



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)

9 January 2003

MEMORANDUM FOR Master Sergeant 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 the Master Sergeant level. This paper will provide an overview of CMF 19 career development and some Armor programs of which you should be aware. 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/MGS Armor crewman leads, supervises, or serves as a member of an Armor unit in offensive and defensive combat operations. The MOS 19K40 NCO supervises a tank platoon, processes operations and intelligence information, and performs in command and staff positions in tank, cavalry, and infantry units. The MOS 19K40 NCO may also serve in a variety of TDA positions.
3. The mission of Cavalry is to perform reconnaissance, provide security, and engage in offensive and defensive combat operations. The cavalry scout leads, serves, or assists as a member of a scout crew, squad, section or platoon in reconnaissance, security, and other combat operations. The MOS 19D40 NCO supervises an armored cavalry or reconnaissance platoon, processes operations and intelligence information, and performs in command or staff positions in tank, cavalry, and infantry units. The MOS 19D40 NCO may also serve in a variety of TDA positions.
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 proficiency through practical application of warfighting skills that are of primary importance to the Armor Branch. Civilian education achievement, while indicative of time-management skills and motivation, is not a substitute for service in TO&E platoons. **All soldiers selected for promotion should be of the caliber the Armor force desires as First Sergeant.**

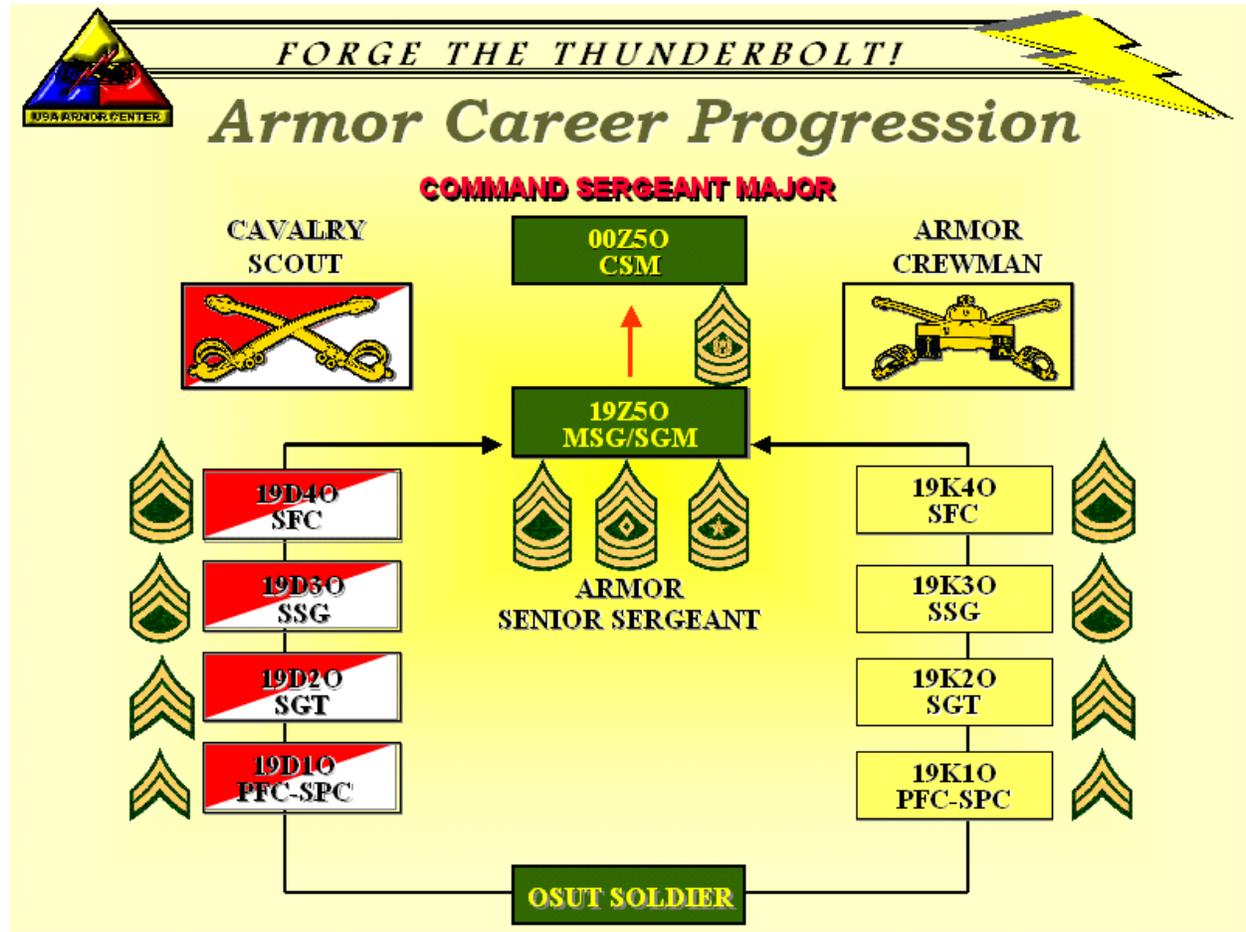


Figure 1

5. Figure 1 shows the normal progression for CMF 19 soldiers and is split between the Cavalry Scout (19D) and the M1A1/M1A2/MGS Armor Crewman (19K) until they reach the Armor Senior Sergeant level (19Z). Master Sergeant is the first rank attained where MOS 19D Cavalry Scouts and MOS 19K Armor Crewmen are combined into MOS 19Z. Every Armor NCO has the opportunity to work as a Platoon Sergeant. Armor NCOs also have the opportunity to work as Operations/Intelligence Sergeants, as Master Gunners in Armor and Cavalry units at all echelons, or in a variety of TDA positions.



