

## **Armor (Career Management Field 19) Career Progression Plan DA PAM 600-25 (April 30, 2025)**

### **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 and 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 the 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 Critical Development (CD) position equivalent to the rank required to fill the position. NCOs serving in positions of increased responsibility will only receive credit applied to the CD position aligned to their current rank. Example: SFC that is rated as a 1SG, will receive credit towards their platoon sergeant CD requirements. CD positions are further explained in the following chapters.

Raters and senior raters should utilize armor proponent's required knowledge, skills, and behaviors (KSB) 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 CD 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. Recommend 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 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 the CD is 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 reading.

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 (CAR) 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 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.benning.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 lists can be obtained through the Army University Press at: <https://www.armyupress.army.mil/>.

Civilian Education: The operational tempo of assignments may limit the opportunity for traditional civilian education. Soldiers should take advantage of the opportunities available through their local education center or through ArmyIgnitED at <https://armyignited.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: Armor Soldiers with a GT score below 100 are limited when requesting assignments during their careers. Examples include broadening assignments such as First Army or Combat Training Center (CTC) Observer-Coach/Trainer (OC/T), Military Science Instructor (MSI), Reserve Officer Training Corps (ROTC) Instructor, Inspector General (IG) Equal Opportunity (EO), or Armor Basic Officer Leader Course (ABOLC) Instructor. 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 Armor Soldiers is 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://learn.atis.army.mil/moodle/>. 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 Armor 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 Career Management Field (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>.

**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), and Excellence in Armor (EIA). Armor School guidance and standard operating procedures (SOPs) for these programs can be found at [usarmy.benning.mcoe.mbx.armor-ocoa@army.mil](mailto:usarmy.benning.mcoe.mbx.armor-ocoa@army.mil).

1. **Armor and Cavalry Leadership Award:** The Armor and Cavalry Leadership Award is given annually to promote, sustain, and recognize effective leadership in Armor and Cavalry units. The award also recognizes individuals who exhibit excellence in leadership or training, or who make significant contributions to the force.

2. **Excellence in Armor (EIA):** The EIA program is a program that identifies outstanding CMF 19 Soldiers who have demonstrated performance and leadership potential in One Station Unit Training (OSUT), conducted by the 194th Armored Brigade at Fort Benning, GA.

3. **General Fred M. Frank 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://www.benning.army.mil/Armor/OCOA/#References>.

## **Chapter 4. Career Management by Rank**

### **Private-Specialist/Corporal**

Armor 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.

Armor 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.

Armor Soldiers should strive to achieve 15 semester hours towards a college degree prior to obtaining the rank of Sergeant.

## **Sergeant**

The first line of the NCO support channel, Armor 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 SGTs.

1. *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.
2. *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.
3. *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 9-1005-213-10 (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 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.

Armor SGTs should strive to complete 30 semester hours towards a college degree prior to obtaining the rank of Staff Sergeant.

## **Staff Sergeant**

A critical link in the NCO support channel, Armor 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:

1. *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.
2. *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 for enforcing 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. Armor SSGs serve as Vehicle Commanders, Section or Squad Leaders, and provide a critical link to their chain of command.

3. *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.

Armor 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.

Armor 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 Armor SSG is to serve a minimum of 24 months in a CD position (Squad or Section Leader, or Vehicle Commander position). SSGs with 24 months or more in a CD position are considered Fully Qualified (FQ). Most Qualified (MQ) SSGs should be selected to serve as a Platoon Sergeant if the opportunity is presented.

### **Sergeant First Class**

Armor 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 SFC:

1. *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.

2. *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.

3. *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.

Armor 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.

Armor 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.

Armor 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 CD position (Platoon Sergeant). SFCs with 24 months or more in a CD position are considered FQ. MQ SFCs should be selected to serve as First Sergeant if the opportunity presents itself.

### **Master Sergeant/First Sergeant**

Armor First Sergeants (1SG) are the senior enlisted advisor (SEA) 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, Vehicle Commanders, Squad or Section Leaders, and Platoon Sergeants in the unit, administrative functions, and ensuring the health, welfare, and morale of the unit and their families.

