



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY ARMOR CENTER AND FORT KNOX
FORT KNOX KENTUCKY 40121-5000

REPLY TO
ATTENTION OF

ATZK-AR (611-1a)

26 June 2003

MEMORANDUM FOR Command Sergeant Major/Sergeant Major Selection/Promotion Board Panel Members for CMF 19

SUBJECT: Career Management Field (CMF) 19 Information Paper

1. The Office of the Chief of Armor, Fort Knox, Kentucky, provides this information paper to assist you in better understanding CMF 19 and the caliber of soldier the Armor force desires to lead its soldiers at this important level. This paper will provide an overview of CMF 19 career development and some of the Armor programs that we believe you should be aware of to assist with your selection process. Please refer to the charts provided when necessary.
2. The mission of Armor is to close with and destroy the enemy using fire, maneuver, and shock effect. The M1A1/M1A2 Armor crewman leads, supervises or serves as a member of an Armor unit in offensive and defensive combat operations. The mission of cavalry is to perform reconnaissance and provide security. The Cavalry Scout leads, supervises, and serves as a member of a Scout Squad, Section, or Platoon during offensive and defensive combat operations.
3. The MOSC 19Z50 soldier may serve in a tank company or cavalry troop, in the headquarters of a battalion/squadron or higher-level headquarters, or as a Master Gunner. In addition, he may serve in a variety of TDA positions to include instructor and RC advisor.
4. Armor soldiers are valued for their warfighting skills. They acquire and perfect their warfighting skills primarily through realistic training, professional military education, and service in the most demanding leadership positions Armor Branch offers. **Service with troops is of primary importance to the Armor Branch.** With troops, armor soldiers polish their tactical and technical proficiencies through practical application of warfighting skills. Civilian education achievement, while indicative of time-management skills and motivation, is not a substitute for service in the line. **All soldiers selected for promotion should be of the caliber the Armor force desires as Command Sergeants Major.**

