



Gain and Maintain Contact... **Armor Enlisted Branch Newsletter**



Summer 2016

Issue Two



Inside this issue...

Over the IV-line
(Branch Chief Update)

MOS and SGM
Office updates

Master Gunners

Career Model

Branch Chief

| | |
|---|----------------|
| - What is over the IV-line | 3 |
| - Impacts of a Smaller Force | 4 |
| - How to Remain Competitive | 5 |
| - Armor Branch—Beyond Line-of-Site | 6 |
| - Final Thoughts | 7 |
| 19K Desk | 8 - 9 |
| 19D Desk | 10 - 11 |
| 19Z SFCP/MSG/1SG Desk | 12 |
| SGM/CSM Office | 13 |
| Master Gunner Career | 16 |
| CMF 19 Professional Development Models | 17 |
| POC Page | 18 |

Looking to engage with Armor Branch?

Armor Enlisted Branch can conduct a branch visit or Video Teleconferences as part of your unit's Leader Professional Development efforts.

Typical timeline is a 2 hour branch brief followed by Q & A session and individual NCO counselings with one of the Branch Career Advisor NCOs.

Branch Visits must be funded by the unit or command requesting the visit.

Close with and Destroy... **Armor Branch Newsletter**

The Armor Branch Newsletter is produced for the Non-Commissioned Officers and Leaders of *The Combat Arm of Decision*. The contents of this newsletter are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or the Human Resources Command. It is published semi-annually according to AR 25-30. The Armor Branch Newsletter is produced and distributed by Armor Branch of the Human Resources Command, Fort Knox, KY.

Would you like to highlight your unit's training in the Armor Newsletter?

Submit Armor and Cavalry related training pictures to 19Z Career Advisor with a brief description.

Leaders, Tankers and Scouts of the Branch of Decision, I hope this issue of the Armor Enlisted Branch Newsletter provides you a better understanding of our branch and helps you succeed in it. In addition to the normal Newsletter updates, I will share some insight from my service as your branch chief over the last 12 months.

Over the next IV-line for the Armor Branch.

Armor and Scout Solders and NCOs are some of the best in our Army and are in high demand. In fact, Armor Branch is one of the few in our Army that is growing authorizations while the Army is downsizing. Although 19Ds will see the greatest increase, 19K demand is high and growing.

The rapid growth of 19D authorizations has outpaced the Army's ability to access and train to the higher requirement. Over the next 1 to 2 years, as authorizations increase, the Army will have a deficit in 19Ds strengths. Units will not be filled 100% of authorizations. Available population will be assigned based on Army manning guidance and mission priorities. Although this may be problematic for some units that will not be filled to their authorizations; for the 19D Soldier, it means increased opportunities for promotions and assignment location diversity.

The most significant force structure changes take place in Armor Brigade Combat Teams (ABCTs) and Stryker Brigade Combat Teams (SBCTs). The ABCTs have begun reorganizing into the "triangle design," reducing Combined Arms Battalions (CABs) from 4 to 3 companies each. The



Soldiers of 2nd Cavalry Regiment conduct tactical road march to Tapa Military Training Area, Estonia. (27MAY16) (U.S. Army photo by Sgt. Caitlyn Byrne, 10th Press Camp

two armor battalion CABs lose 1 infantry company each. A tank company is removed from the infantry battalion CAB and reassigned to the brigade's cavalry squadron. The cavalry squadron scout platoons transition from a Bradley and HMMWV mix to a pure fleet of six Bradley vehicles per scout platoon. In the end, the ABCT is reduced by 2 infantry companies and select support elements, while tank and scout strengths remain the same.



The SBCT experiences the largest transition and growth of 19-Series Soldiers due to the reorganization and transition of MGS and scout platoons. MGS are consolidated from the infantry battalions into the cavalry squadron and reduced to 12 vehicles per BCT; 3 platoons of 4 MGS each organized as part of the cavalry squadron weapons troop. 19Ks are replaced by 19Ds as the primary operators of the MGS. Infantry battalion scout platoons transition from 11Bs to 19Ds and increase to 36 Soldiers and 6 Strykers per platoon. Cavalry squadron scout platoons also grow to 36 Soldiers and 6 Strykers; with the squadron organized into 3 Cavalry Troops with 2 scout platoons each. In total, over 150 19D scouts are added to each SBCT. Although many SBCTs are already setting conditions and begun the transition, the official transitions begin at the end of FY16 and will not be complete until the beginning of FY18.

The potential increase from 9 to 10 active duty ABCTs will increase growth of 19Ds and 19Ks even further.

Effect of structure changes.

Although there are numerous effects, the most visible are:

- Promotion rates
- Shortage of 19Ds during transition

Promotions: *Just because you're good, doesn't mean you'll get selected for promotion.*

Authorizations, force structure changes, current personnel strengths, and projected losses are all factors used to determine the number of personnel required to be selected for promotion. Only when there is a valid requirement does the strength of NCO file come into play. Although rare, CMF 19 has seen multiple years where one of our MOSS experienced zero select rate for promotion to SFC (19Ds in FY14, 19Ks in FY15). To better un-

(Cont'd next page)

Armor Enlisted Branch Chief

(Cont) Over the next IV-Line...

derstand why a zero select happens, consider 19K strengths as an example. In FY14, 19Ks had 149 selected for promotion to SFC based on projected Army requirements. After release of the promotion board, the Army announced decisions to inactivate multiple BCTs and transition one BCT from an ABCT to an IBCT. These decisions reduced our 19K authorizations and resulted in the Army having more 19K SFC population than required going into the FY15 selection board. Right before the FY15 board met, the decision was made to reduce MGS platoons and transition them from 19Ks to 19Ds, further reducing the Army's 19K40 requirements. Over-strength after the FY14 board and reduction in authorizations before the FY15 board resulted in a zero select rate to SFC for 19K during the FY15 board. The opposite was true for 19Ds. Zero select rate in FY14 and increase in SBCT authorizations right before the FY15 board resulted in a very high, 273 selected for promotion.

Based on current strengths and known requirements, both 19D and 19K MOS should see good select rates to SFC in FY16. (Note—Numerous other factors, including army end-strength, could change these projections and effect promotion rates. Although NOT probable, it is not impossible to see a zero select rate again.)