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Major Duties MOS 19D40 Cavalry Scout

--Key Leadership Positions--

- **Platoon Sergeant**

--Professionally Developing Assignments--

- **Assistant Operations Sergeant in S3 of Division/Regimental Cavalry Squadrons**
- **Master Gunner in Division/Regimental Cavalry Squadrons**
- **Reserve Component Advisor**
- **Observer Controller at NTC /CMTC /JRTC**
- **NCOES/USAARMC Instructor/Writer**
- **EO/IG Duty**
- **Military Science Instructor (USMA & ROTC)**
- **Career Management NCO**



Figure 2

6. DA Pam 611-21 provides the following information:

a. Duty positions of the MOS 19D40 Sergeant First Class Cavalry Scout include: Platoon Sergeant; Assistant Operations Sergeant in the S-3 section of a battalion/squadron, brigade/regiment, or higher-level staff; Master Gunner for division/regimental cavalry units; Observer/Controller; Instructor; Equal Opportunity Advisor; IG NCO; Reserve Component Advisor; or a variety of other unique TDA positions. Examples of TDA positions include: Career Management NCO with the Office of the Chief of Armor (OCA) at Fort Knox, KY, and Military Science Instructor (MSI) at United States Military Academy or ROTC campuses.



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Major Duties MOS 19K40

Armor Crewman

--Key Leadership Positions--

- **Platoon Sergeant**

--Professionally Developing Assignments--

- **Assistant Operations Sergeant in S3 of Armor and Cavalry Units**
- **Master Gunner in Division/Regimental Cavalry Squadrons and Armor Units**
- **Reserve Component Advisor**
- **Observer Controller at NTC/CMTC**
- **NCOES/USAARMC Instructor/Writer**
- **EO/IG Duty**
- **Military Science Instructor (USMA & ROTC)**
- **Career Management NCO**

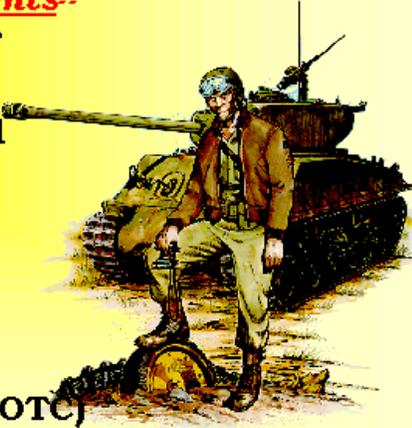


Figure 3

b. Duty positions of the MOS 19K40 Sergeant First Class Armor Crewman include: Platoon Sergeant; Assistant Operations Sergeant in the S-3 section of a battalion/squadron, brigade/regiment, or higher-level staff; Master Gunner for division/regimental armor and cavalry units; Observer/Controller; Instructor; Equal Opportunity Advisor; IG NCO; Reserve Component Advisor; or a variety of other unique TDA positions. Examples of TDA positions include: Career Management NCO with the Office of the Chief of Armor (OCA) at Fort Knox, KY, and Military Science Instructor (MSI) at United States Military Academy or ROTC campuses.

c. The duty positions identified in Figures 2 and 3 are certainly not all of the available positions to CMF 19 Sergeants First Class, but they are the most common positions in their particular MOS. A more detailed explanation of these professional developing assignments follows in paragraph 11.

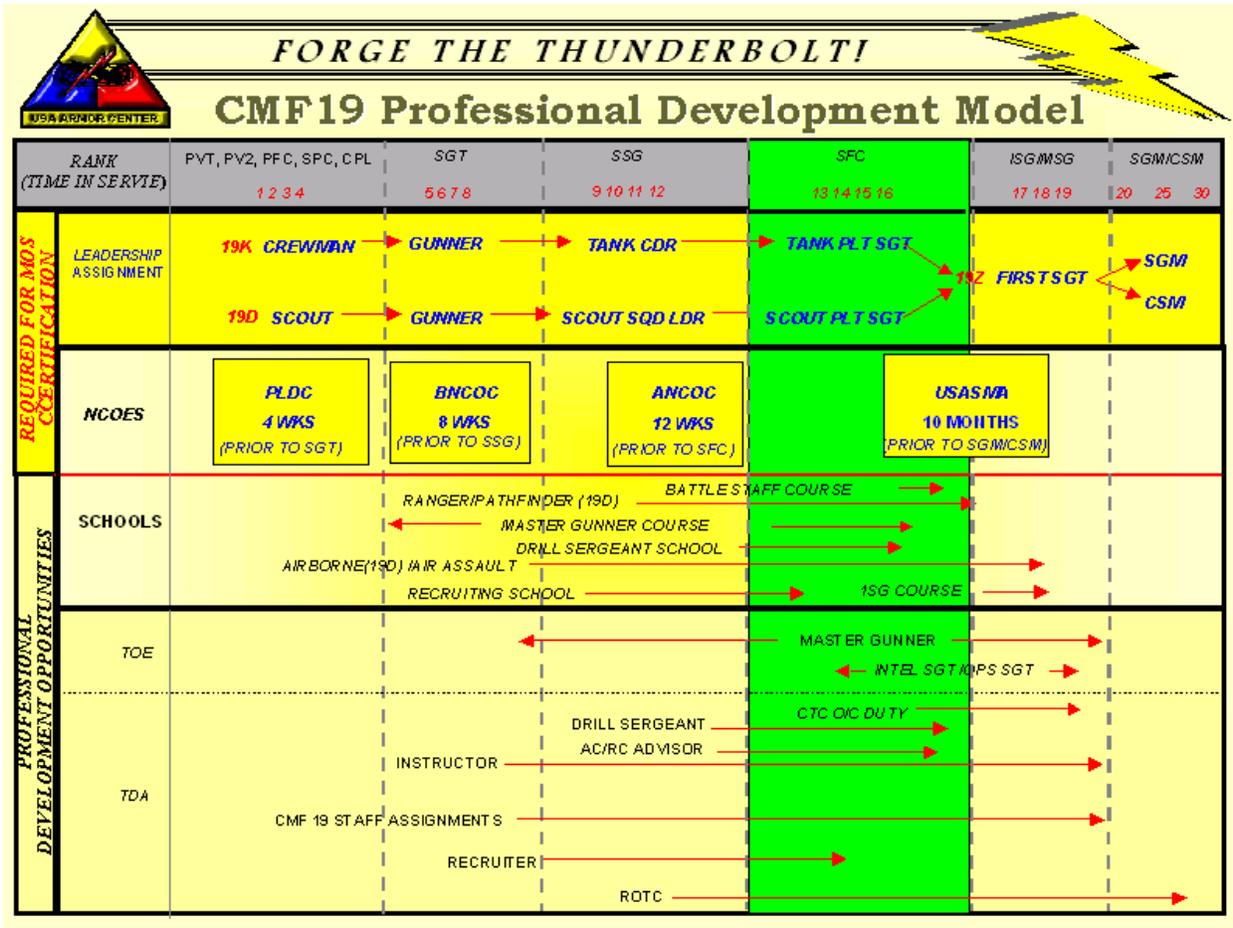


Figure 4

7. The CMF 19 professional development model, identified in Figure 4 above, serves as a guide for armor noncommissioned officers to use to set professional goals. This model shows how rank, key leadership assignments, encouraged assignments, and military schooling are related to years of service. CMF 19 soldiers, to remain competitive, must show initiative to attain these goals. The green highlighted column above indicates the proper professional development level for Sergeants First Class. They should have already served in each of the key leadership positions and in one or more specialty assignments. The Armor force desires you select Sergeants First Class for promotion that have successfully served in key leadership assignments, thus indicating potential to excel as First Sergeants.