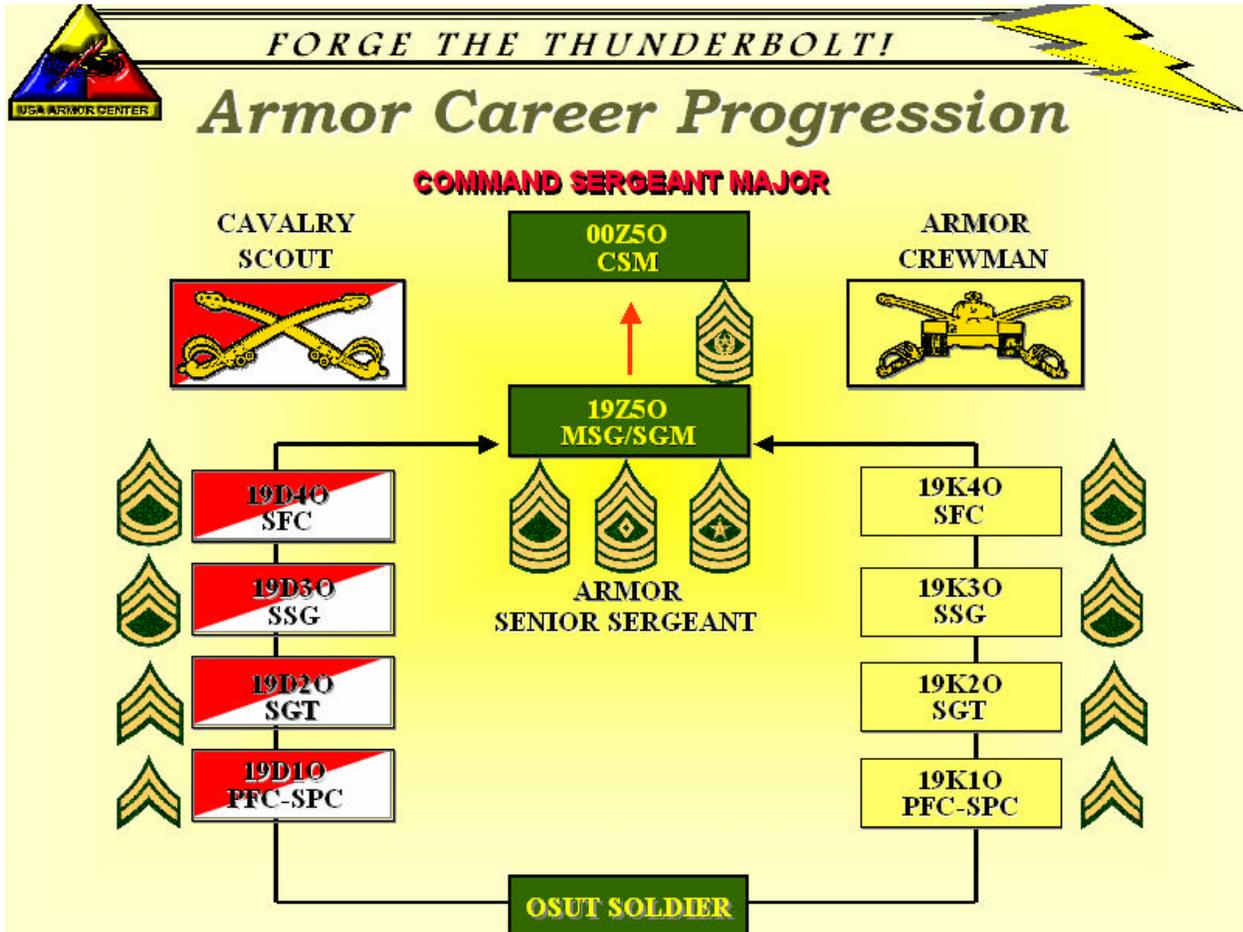


Figure 1

Extract from Armor Enlisted Professional Development Guide

5. The “line chart” shows the normal progression for CMF 19 soldiers and is split between the Cavalry Scout (19D) and the M1 Tanker (19K) until they reach the Armor Senior Sergeant level, or 19Z. Master Sergeant is the first rank attained where MOS 19D Cavalry Scouts and MOS 19K Armor Crewmen are combined into MOS 19Z, Armor Senior Sergeant. The 19Z Master Sergeant has the opportunity to work as a First Sergeant, or in an intelligence or operations field. The 19Z Sergeant Major has the opportunity to work in operations at battalion level and above, as a Master Gunner, or in a variety of MTO&E and TDA positions.

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Major Duties MOS 19Z50

First Sergeant/Master Sergeant

Armor Senior Sergeant

--Key Leadership Positions--

- **First Sergeant**

--Professionally Developing Assignments--

- **Intelligence Sergeant in Armor Battalion, Cavalry Squadron and Cavalry Regiment**
- **Operations Sergeant Major in an Armored Division Headquarters**
- **Chief or Senior Instructor**
- **Master Gunner in Division**
- **Reserve Component Advisor**
- **Assistant Commandant NCOA**
- **Senior Career Advisor**

Figure 2

6. AR 611-21 provides the following information.

a. Duty positions of the MOSC 19Z50 Armor Senior Sergeant include: First Sergeant in a Tank Company, Cavalry Troop, or Headquarters and Headquarters Company or Troop of a battalion, squadron, regiment, brigade, or armored division; Operations or Intelligence Sergeant of a battalion, squadron, brigade, or division; Assistant Operations Sergeant of a corps or division, and Master Gunner in a division. In addition, he may serve as an Instructor/Chief Instructor, ROTC instructor, RC Advisor, Assistant Commandant in a Noncommissioned Officer Academy, or as Senior Career Advisor at Armor Branch.

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Major Duties MOS 19Z50

Sergeant Major

Armor Senior Sergeant

--Professionally Developing Assignments (TOE)--

- **Operations Sergeant Major from Battalion to Corps Level**
- **Master Gunner in a Division**

--Professionally Developing Assignments (TDA)--

- **Observer Controller**
- **Chief Enlisted Advisor AC/RC Support**
- **Operations Sergeant Major**
- **Chief Career Management NCO**
- **Chief Military Science Instructor**

Figure 3

b. Duty positions of the MOSC 19Z50 Sergeant Major include Operations Sergeant Major, Master Gunner, and Chief Enlisted Advisor, and a variety of unique TDA positions. For example, Chief of Master Gunner Branch at Fort Knox, Kentucky, and Chief Military Science Instructor (CMSI) at West Point and ROTC campuses.

c. The duty positions identified on Figures 2 and 3 are certainly not all of the available positions to CMF 19 Master Sergeant/First Sergeant/Sergeant Major, but they are the most common positions in their particular MOS.