Armor 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:

1. *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.
2. *Skills:* Armor MSG/1SGs are capable of fighting, training, team building, coaching, and problem solving. They can schedule, organize, and manage all major Company or 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. They listen skillfully and advise effectively. 1SGs are responsible for ensuring maximum readiness within their respective Company or Troop. They are the subject matter experts in administrative responsibilities (IPPS-A, ERS, MEDPROS), MTOE/TDA and equipment requirements (FMSWeb), Army resources, tactics, and combined arms operations. They will develop junior leaders.
3. *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 United States Army Sergeants Major Academy (USASMA).

Armor Proponent's guidance is for every MSG to serve a minimum of 24 months as a 1SG are considered FQ. 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 CD positions (HHC/HHT for Squadron-Battalion, Brigade, or higher) 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 USASMA.

### **Sergeant Major/Command Sergeant Major**

Armor Command Sergeant Major (CSM) is the senior NCO of the command at echelon and is the principal advisor to the Commander. The CSM 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.

Armor 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 SGM/CSM:

1. *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.
2. *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.
3. *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 formation by leveraging institutional domains and training opportunities.

## **Chapter 5. Military Occupational Specialty 19C Bradley Crewmember**

**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 CD 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 CD 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 CD 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.

**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.

**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 (BMG) Course, Bradley Commander Course (BCC), Maneuver Leader Maintenance Course (MLMC), Battle Staff NCO, and Cavalry Leader Course (CLC). 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.*

### **Private-Specialist/Corporal**

**Operational Assignments.** 19C 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 gunners, when provided the opportunity.

**Broadening Assignments.** None.

**Training.** 19C Soldiers should also continue to seek developmental opportunities within each domain of training. Primarily, Soldiers augment their self-development with both functional training and PME.

**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 with an opportunity to acquire additional duty position-required skills and knowledge that cannot be obtained by attending other institutional courses.

**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.

**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).

**Additional Duties.** Digital Training Management System (DTMS), Environmental Compliance, Unit Armorer.

## **Sergeant**

**Operational Assignments.** 19C SGTs 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.

**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, or Training Management NCO.

**Training.** 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 PME.

**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 BMG Course.

**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.

**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)).

**Additional Duties.** HAZMAT, Unit Prevention Leader (UPL), Master Driver.

## **Staff Sergeant**

**Operational Assignments.** The CD 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 CD 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 Benning.

Armor Proponent's guidance is for Staff Sergeants to serve a minimum of 24 months as a BFV commander, or 12 months as a BFV Commander and successively 12 months as a BMG. There is no substitution for this CD position.

**Broadening Assignments.** SSGs who have successfully completed their CD requirements may be selected to serve as a Drill Sergeant, Recruiter, Instructor, Observer Coach 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).

**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 PME.

**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 with 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 BMG Course. SSGs should prepare for BMG through unit led SABOT Academy and the MGPAC. Developing the individual traits and technical skills to complete the BMG Course, succeed in CD 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 BCC to restore platform proficiency.

**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.

**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.

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

## **Sergeant First Class**

**Operational Assignments.** The CD assignment for 19C the SFC is Platoon Sergeant. More than any other CD 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 Benning, GA.

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.

**Broadening Assignments.** SFCs who have successfully served as a Platoon Sergeant may be selected to serve as a Career Manager (OCOA), talent manager (HRC), OC/T, Equal Opportunity Advisor (EOA), IG NCO, Senior Drill Sergeant, Senior Instructor, MSI, Training Developer/Writer, Combat Development NCO, or Senior Training Management NCO. SFCs may also serve in various echelons of staff as a BMG, Assistant Operations Sergeant, or Operations Sergeant. A combination of CD and broadening assignments will provide the NCO with the full range of KSBs 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).

**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 PME.

**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 BMG through unit led SABOT Academy and the MGPAC. Developing the individual traits and technical skills to complete the BMG Course, succeed in CD 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: CLC, MLMC, and Battle Staff NCO.

**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.

**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.

**Additional Duties.** EOA, MRT.

## **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)**

**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 NCO 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.

**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**

**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.

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

**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 BLC, ALC, M-SLC, MLC to further their career. Scouts should expand their professional development by completing functional courses such as Ranger, CLC, SLC, BMG, MLMC, and Battle Staff. Other courses that may be considered are Airborne, Air Assault, Jumpmaster in relation to unit MTOE. Troop schools such as UMO, HAZMAT, 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 BMG. 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.*

### **Private-Specialist/Corporal**

**Operational Assignments.** 19D 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.

**Broadening Assignments.** None

**Training.** 19D Soldiers should also continue to seek developmental opportunities within each domain of training. Primarily, Soldiers augment their self-development with both functional training and PME.

