM </div>					
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 <i>No broadening opportunities exist</i>	SSG <ul style="list-style-type: none"> • AC/RC OC/T • Drill Sergeant • Instructor • MSI • Recruiter • SGL 	SFC <ul style="list-style-type: none"> • AC/RC OC/T • CTC OC/T • Equal Opportunity Advisor • Inspector General • Instructor • MSI • Senior Drill Sergeant • SGL • Talent Management NCO • Career Management NCO 	MSG <ul style="list-style-type: none"> • AC/RC OC/T • CTC OC/T • Equal Opportunity Advisor • Inspector General • SR Instructor • MSI • Senior Career Management NCO • Senior Talent Management NCO 	SGM/CSM <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 (Earliest opportunities to attend courses, not all encompassing)	SPC <ul style="list-style-type: none"> • DTMS • Environmental Compliance • Unit Armorer 	SGT <ul style="list-style-type: none"> • Master Driver • Safety • HAZMAT • Unit Prevention Leader 	SSG <ul style="list-style-type: none"> • BFV Master Gunner • BFV Commander Course • Basic Recruiter Course • Battle Staff NCO • CFDIC • Drill Sergeant • Equal Opportunity • Master Fitness • Master Resiliency • Unit Movement Officer (UMO) 	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 • Joint Firepower 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 Career Developmental Assignments and Broadening Opportunities</i>					

Appendix B

19D Talent Development Model

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

Rank														
Position	Driver, Gunner, Scout		Gunner, Team Leader		Squad / Section Leader		Platoon Sergeant		First Sergeant		BN/BDE CSM			
Requires a minimum of 24 months to be considered Career Developmental (CD) complete														
Military Education														
NCOPDS (earliest opportunities to attend course)														
Civilian Education														
Degree Program	Associate's Degree					Bachelor's Degree					Master's Degree			
Broadening Opportunities														
(Not ordered in precedence)	PVT-SPC		SGT		SSG		SFC		MSG		SGM/C SM			
	<i>No broadening opportunities exist</i>		<i>No broadening opportunities exist</i>		<ul style="list-style-type: none"> • AC/RC OC/T • Drill Sergeant • Instructor • MSI • Recruiter • SFAB Combat Advisor • SGL 		<ul style="list-style-type: none"> • AC/RC OC/T • CTC OC/T • Equal Opportunity Advisor • Instructor • MSI • Senior Drill Sergeant • SGL • Talent Management NCO • Career Management NCO 		<ul style="list-style-type: none"> • AC/RC OC/T • CTC OC/T • Equal Opportunity Advisor • Inspector General • SR Instructor • MSI • Senior Career Management NCO • Senior Talent Management NCO 		<ul style="list-style-type: none"> • Branch SGM • Chief Career Management NCO • Chief MSI • CSM O/C • CST SGM • DOT S SGM • CH Instructor • JMRC CSM • USAAC BDE C SM • USASMA <ul style="list-style-type: none"> • Executive Officer • Instructor • Training Developer 			
Functional Courses/Troop Schools														
(Earliest opportunities to attend courses, not all encompassing)	<ul style="list-style-type: none"> • Ranger Course • DTMS • Environmental Compliance • Unit Armorer • Airborne • Air Assault 		<ul style="list-style-type: none"> • Master Driver • Safety • Unit Prevention Leader • HAZMAT • Jumpmaster 		<ul style="list-style-type: none"> • Scout Leader Course • BFV Master Gunner • Basic Recruiter Course • Battle Staff NCO • BFV CDR Course • Combat Advisor • CFDIC • Drill Sergeant • Equal Opportunity • Master Fitness • Master Resiliency • Master Driver • Unit Movement Officer 		<ul style="list-style-type: none"> • Cavalry Leader Course • Inspector General • Maneuver Leader Maintenance Course 		<ul style="list-style-type: none"> • 1SG/Commander Course • Joint Firepower Course 		<ul style="list-style-type: none"> • Command Sergeant Major Legal Orientation • Keystone AMF • Pre-Command Course 			

Appendix C

19K Talent Development Model

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

Rank Position			 Requires a <u>minimum</u> of 24 months to be considered Career Developmental (KD) complete			
Military Education						
NCOPDS (earliest opportunities to attend courses)	BLC	ALC	SLC	MLC	SNC	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 <i>No broadening opportunities exist</i>	SSG <ul style="list-style-type: none"> • AC/RC OC/T • Drill Sergeant • Instructor • MSI • Recruiter • SGL 	SFC <ul style="list-style-type: none"> • AC/RC OC/T • CTC OC/T • Equal Opportunity Advisor • Inspector General • Instructor • MSI • Senior Drill Sergeant • SGL • Talent Management NCO • Career Management NCO 	MSG <ul style="list-style-type: none"> • AC/RC OC/T • CTC OC/T • Equal Opportunity Advisor • Inspector General • SR Instructor • MSI • Senior Career Management NCO • Senior Talent Management NCO 	SGM/CSM <ul style="list-style-type: none"> • Branch SGM • Chief Career Management NCO • Chief MSI • CSM OIC • CST SGM • DOT S SGM • CH Instructor • JMRC CSM • USAAC BDE C SM • USA SMA <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 • Unit Armorer • MPF Operations and Maintenance 	SGT <ul style="list-style-type: none"> • Safety • Unit Prevention Leader • HAZMAT 	SSG <ul style="list-style-type: none"> • Abrams Master Gunner • Tank Commander Course • MPF Commander Course • Basic Recruiter Course • Battle Staff NCO • CFDIC • Drill Sergeant • Equal Opportunity • Master Fitness • Master Resiliency • Master Driver 	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 • Joint Firepower Course 	SGM <ul style="list-style-type: none"> • Command Sergeant Major Legal Orientation • Keystone AMF • Pre-Command Course