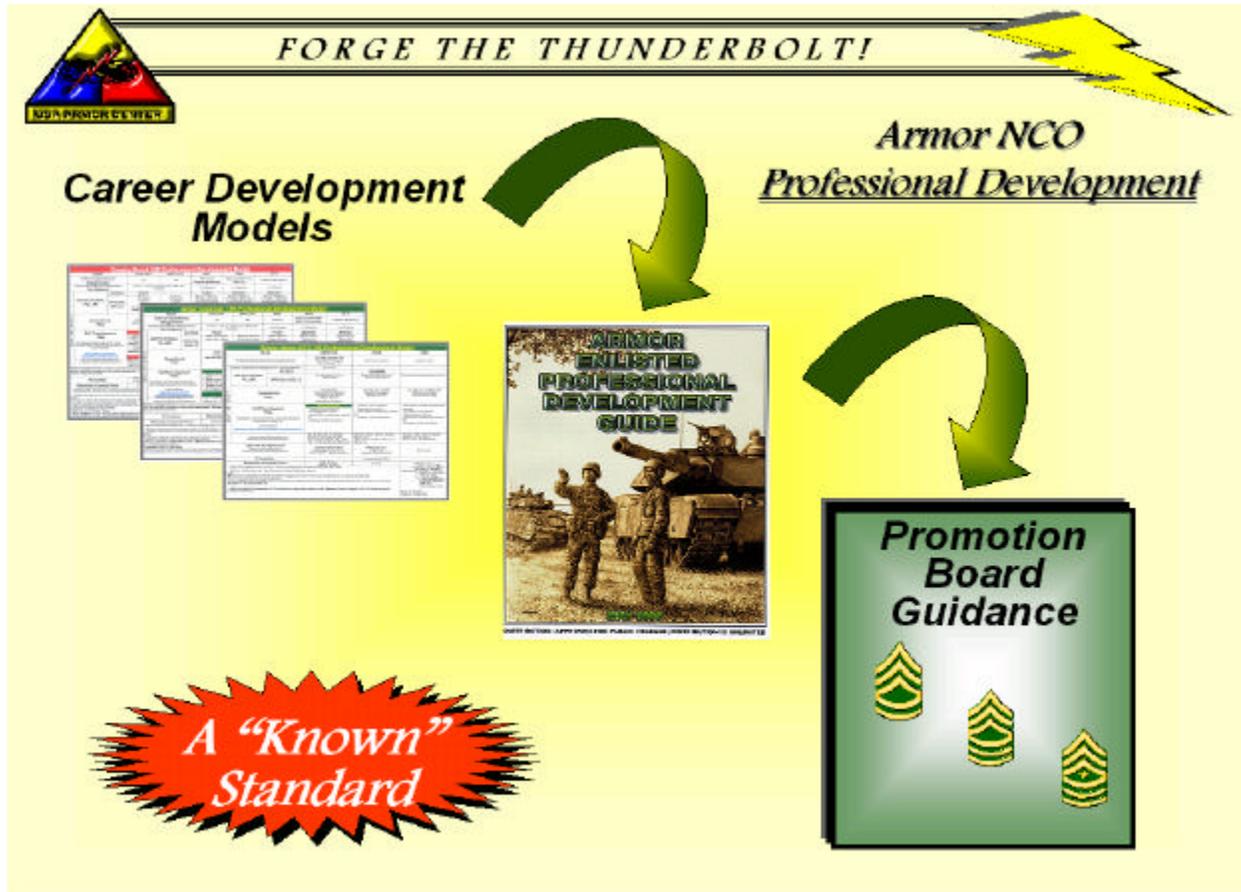


Figure 4

7. The Cavalry Scout, Armor Crewman, and Senior Armor NCO professional development models, identified in Appendix A, serve as a guide for armor NCOs to use to set professional goals. These models show how rank, key leadership assignments, encouraged assignments, and military schooling relate to grade structure. Armor soldiers, to remain competitive, must show initiative to attain these goals. The First Sergeant/Master Sergeant should be at the corresponding level and already have successfully completed an assignment in each of the key leadership positions and various specialty assignments. The Armor Branch desires you select Senior Armor NCOs for promotion that have successfully served in key leadership assignments, thus indicating potential to excel as a Sergeants Major.

NOTE: While MTOE positions are highly valued for the development of warfighting skills, give equal weight to success as an Armor First Sergeant, whether the NCOs served in MTOE or TDA First Sergeant positions. Armor First Sergeants should not branch qualify both as Platoon Sergeant and as First Sergeant in TDA positions.



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Branch Qualification

- **Served in each key leadership assignment**
- **Have 18 Months successful First Sergeant time**
 - **Branch Qualification is shown by several NCOERs in which the Rater shows Excellence/Success through his comments, and . . .**
 - **. . . the Senior Rater identifies strong potential for immediate promotion and greater responsibility**
- **It is beneficial to serve at the next higher level, after filling the key leadership position at current grade.**
 - **EXAMPLE: A MSG assigned and performing duties as a Battalion Operations Sergeant Major**

Figure 5

8. The Armor force believes that leadership assignments are the key for successful development. The Armor Enlisted Professional Development Guide (and draft DA Pam 600-25) stresses the importance of 18 months as a First Sergeant and recommends this experience before advancing to the next higher grade. There is no substitute for serving in the key leadership positions throughout an Armor soldier's career.

NOTE: Previous promotion boards have selected Armor NCOs to attend the Sergeants Majors Course who may not have had 18 months First Sergeant time. Since they may never again have the opportunity to be a First Sergeant, consider all attendees of the Sergeants Majors Course to have attained the branch qualification standard of 18 months.

9. It is sustained quality of service in key leadership positions, combined with exceptional performance in professionally developing assignments, that separates the qualified Armor 1SG/MSG from the pack. The Armor NCO should have achieved a well-rounded background. For promotion, an Armor NCO must have demonstrated exceptional performance in key leadership positions and sustained that performance in the professionally developing positions. Quality of service, not time in grade, is the key determinant of success and the primary indicator of potential for promotion to SGM and eventual service as a CSM.