**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.

**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.

**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).

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

### **Sergeant**

**Operational Assignments.** 19D SGTs 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

**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, when provided the opportunity.

**Training.** 19D SGTs 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 PME.

**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 with an opportunity to acquire duty position-required skills and knowledge that cannot be obtained by attending other institutional courses. 19D SGTs should seek to expand upon their professional development through completion of one or more of the following courses: BMG, Airborne, Air Assault, Jumpmaster, or Ranger.

**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.

**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)).

**Additional Duties.** HAZMAT, UPL, Master Driver.

## **Staff Sergeant**

**Operational Assignments.** The CD assignment for 19D Staff Sergeants is Squad Leader or Section Leader. SSGs should focus on successful performance in these CD 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 CD positions prior to serving in a broadening assignment.

Armor Proponent defines squad leader or section leader positions as those within Operating Force, Opposing Force (OPFOR) elements at the Combat Training Centers (JMRC, JRTC, NTC), or within 1-16th Cavalry Squadron, 316th Cavalry Brigade, Fort Benning.

Armor Proponent's guidance is for SSGs to serve a minimum of 24 months as a squad leader or section leader. There is no substitution for this CD position.

**Broadening Assignments.** 19D SSGs who have successfully completed their CD requirements may be selected to serve as a Drill Sergeant, Recruiter, Instructor, OC/T, Combat Development NCO, Training Developer/Writer.

19D SSGs who have completed their CD 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.

**Training.** 19D SSGs 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 PME.

**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, BMG Course, BCC, SLC, Airborne, Air Assault, Jumpmaster, MFT, and Battle Staff NCO.

**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.

**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.

**Additional Duties.** UMO, UPL, EOL, MFT, MRT.

### **Sergeant First Class**

**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 194th Armored Brigade or 316th Cavalry Brigade, Fort Benning, GA.

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 CD position.

**Broadening Assignments.** 19D SFCs who have successfully served as a Platoon Sergeant may be selected to serve as a Career Manager (OCOA), talent manager (HRC), OC/T, EOA, IG NCO, Senior Drill Sergeant, Senior Instructor, MSI, Training Developer/Writer, Combat Development NCO, or Senior Training Management NCO. SFCs may also serve in various echelons of staff as an Operations Sergeant or Master Gunner. The combination of CD and broadening assignments will provide the NCO with the full range of KSBs required to be successful at the next level of leadership. Sergeants first class should possess a secret clearance.

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.

**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 PME.

**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 with an opportunity to acquire additional duty position-required skills and knowledge that cannot be obtained by attending other institutional courses. 19D SFCs should seek to expand upon their professional development through completion of one or more of the following courses: Ranger, BMG, CLC, SLC, Airborne, Air Assault, Jumpmaster, MLMC, and Battle Staff NCO.



*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.

*Self-Development.* Completion of college courses/degree program. For 19D 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.

*Additional Duties.* EOA, 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)**

**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 NCO 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.

**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**

*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 CD 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 crew members may be required to serve in various broadening assignments. Successful performance across balanced assignments, between operating force and generating force, develop Armor crewmembers into well-rounded leaders. Back-to-back TDA assignments should be avoided.

**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.

**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 BLC, ALC, M-SLC, and MLC. Tankers should expand their professional development by completing other functional courses such as Abrams Master Gunner (AMG) Course, MLMC, Battle Staff NCO, CLC, 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.*

### **Private-Specialist/Corporal**

**Operational Assignments.** 19K 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.

**Broadening Assignments.** None.

**Training.** 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 PME.

**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 with an opportunity to acquire additional duty position-required skills and knowledge that cannot be obtained by attending other institutional courses.

**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.

**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).

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

## **Sergeant**

**Operational Assignments.** 19K SGTs 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.

**Broadening Assignments.** 19K 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, or Training Management NCO.

**Training.** 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 PME.

**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 AMG Course. SGTs should expand upon their platform expertise through completion of unit led SABOT Academy and the MGPAC in preparation to attend AMG Course.

