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# U.S. Army Training and Doctrine Command

**CSM David S. Davenport Sr - TRADOC CSM**

**CSM David O. Turnbull – CAC CSM**

**Mr. Joe B. Parson, Special Programs Division ArmyU**

**CSM Jimmy J. Sellers – USASMA Commandant**



# Evolution of NCO Education



1973

- U.S. Involvement in Vietnam ends (12 years)
- Selective Service ends
- TRADOC Established
- NCOES Established with Four Levels of PME
- Doctrine changes to reflect known threat
- Training and Education focused on preparing for linear fight with a known enemy



Today

- U.S. Involvement in Afghanistan/Iraq winding down (16 years)
- NCOES Evolving into NCOPDS with Six Levels of PME
- Doctrine changes to reflect unknowable threat
- Training and Education focused on preparing for multi-domain fight with an unknown enemy

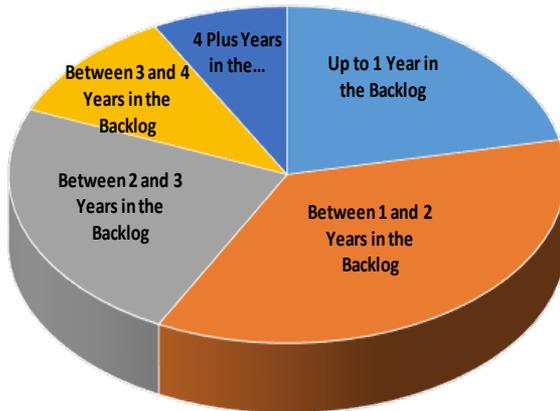




# NCO PME Backlog

**The NCOPDS Backlog will freeze on 1 January 2016.**

Number of Soldiers in the Backlog



Soldiers remaining in the legacy backlog will be given an opportunity to attend PME scheduled against existing quotas leveraging the OASS.

