

# **EXCELLENCE IN ARMOR**

**BUILDING TOMORROW'S NCO CORPS TODAY**



**FEBRUARY 2004**

**OFFICE OF THE CHIEF OF ARMOR  
FORT KNOX, KENTUCKY 40121-2720**



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, U.S. ARMY ARMOR CENTER AND FORT KNOX  
FORT KNOX, KENTUCKY 40121-5000

REPLY TO  
ATTENTION OF:

ATZK-AR (611-1a)

5 February 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Memorandum of Instruction - Excellence in Armor Program

1. General.

a. Purpose. The purpose of this Memorandum of Instruction (MOI) is to establish policies and procedures for implementing and conducting the Excellence in Armor (EIA) Program.

b. Scope.

(1) The EIA Program identifies outstanding CMF 19 Soldiers whose performance demonstrate superb leadership potential, both in One Station Unit Training (OSUT) conducted by the 1st Armor Training Brigade and in Armor/Cavalry units Army wide. EIA also applies to CMF 19 Soldiers serving in non-Armor units, both active and reserve.

(2) The goals for the EIA Program are:

(a) Identify and develop highly motivated Armor and Cavalry Soldiers whose performance is consistently outstanding.

(b) Encourage and facilitate EIA Soldiers' career progression and growth into leaders.

(c) Provide incentives which will lead to early promotion and retention of high quality NCOs.

2. Responsibilities.

a. The Office of the Chief Of Armor (OCA):

(1) Serves as proponent for all aspects of the EIA Program.

(2) Develops and revises EIA policies and procedures.

(3) Coordinates EIA policies with the Training and Doctrine Command and Human Resources Command.

ATZK-AR

SUBJECT: Memorandum of Instruction – Excellence in Armor Program

(4) Maintains the EIA database and distribution list.

(5) Provides enrollment letters and certificates to EIA enrollees.

(6) Publicizes the EIA Program through briefings and correspondence to senior armor leaders.

(7) Teaches the EIA Program in Noncommissioned Officer Education System and Officer Education System Courses.

(8) Scores the Tank Commander Competency Test/Scout Commander Competency Test – Level II (TCCT/SCCT-II) and provides a letter and certificate to the Battalion/Squadron Commander for presentation to the Soldier.

(9) Notifies Soldier of test results through his AKO account.

(10) Oversees all revisions to the TCCT/SCCT-II.

b. 1st Armor Training Brigade (1st ATB):

(1) Develops and maintains OSUT EIA task lists and lesson plans, and includes OSUT EIA training in the OSUT POI.

(2) Recommends changes to the OSUT EIA Program to OCOA.

(3) Briefs all new trainees on the EIA Program.

(4) Selects EIA OSUT enrollees.

c. Adjutant General (AG), Trainee/Student Processing Center:

(1) Informs OCOA of the names, ranks, SSNs, AKO addresses, units of assignment, and components of OSUT EIA graduates.

(2) Incorporates EIA documentation into the Military Personnel Records Jacket (MPRJ).

d. Armor/Cavalry/Mechanized Infantry Battalion/Squadron Commanders and Separate Company/Troop Commanders:

ATZK-AR

SUBJECT: Memorandum of Instruction – Excellence in Armor Program

- (1) Notify newly assigned Soldiers of their enrollment in the EIA Program.
- (2) Identify and enroll Soldiers whose performance meets the criteria for EIA membership. See Annex B for an example of an enrollment letter.
- (3) Establish a formal EIA program that provides additional training to EIA enrollees.
- (4) Disenroll Soldiers who no longer maintain the EIA standards or do not display the performance, motivation, and potential expected of an EIA Soldier. Example letter at Annex C.
- (5) Maintain a unit listing of all Soldiers enrolled in EIA.
- (6) Ensure EIA Sergeants have the opportunity to take the TCCT/SCCT II test. See Annex D for an example of a certification memorandum.