Shortage of 19Ds during transition: *Your MTOE/TDA authorization may not equal the number of Soldiers available to assign to your unit.*

Units are manned in accordance with the Army's FY16-19 Active Component Manning Guidance (ACMG), mission timeline, priorities and available inventory. Based on ACMG, BCTs are manned at 95% aggregate, but can go below that number based on Senior Mission Commander's decisions on distribution and available Army inventory. For example, a Division with 3 BCTs may fill a deploying BCT at over 105% and leave the other BCTs at 85-90%. A shortage in available inventory also effects fill percentages. For example, the Army will be short 19D Skill Level 1 (SL1) Soldiers while the Army grows the MOS to meet new authorizations. A shortage of available inventory may prevent BCTs from being filled to 95%. Unit fill targets will be adjusted based on their manning guidance category within and available inventory. Essential Force units (Maneuver Center of Excellence (MCoE), Combat Training Centers, 11 ACR, etc) have a lower priority and will have very low 19D SL1 targets until there is enough inventory to fill all BCTs to a minimum of 95%.

Even with increased accessions and training of 19Ds, it will likely take 1 to 2 years to grow the MOS to these new authorization levels. Accessions, MOS transfer "in-calls" and reenlistment bonuses are being used to increase strengths as rapidly as feasible.



Impacts of a Smaller Armored Force.

From the Armor Branch Desk, we can provide a different perspective of a problem. A smaller Army and reduced number of Armor Brigade Combat Teams (ABCTs) does more than limit available combat power to deter and fight our adversaries. It also means reduced capability to grow leaders to meet our Army's needs.

It is not uncommon to hear leaders discuss the need for additional ABCT capability in our Army. In "Why the U.S. Army Needs Armor", published in *Foreign Affairs Magazine* in 2013, the authors, which included LTG H.R. McMaster, discuss the need to maintain an "Armored force capable of fighting the wide range of military operations the country is likely to take on in the future", "deter adversaries," and provide overmatch when conflict occurs. Three years later, we have reduced the number of Armored Brigades, while simultaneously increased the number of Armored Brigade requirements across the globe. All our ABCTs have a mission. With multiple near-peer threats having capable armored forces, our need for Armored Brigades and experienced, well trained, Armored Soldiers is growing.

From the army manning and career development perspective, we now have as many generating force positions for 19K NCOs as we do NCO positions within the operational

(Cont'd next page)

force; i.e. BCTs. Reduction in ABCTs over the past few years and removal of 19Ks from SBCTs means we have less opportunities (i.e. positions) to allow 19Ks to gain their required critical leadership time and operational experience before they are required in generating force assignments. Inversely, there are less operational opportunities for the NCOs that need operational assignments following service in the generating force.

It is imperative for leaders and Soldiers to understand this personnel management environment and to increase opportunities through adherence to the CMF 19 Career Development Model and guidance provided in DA PAM 600-25; U.S. Army Noncommissioned Officer Professional Development Guide. In accordance with AR 600-25, 19K NCOs, specifically SSG and SFC, must serve a minimum of 24 months in the critical leadership position for their grade; Tank Commander for SSG and Platoon Sergeant for SFC. In that time they need to gain operational experience and earn NCOERs that distinguish themselves from their peers. Those highly qualified NCOs transition to the generating force to fill a myriad of important requirements and free up positions in the BCT for NCOs returning to BCTs from the generating force. Our professional, well trained NCOs are in high demand for generating force assignments, including: Drill Sergeant, Recruiter, Instructor (ABOLC, Master Gunner, NCOES, etc), Observer/Controller-Trainer (O/CT) at CTCs and ACRC, West Point, ROTC Cadre, and others.

Gone are the days of NCOs spending all their time in a BCT. NCOs are now developed through multiple operational and generating force assignments. Although there are some exceptional NCOs that remain competitive serving most of their career in the BCT, it is becoming the exception rather than the norm. In many cases, NCOs will only spend long periods of time in a BCT if there are issues with their file that prevents them from being competitive for a broadening assignment.

The key to success for NCOs is to differentiate themselves from their peers as quickly as possible, ensure completion of at least 24 months critical leadership time for their current grade and then fight for a generating force assignment that will broaden their skills and understanding of the total Army. Promotion boards have proven that NCOs with 24 months CLT are very competitive, as long as their NCOERs clearly demonstrate their success and potential.



How to remain competitive.

There is no secret recipe for an NCO to ensure their success and guarantee promotion and selection to CSM. Based on 12 months of reviewing NCO files, talking to leaders and assessing promotion results, there are few trends that make NCOs more competitive than their peers. Most senior NCOs will not be surprised by the following comments, but may find them worth discussing with their junior NCOs, peers and leadership.

Simply put, NCOs must distinguish themselves from their peers and then ensure their file accurately portrays their performance and potential. But, how is that accomplished?

- Do hard jobs and earn quality NCOERs. The best NCOs should expect to see highly enumerated and exclusive comments from their rater and senior rater (e.g. #1 of 4 NCOs in the Company, or 1 of the top 2 NCOs I've observed in 10 years, etc). Senior Rater (SR) block check will count, but few NCOs will see a career of all "Most Qualified" NCOERs.
- Obtain a minimum of 24 months critical leadership time for current grade before moving to staff or broadening assignments. In accordance with DA PAM 600-25, NCO Professional Development, CMF 19 NCOs without 24 months critical leadership time should not be considered for promotion. NCOs with only 24 months of critical leadership time do get promoted.
- Write (and help your rater/SR understand the importance of writing) NCOERs that are understood by a board member that does not have armor or scout experience. Board members are likely from multiple MOSs and background. MOSs are often grouped together to make the size manageable for the board. For the SFC selection board, Armor is grouped

(Cont'd next page)

Armor Enlisted Branch Chief

(Cont) How to remain competitive

with CMF 15 (Aviation), and the board is comprised of both Armor and Aviation CSMs. Although each MOS is assessed against its own population, based on the size of the Armor Branch and number of MOSs, the board is likely made up of less Armor CSMs than other MOS. Armor has been grouped with CMF 12 and 15 in most recent years. Bottom line: make it easy for board members that do not have an armor or scout background to understand your job and what you achieved.

- Demonstrate success in more than one leadership position. Doing well in one job is good, but doing well in two or more jobs creates the perception of being great.