## Soldiers over four years in the NCOPDS Backlog:

<b>TOTAL:</b>	<b>388</b>	
BLC:	87	-179
ALC:	193	
SLC:	108	

## Soldiers up to four years in the NCOPDS Backlog:

<b>TOTAL:</b>	<b>532</b>	-143
BLC:	122	
ALC:	251	
SLC:	159	

## Soldiers up to three years in the NCOPDS Backlog:

<b>TOTAL:</b>	<b>1,165</b>	-424
BLC:	327	
ALC:	613	
SLC:	225	

## Soldiers up to two years in the NCOPDS Backlog:

<b>TOTAL:</b>	<b>1,767</b>	-1061
BLC:	639	
ALC:	757	
SLC:	371	

## Soldiers up to one years in the NCOPDS Backlog:

<b>TOTAL:</b>	<b>1,067</b>	-3794
BLC:	121	
ALC:	71	
SLC:	875	-5601



# Creation of the Army University



**1947-2010:**

*Command and General Staff College*

**2011-2013:**

*CAC-Leader Development and Education*

**2014:**

*CAC-Education*

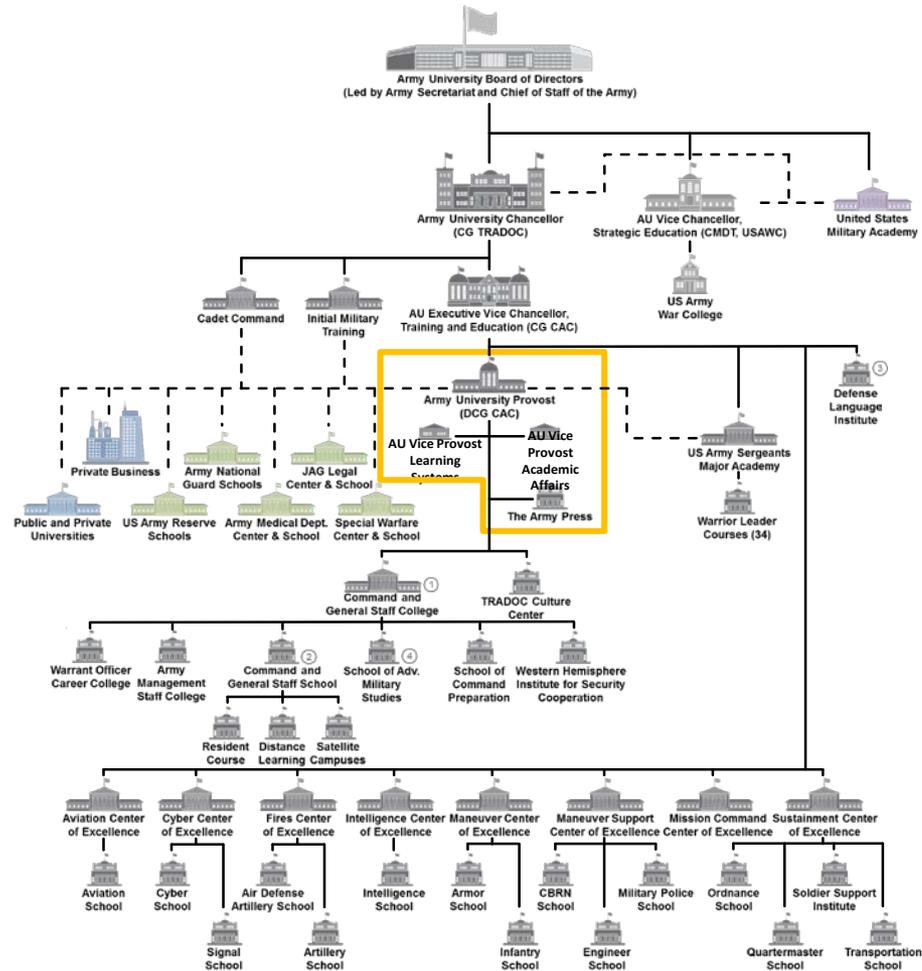
**2015-Beyond:**

*The Army University*



- ① Higher Learning Commission *Master of Military Art and Science* Accreditation
- ② Joint Staff J7 *Joint Professional Military Education - I* Accreditation
- ③ *Associate Degree*
- ④ *Joint Professional Military Education - II* Accreditation Potential

Organization as of 07JUL15





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# Combined Arms Center

**CSM David O. Turnbull**  
**CAC CSM**





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# ***Army University Overview***

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- Army University “ The Why”
- Faculty Development and Recognition Program (FDRP)
- New Draft DA 1059
- Army U ‘Universal” Transcript
- BLC- USASMA Continuing Education Degree Program





# *Army University – “Why”*



- “The current Army Education Structure **does not** address the complexity of the 21<sup>st</sup> Century Security Environment.”
- The creation of Army University helps to **align Total Force Officer, Warrant Officer, and Non-commissioned Officer Professional Military Education and Army Civilian Education Programs within a unified academic construct.**
- Army University will increase academic rigor and relevance; increase Soldier, Army Civilian, and Leader competence, character, and commitment; expand educational prestige of Army learning institutions; promulgate best management practices; and **increase institutional agility** to meet the needs of the operating force.





# Faculty Development & Recognition Program



- TR 600-21 scheduled publish date is 1 OCT 17
- FDRP **expands participation** from NCOs **to all cohorts and components**
- Course requirements revised to reflect the new Common Faculty Development – Instructor Course (CFD-IC)
- **Badge requirements** revised and standardized to **increase instructor development** and contribute to faculty improvement and student learning.
- TRADOC policy letter will accompany the TR 600-21 publication to address the transition and recognition of instructor time back to 10 JUL 2013

## Basic

- ✓ CFDP – IC (FDP 1)
- ✓ Local Cert Requirements (FDP 2)
- ✓ 80 Hours as a Primary Instructor (PI)
- ✓ 4 Developmental Observations
- ✓ 2 Evals scoring at least 12 pnts

## Senior

- ✓ IDBC (Instr Design Basic Crs)
- ✓ EIC (Evaluator Inst Crs)
- ✓ 280 Hours as a PI
- ✓ 12 mos. as Basic Instructor
- ✓ 3 Developmental Observations
- ✓ 3 Evals scoring at least 16 pnts

## Master

- ✓ 480 Hours as a PI
- ✓ 24 mos. as Senior Instructor
- ✓ Conduct 4 EIC evaluations of junior Instructors
- ✓ 3 evals scoring at least 20 pnts
- ✓ Recommended by Master Instructor Selection Board



# Draft DA Form 1059

**REVISED DA FORM 1059**  
**ACADEMIC EVALUATION REPORT**

For use of this form, see AFI 105-10, the proponent agency is DCS, G-1.