**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.

**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)).

**Additional Duties.** UPL, Master Driver, HAZMAT

## **Staff Sergeant**

**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 squad leader or section leader, or 12 months as a Tank Commander/MPF Commander and successively 12 months as an AMG There is no substitution for this CD position.

**Broadening Assignments.** 19K SSGs who have successfully completed their CD requirements may be selected to serve as a Drill Sergeant, Recruiter, Instructor, OC/T, Combat Development NCO, or Training Developer/Writer. SSGs 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).

**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 PME

**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 with 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 AMG Course. SSGs should prepare for AMG through unit led SABOT Academy and the MGPAC. Developing the individual traits and technical skills to complete the AMG Course, succeed in CD 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

**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.

**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.

**Additional Duties.** UMO, UPL, EOL, MFT, MRT.

## **Sergeant First Class**

**Operational Assignments.** The CD assignment for 19K SFCs is Platoon Sergeant. More than any other CD 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 CD position.

**Broadening Assignments.** 19K SFCs who have successfully served as a Platoon Sergeant may be selected to serve as a Career Manager (OCOA), Talent Manager (HRC), OC/T, EOA, IG NCO, Senior Drill Sergeant, Senior 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 CD and broadening assignments will provide the NCO with 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).

**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 PME.

**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 AMG through unit led SABOT Academy and the MGPAC. Developing the individual traits and technical skills to complete the AMG Course, succeed in CD 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: CLC, MLMC, and Battle Staff NCO.

**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.

**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.

**Additional Duties.** EOA, MRT.

## **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**

**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 NCO 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.

**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**

**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.

**Prerequisites.** None

**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.

#### **Master Sergeant/First Sergeant**

**Operational Assignment.** The CD position for 19Z MSG 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. CD 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 CD time.

**Broadening Assignment.** MSGs who have successfully served as a 1SG may be selected to serve as a Senior Career Manager (OCOA), Senior Talent Manager (HRC), Senior Military Science Instructor (SMSI), OC/T, EOA, IG 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 CD and broadening assignments will provide NCOs with the full range of knowledge, skills and behaviors required to be successful at the next level or leadership.

MSGs who have completed their CD 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 CD time, when used as a secondary 1SG position, they are looked upon favorably as a broadening assignment.

**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 PME

**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.

**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.

**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.

**Additional Training.** MSGs designated to serve in a cavalry organization are highly encouraged to attend CLC, Joint Fire Power Control, and Battle Staff NCO.

### **Sergeant Major/Command Sergeant Major**

**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.

**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**

**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.












**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

<b>Rank Position</b>	 Driver	 Gunner	 BFV Commander Requires a <u>minimum</u> of 18-24 months to be considered KD complete. * See additional note below for SSG.	 Platoon Sergeant	 First Sergeant	 BN/BDE CSM
<b>Military Education</b> Distributed Learning NCOPDS	 BLC	 ALC	 SLC	 SMC	 NOM	
<b>Civilian Education</b> Degree Program	Master's Degree					
<b>Broadening Opportunities</b> (Not ordered in precedence)	<b>PVT-SPC</b> No broadening opportunities exist	<b>SGT</b> No broadening opportunities exist	<b>SSG</b> • AC/RC OC/T • Drill Sergeant • Instructor • MSI • Recruiter • SGL	<b>SFC</b> • AC/RC OC/T • CTC OC/T • Equal Opportunity Advisor • Inspector General • Instructor • MSI • Senior Drill Sergeant • SGL • Talent Management NCO • Career Management NCO	<b>MSG</b> • AC/RC OC/T • CTC OC/T • Equal Opportunity Advisor • Inspector General • SR Instructor • MSI • Senior Career Management • NCO • Senior Talent Management • NCO	<b>SGM/CSM</b> • Branch SGM • Chief Career Management • NCO • Chief MSI • CSM O/C • CST SGM • DOTS SGM • CH Instructor • JMRC CSM • USAAC BDE CSM • USASMA • Executive Officer • Instructor • Training Developer
<b>Functional Courses/Troop Schools</b> (Earliest opportunities to attend courses, not all encompassing)	<b>SPC</b> • DTMS • Environmental Compliance • Unit Armorer	<b>SGT</b> • BFV Master Gunner • Master Driver • Safety • HAZMAT • Unit Prevention • Leader	<b>SSG</b> • BFV Commander • Course • Basic Recruiter Course • Battle Staff NCO • CFDIC • Drill Sergeant • Equal Opportunity • Master Fitness • Master Resiliency • Unit Movement Officer (UMCO)	<b>SFC</b> • Cavalry Leader • Course • Inspector General • Maneuver Leader • Maintenance Course	<b>MSG</b> • 1SG/Commander • Course • Joint Firepower Course	<b>SGM</b> • Command Sergeant Major • Legal Orientation • Keystone AMF • Pre-Command Course