### 3. OSUT EIA Program.

#### a. Selection.

- (1) Soldiers are selected for EIA during their tenth week of training. The Soldier is recommended by his Drill Sergeant, and selection is confirmed by a Battalion level board chaired by the Battalion/Squadron Command Sergeant Major.
- (2) The OSUT Soldier's selection is based on his performance, motivation, and leadership potential.

#### b. Incentives.

- (1) Commanders may advance up to 10 percent of each 19D and 19K class upon completion of the Basic Combat Training (BCT) portion of OSUT and an equal number to PFC upon graduation from the MOS-producing course.
- (2) OSUT EIA Soldiers receive additional training to prepare them for increased responsibilities in the unit.
- (3) Commanders may consider awarding an Army Achievement Medal (AAM), Certificate of Achievement, or Letter of Commendation to the EIA Soldier.

ATZK-AR

SUBJECT: Memorandum of Instruction – Excellence in Armor Program

c. Enrollment. An OSUT Soldier is not formally enrolled in the EIA Program until he graduates. To be formally enrolled the Soldier must meet the following minimum standards:

APFT	230 (Waiverable by Bn/Sqdn Cdr)
Weapons Qualification	Sharpshooter
ACT I or SST I	Passed with no more than one first time no-go
ACT II, III or SST II, III	Passed with all first time go
Armor or Cavalry Stakes	Passed with all first time go
Civilian Education	High School diploma or equivalent
UCMJ Actions	No actions pending or approved

**(OSUT enrolled Soldiers have one year from arrival at their new unit to meet the unit standards found in paragraph 4a(2) or be disenrolled.)**

d. Identification. AG will place the following enrollment documentation in all OSUT-selected EIA Soldiers MPRJ and DA Form 5287-R Training Record Transmittal Jacket:

(1) Two copies of EIA enrollment notification letter from the OSUT Battalion/Squadron Commander. (Annex B)

(2) DA Form 2-1, Item 19. EIA will be identified as OSUT special training.

(3) DA Form 4187 will show EIA status if the Soldier received a promotion during OSUT.

(4) PCS orders to first permanent duty station reflect that the Soldier is enrolled in the EIA program.

e. OCOA provides enrollment letter and certificate to gaining unit. To enhance the EIA program, OCOA recommends the Commander present the award as part of the unit normal award ceremony.

#### 4. Unit EIA Enrollment.

##### a. Selection.

(1) The Company/Troop Commander may recommend any Soldier, PVT to SGT, whom he believes should be enrolled in EIA. The Battalion/Squadron Commander must approve all selections.

ATZK-AR

SUBJECT: Memorandum of Instruction – Excellence in Armor Program

(2) The Soldier must meet or exceed the following standards:

(a) Commander's subjective evaluation of the Soldier's tactical/technical proficiency, leadership, potential, and motivation. This is the most important selection criterion.

(b) Additional criteria:

APFT	260
CTT	PASS
TCCT/SCCT-I	PASS
Individual Wpn Qual	Sharpshooter

NOTES:

1. Neither the recommending nor approving commander is required to be an Armor officer. For example, the Mechanized Infantry Battalion commander is the approving authority for the Battalion Scout platoon.

2. The Chief of Armor's intent is to standardize the **Objective** standards. Commanders may **not** add their own objective standards (e.g. Tank Table VII qualification score). However, the **Subjective** evaluations of company and battalion commanders are the most important criterion. For example, if a commander believes a Soldier has not shown leadership ability, the Soldier should not be enrolled, even if the Soldier meets or exceeds all standards in para 4a(2) above.

3. Battalion/squadron commanders should only request an EIA standards waiver from the Chief of Armor under unique circumstances. See Annex A for an example of a request to waive EIA standards. If an EIA Soldier does not meet the minimum standards, the commander should counsel the Soldier on his shortcomings and retest or requalify him after a short period of time (30-90 days). The commander will disenroll Soldiers who fail to meet the standards after counseling and retesting/requalification.

b. Incentives.