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Note!

- **You must serve in each key leadership assignment and ...**

- **...have 18 months or more successful Platoon Sergeant time**
 - **Certification 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: First Sergeant**

Figure 5

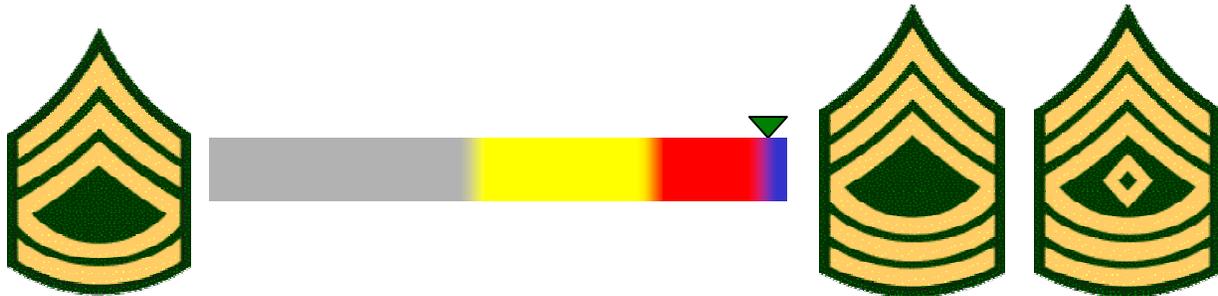
8. The Armor force believes that leadership assignments are the key for successful development. The Armor Enlisted Professional Development Guide and draft DA Pam 600-25 stress the importance of 18 months or more as a Platoon Sergeant before advancing to the next higher grade. There is no substitute for serving in key leadership positions throughout an Armor soldier's career. If an Armor NCO has the opportunity to perform in an assignment of the next higher grade and does so successfully, he should be considered more experienced and ahead of his peers.

NOTE: Opportunities exist for all Armor/Cavalry Sergeants First Class who desire to be Platoon Sergeants. However, not all will become Platoon Sergeants immediately upon promotion to Sergeant First Class due to other service obligations. **You should select only those NCOs who have successfully served as a Platoon Sergeant for 18 months or more.**

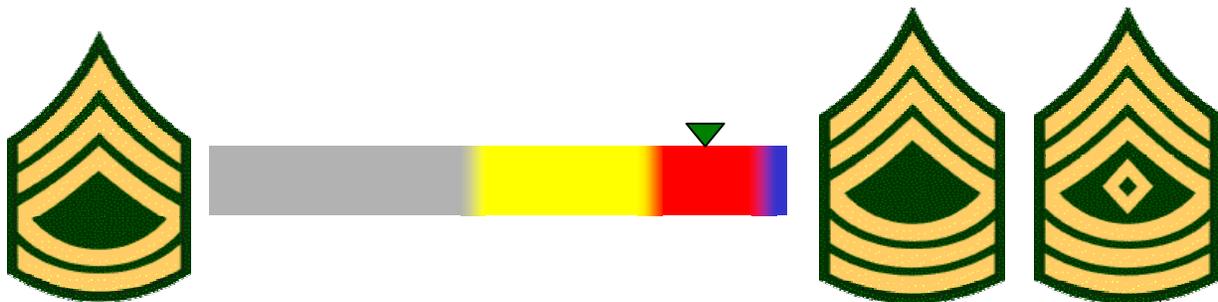
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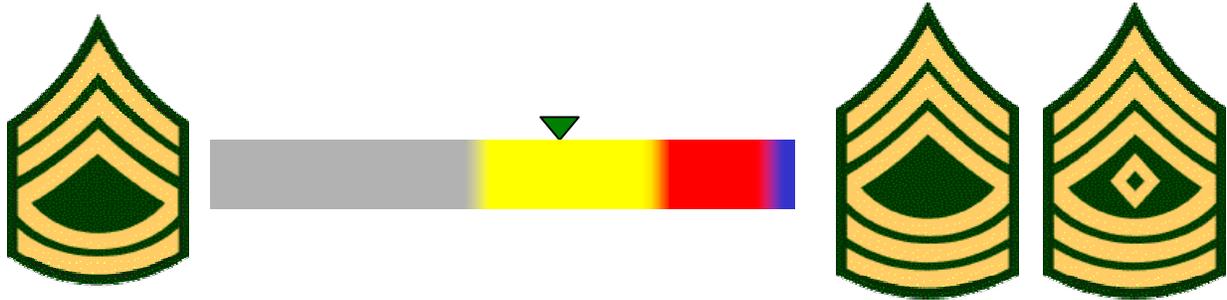
9. The following graphs provide examples of the assignment patterns which best reflect the CMF Career Professional Development Program, and depict Armor NCOs who have met the branch standard for selection to Master Sergeant.



a. Consider among **the best** the Armor NCOs who have served with distinction as Platoon Sergeants for 18 months or more and have served with distinction as a First Sergeant. The Armor Force benefits from Sergeants First Class who have **proven success** at the next higher operational leadership level. Due to the demands of the Army, only a limited number of Sergeants First Class have the opportunity to serve as First Sergeants. Look for a pattern of sustained excellence, in comparison to those exceptionally qualified Sergeants First Class without First Sergeant time, when using this as a discriminator.



b. Consider **exceptionally qualified** the Armor NCOs who have served with distinction as a Platoon Sergeants for 18 months or more 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. All Sergeants First Class in this category must have shown **highest potential for success** at the next higher operational leadership level.



c. The Armor NCOs who have met branch qualification standards is considered **fully qualified** for promotion. These NCOs do not have the breath of knowledge or experience equivalent to their peers. This category represents a group larger than the select objective. The board must consider the sustained level of performance of the Armor NCOs and select those who have demonstrated **exceptional potential for success** at the next higher operational leadership level.