\* Requires a minimum of 18 – 24 months to be considered Career Developmental (KD) complete or 12-month Bradley Commander w/ 12-months Master Gunner experience at current grade.

## 19D Talent Development Model

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







<b>Rank</b>	 Driver, Gunner, Scout	 Gunner, Team Leader	 Squad / Section Leader Requires a minimum of 18-24 months to be considered KD complete. <b>*See additional note below for SSG.</b>	 First Sergeant	 BN/BDE CSM	
<b>Position</b>						
<b>Military Education</b>	<div><div><div>BLC</div><div>ALC</div><div>SLC</div><div>MLC</div><div>SMC</div><div>NOM</div></div></div>					
<b>Civilian Education</b>	<div><div>Associate's Degree</div><div>Bachelor's Degree</div><div>Master's Degree</div></div>					
<b>Broadening Opportunities</b>  (Not ordered in precedence)	<b>PVT-SPC</b>  <i>No broadening opportunities exist</i>	<b>SGT</b>  <i>No broadening opportunities exist</i>	<b>SSG</b> <ul style="list-style-type: none"><li>AC/RC OC/IT</li><li>Drill Sergeant</li><li>Instructor</li><li>MSI</li><li>Recruiter</li><li>SFAB Combat Advisor</li><li>SGL</li></ul>	<b>SFC</b> <ul style="list-style-type: none"><li>AC/RC OC/IT</li><li>CTC OC/IT</li><li>Equal Opportunity Advisor</li><li>Instructor</li><li>MSI</li><li>Senior Drill Sergeant</li><li>SGL</li><li>Talent Management NCO</li><li>Career Management NCO</li></ul>	<b>MSG</b> <ul style="list-style-type: none"><li>AC/RC OC/IT</li><li>CTC OC/IT</li><li>Equal Opportunity Advisor</li><li>Inspector General</li><li>SR Instructor</li><li>MSI</li><li>Senior Career Management</li><li>NCO</li><li>Senior Talent Management</li><li>NCO</li></ul>	<b>SGM/CSM</b> <ul style="list-style-type: none"><li>Branch SGM</li><li>Chief Career Management NCO</li><li>Chief MSI</li><li>CSM O/C</li><li>CST SGM</li><li>DOTS SGM</li><li>CH Instructor</li><li>JMRC CSM</li><li>USAAAC BDE CSM</li><li>USASMA</li><li>Executive Officer</li><li>Instructor</li><li>Training Developer</li></ul>
<b>Functional Courses/Troop Schools</b>  (Earliest opportunities to attend courses, not all encompassing)	<b>SPC</b> <ul style="list-style-type: none"><li>Ranger Course</li><li>DTMS</li><li>Environmental</li><li>Compliance</li><li>Unit Armorer</li><li>Airborne</li><li>Air Assault</li></ul>	<b>SGT</b> <ul style="list-style-type: none"><li>BFV Master Gunner</li><li>Master Driver</li><li>Safety</li><li>Unit Prevention</li><li>HAZMAT</li><li>Jumpmaster</li></ul>	<b>SSG</b> <ul style="list-style-type: none"><li>Scout Leader Course</li><li>Basic Recruiter Course</li><li>Battle Staff NCO</li><li>BFV CDR Course</li><li>Combat Advisor</li><li>CFDIC</li><li>Drill Sergeant</li><li>Equal Opportunity</li><li>Master Fitness</li><li>Master Resiliency</li><li>Master Driver</li><li>Unit Movement Officer</li></ul>	<b>SFC</b> <ul style="list-style-type: none"><li>Cavalry Leader Course</li><li>Inspector General</li><li>Maneuver Leader</li><li>Maintenance Course</li></ul>	<b>MSG</b> <ul style="list-style-type: none"><li>1SG/Commander Course</li><li>Joint Firepower Course</li></ul>	<b>SGM</b> <ul style="list-style-type: none"><li>Command Sergeant Major</li><li>Legal Orientation</li><li>Keystone AMF</li><li>Pre-Command Course</li></ul>