- Use generating force assignments to strengthen your file. NCOs may have a better chance at “Most Qualified” NCOERs while serving in broadening assignments. If we assume “Most Qualified” NCOERs will matter, broadening assignments may give the best NCOs an opportunity to earn multiple “Most Qualified” NCOERs. Here is why: Senior Raters are restricted to only giving a “Most Qualified” NCOER to 24% of the NCOs at each grade. Using SFCs as an example, even the best NCO may only see 1 “Most Qualified” NCOER during their critical leadership time (i.e. Platoon Sergeant) in a BCT. In a troop or company with only three platoon sergeants, the commander is senior rater for approximately six to eight SFC NCOERs during 24 months of command. Assuming the commander manages their profile, their best platoon sergeant can expect to get a “Highly Qualified” on the first rating and a “Most Qualified” on the second. In many broadening assignments, the SR has a significantly larger pool of NCOs to rate, and therefore has the ability to give more “Most Qualified” ratings. Troop and company commanders may rate 10 or more SFC (Instructors, or O/CTs, or Recruiters); improving opportunities to reward the best NCOs with multiple “Most Qualified” NCOERs.

- Earn high APFT score and include it on the NCOER. Prevent fluctuation in Height/Weight. Inconsistencies give board members doubt.

- Earn Distinguished Honor Graduate and/or Commandant’s List at NCOES. These achievements stand out on the ERB and tell board members you have already demonstrated success in comparison to your peers.

- Seek out functional training and courses that make you the Subject Matter Expert (SME) for your organization. ASIs for Reconnaissance and Surveillance Leader Course, (RSLC), Army Reconnaissance Course (ARC), Master Gunners and Jump Master stand out.

- Earn college credit and get it accurately depicted on your ERB. This demonstrates a commitment to self development.

- Update Enlisted Record Brief (ERB) so it easily understood by the board. ERB must match NCOER unit, time-line and duty title. S1 personnel can update Organization and Duty Title.

- Update DA Photos. Reasons to get it updated: Change in rank, receipt of ARCOM or above, last photo not that good, you are in the best shape of your life. Have multiple people check your uniform before the photo. A good DA photo is that important. The photo often feeds the board member’s first impression.

Remember that board members are never the same and each have their own experiences and expectations of success. Work to build a file that is impressive regardless of the board member’s personal expectations.



Fundamentals of Recon and Security Posters like the one above can be downloaded at the following link.

www.benning.army.mil/armor/fundamentals/

Beyond Line-of-Sight. Over the Horizon for the Armor Branch.

To be clear, the following initiatives are not guaranteed. This information is provided to give situational awareness of initiatives that could effect CMF 19 in the coming years.

1. Potential to increase size of infantry battalion scout platoons in IBCTs and adjust from 11B to 19D. OCOA has developed a Force Design Update to increase infantry bat-



talion scout platoons to 36 19D Soldiers. Approval of this FDU supports the Army’s intent of increasing and standardizing the Soldier strength within scout platoons across all BCT types, and provides increased reconnaissance and security capability to the maneuver commander.

2. Add Division Master Gunner Authorization to divisions with ABCT and/or SBCT. OCOA has requested a 19Z50 K8 (M1/M1A2 Master Gunner) be added to the MTOE of divisions with ABCTs. Division with an SBCT and no ABCT will be authorized a 19Z50 R8 (Stryker Master Gunner). No change for divisions with only IBCTs. Division level Master Gunner provides the division commander improved oversight of gunnery training management and certification.

3. Add sniper capability to Scout Squads. OCOA has requested to add ASI B4 (Sniper) to two positions within each scout platoon. Sniper trained personnel provides Scout Squads extended long range direct fire capability, not currently inherent to the dismounted scout squad.

4. Add Cavalry Leader Course requirement to MTOE. OCOA has requested the newly approved Cavalry Leader ASI “C6” be added as a required ASI for Troop 1SG and Squadron Operations NCO (SFC) positions. ASI “C6” is awarded to NCOs and officers upon completion of the Cavalry Leaders Course. (CLC). Adding the ASI to the MTOE will create increased opportunities for NCOs to attend CLC and provides HRC and units the ability to track NCOs that have demonstrated advanced understanding of Cavalry Operations at the Troop and Squadron Level.

Final Thoughts

I am proud to have served as your branch chief over the last year. The Soldiers, NCOs, CSMs and other leaders I have worked with have confirmed my belief that the Armor Branch is the best in our Army. There is a reason it remains the *Combat Arm of Decision*. As I depart HRC and my time as your Branch Chief, I rest easy knowing great leaders like LTC Stacey Corn, CSM Dennis Bellinger and the great NCOs and Civilians of the Armor Enlisted Branch are in place to ensure the success of our Soldiers, units and Army. The Armor Branch is healthy today and gaining strength. I am excited to be part of it.

See you on the High Ground!!

LTC JAMES E. HAYES
Armor Enlisted Branch Chief
COMM: 502-613-5667
DSN: (312) 983-5667

Acronyms:

ABCT Armor Brigade Combat Team
 APFT Army Physical Fitness Test
 ARC Army Reconnaissance Course
 ASI Additional Skill Identifier
 CLC Cavalry Leader Course
 CLT Critical Leadership Time
 CAB Combined Arms Battalion

FDU Force Design Update
 IBCT Infantry Brigade Combat Team
 MTOE Military Table of Equipment
 NCOES Noncommissioned Officer Education System
 OCOA Office of the Chief of Armor
 RSLC Reconnaissance and Surveillance Leader Course
 SBCT Stryker Brigade Combat Team
 TDA Table of Distribution and Allowances



TF 2-7 Infantry, 1st Brigade, 3rd Infantry Division

19K—Tanker Desk

Greetings from the 19K Desk. In this newsletter I hope to answer a number of the questions we have heard over the last few months.

Stryker Brigade Changes

SBCTs lose 19K authorizations in FY16-FY18. In addition to our focus on the career development assignments and readiness of our ABCT units, the 19K assignment team is finding the right jobs for 19Ks coming out of the SBCTs. Most SL10-20 Soldiers are being reassigned to ABCTs. SSG and SFC are reassigned based on their ability to complete 24 months critical leadership time in the SBCT. 19Ks that are critical leadership time complete are provided opportunities in broadening assignments. If not able to complete 24 months in the SBCT, SSGs and SFCs have a high priority for assignments to an ABCT to complete critical leadership time requirements. 19Ks on installations without an ABCT are being placed on assignment by HRC Armor Branch. Curtailments will be used for OCONUS SBCTs locations. If an ABCT is available on the installation, the senior mission commander is expected to Inter Post Transfer (IPT) Soldiers from the SBCT to an ABCT as soon as possible.