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Note!

- **Select Armor NCOs for promotion based on their demonstrated potential for success at the next higher operational leadership position, MTOE First Sergeant.**
- **Do not select Armor NCOs for promotion solely as a reward for past performance.**
- **All Armor NCO selected for promotion are expected to serve as MTOE First Sergeants and to continue the same high level of performance as previously demonstrated.**

Figure 6

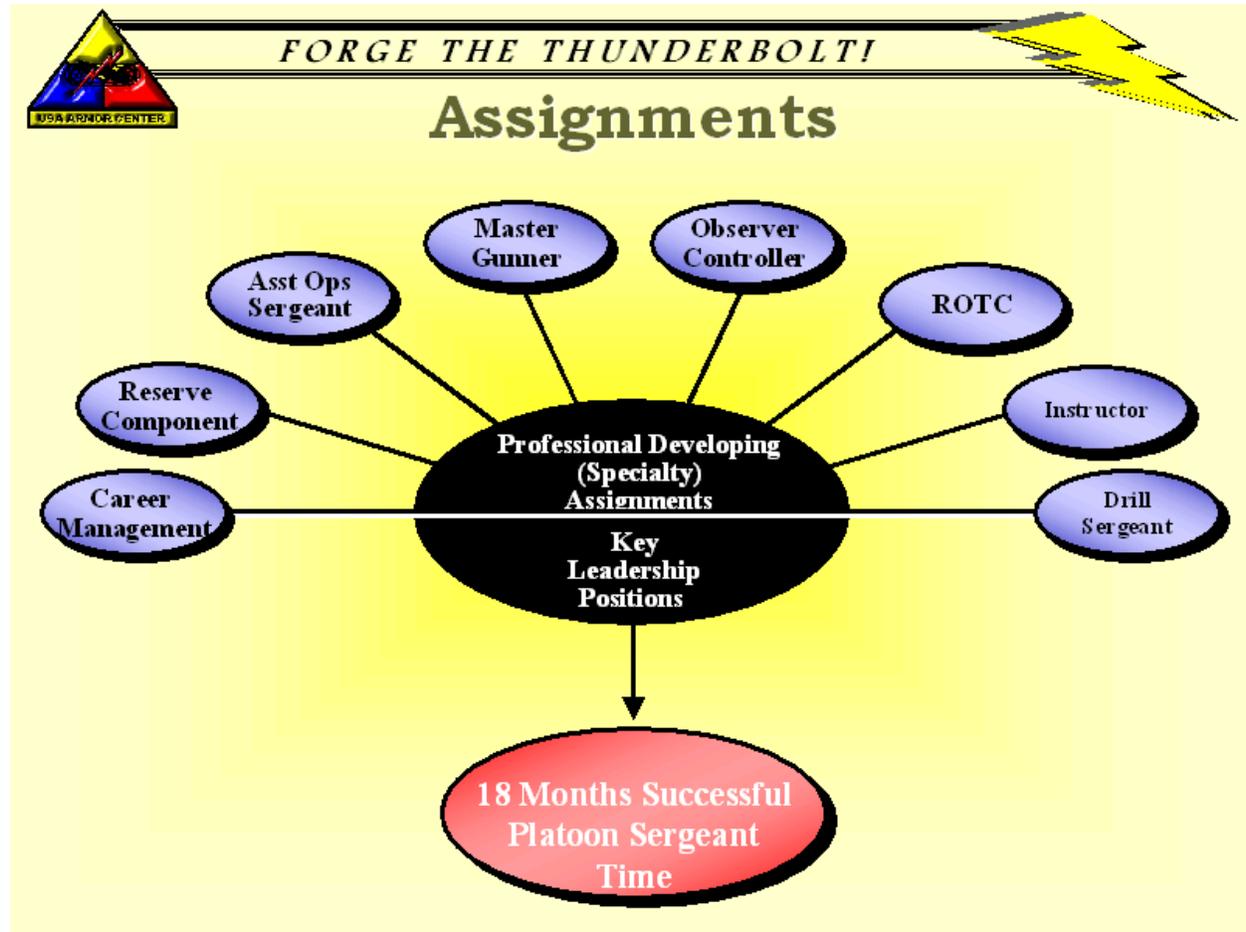


Figure 7

10. Key leadership positions are the focal point for Armor NCOs. Soldiers should have a strong leadership foundation at each rank before serving in a professionally developing assignment. The key leadership position for an Armor Sergeant First Class is Platoon Sergeant. A few Armor Sergeants First Class will have the opportunity to serve as First Sergeants. If the NCOs are successful in these positions, they should progress faster in their careers. Platoon Sergeant positions are available to all Armor NCOs. Follow-on positions are important, but all NCOs must have successfully served in key leadership positions for a solid warfighting foundation.

NOTE: While MTOE positions are highly valued for the development of warfighting skills, give equal weight to success as an Armor Platoon Sergeant in either an MTOE Platoon Sergeant position or a Training Base Platoon Sergeant position in 1st Squadron 16th Cavalry.