10. The following provides you examples of the assignment patterns which best reflect the CMF 19 Career Professional Development Program, and exemplifies Armor NCOs who have met the branch standard for selection to SGM and potential future selection as a CSM:

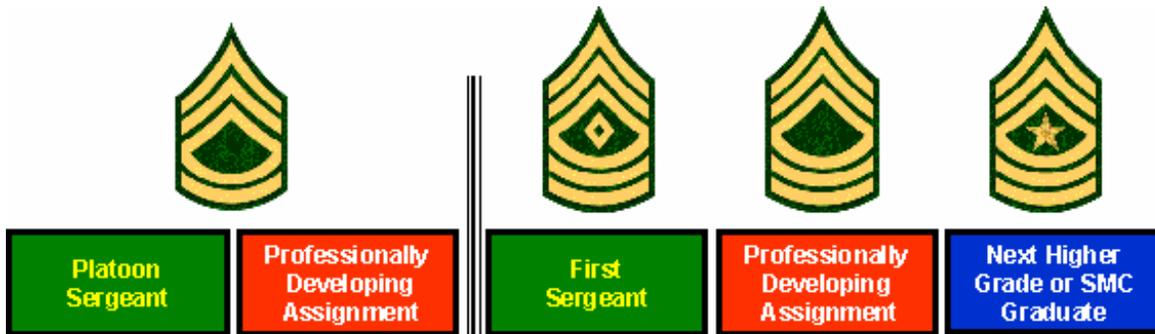


Figure 6

a. Consider being **among the best** the Armor NCO who has served with distinction as a 1SG for 18 months or more, has sustained his standard of excellence in a professionally developing position, and has served in a position authorized at the next higher grade or graduated from the Sergeants Majors Course (SMC). (An Armor NCO may serve in a professionally developing assignment before his 1SG assignment).



Figure 7

b. Armor First Sergeants and Master Sergeants who are branch qualified and have broadened their skills through exceptional service in a professionally developing assignment, but who have not had the opportunity to serve in a position at the next higher grade are considered **exceptionally qualified**. They have exhibited the potential for service at next higher grade.



Figure 8

c. The Armor NCO who has met branch qualification standards, but has not served in a professionally developing assignment, is considered **fully qualified** for promotion. They do not have the breadth of knowledge equivalent to their peers who have developed a well-rounded career path.

NOTE: Assignment opportunities exist for all Armor Master Sergeants who desire to be First Sergeants. Refrain from selecting anyone who has not served 18 months as a First Sergeant except for Sergeant Major Course graduates and students. The Armor NCO should not branch certify as both Platoon Sergeant and First Sergeant in TDA positions. One of the two branch certifications must be in an MTOE position.