(1) EIA Soldiers should be strongly considered for accelerated promotions to SPC/CPL, SGT, and SSG. They should also be considered for early attendance to PLDC and BNCOB. It is essential that commanders look carefully at EIA Soldiers and give them special consideration for early promotion and NCOES if they consistently display superior performance and potential. This benefits the Armor force by recognizing superior performance and potential, and it benefits the unit by increasing the Soldier's motivation. It also sends a message to other Soldiers that demonstrated performance and potential count more for promotion than just time in grade. If the commander does not feel that the EIA Soldier possesses the potential to warrant special

ATZK-AR

SUBJECT: Memorandum of Instruction – Excellence in Armor Program

consideration for promotion and NCOES, then he should evaluate whether or not the Soldier should be in the EIA Program.

(2) An EIA Sergeant can earn 50 promotion points (IAW AR 600-8-19) by taking and passing the Tank Commander or Scout Commander Competency Test -- Level II (TCCT/SCCT-II) with a score of at least 70. **To take the test the Soldier must be enrolled in EIA a minimum of six months and be recommended by his Bn/Sqdn commander.** Soldiers must have a minimum of six months in the recommending unit to provide time for additional training. The purpose of the program is to afford the best young leaders the training and experience needed for future leadership positions. Allowing Soldiers to take the test without receiving the additional training undermines the EIA program. The TCCT-II and SCCT-II are difficult, comprehensive written examinations with a three-hour time limit based solely on skill level 3 and 4 tasks. **An EIA Soldier can only take this test once.** Due to the difficulty of this test, failure of the TCCT/SCCT-II should not be the sole reason for disenrollment from EIA.

(3) An EIA Sergeant who has attended BNCOC and passed the Level II test is potentially qualified for the Master Gunner Course. The Master Gunner and Excellence in Armor Programs complement one another. Both programs are aimed at Armor Force Soldiers who are highly motivated and strive to excel in their profession. An EIA Soldier should be considered for Master Gunner School providing he meets those prerequisites IAW DA Pam 351-4.

(4) Unit enrolled Soldiers will receive a Department of the Army Certificate of Achievement, preferably in formation.

c. Utilization. EIA Soldiers should not be assigned to duties outside their MOS (examples - commanders' drivers, armorers, or PAC clerks). These Soldiers have demonstrated the potential and motivation to be Armor leaders; what they lack is technical expertise and experience. Taking EIA Soldiers away from their primary weapon system early in their careers deprives them of the early foundation of technical and tactical skills they will need as NCOs.

d. Enrollment.

(1) A battalion/squadron commander recommends for enrollment into EIA Soldiers who meet the standards listed in paragraph 4a(2) by sending a letter to OCOA (sample letter at Annex B).

(2) OCOA will provide the Commander a letter acknowledging enrollment in approximately 30 days. If the unit does not receive acknowledgment after 30-45 days, the commander should contact OCOA. The Soldier's name should not be added to the unit EIA

ATZK-AR

SUBJECT: Memorandum of Instruction – Excellence in Armor Program

roster until the commander receives the Soldier's enrollment certificate. OCOA will notify the Soldier via his AKO account.

(3) The commander must forward a copy of the letter to the local PSC and have "EIA, date enrolled" entered in Block 19 of the Soldier's DA Form 2-1 (IAW AR 640-2-1 and Commander, PERSCOM and MILPERCEN message #90-113).

(4) A Soldier requiring a waiver from the Chief of Armor must have his waiver approved prior to enrollment in the program.

e. Disenrollment.

(1) If the chain of command believes that the Soldier's performance or attitude no longer warrants enrollment in EIA (or if the Soldier, PVT thru SGT, falls below the selection standards in paragraph 4a(2)), the battalion/squadron commander should remove the Soldier from the program. The battalion/squadron commander must send a letter to OCOA stating the Soldier has been dropped from EIA. The commander must give the Soldier a copy of the disenrollment letter and should formally counsel him on the reasons for being dropped from EIA. An example of the letter is at Annex C.

(2) If the Soldier's performance, motivation, and demonstrated potential rise back to the EIA standard, the Soldier cannot be reenrolled.

5. Program Administration.

a. EIA Database and Periodic Reports.