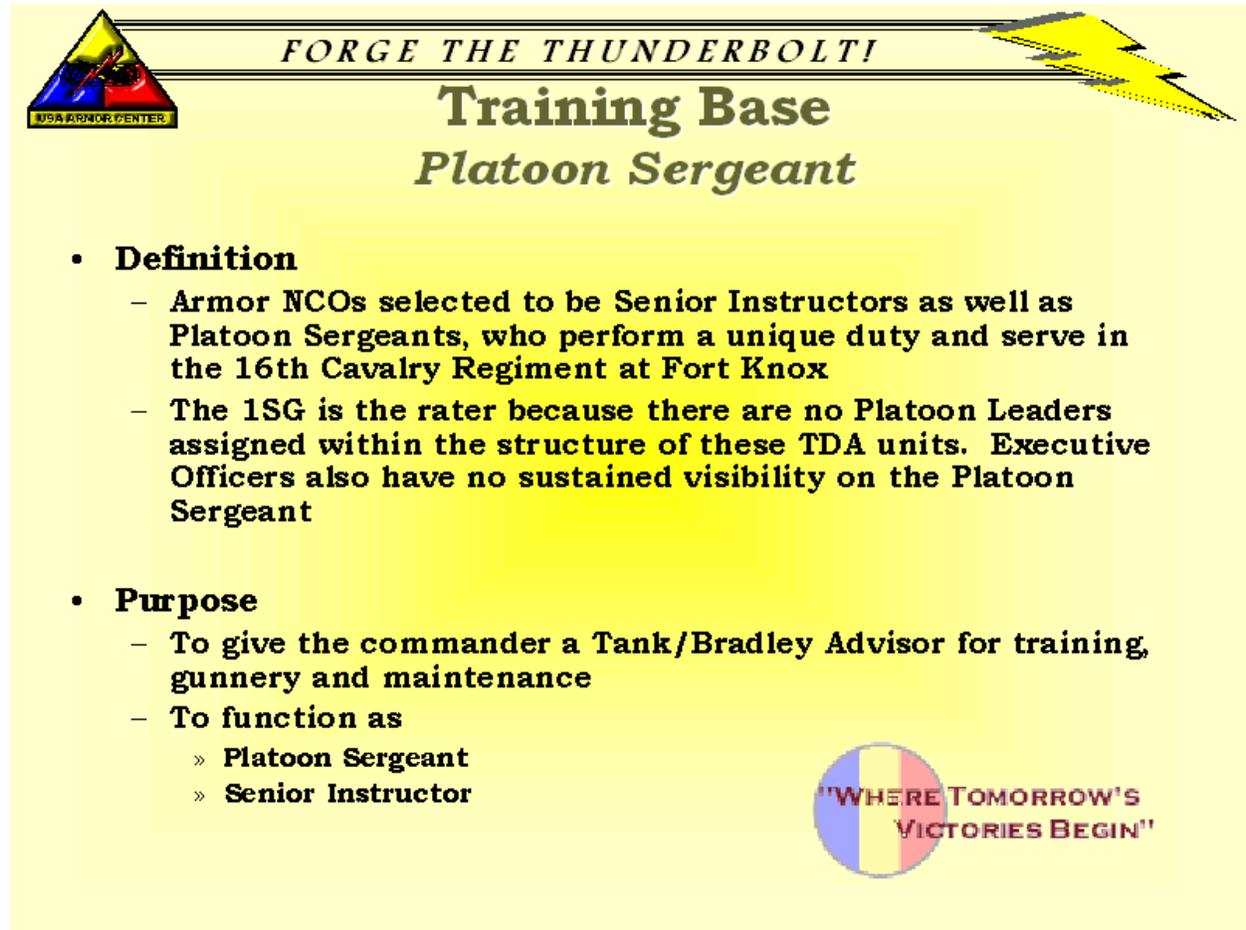


Figure 8

a. The 1/16 Cavalry Training Base Platoon Sergeant has similar duties and responsibilities when compared to an MTOE Platoon Sergeant in the following areas:

- 1) Maintains a larger number of vehicles. A Training Base Platoon Sergeant will be responsible for 11 or more tanks compared to MTOE Platoon Sergeant who is responsible for 4 tanks.
- 2) Supervises more NCOs (11 or more) compared to MTOE Platoon Sergeant (6 NCOs).
- 3) Provides logistics support for platoon and company sized operations.

b. The Training Base Platoon Sergeant differs from the MTOE Platoon Sergeant in the following areas:

- 1) Does not qualify Tank Gunnery (Crew and Platoon).
- 2) Does not tactically maneuver his platoon.
- 3) Does not develop a Platoon Leader.
- 4) Does not conduct casualty evacuation and resupply operations.