To dispel a few rumors. There is no voluntary or forced transition of 19Ks to 19Ds. There was a short window of opportunity for 19Ks to use the 19K reenlistment outcall and 19D incall to become a 19D, but that option ended in April 2016. 19K is a balanced MOS and we need every 19K to meet the Army's current and future requirements. 19K SSG MGS (R8) Master Gunners currently serving as an MGS MG can request exception to policy for MOS transfer if they agree to be stabilized in an MGS platoon for a minimum of 12 months after gaining approval of the exception. Contact branch for additional details.

WANTED: Project Warriors SFCs

The Project Warrior (PW) program was developed with the objective of streamlining Army lessons learned at the nation's CTC to the Centers of Excellence. Project Warrior is a highly competitive program in which select top performing NCOs are assigned to a Combat Training Center as an Observer Controller/ Trainer (OC/T) for 18-24 months, followed by a PCS to the Maneuver Center of Excellence for duty as a Small Group Instructor in the Armor Basic Officer Leader Course (ABOLC) or NCOES, or doctrine writer for 18 months. Upon selection to Project Warrior, NCOs are awarded a Professional Development Skill Identifier (PDSI). Raters and Senior Raters must address Project Warrior on NCOERs to ensure participation in this elite program stands out to board members. DA PAM 600-25, used by promotion boards to identify the career expectations for each MOS, specifically states that Project Warrior is "highly selective" program. NCOs that successfully complete the PW program are given preferential assignment options when returning to BCT assignments following completion of the program.

Recruiter Duty

Recruiter Duty continues to be a top priority assignment for 19Ks. The requirement for Recruiter Duty is listed in AR 601-1. As I screen NCOs for Recruiter Duty there continues to be a large population that is ineligible due to not having the National Agency Check with Local Record and Credit Check (NACLIC) and do not have a GT score of 110 or higher. The NACLIC can be obtained through the unit S-2. The GT score can be waived down to 95 as long as the ST score is 95 or higher. Soldiers and NCOs should strive to raise their GT score to a 110 or higher as it will increase their options for career progression and broadening assignments. NCOs interested in a recruiting assignment should contact branch or submit their application through "Recruit the Recruiter Website" at www.usarec.army.mil/hq/recruiter/.



Master Gunner Stabilization

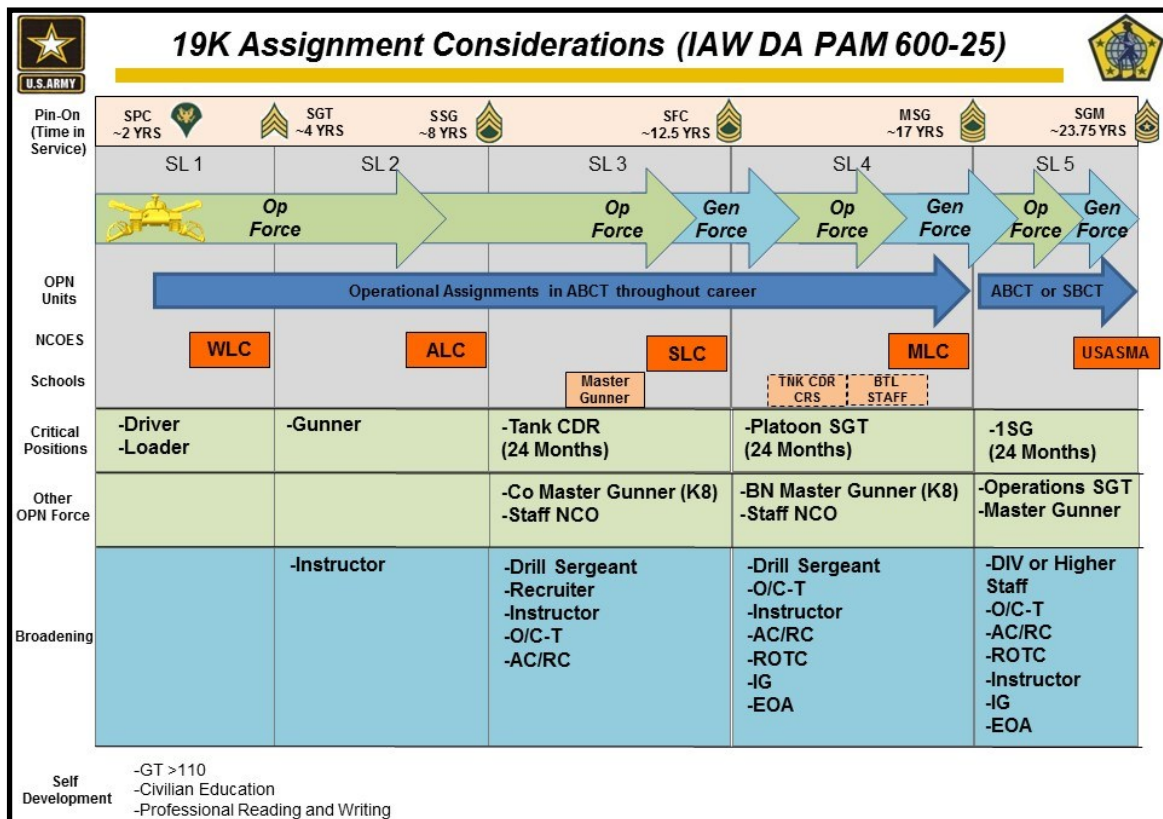
In accordance with MILPER Message 16-057 NCOs who completed the Master Gunner school and are slated for or slotted in a valid MTOE Master Gunner Position can be stabilized for a period of 18 months. Master Gunners must have less than 60 months time on station at the end of the stabilization period in order to be stabilized. Stabilizing Master Gunners will ensure the units that trained and sent them to school will be able to utilize their valuable asset. Units that do not properly stabilize Master



Gunners run the risk of the NCO being placed on assignment before the 18 month period is complete. The Assignment Eligibility and Availability (AEA) code of "G" may be used by Command Teams to stabilize both 19K and 19D Master Gunners. Master gunners should ensure units are forecasting and training their replacements prior to the end of the 18 month stabilization.

The Way Forward

As we move forward, 19Ks can expect to move back and forth between the Operation and Generating Force. The assignment model below provides Soldiers an understanding of assignments available to develop NCOs and remain competitive for promotion. We understand that this model may not always work perfect, but it is merely a guide to show what branch uses for planning. The graphic below complements, but does not replace the Professional Development Model published by Armor Branch and posted to the Army Career Tracker (ACT) website. Completing critical leadership time prior to going to the Generating Force is key, but for some Soldiers this might not always workout. We have DA directed missions that must be filled by 19K Soldiers. We at Armor Branch do our best to choose Soldiers to serve in a broadening assignment once they are critical leadership time complete; but when these Soldiers are not available, we will need to choose those who are not complete with their critical leadership time. These Soldiers will take priority over others to get back to the Operational Force to complete their critical leadership time. If at any time a Soldier has a question about their career path they should contact the Armor Branch or the Office of the Chief of Armor.