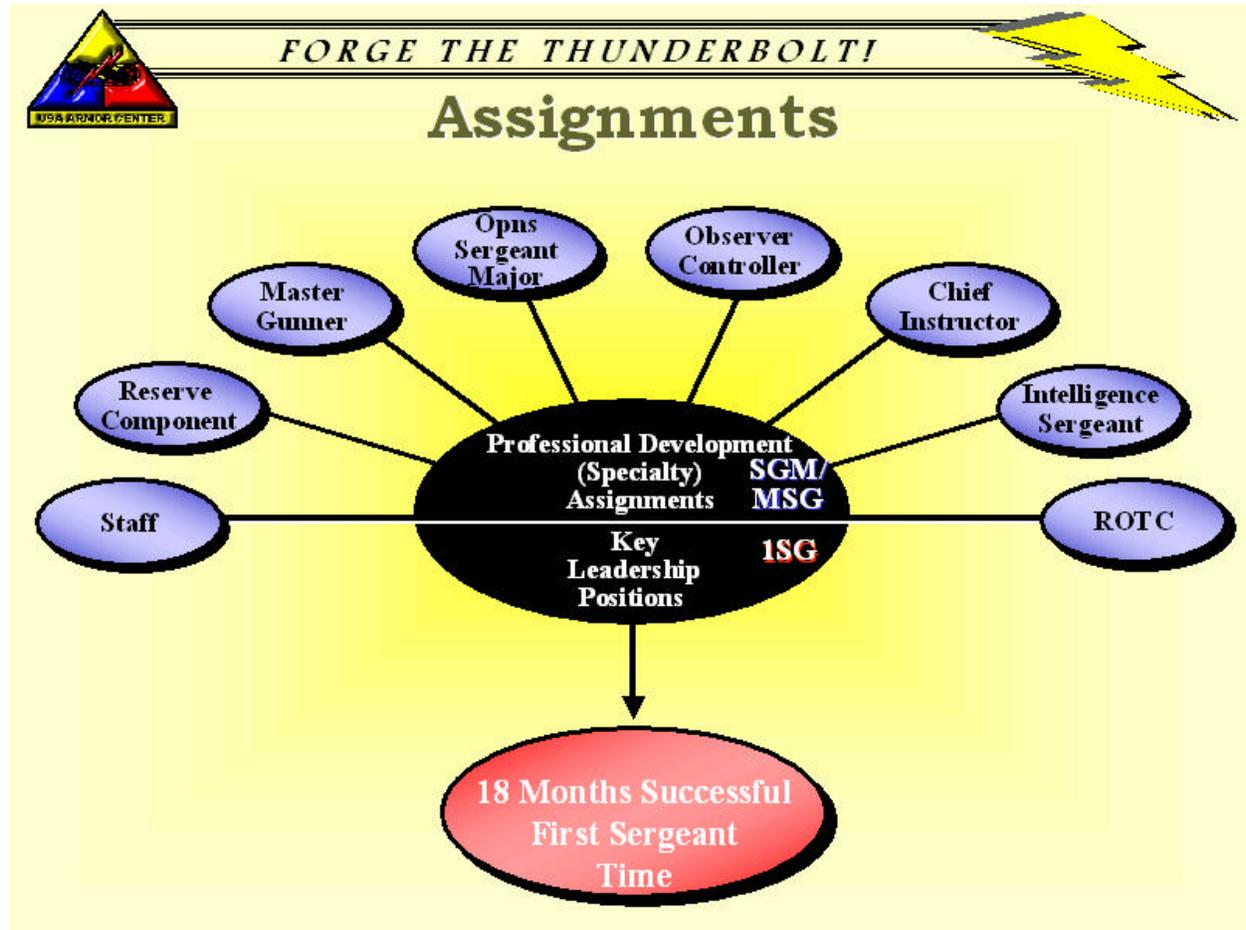


Figure 9

11. Key leadership assignments are the focal point for Armor NCOs. Soldiers should have a strong leadership foundation at each rank before serving in a professionally developing assignment. Key leadership positions are accessible to the CMF 19 soldier who has the desire for challenge and greater responsibility. Follow-on positions are important, but all NCOs must serve in the key leadership position at each rank to establish a solid warfighting foundation.

Note: Armor NCOs should avoid back-to-back TDA assignments. While Armor Branch values the experience gained in these positions, the focus of the NCO must be on warfighting skills and returning to key TOE leadership positions with troops following a TDA assignment.