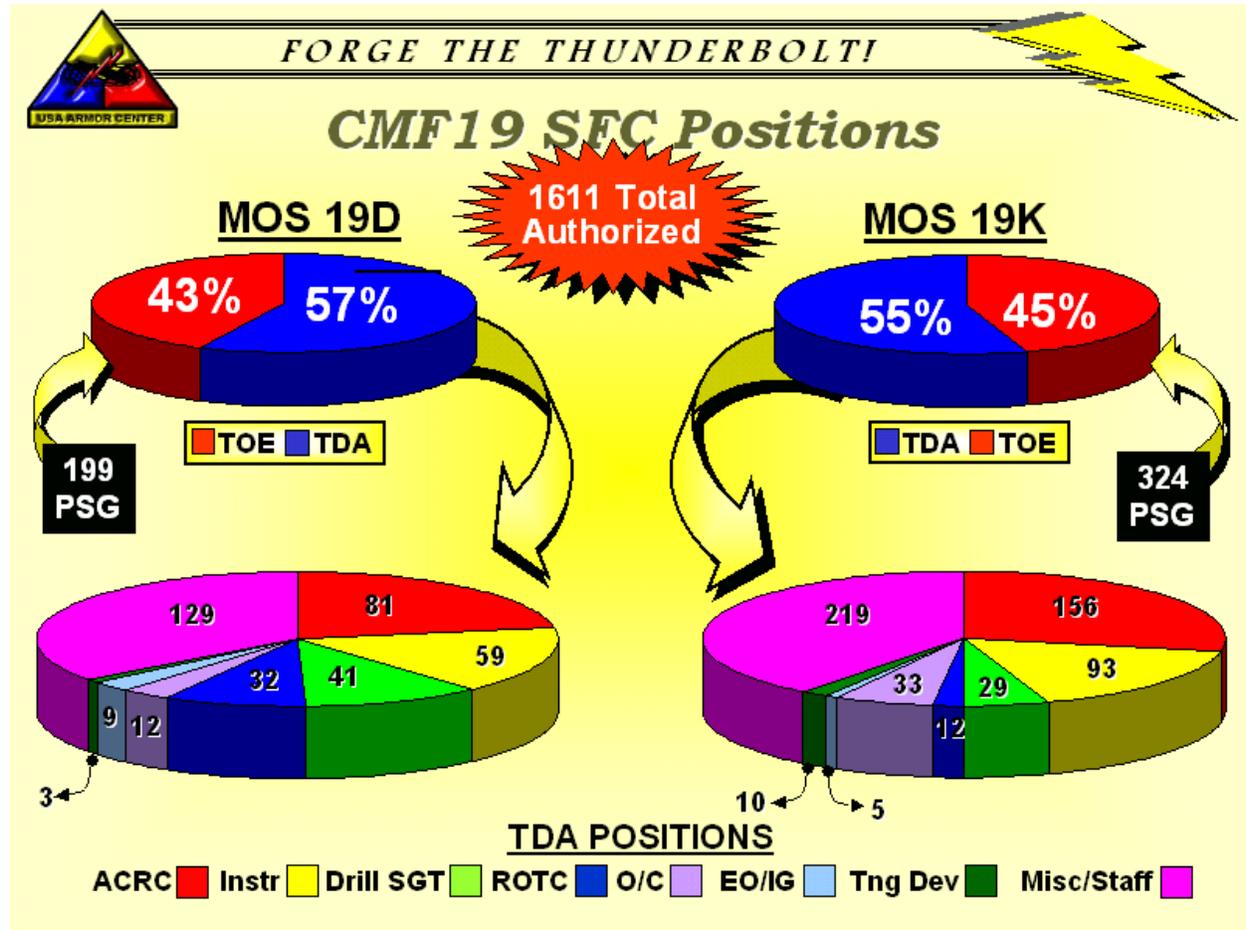


Figure 9

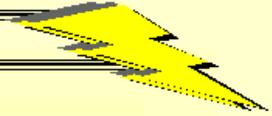
11. The figure above illustrates the primary professional developing assignments that the Armor NCO fills. Consider the quality NCO who serves in both a key leadership position and a professional developing assignment as better qualified than the NCO who serves all his time as a Platoon Sergeant in an MTOE unit. Appendix A will highlight the Sergeant First Class assignments for Armor NCOs after branch qualification:

NOTES:

- (1) Armor NCOs should avoid back-to-back specialty TDA assignments. The Armor Branch values the experience gained in these positions, but the focus of the NCO must be on returning to a key MTOE leadership position with troops following a TDA assignment.
- (2) Back-to-back TDA assignments well beyond four years at a single location, or back-to-back TDA assignments at different locations, could indicate an NCO who is avoiding TOE leadership positions.



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Performance

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

Figure 10

12. **If all else is equal, exceptional performance is the determining factor. Remember, we want NCOs who will excel as First Sergeants.** The Armor Branch wants senior NCOs who can lead, effectively communicate, and make important decisions. These NCOs should be 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 Master Sergeant remains demonstrated excellence as a Platoon Sergeant.

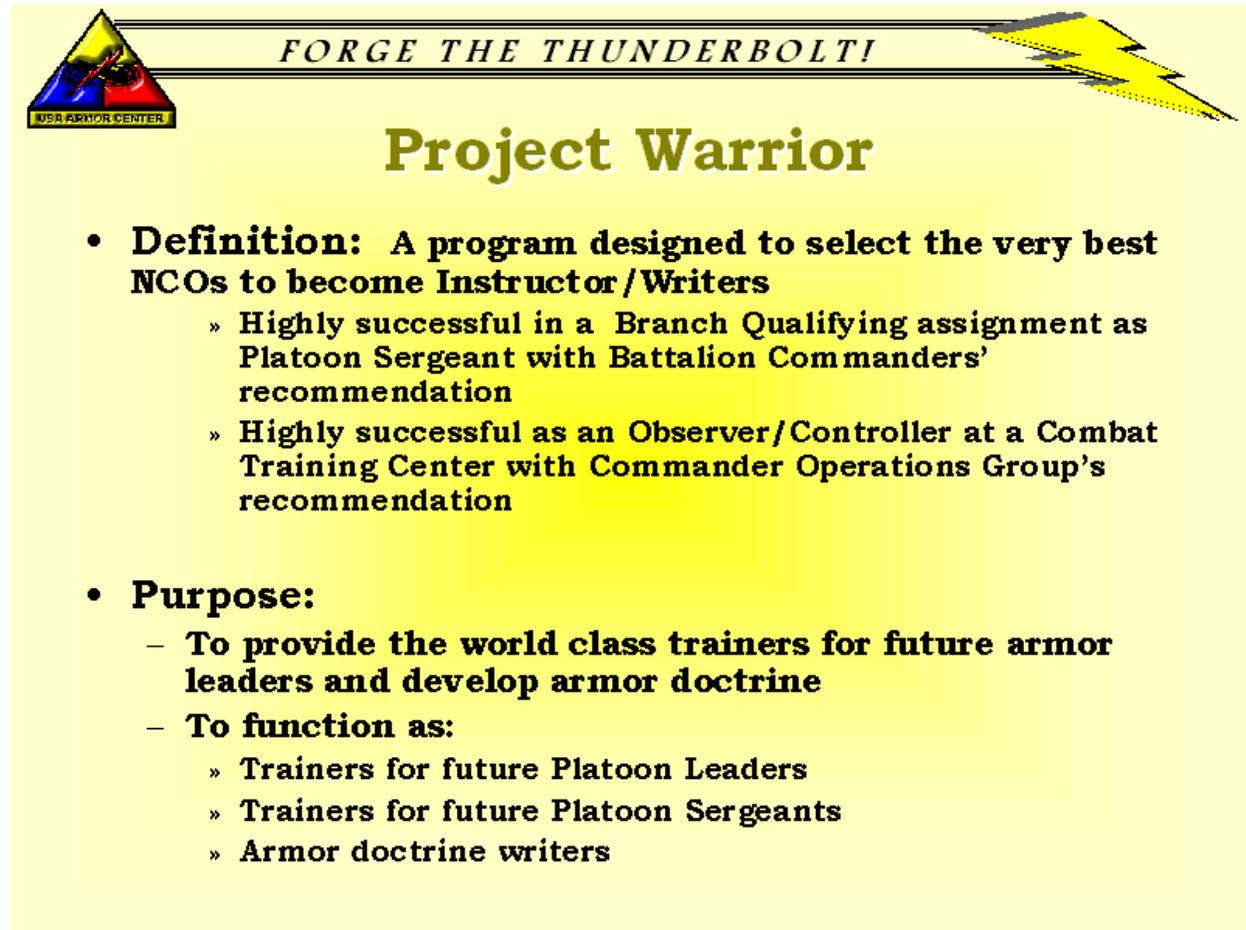


Figure 11

13. Special Programs. The Armor Branch has some special programs that we would like to bring to your attention:

a. Project Warrior Program. **The Project Warrior Program identifies the Armor NCOs that are a cut above the rest.** TRADOC initiated the Project Warrior program in 1995 to ensure the best qualified officers and NCOs return to TRADOC schools to train future Platoon Leaders and Platoon Sergeants, and develop the doctrine used by our forces. The Armor Force selects its Project Warrior NCOs from candidates that have been highly successful as both MTOE Platoon Sergeants and Observer/Controllers at the Combat Training Centers. While this is not consistent with our back-to-back TDA assignment policy, the importance of these positions warrants an exception.