**\*Requires a minimum of 18 – 24 months to be considered Career Developmental (KD) complete or 12-month Bradley Commander w/ 12-months Troop Master Gunner experience at current grade.**

## Appendix C

### 19K Talent Development Model

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

<b>Rank Position</b>	 Driver/Loader	 Gunner	 Tank/MPF Commander	 Platoon Sergeant	 First Sergeant	 BN/BDE CSM
<b>Military Education</b>	Requires a <u>minimum</u> of 18-24 months to be considered KD complete. *See additional note below for SSG.					
<b>Civilian Education</b>	Associate's Degree					
<b>Broadening Opportunities</b>	Bachelor's Degree					
	Master's Degree					
	<b>PVT-SPC</b>	<b>SGT</b>	<b>SSG</b>	<b>SFC</b>	<b>MSG</b>	<b>SGM/CSM</b>
	No broadening opportunities exist	No broadening opportunities exist	<ul style="list-style-type: none"> <li>AC/RC OC/T</li> <li>Drill Sergeant</li> <li>Instructor</li> <li>MSI</li> <li>Recruiter</li> <li>SGL</li> </ul>	<ul style="list-style-type: none"> <li>AC/RC OC/T</li> <li>CTC OC/T</li> <li>Equal Opportunity Advisor</li> <li>Inspector General</li> <li>Instructor</li> <li>MSI</li> <li>Senior Drill Sergeant</li> <li>SGL</li> <li>Talent Management NCO</li> <li>Career Management NCO</li> </ul>	<ul style="list-style-type: none"> <li>AC/RC OC/T</li> <li>CTC OC/T</li> <li>Equal Opportunity Advisor</li> <li>Inspector General</li> <li>SR Instructor</li> <li>MSI</li> <li>Senior Career Management</li> <li>NCO</li> <li>Senior Talent Management</li> <li>NCO</li> </ul>	<ul style="list-style-type: none"> <li>Branch SGM</li> <li>Chief Career Management</li> <li>NCO</li> <li>Chief MSI</li> <li>CSM O/C</li> <li>CST SGM</li> <li>DOTS SGM</li> <li>CH Instructor</li> <li>JMRC CSM</li> <li>USAAC BDE CSM</li> <li>USASMA</li> <li>Executive Officer</li> <li>Instructor</li> <li>Training Developer</li> </ul>
<b>Functional Courses/Troop Schools</b>	<ul style="list-style-type: none"> <li>DTMS</li> <li>Environmental Compliance</li> <li>Unit Armorer</li> <li>MPF Operations and Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Abrams Master Gunner</li> <li>Safety</li> <li>Unit Prevention Leader</li> <li>HAZMAT</li> </ul>	<ul style="list-style-type: none"> <li>Tank Commander Course</li> <li>MPF Commander Course</li> <li>Basic Recruiter Course</li> <li>Battle Staff NCO</li> <li>CFDIC</li> <li>Drill Sergeant</li> <li>Equal Opportunity</li> <li>Master Fitness</li> <li>Master Resiliency</li> <li>Master Driver</li> </ul>	<ul style="list-style-type: none"> <li>Cavalry Leader Course</li> <li>Inspector General</li> <li>Maneuver Leader Maintenance Course</li> </ul>	<ul style="list-style-type: none"> <li>1SG/Commander Course</li> <li>Joint Firepower Course</li> </ul>	<ul style="list-style-type: none"> <li>Command Sergeant Major</li> <li>Legal Orientation</li> <li>Keystone AMF</li> <li>Pre-Command Course</li> </ul>

\*Requires a minimum of 18 – 24 months to be considered Career Developmental (KD) complete or 12-month KD position w/ 12-months Master Gunner experience at current grade.