SEE PRIVACY ACT STATEMENT IN AR 623-3

**PART I - ADMINISTRATIVE DATA**

a. NAME (Last, First, Middle Initial) \_\_\_\_\_ b. OOD ID No. \_\_\_\_\_ c. RANK \_\_\_\_\_ d. BRANCH \_\_\_\_\_ e. SPECIALTY/PURPOSE \_\_\_\_\_

f. COURSE TITLE \_\_\_\_\_ g. NAME AND LOCATION OF SCHOOL \_\_\_\_\_

h. DURATION OF COURSE \_\_\_\_\_ i. COMPONENT \_\_\_\_\_ j. NO. OF ENCLOSURES \_\_\_\_\_ k. RATED STUDENT'S EMAIL ADDRESS (gov or mil) \_\_\_\_\_

l. REASON FOR SUBMISSION  
 COURSE COMPLETION  INITIAL REPORT  INTERIM REPORT  PROJECT'S CONCLUSION DATE \_\_\_\_\_  RELEASED EARLY (PRO FAULT OF STUDENT)  IPE DIRECTED

m. THIS IS A REFERRED REPORT. DO YOU WISH TO MAKE COMMENTS?  REFERRED  YES, COMMENTS ARE ATTACHED  NO

n. RATED STUDENT'S SIGNATURE \_\_\_\_\_ o. DATE (YYYYMMDD) \_\_\_\_\_ p. REPORT DATE (YYYYMMDD) \_\_\_\_\_

**PART II - ACADEMIC ACHIEVEMENT (ACADEMIC RATER)**

a. APFT PASS/FAIL PROFILE: DATE: \_\_\_\_\_ b. HEIGHT: \_\_\_\_\_ WEIGHT: \_\_\_\_\_ WITHIN STANDARD? \_\_\_\_\_

c. OVERALL GRADE POINT AVERAGE \_\_\_\_\_ of \_\_\_\_\_ d. AEWG/SDP/SD AWARDED \_\_\_\_\_

e. Does Soldier fully support SHARP, EO, and EEO?  
YES  NO

f. CHARACTER/ACCOUNTABILITY:  
For Grounded Standard Exceeded Standard Met Did Not Meet Standard Met

g. PRESENCE/COMPREHENSIVE FITNESS:  
For Grounded Standard Exceeded Standard Standard Met Did Not Meet Standard Met

h. INTELLECTUAL THINKING & PROBLEM SOLVING:  
For Grounded Standard Exceeded Standard Standard Met Did Not Meet Standard Met

i. LEADS/COMMUNICATION & ENGAGEMENT:  
For Grounded Standard Exceeded Standard Standard Met Did Not Meet Standard Met

j. DEVELOPS/COLLABORATION:  
For Grounded Standard Exceeded Standard Standard Met Did Not Meet Standard Met

k. ACHIEVES/LIFE LONG LEARNER:  
For Grounded Standard Exceeded Standard Standard Met Did Not Meet Standard Met

**PART III - OVERALL ACADEMIC ACHIEVEMENT (REVIEWING OFFICIAL)**

a. Select one box representing Rated Student's overall academic achievement. Rated Student's class standing is # \_\_\_\_\_ of \_\_\_\_\_ (Class Standing linked to top 40%).  
 Commander's List (limited to 20%)  
 Superior Academic Achievement (21% to 40%)  
 Achieved Course Standards  
 Failed to Achieve Course Standards

b. COMMENTS:

c. Rated Student has demonstrated aptitude for the following assignment(s):

DA FORM 1059, XXXX XXXX Page 1 of 2

Page 2 of 2

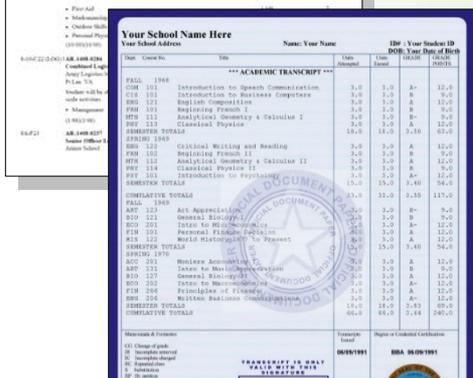
- Highlights GPA
- Includes Class Standing (ex. #2 of 157)
- Records APFT Score
- Records HT/WT
- Completion of a MSAF 360 evaluation
- Records Writing Assessment Score