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Excellence in Armor Program (EIA)

- **Definition:**
 - **A program which identifies outstanding Armor**
 - **Soldiers are enrolled 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 soldiers**
 - **Provide incentives which lead to retention of quality NCOs in our Army**



Figure 12

b. Excellence in Armor (EIA) Program. **The Excellence in Armor program identifies outstanding performers, leaders, and potential leaders clearly above his peers.** 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.

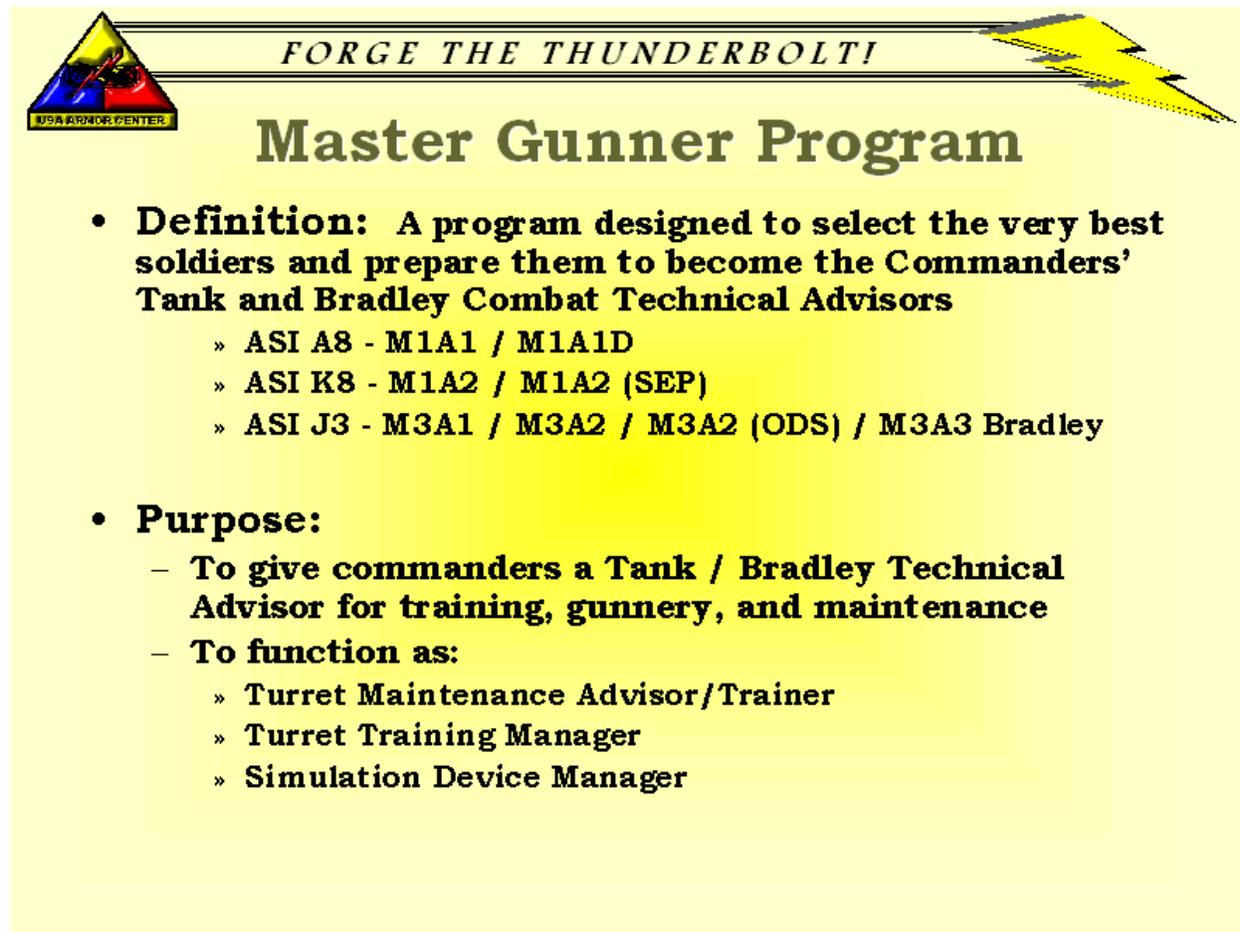


Figure 13

c. Master Gunner Program. The Armor Center designed this program to select and intensively train the most technically competent CMF 19 soldiers to become the commanders' 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 thru division level. The Sergeant First Class who has successfully served in a variety of Master Gunner positions and has served in the key leadership positions, e.g., Platoon Sergeant, is ahead of his peers.

NOTE: The only documented 19D master gunner positions are in Division and Regimental Cavalry Troops (Bradley Master Gunners, ASI J3). HMMWV fielding eliminated the master gunner in the Armored/Mechanized Infantry Battalion scout platoons. MOS 19K soldiers have more opportunities to serve as Master Gunners.