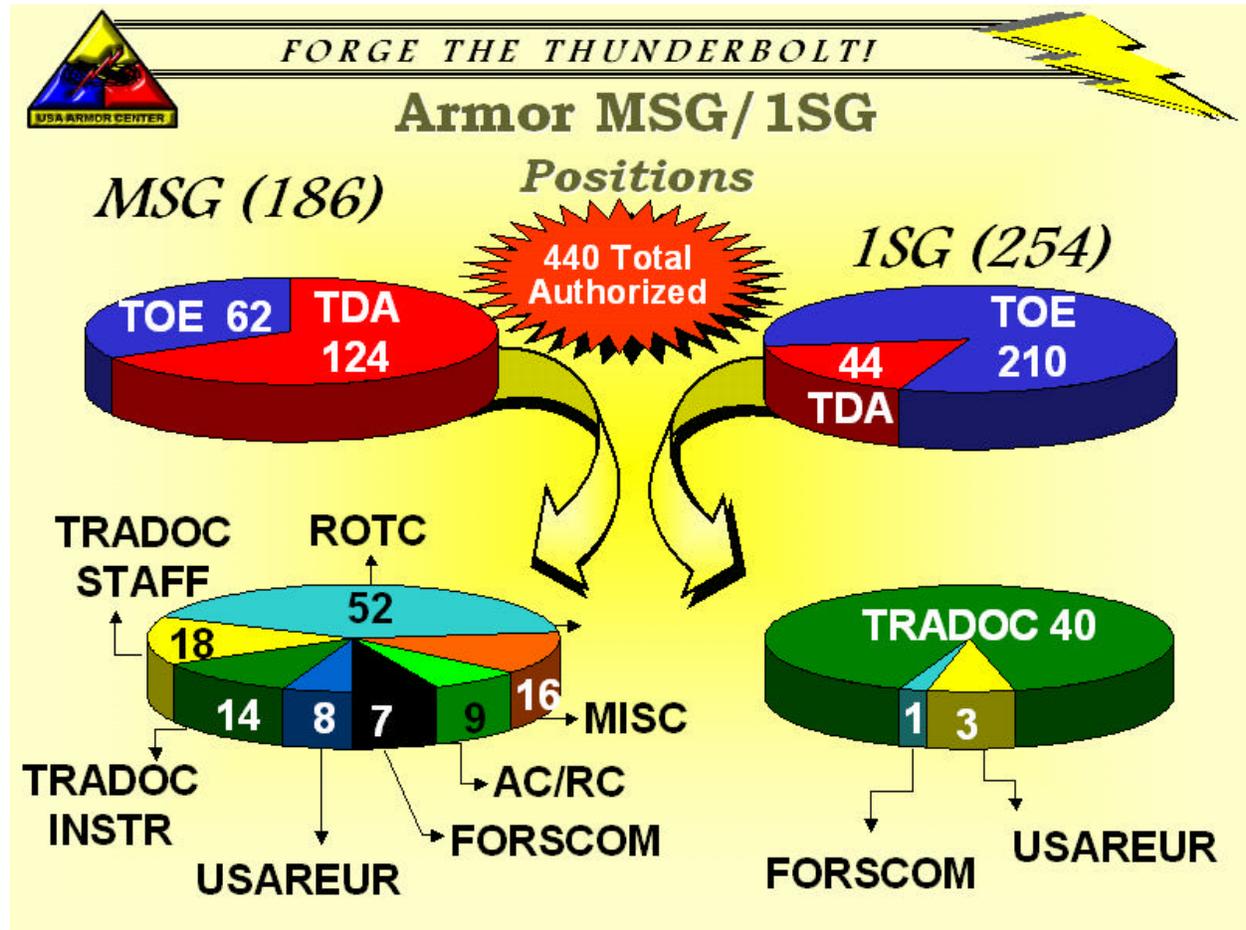


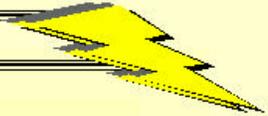
Figure 10

12. The figure above illustrates the locations of professionally developing assignments that the CMF 19 NCO fills. Consider the quality NCO who serves in both a key leadership position and a professionally developing assignment as better qualified than the NCO who serves all his time as a First Sergeant in an MTOE unit.

NOTE: Four-year assignments at Army training centers have led to NCOs serving back-to-back TDA assignments. For example, upon completion of two-years with AC/RC, an NCO becomes a chief instructor at the NCO Academy or a senior NCO in one of the Directorates. This NCO is doing what the Army and the unit have asked him to do, is sustaining the critical training base mission, and should not be penalized. However, an NCO with back-to-back TDA assignments well beyond four years at different locations may indicate a desire to avoid TOE leadership positions.



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Performance

- **All else being equal, exceptional performance is the determining factor.**
- **If a soldier has been a high performer, has served in the key leadership positions, and has the potential for success at the next higher grade, he should be promoted.**

Figure 11

13. If all else is equal, exceptional performance is the determining factor. Remember, we want NCOs who can make important decisions and be excellent **Command Sergeants Major**. The Armor Branch wants those senior NCOs who can make important decisions, effectively communicate, and lead. The Armor force desires those NCOs who are a notch above the rest and have gained the respect of their soldiers, peers, and leaders.

NOTE: You should look at the NCO's sustained quality of performance in a variety of positions when making a determination of promotability. However, the critical factor when selecting Armor NCOs for promotion to Sergeant Major remains demonstrated excellence as a First Sergeant.



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Excellence in Armor Program (EIA)

- **Definition:**
 - **A program which identifies outstanding performers**
 - **Soldiers are identified for enrollment into EIA in:**
 - » OSUT
 - » Armor/Cavalry units
 - » Mechanized Infantry Units
 - » Training Base Units
- **Purpose:**
 - **Recognize bright, highly motivated Armor and Cavalry soldiers whose performance is consistently outstanding**
 - **Accelerate promotions for our best Armor soldier**
 - **Provide incentives which lead to retention of quality NCOs in our Army**



Figure 12

14. Special Programs. The Armor Branch has some special programs to bring to your attention:

a. The first is the Excellence in Armor (EIA) Program, which identifies outstanding performers, leaders, and potential leaders clearly a cut above the pack. The Battalion/Squadron Commander is the approving authority for entry into this program. His approval comes after the soldier has met high performance oriented standards and received a recommendation from his chain of command. A soldier may enter into the program beginning with graduation from OSUT or anytime later in his career through Sergeant First Class. An annotation on Form 2-1, Item 19, and an EIA certificate in the awards section of his microfiche is proof of a soldier's enrollment in the program. The goal of EIA is to accelerate outstanding soldiers into challenging leadership positions. If all else is equal, an EIA soldier is a notch above his peers.