1-64 Armor, 1st Brigade, 3rd Infantry Division

SFC(P) DAVID C. WHITEHEAD
19K Career Advisor

Greetings from the 19D desk! In this issue of the Armor Enlisted Branch Newsletter I would like to touch on a few topics that affect the branch as a whole and we feel are of great importance to the continued development of the Armor Force.

Seeking Airborne Volunteers

Are you a Specialist or below and interested in becoming an Airborne Scout? We have opportunities available.

Armor branch is actively seeking Specialist and below 19D scouts to volunteer for airborne school and follow-on airborne assignments. Simply complete an airborne volunteer packet, including chain of command endorsement, and submit to branch for approval. The following steps are provided to make the process easy.



1. Request an airborne packet from us by sending an e-mail to us at usarmy.knox.hrc.mbx.epmd-armor-branch@mail.mil.
2. Complete packet, including endorsement by Company or Troop Commander, and e-mail to Armor Branch at usarmy.knox.hrc.mbx.epmd-armor-branch@mail.mil. Detailed instructions will be included with the packet.
3. Branch will contact you with airborne school date.

Upon successful graduation from the airborne course and award of the SQI “P”, the paratrooper are placed on an airborne assignment. Airborne qualification becomes the primary consideration for all future operational and generating force assignments.

Already Airborne Qualified

Paratroopers already serving in airborne assignments need to understand the impact of their re-enlistment choices. Branch recommends SL1 and SL2 Soldiers with SQI “P” that are re-enlisting for duty station of choice should re-enlist for a duty station that has an airborne unit. These include Germany, Fort Bragg, Alaska, and Fort Polk. The current shortage of airborne trained Soldiers prevents the Army from allowing SL1 or 2 Soldier to serve in non-airborne units. Paratroopers that reenlist to locations without airborne authorizations potentially may only serve 12 months at that location before reporting back to an airborne assignment. Reassignment to airborne units allows paratroopers to maintain their airborne proficiency and ensures the Army maintains the required unit strengths in airborne organizations.

NCO Career Path

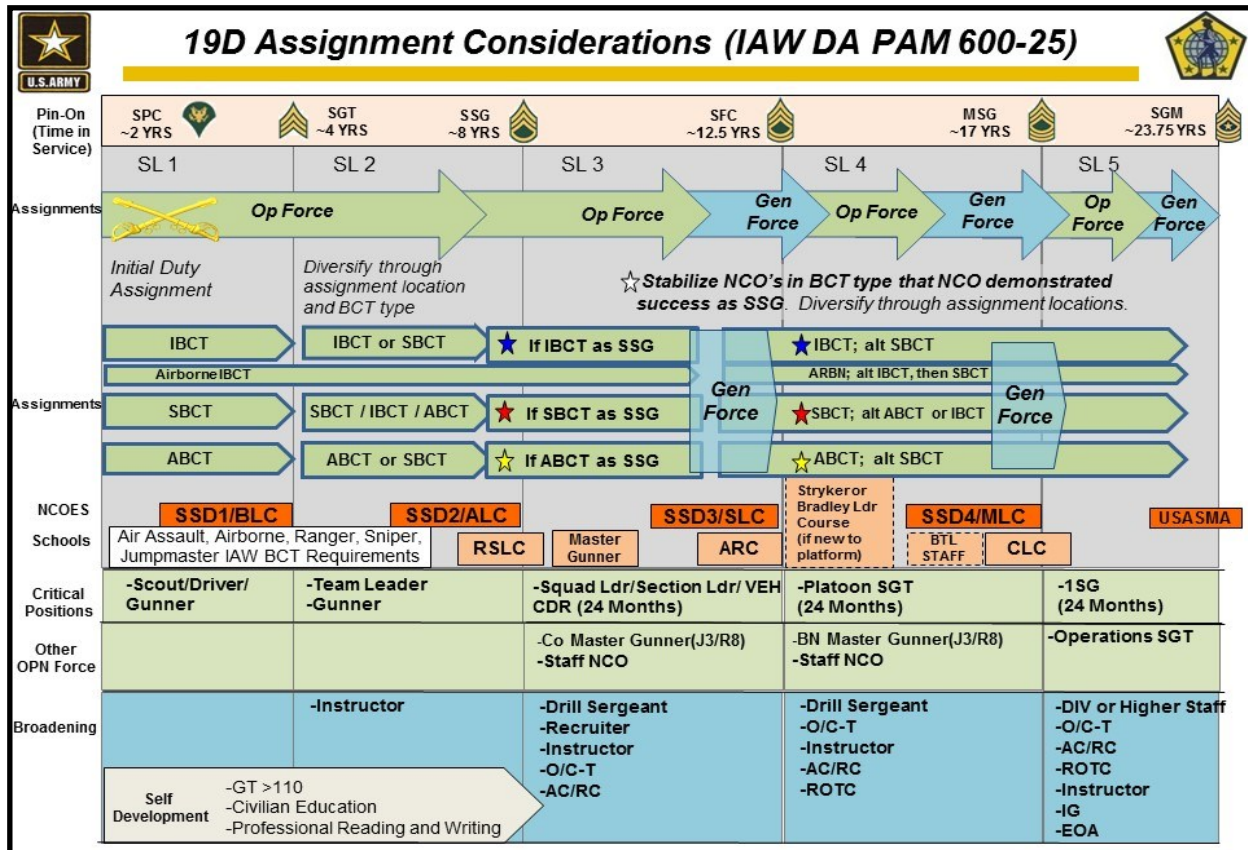
Each day I get numerous calls or emails from NCOs and Soldiers alike that are curious as to what the future holds for them in regard to what units they may serve in. A Soldier’s career path is very flexible from PVT to SSG, but once a SSG has attained their critical leadership time as a Squad Leader/Section Leader/Vehicle Commander in a particular formation, the career path narrows significantly. Per Armor proponent guidance, branch assigns NCOs to the BCT type that they demonstrated success in as a SSG or above. When requirements don’t allow assigning to the exact BCT type, NCOs are assigned to the closest available match; IBCT can transition between IBCTs and SBCTs, ABCT can transition between ABCTs and SBCTs, and SBCTs can transition between any of the BCT types, but are assigned based on the best match to the skills the NCO has developed throughout their career. By capitalizing on re-enlistment options (station of choice), Soldiers can potentially impact the type of BCT they serve in as an SSG; and possibly the rest of their career. NCOs are also developed through multiple generating force assignments. Promo-



2-8 CAV, 1st Brigade, 1st Cavalry Division
Life Fire, South Korea

(Cont’d next page)

tion boards of today and into the future want to see a more broadened NCO that has understanding of both the operational and institutional Army. To achieve this, the branch assigns NCOs to the generating force after they have completed their critical leadership time at the respective grade. The following graphic provides a visual representation of assignment considerations and timeline. This slide complements, but does not replace the Professional Development Model published by Armor Branch and posted to the Army Career Tracker (ACT) website.