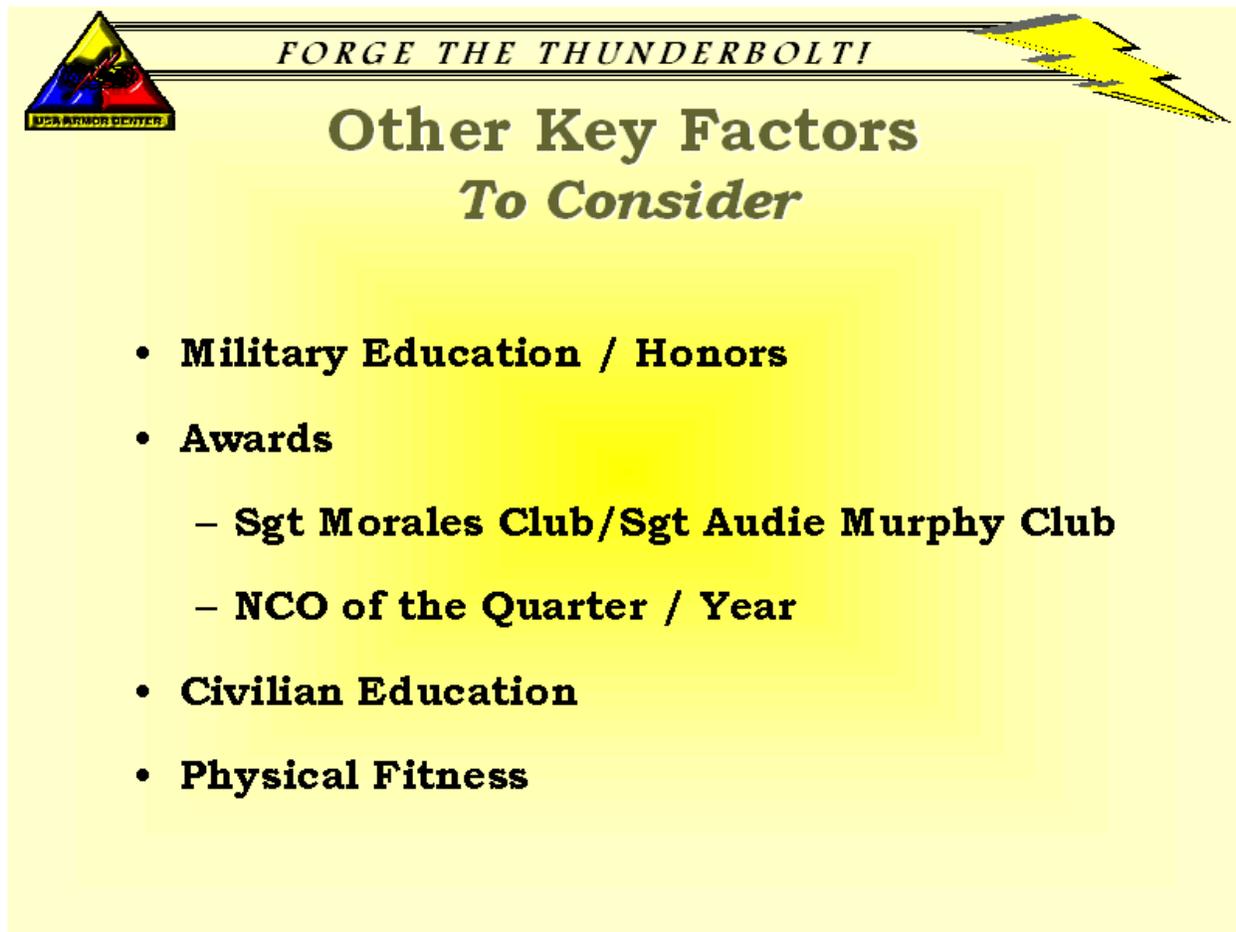


Figure 14

14. Other key factors to consider:

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

b. The Sergeant Morales Club (SMC), Audie Murphy Club (AMC), and NCO of the Quarter/Year recognize exceptional Armor soldiers. The soldier's NCOERs are a record of these accomplishments. When all else is equal, these are indicators of an excellent soldier. Achievement and service awards can be 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. **Failing to raise his GT Score over 100 may be an indicator of an Armor NCO who is avoiding making himself competitive for the tougher professionally developing assignments, i.e. Recruiter and Drill Sergeant.** While civilian education is important, remember that soldiers who served primarily in MTOE units had little opportunity to attend college courses.

d. Physically fit soldiers who score well beyond the minimum standard on the APFT (e.g. 270 or higher, with 90 points in each event) are exceptional Armor soldiers. **Evaluate profiles very carefully.** Profiles containing designators of “3” signify that the soldier has a medical condition or physical limitation which may limit worldwide deployability. **Every Armor NCO selected for promotion must be deployable.**

15. Three additional factors influence the promotion potential of Armor Sergeants First Class:

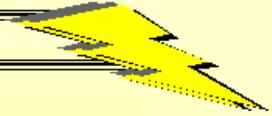
a. The first of these is failure as a Detailed Recruiter. While a successful tour as a recruiter is viewed positively for promotion, relief from recruiting duty based solely on failure to make mission should not adversely impact an Armor NCO’s promotion potential. The skills required for success as a recruiter are not necessarily the same skills required to be a successful Armor platoon sergeant. **Past promotion boards have also commented that the NCOERs written for recruiters lack the richness and detail of NCOERs written by other units.**

b. Another consideration is failure of the Master Gunner Course. This is the most academically demanding course an Armor NCO can attend. Do not penalize him because he showed the initiative to attend the course but lacked the full range of academic skills the course demands. Successful completion of the Master Gunner Course and utilization as a Master Gunner identifies the soldier who is a cut above, with all else being equal. **Failure to complete the course due to academic failure should not be a cause for denying promotion.**

c. The third consideration is the fielding delay of the Mobile Gun System (MGS). MOS 19K Sergeants First Class assigned to Stryker Brigade Combat Teams (SBCTs) have not had the opportunity to shoot live fire gunnery due to the MGS fielding delay. This will prevent some 19K Platoon Sergeants from having the quantifiable bullets on their NCOERS usually associated with tank gunnery. Consider these soldier’s NCOERs proportionally to their peers based on those tasks they were able to perform while facilitating the Army’s transformation effort. **Do not penalize these NCOs for the delay in fielding their primary weapon system.**



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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 emphasized the importance of promoting top quality soldiers ahead of their peers. We highlighted the key leadership positions required for the Armor NCO to develop his warfighting skills, and emphasized that successful performance in these positions is essential.

17. The Armor Force wants NCOs promoted who will be excellent Master Sergeants and First Sergeants. They should seek challenges, be versatile, and have a genuine concern for soldiers. Remember, when all else is equal, look for those indicators that separate “the best” from the “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/phone:

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Office of the Chief of Armor



Soldiers are our business



Figure 16

18. Feel free to contact the Office Chief of Armor to request additional information or for any other support we can provide. “Forge the Thunderbolt!”

WILLIAM J. GAINES
CSM, USA
USAARMC and Fort Knox

R. STEVEN WHITCOMB
Major General
Chief of Armor