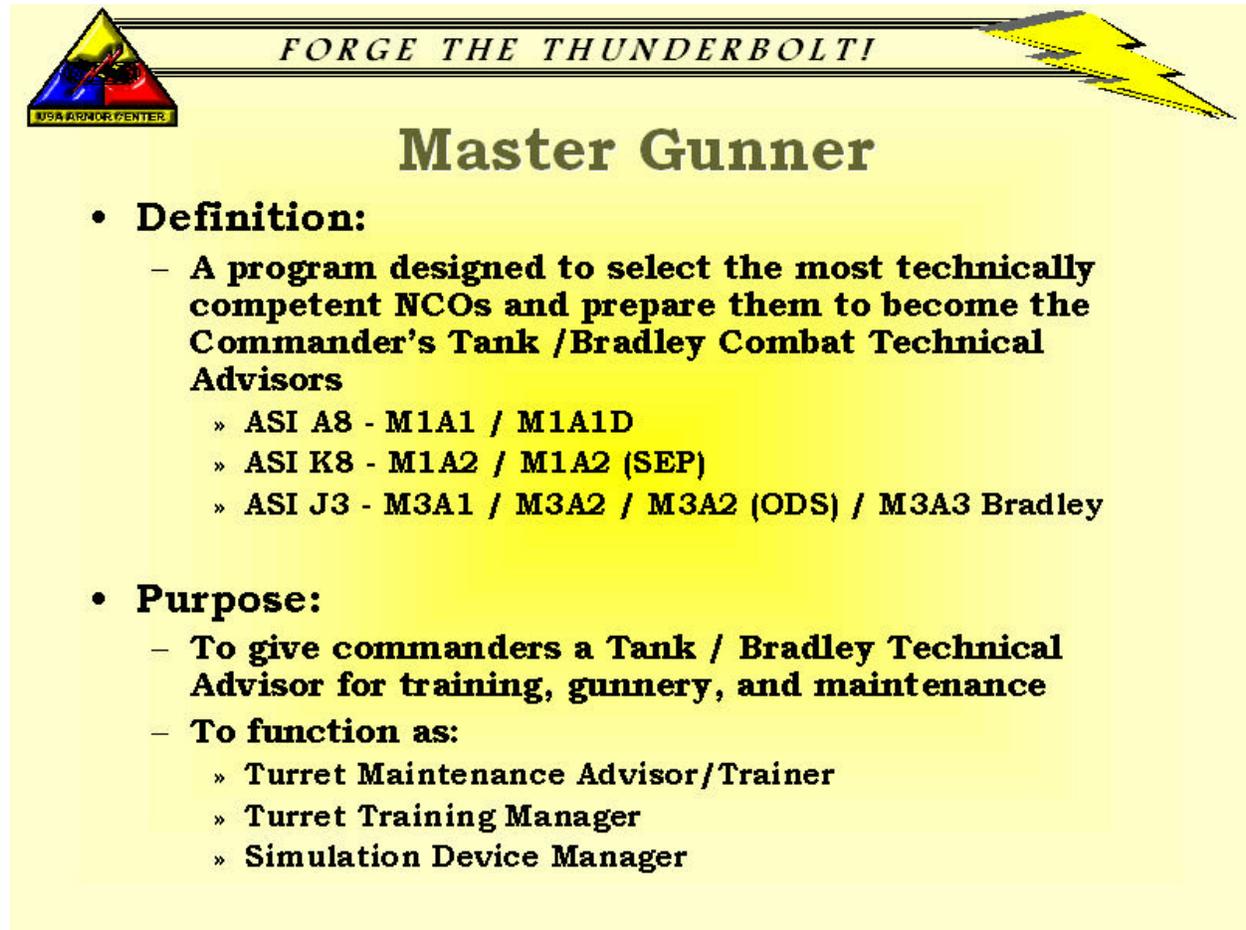


Figure 13

b. Master Gunner. The next program is the Master Gunner Program. The Armor Center designed this program to select and intensively train the most technically competent MOS 19K and MOS 19D soldiers to become the commanders' technical advisors for training, gunnery, and gunnery related maintenance. Armor NCOs may attend the Master Gunner Course as Sergeants and serve in positions of increasing responsibility from company to division level. The Master Sergeant who has successfully served in a variety of Master Gunner positions and has served in the key leadership positions, e.g., Platoon Sergeant and First Sergeant, is ahead of his peers.

NOTE: First Sergeants/Master Sergeants that previously held the feeder MOS 19D will only have the opportunity to become a Master Gunner if assigned to a Cavalry Squadron with Bradley Fighting Vehicles. Most MOS 19D soldiers serve as scouts in HMMWV platoons.