Record Maintenance = A More Competitive NCO

Take every step possible to keep yourself relevant and competitive for promotion. Make sure your DA photo, ERB and file represent a professional Soldier. From my review of thousands of files, it is clear that some NCOs do not understand the importance of these documents or don't know the standard. For the DA photo, it is a good technique to have multiple people check you before you take the photo. Take the DA photo early enough before the board so that you're not forced to accept something less than perfect. Make it easy for the board to read your ERB and understand the units you served in and positions held. The board member should be able to easily cross reference your NCOERs to your ERB. Although it is not widely known, the SQDN/BN S1 can fully spell out organization names and update duty position. And finally, review and update your records. There are large numbers of NCOs with missing or incorrect NCOERs or other required documents. You are the best person to prevent or catch errors in your records. Bottom line, if we want to achieve upward movement, we must clearly depict ourselves to centralized promotion board members and remove all doubt as to whether or not we deserve that next rocker.

MSG COREY TRUAX
19D Career Advisor

19Z (SFCP/MSG/1SG) — Armor Senior Sergeant Desk

Greetings from the 19Z MSG/1SG Desk. My name is MSG Bunton and I would first like to congratulate the 136 personnel selected for promotion on the recent Master Sergeant list. Next, I want to talk assignments for the new promotable Sergeant First Class'. At this time there are zero operational requisitions for 19Zs which is what you need. Also, if you are from an ABCT background you will be aligned with an ABCT or SBCT 19Z assignment. If you are from an IBCT background you will be aligned with an IBCT or SBCT 19Z assignment.

Currently I am working on filling broadening assignments for Branch Developed 1SGs that are in the window for PCS. While going through files I have noticed numerous DA Photos that have not been updated (photos that are over 3 years old with SFC rank). It is very important to keep your DA Photo current, they are not just looked at by the promotion board but they are also looked at for your follow on assignments. If you are a Branch Developed 1SG then you should be looking at getting a broadening assignment (O/C-T, AC/RC, MCOE, ROTC, IG, and EO).

Master Leader Course

I have received a number of questions about the new Master Leader Course (MLC) and when it will be fully implemented. The following information from HRC Military Enlisted Schools Branch is useful to understand the direction the Army is going. Things in the Army change often, so none of this is official until it comes out in a MILPER or other official announcement.

MLC is currently in Pilot, with three courses complete and another two scheduled for FY16. The seven active duty school locations for FY17 are in ATRRS, but no class dates are published. The course length is projected to be 108 hours of instruction (2-3 weeks in length). NCOs selected for promotion to MSG on the FY18 board are the first NCOs required to attend the course to meet requirements for promotion to MSG/1SG. Within 120 days of release of board results, NCOs selected for promotion will be scheduled for either a resident or non-resident (Distributed Learning (DL)) course. Schools branch is planning 60% attendance to a resident course, with the remaining 40% completing MLC through DL. Soldier ERB will not depict if attendance was resident or DL.

If you have any questions or concerns, please give me a call. I look forward to working for each and every one of you. Contact information is provided at the back of this newsletter.



A Troop 1-31 CAV conducts night route reconnaissance in support of Brigade JFE (1 March 2016)

MSG JOSHUA E. BUNTON
19Z (SFCP/MSG/1SG) Career Advisor



19Z — Armor SGM/CSM Branch

From the SGM Branch Operations (MFE) team. First, congratulations to the NCOs selected for the FY17 CSL. The board identified very competitive NCOs, with a broad range of knowledge and experience. In almost all cases, the Army was able to slot our CMF 19 NCOs into positions that matched the skills and experience they've developed through previous assignments. New to FY17 CSL, CSMs assignments will be 30 month tours.



SGM Assignments

The following information is provided to reinforce understanding of the SGM Branch Business Rules and Assignment Manning Priorities. First, SGM Branch does not use ASK, so please send your Assignment Manager your preferences when we start working your assignment. Recommend sending an email before you call so the Assignment Managers can review your records and ensure your requests are entered into the e-mail database. SGM Branch will not place you on assignment without first getting your feedback and input.

Regardless of board schedules and potential QSP timelines, it is imperative that you keep your records updated. Your file is continually reviewed for potential assignment opportunities. Review your ERB, DA Photo, PDPCs/ASIs, AEA Codes/PCORD, MACP and EFMP status, etc. SGM Branch can assist with the following updates to your file.

- Update SGM/CSM rank in EDAS (SGM Branch is the only one that can update). MSG(P) cannot be changed to CSM until they are actually promoted to SGM.
- Update Professional Development Proficiency Codes (PDPC)/Additional Skill Identifiers (ASI); specifically 6S, 6C, 7S, 7C, etc. Note: ASI 7S/7C cannot be added for MSG(P) until they are promoted to SGM.
- Update AEA Codes and PCORD date.

Remember to contact SGM Branch when you enter or exit a CSL position so updates can be made to rank, PDPC/ASI, AEA, and PCORD.

If you think you are eligible for reassignment in the next 12 months and do not have a projected assignment, contact SGM branch to have a discussion about your opportunities.

SFC Horn manages 11 and 19 series. His contact information is provided on the back of this newsletter. Please do not hesitate to contact him.

CSL changes for FY18

There is potential the FY18 CSM CSL board will be an "All In" for SGMs with less than or equal to 25 years of Active Federal Service. Although a MILPER message will be published with all the details, it is never too early to start preparing your file. Regardless of the population size considered, we expect NCOs with well prepared files, that include highly enumerated and exclusive comments from Senior Raters will continue to set themselves apart from their peers.