(1) OCOA maintains the EIA database, both for active and reserve component Soldiers.

(2) OCOA annually sends all active component armor brigades, cavalry regiments, and separate squadrons/troops an EIA roster and informs them of any recent changes to the EIA Program.

(3) Commanders should compare the report with their own unit roster. To ensure accuracy of the database, commanders must inform OCOA of discrepancies as soon as possible.

(4) OCOA will provide interim rosters on an "as needed" basis upon request.

ATZK-AR

SUBJECT: Memorandum of Instruction – Excellence in Armor Program

b. Unit Administration and Training.

(1) **Command support is the key to a successful EIA program.**

(2) Commanders should designate one Soldier (usually EIA) to monitor the unit EIA Program as an additional duty. In many units, the program is monitored by the battalion master gunner with support from the company master gunners. In other units, the battalion/squadron CSM monitors the program with the 1SGs, and the master gunners provide technical expertise on EIA training matters.

(3) All Armor/Cavalry units should have a formal EIA training program. An EIA training program developed by the battalion and company master gunners that supports the unit METL is an excellent tool to further develop the technical and leadership skills of our future NCOs and improve unit readiness.

c. TCCT/SCCT-I.

(1) TCCT-I. TCCT-I provides a standardized baseline of excellence for Soldiers within MOS 19K. All tankers certify to demonstrate that they have maintained specific gunnery standards. They do this with unit level Tank Gunnery Skills Test (TCGST), which is the TCCT-I. The TCGST for the Abrams series tank is in FM 17-12-1/2.

(2) SCCT-I. SCCT-I provides a standardized baseline of excellence for Soldiers within MOS 19D. Prior to taking the SCCT-II, scouts are required to pass the SCCT-I. All scouts certify on the Gunnery Skills Test (GST) to demonstrate that they have maintained specific skills. **The GST is the SCCT-I.** The type vehicle the scout is serving on determines the test he takes. For example, the tasks and standards for 19D Soldiers assigned on the Bradley are in FM 23-1; for the HMMWV they are in FM 17-12-8.

(3) TCGST or GST can be waived by batallion/squadron commanders if no equivalent test is available.

d. TCCT/SCCT-II.

(1) The Testing Standardization Office (TSO) or Test Control Officer (TCO) system distributes the TCCT/SCCT-II test notice and test booklet. To take the test, a Soldier must be a sergeant (E-5), enrolled in EIA for a minimum of six months. The battalion/squadron commander recommends eligible Soldiers to take the test by providing their names, SSNs, AKA addresses, and official EIA enrollment letters from OCOA to the TSO/TCO. A sample letter is at

ATZK-AR

SUBJECT: Memorandum of Instruction – Excellence in Armor Program

Annex D. TSOs/TCOs will provide a test notice to each Soldier that lists all references and testable tasks. OCOA recommends a minimum of 30 days between notice and test.

(2) TCCT/SCCT-II is administered by your TSO/TCO throughout the year.

(3) TSO/TCOs send the test to OCOA. OCOA scores the test and provides the results to the individual. The Soldier will be notified of his score through his AKO account. OCOA will also provide a certificate signed by the Chief of Armor for the commander to present to the Soldier in formation.

(4) The notification letter will authorize the award of 50 promotion points. The 50 promotion points will be awarded under Military Education.

**(5) A Soldier will not be permitted to take the TCCT/SCCT Level-II unless he is enrolled in EIA for a minimum of six months.**

(6) We encourage the use of study groups comprised of EIA sergeants, platoon sergeants, and the battalion/squadron master gunner to prepare for the TCCT/SCCT-II.

e. Point of Contact:

(1) Mailing address: ATTN: ATZK-AR, USAARMC, Fort Knox, KY 40121-2720

(2) Phone: DSN 464-1368/5155 or Fax 464-7585; COMM (502) 624-1368/5155 or Fax (502) 624-7585; E-mail: eia@knox.army.mil

4 Encls



TERRY L. TUCKER  
Major General, USA  
Chief of Armor

ATZK-AR

SUBJECT: Memorandum of Instruction – Excellence in Armor Program

DISTRIBUTION:

ARMOR	CAVALRY	INFANTRY	DIVISION	TCO/TSO
Cdr, 1-13th AR	Cdr, 1-1st Cav	Cdr, 2-2d IN	Cdr, 1st ID	TSO 005
Cdr, 1-34th AR	Cdr, 1/2d ACR	Cdr, 1-4th IN	Cdr, 2d ID	TSO 085
Cdr, 2-34th AR	Cdr, 2/2d ACR	Cdr, 1-6th IN	Cdr, 3d ID	TSO 151
Cdr, 1-35th AR	Cdr, 3/2d ACR	Cdr, 2-6th IN	Cdr, 4th ID	TSO 159
Cdr, 1-63d AR	Cdr, 4/2d ACR (AV)	Cdr, 2-7th IN	Cdr, 10th MD(LT)	TSO 162
Cdr, 2-63d AR	Cdr, 1/3d ACR	Cdr, 3-7th IN	Cdr, 25th ID	TSO 221
Cdr, 1-64th AR	Cdr, 2/3d ACR	Cdr, 1-8th IN	Cdr, 82d ABD	TSO 230
Cdr, 4-64th AR	Cdr, 3/3d ACR	Cdr, 2-8th IN	Cdr, 1st AD	TSO 231
Cdr, 1-66th AR	Cdr, 4/3d ACR (AV)	Cdr, 1-9th IN	Cdr, 1st CD	TSO 302
Cdr, 3-66th AR	Cdr, 1-4th Cav	Cdr, 2-9th IN	Cdr, 2d ACR	TSO 306
Cdr, 1-67th AR	Cdr, 3-4th Cav	Cdr, 1-12th IN	Cdr, 3d ACR	TSO 382
Cdr, 3-67th AR	Cdr, 1-5th Cav (IN)	Cdr, 1-15th IN	Cdr, 11th ACR	TSO 388
Cdr, 1-68th AR	Cdr, 2-5th Cav (IN)	Cdr, 3-15th IN	Cdr, USAARMC	TSO 389
Cdr, 2-69th AR	Cdr, 1-7th Cav	Cdr, 2-16th IN	Cdr, 1st ATB	TSO 483
Cdr, 3-69th AR	Cdr, 2-7th Cav (IN)	Cdr, 1-18th IN	Cdr, 16th Cav	TSO 497
Cdr, 2-70th AR	Cdr, 3-7th Cav	Cdr, 1-22d IN		TSO 526
Cdr, 1-72d AR	Cdr, 4-7th Cav	Cdr, 1-23d IN	BRTs	TSO 542
Cdr, 2-72d AR	Cdr, 1-8th Cav	Cdr, 1-26th IN	Cdr, C Trp 1 <sup>st</sup> Cav	TSO 574
Cdr, 1-77th AR	Cdr, 2-8th Cav	Cdr, 1-30th IN	Cdr, F Trp 1 <sup>st</sup> Cav	TSO 576
	Cdr, 3-8th Cav	Cdr, 1-36th IN	Cdr, G Trp 1 <sup>st</sup> Cav	TSO 677
	Cdr, 1-9th Cav (IN)	Cdr, 1-41st IN	Cdr, H Trp 1 <sup>st</sup> Cav	TSO 776
	Cdr, 1-10th Cav	Cdr, 1-509th IN	Cdr, D Trp 4 <sup>th</sup> Cav	TCO FT DRUM
	Cdr, 1/11th ACR		Cdr, E Trp 4 <sup>th</sup> Cav	HQ V CORPS, G-3
	Cdr, 2/11th ACR (IN)		Cdr, F Trp 4 <sup>th</sup> Cav	
	Cdr, 1-12 <sup>th</sup> Cav		Cdr, B Trp 9 <sup>th</sup> Cav	
	Cdr, 2-12 <sup>th</sup> Cav		Cdr, D Trp 9 <sup>th</sup> Cav	
	Cdr, 1-14 <sup>th</sup> Cav		Cdr, E Trp 9 <sup>th</sup> Cav	
	Cdr, 2-14 <sup>th</sup> Cav		Cdr, F Trp 9 <sup>th</sup> Cav	
	Cdr, 4-14 <sup>th</sup> Cav		Cdr, C Trp 10 <sup>th</sup> Cav	
	Cdr, 1-17th Cav (AV)		Cdr, D Trp 10 <sup>th</sup> Cav	
	Cdr, 3-17 <sup>th</sup> Cav		Cdr, G Trp 10 <sup>th</sup> Cav	
			Cdr, H Trp 10 <sup>th</sup> Cav	