# ArmyU "Universal" Transcript



**Joint Transcript System:**  
Professional Military Education--  
American Council on Education  
(ACE) Credits



**Civilian Institutions:**  
Regionally / Nationally  
Accredited Higher  
Learning



**Certifications:**  
State, National,  
International  
Technical  
Qualifications

Dept.	Course ID	Title	Credits Attempted	Credits Earned	Grade	Grade Points
<b>*** MILITARY EDUCATION TRANSCRIPT ***</b>						
YEAR: YYYY						
Institution: Initial Entry Training, Fort Knox, KY						
750-BT AR-2201-0399:						
		Lower Lvl First Aid	1.0	1.0	P	1.0
		Lower Lvl Marksmanship	1.0	1.0	P	1.0
		Lower Lvl Outdoor Skills Practicum	1.0	1.0	P	1.0
		Lower Lvl Personal Physical Conditioning	1.0	1.0	P	1.0
<b>*** CIVILIAN EDUCATION TRANSCRIPT ***</b>						
YEAR: YYYY						
Institution: State A City Community College						
ECON	101	Intro to Economics	3.0	3.0	A	12.0
HIST	100	Survey World History	2.0	2.0	B	6.0
RELI	103	World Religions	2.0	2.0	A-	8.0
<b>TOTALS:</b>			<b>7.0</b>	<b>7.0</b>	<b>3.66</b>	<b>26.0</b>
YEAR: YYYY						
Institution: State B Junior College						
BUSI	110	Manufacturing Principles	3.0	3.0	B+	9.0
BUSI	112	Supply Chain Management	3.0	3.0	A-	12.0
ENGL	100	Literature for Non-Majors	3.0	3.0	B-	9.0
<b>TOTALS:</b>			<b>9.0</b>	<b>9.0</b>	<b>3.33</b>	<b>30.0</b>
<b>CUMULATIVE:</b>			<b>20.0</b>	<b>20.0</b>	<b>3.5</b>	<b>60.0</b>
<b>*** CERTIFICATION TRANSCRIPT ***</b>						
YEAR: YYYY						
Institution: US Army Ordnance Center and School						
Certification:	Master MIG Welder (American Association of Welders)				Eamed: Month DD, YYYY Expires: Month DD, YYYY	
Institution:	US Army Ordnance Center and School					
Certification:	Advanced Lifesaving and CPR (American Red Cross)				Eamed: Month DD, YYYY Expires: Month DD, YYYY	

UNCLASSIFIED





# Continuing Education Degree Program

Purpose: To leverage Academic Partner's degree programs in order to supplement military training with education opportunities that drive critical and creative thinkers and provides Soldiers an academic opportunity to receive a credential within their first term of service.

1. Degree program is either technical or educational
2. Degree program selected are aligned to technical occupation or Leadership
3. Academic Institute is willing to align learning objectives to actual courses and not just electives.
4. Academic institute provides credit for credit due and still maintains rigor.

**Fort Leavenworth**

- Baker University
- Central Michigan University
- Park University
- Norwich University
- Regent University
- Sam Houston University
- University of Michigan
- Webster

**DLIFLC**  
DISTRIBUTED LANGUAGE INSTITUTE  
FOREIGN LANGUAGE CENTER

- Cal University of Pennsylvania (ENL)
- Bellevue University (ENL)
- N Georgia College and State (ENL)
- Norwich University (ENL)

**ICOE**

- Cochise College (ENL Intel/ AVN)
- Webster University (officer CCC)
- Arizona State U (ENL Intel)
- U of Arizona State (ENL Intel)
- Northern Arizona U (ENL Intel)

**Sergeants Major Academy**

- UTEP (NCO)
- Excelsior (NCO)

**Current Partner Universities and Colleges**

**Developing Partnerships**

**MSCOE**

- Missouri Science & Tech (Officer)
- Webster University (CBRN Officer, CCC)
- (MP warrant officer) (MP Officer CCC)
- Central Texas College (ENL MPS)
- Allen Community College (ENL MPS)
- Columbia U (ENL MPS)
- Webster (Warrant cbrn)