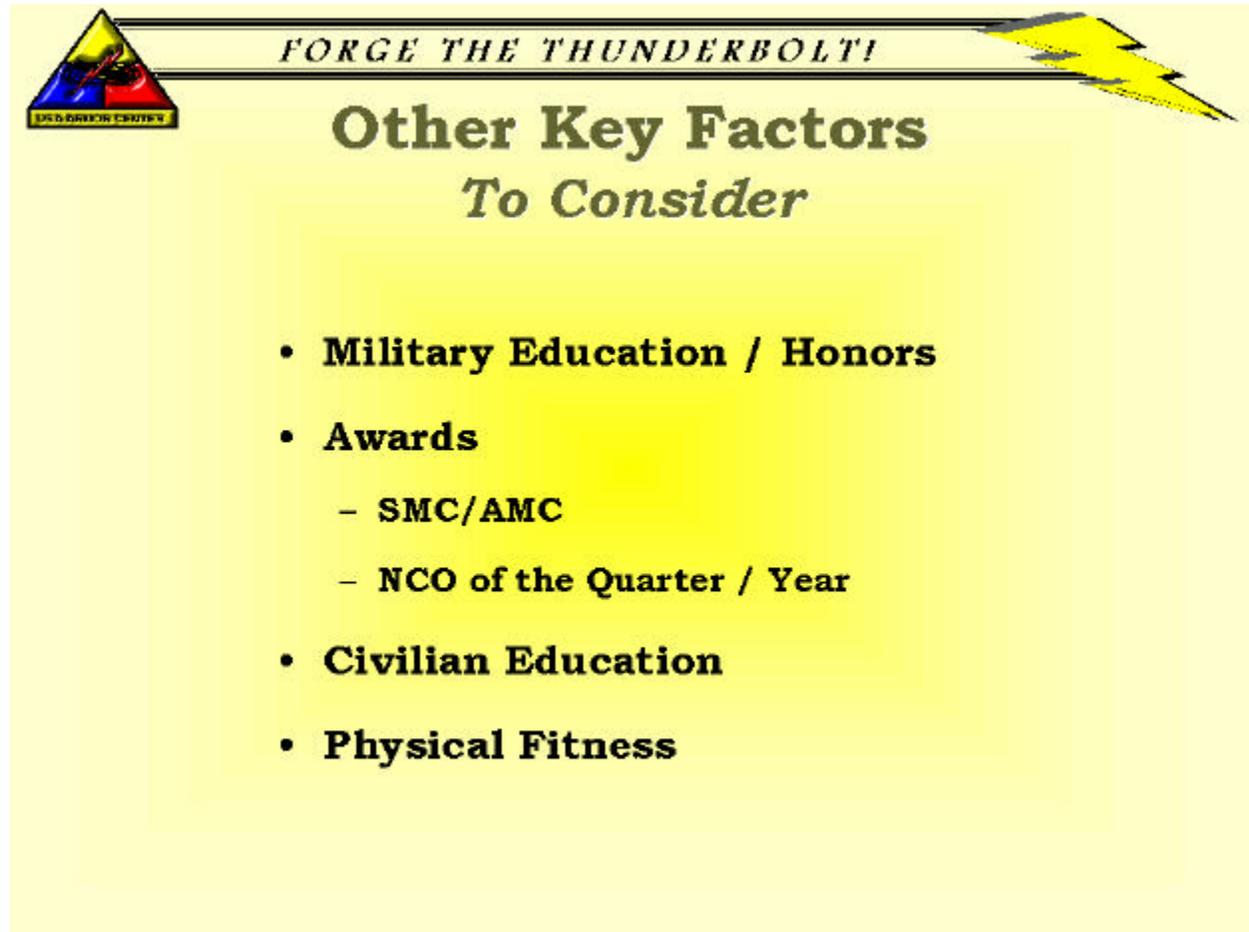


Figure 14

15. Other key factors to consider:

a. Exceeding course standards or becoming Honor/Distinguished graduates in NCOES courses indicates intelligence, leadership, and initiative. NCOs who have also completed functional military courses demonstrate initiative to further their knowledge and be of greater value/use to the Army. (i.e. Master Gunner)

b. The Sergeant Morales Club (SMC), Audie Murphy Club (AMC), and NCO of the Quarter/Year Boards recognize exceptional Armor soldiers. The soldier's NCOERs are a record of these accomplishments. Achievement and service awards are also indicators of excellence, but use with caution as the awards process is highly subjective.

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c. Self-development through civilian education is important and shows the soldier has the initiative and time management skills to further his knowledge and understanding in a variety of subjects.

d. Physically fit soldiers who score well beyond the minimum standard on the APFT (e.g. 270 or higher, especially on the extended scale) should be recognized as exceptional Armor soldiers. Evaluate profiles very carefully. Profiles containing one or more designators of "3" signify that the soldier has one or more medical conditions or physical defects which may limit worldwide deployability. Every Armor selectee must be deployable worldwide.



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Summary

- **Leadership Certification** - Excel in each leadership position. (18 months, more is better.)
- **Well-Rounded Background** - Success in leadership positions combined with success in specialty assignments
- **Performance/Potential** - Identified as "The Best" with potential to continue as "The Best" in quantified Rater remarks and clear Senior Rater remarks
- **Military Education** - Completed level of NCOES for current skill level and grade, and success in functional courses
- **Self Development** - Correspondence courses, other military courses, civilian education, and physical fitness

Figure 15

16. In summary, this information paper has given you an overview of CMF 19 and has tried to emphasize the importance of promoting top quality soldiers above their peers. We "highlighted" key leadership positions, which are needed for experience and emphasized that successful performance in these positions is essential.

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17. The Armor force wants NCOs promoted who will be excellent Command Sergeants Majors, who seek challenges, who are versatile, and who genuinely care for soldiers. Remember, "When all else is equal" look for those indicators that separate the "best qualified from fully qualified".



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Further Information

If you have any questions or if we can be of further assistance to you, please contact us at this address or phone #:

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Office of the Chief of Armor



Soldiers are our business



Figure 16

18. Please feel free to contact the Office, Chief of Armor at any time to request any additional information, or for any other support we can provide you. "Forge the Thunderbolt!"

GEORGE DESARIO
CSM, USA
USAARMC and Fort Knox

TERRY L. TUCKER
Major General
Chief of Armor