ANNEX A

SAMPLE REQUEST FOR WAIVER FROM EIA STANDARDS  
(TO BE PREPARED ON YOUR LETTERHEAD)

OFFICE SYMBOL

Date

MEMORANDUM FOR USAARMC (ATZK-AR), Fort Knox, Kentucky 40121-2720

SUBJECT: Request for Waiver of EIA Standards

1. Request the following EIA standards be waived for: (Soldier's Name, Rank, SSN, AKA Address, MOS).

	<u>Standard</u>	<u>Actual Results</u>
a. APFT	260	
b. Indiv Wpn Qual	Sharpshooter	

2. Commander's justification: (Be specific. Show why this is an Excellence In Armor Soldier).

Battalion/Squadron Commander's  
Signature Block

ANNEX B

SAMPLE EIA ENROLLMENT LETTER  
(TO BE PREPARED ON YOUR LETTERHEAD)

Date (Month Day, Year)

Office Title

Soldier's Name, Rank, SSN, MOS  
Soldier's AKO address  
Company \_\_\_\_, \_\_\_\_ Battalion, \_\_\_\_ Armor  
APO AE 09000

Dear (Rank) (Name):

It gives me great pleasure to inform you that your chain of command has selected you for enrollment in the Excellence in Armor Program. Your selection marks you as a highly motivated top performer and places you among a select group of peers. It also gives you opportunities for accelerated promotions and attendance at career schools. Your unit will afford you special consideration for training and advancement, based upon your ability to master critical skills and accept increased responsibility.

I challenge you to continue the same pursuit of excellence that brought recognition by your chain-of-command. In doing so, you will make yourself an example to be emulated and gain the respect of all those around you.

A copy of this correspondence will be placed in your Military Personnel Records Jacket. In addition, a copy is being furnished to OCOA at Attn: ATZK-AR, USAARMC, Fort Knox, Kentucky 40121-2720, for inclusion in the EIA database.

Sincerely,

Battalion/Squadron Commander's  
Signature Block

ANNEX C

SAMPLE EIA DISENROLLMENT LETTER  
(TO BE PREPARED ON YOUR LETTERHEAD)

Date (Month Day, Year)

Office Title

Soldier's Name, Rank, SSN, MOS  
Company \_\_\_\_, \_\_\_\_ Battalion, \_\_\_\_ Armor  
APO AE 09000

Dear (Rank) (Name):

It is my responsibility to inform you that you are being removed from the Excellence in Armor Program. I based this decision on: \_\_\_\_\_.  
You will no longer be afforded the opportunities of the Excellence in Armor Program.

A copy of this correspondence will be placed in your Military Personnel Records Jacket. Furthermore, a copy is being furnished to OCOA at Attn: ATZK-AR, USAARMC, Fort Knox. Kentucky 40121-2720.

Sincerely,

Battalion/Squadron Commander's  
Signature Block

ANNEX D

SAMPLE TCCT/SCCT-II CERTIFICATION  
(TO BE PREPARED ON YOUR LETTERHEAD)

OFFICE SYMBOL

Date

MEMORANDUM FOR TSO/TCO

SUBJECT: Tank/Scout Commander Competency Test-II Test Selection Sheet

I certify that (Soldier's name, rank, and SSN) has been enrolled in the Excellence in Armor program (EIA) for a minimum of six months and is recommended by me to take the TCCT/SCCT-II (select one).

Battalion/Squadron Commander's  
Signature Block