2-8 CAV, 1BCT, 1CD conduct Live Fire at Rodriquez Range, South Korea. (June 2016)

SFC SAMTERRILLE D HORN
11Z/19Z Assignment Manager

Master Gunners

Utilization and management of master gunners is a re-occurring topic with leaders in the field and at HRC. The Master Gunner Career Model was developed to provide a visualization for leadership and individual Soldiers to help them better understand the career expectations of a Master Gunner.

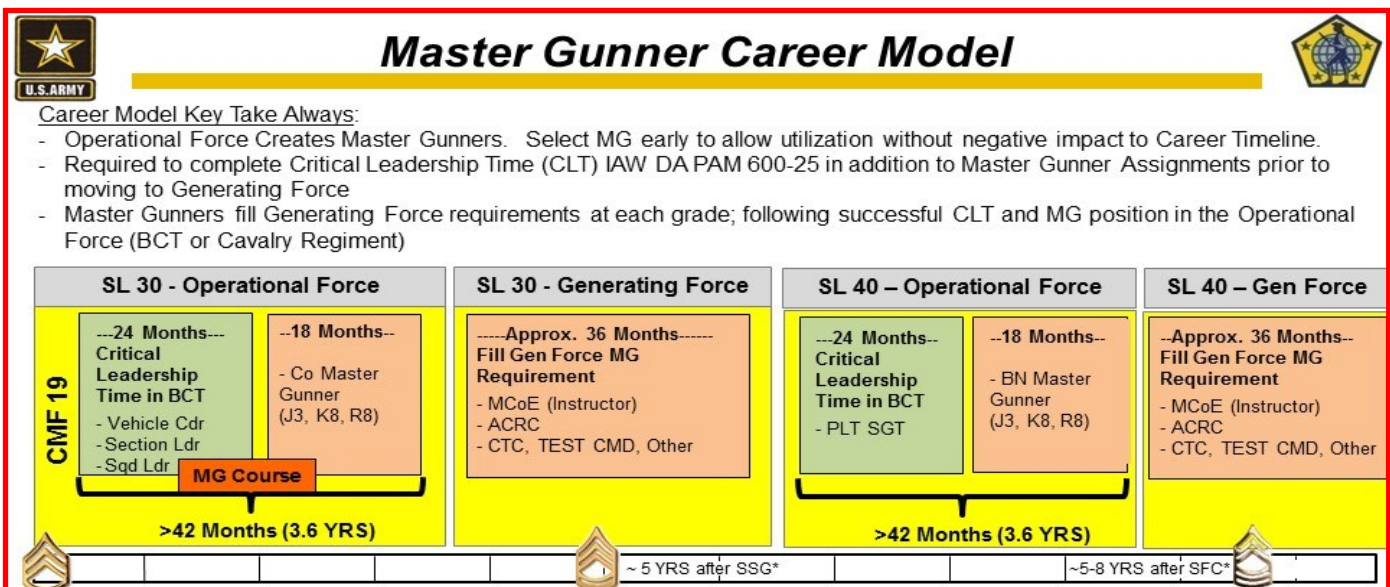


The Master Gunner Model assumes selection of a company Master Gunner (MG) as a young SSG. Once trained, the MG will follow a career path that includes MG specific duty positions any time they are not fulfilling critical leadership time. The career path can continue until selection to MSG, and possibly beyond.

The Soldier's MG career starts at the SSG level in the operation force where they are selected to be trained and serve as a company MG. The Soldier spends at least 42 months in the BCT; 24 months to complete MOS specific critical leadership time (vehicle commander, Sections Leader, or Scout Squad Leader), followed by 18 months as a Company MG. After 18 months of stabilization and gaining experience as a company MG, the Soldier is moved to the Generating Force to fill Master Gunner requirements in the MCoE, AC/RC, CTC or Test Command. The Soldier is expected to be selected for promotion while serving in the generating force assignment prior to being returned to the operational force as a SFC. The Soldier spends another 42 months in a BCT to complete required critical leadership time as a Platoon Sergeant, followed by 18 months stabilization to serve as the Battalion MG. The career continues with assignment to the generating force to complete another MG specific assignment; with selection for promotion to MSG expected during that tour. The MSG returns to a BCT to complete 1SG time and possible service as a Brigade or Division MG.

As demonstrated the career revolves around Master Gunner duties in the Generating Force after Critical Leadership Time and Operational Master Gunner time is complete at each grade. This all starts at the SSG level - so units need to identify Soldiers early for training in a "Sabot Academy" before sending them to Master Gunner School. The bottom line is that units need to identify and grow their own Master Gunners in order to keep the future ranks robust.

MILPER MESSAGE 16-057, issued 18 FEB 16, authorizes FORSCOM units to "STABILIZE MASTER GUNNER SOLDIERS FOR A PERIOD OF 18 MONTHS UPON COMPLETION OF MASTER GUNNER COURSE AND BEING SLATED FOR OR SLOTTED IN A VALID MTOE COMPANY OR BATTALION MASTER GUNNER POSITION."



Graphic of Master Gunner Career Model.

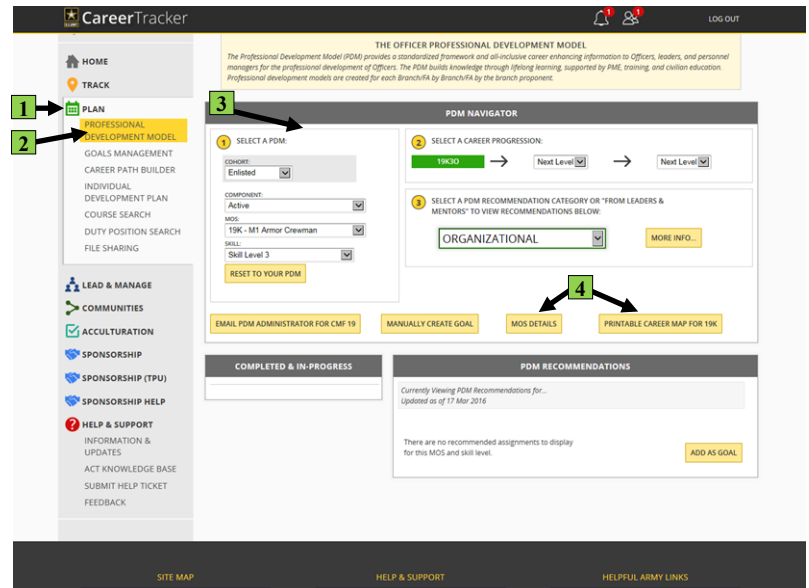
Professional Development Models

Office of the chief of Armor updated in June 2016 the Professional Development Model (PDM) for all CMF 19 Soldiers (19D/19K/19Z). The PDM includes updates from DA PAM 600-25 and RCP changes IAW Army Directive 2016-19, dated 26 May 2016. Example 19K Career Models are below.

Official, detailed PDM is available on the Army Career Tracker (ACT) website at <https://actnow.army.mil/wps/myportal/act/plan/pdm/>. (CAC login required.)

Instructions to find PDM:
Log-In to ACT

- 1 From ACT Home Page - Click "PLAN" on left side of screen.
- 2 Under "PLAN" click "PROFESSIONAL DEVELOPMENT MODEL."
- 3 Fill in PDM Navigator with appropriate MOS, Skill Level
- 4 Then click appropriate tab: "MOS DETAILS" or "PRINTABLE CAREER MAP."



| | | SKILL LEVEL | SKILL LEVEL 1 | SKILL LEVEL 2 | SKILL LEVEL 3 | SKILL LEVEL 4 | SKILL LEVEL 5 | SKILL LEVEL 6 |
|-------------------|---------------------|--|--|--|--|--|---|---------------|
| | | TIS | 0-4 | 4-8 | 8-12 | 12-18 | 18-22 | 22+ |
| | | GRADE/RANK RCP | PVT-PPC 5 YEARS CPL/SPC 8 YEARS CPL/SPC(P) 8 YEARS | SGT 14 YEARS SGT(P) 14 YEARS | SSG 20 YEARS SSG(P) 20 YEARS | SFC 26 YEARS SFC(P) 26 YEARS | MSG 29 YEARS MSG(P) 32 YEARS | 32 YEARS |
| ORGANIZATIONAL | OPERATING | <ul style="list-style-type: none"> Driver Loader | <ul style="list-style-type: none"> Gunner Vehicle Commander | <ul style="list-style-type: none"> Vehicle Commander Master Gunner | <ul style="list-style-type: none"> Platoon Sergeant Master Gunner | | | |
| | GENERATING | | <ul style="list-style-type: none"> Recruiter Instructor Drill Sergeant | | | | | |
| | BROADENING | | | | | <ul style="list-style-type: none"> Project Warrior AWG Advisor | | |
| INSTITUTIONAL | PME | <ul style="list-style-type: none"> SSD I BLC | <ul style="list-style-type: none"> SSD II ALC | <ul style="list-style-type: none"> SSD III SLC | <ul style="list-style-type: none"> SSD IV MLC | | | |
| | FUNCTIONAL TRAINING | <ul style="list-style-type: none"> Basic Airborne Course Air Assault Course Culture and Language | <ul style="list-style-type: none"> Foundation Instructor Facilitator Course Basic Airborne Course Air Assault Course Tank Commanders Course Culture and Language | <ul style="list-style-type: none"> Basic Airborne Course Air Assault Course Tank Commanders Course Culture and Language | <ul style="list-style-type: none"> Culture and Language | | | |
| LIFELONG LEARNING | CIVILIAN EDUCATION | <ul style="list-style-type: none"> Army Continuing Education System (ACES) Army Correspondence Course Program Army eLearning College of the American Soldier - Career NCO Degrees Program College of the American Soldier - Enlisted Education Program (EEP) Defense Activity for Non-Traditional Education Support (DANTES) GoArmyEd Joint Service Transcript (JST) | <ul style="list-style-type: none"> Army Continuing Education System (ACES) Army Correspondence Course Program Army eLearning College of the American Soldier - Career NCO Degrees Program College of the American Soldier - Enlisted Education Program (EEP) Defense Activity for Non-Traditional Education Support (DANTES) GoArmyEd Joint Service Transcript (JST) | <ul style="list-style-type: none"> Army Continuing Education System (ACES) Army Correspondence Course Program Army eLearning College of the American Soldier - Career NCO Degrees Program College of the American Soldier - Enlisted Education Program (EEP) Defense Activity for Non-Traditional Education Support (DANTES) GoArmyEd Joint Service Transcript (JST) | <ul style="list-style-type: none"> Army Continuing Education System (ACES) Army Correspondence Course Program Army eLearning College of the American Soldier - Career NCO Degrees Program College of the American Soldier - Enlisted Education Program (EEP) Defense Activity for Non-Traditional Education Support (DANTES) GoArmyEd Joint Service Transcript (JST) | | | |
| | | COMPETITIVE BOARDS STEWARDSHIP OF THE PROFESSION | <ul style="list-style-type: none"> Excellence in Armor | <ul style="list-style-type: none"> Excellence in Armor | <ul style="list-style-type: none"> Maneuver Self Study Program | <ul style="list-style-type: none"> Maneuver Self Study Program | <ul style="list-style-type: none"> Maneuver Self Study Program | |

Find HRC Online!



[HRC - Armor Enlisted Branch Page](#)



[Facebook.com/ArmorEnlistedBranch](https://www.facebook.com/ArmorEnlistedBranch)

Find Office of Chief of Armor (OCA) Online!

Benning.army.mil/Armor/OCA/



Branch Contact Information

| Position | Name | E-mail |
|--|------------------------|--|
| Chief, Armor Branch (Outbound) | LTC James E. Hayes | james.e.hayes5.mil@mail.com |
| Chief, Armor Branch (Inbound JUL 16) | LTC Stacey Corn | stacey.p.corn.mil@mail.mil |
| Branch Sergeant Major | SGM Dennis Bellinger | dennis.l.bellinger.mil@mail.com |
| Deputy | Mr. Larry Hayward | lawrence.w.hayward.civ@mail.mil |
| 19Z Career Advisor | MSG Joshua Bunton | joshua.bunton2mil@mail.mil |
| 19K Career Advisor | SFC(P) David Whitehead | david.c.whitehead.mil@mail.mil |
| 19D Career Advisor | MSG Corey Truax | corey.b.truax.mil@mail.mil |
| 19D/19K HR Specialist | Mr. Jim Charlier | harold.j.charlier.civ@mail.mil |
| SGM Branch | | |
| OPS(MFE) CSM/SGM Assignments | SGM Stephen Bower | stephen.w.bower.mil@mail.mil |
| 11Z/19Z/42A CSM/SGM Assignment Manager | SFC Samterville Horn | samterville.d.horn.mil@mail.mil |
| AR SGM Assign (inbound—JUL 16) | SGM Dean Lockhart | dean.j.lockhart.mil@mail.mil |

Armor Branch Team Line:

- Commercial: (502) 613-5934
- DSN: 312-983-5934

SGM Branch Team Line:

- Commercial: (502) 613-5874