**Army Logistic University**

- Webster University (OFF)
- Coastline Community College (ENL OM)
- Excelsior College (ENL ORD)
- Piny Point Maritime School (ENL Trans)

**SSI**

- Great Falls University (ENL IAG)
- Univ of SC (ENL Chaplain)

**Cyber COE**

- Webster University (OFF)
- Augusta U (ENL Cyber)
- Armstronge State U (ENL Cyber)
- Georgia Tech U (ENL Cyber)
- Dakota State U (ENL Cyber)
- Aiken Tech College (ENL signal)

**MCOE**

- Western Kentucky U (ENL INF)
- Kaplan U (ENL AR)
- Columbus U (ENL AR)
- UMUC (ENL AR)
- Georgia Southern U (ENL AR)

**AVNCOE/ Warrant CC**

- Webster University (Warrant Officers)
- Cochise Community College
- Thomas Edison University (ENL AVN)
- Troy State University (ENL AVN)

ARIEL LEVEL	1	2	3	4	5	6
EA Area	1-10	1-10	1-10	1-10	1-10	1-10
Grade / Rank	1-10	1-10	1-10	1-10	1-10	1-10
Years	1-10	1-10	1-10	1-10	1-10	1-10
Programs	1-10	1-10	1-10	1-10	1-10	1-10
100-124 weeks of military schooling	[Arrow]					

Professional Development Model Credentialing Pathways



# Proponent Professional Development Models



SOLDIER FOR LIFE More Info...	DA PAM 600-25 More Info...	SKILL LEVEL	1	2	3	4	5	6
		TIS	0-4	4-8	8-12	12-18	18-22	22+
		GRADE / RANK RCP						
		RCP Info...	PVT(E1)-SPC M(E4) PVT-PFC 5 YEARS CPL/SPC 8 YEARS CPL/SPC(P) 8 YEARS	SGT (E5) SGT 14 YEARS SGT(P) 14 YEARS	SSG(E6) SSG 20 YEARS SSG(P) 20 YEARS	SFC (E7) SFC 24 YEARS SFC(P) 24 YEARS	MSG/1SG (E8) MSG 26 YEARS MSG(P) 30 YEARS	SGM/CSM (E9) 30 YEARS
Military Education		Basic Combat Training Individual Training Self-Structured Dev I Basic Leader Course	Self Structured Dev II Advance Leader Course	Self Structured DEV III Senior Leader Course	Structured Self Dev IV Master Leader Course	Structure Self Dev V Sergeants Major Course	Self Structured Dev VI	
Degree Program	HUMAN DIMENSION	100-124 weeks of military schooling						
		Eng 101 Bus 101 Math 101 Hist 101	Eng 102 Math Arts Humanities	OL-125 OL-211 ACC-202 OL-332 CO-201	ACC-201 ACC-201 INT-113 IT-210 MKT-113	OL-211 OL-342 OL-322 OL-421 Bus-206		
				AA/ AS		BA/ BS Org LDR		
Credentials / Certifications More Info...		STAR Credentials	-Associate Electronics Technician -Certified Electronics Technician Certified Associate in Project Management (CAPM) IC3 Digital literacy Certification (IC3)	-Certified Electronics Technician (Journeyman) -General Communications Technician – Level 1 - Telecommunications Electronics Technician Associate Professional in Human Resource (aPHR)	Safety Trained Supervisor -Certified Personal Trainer -Project Management Professional	-Certified Manager -ComPTIA Certified Technical Trainer -Project Management Professional	-Certified Safety Professional -Certified in Security Supervision and Management -Society for Human Resource Management –Certified Professional	-Certified Protection Professional -Certified Strength and Conditioning Specialist -Program Management Professional





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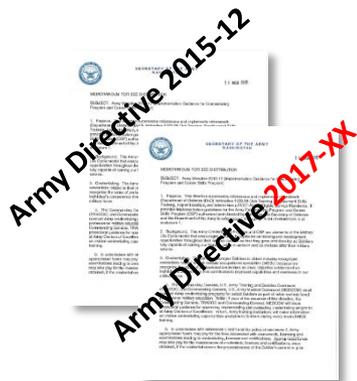
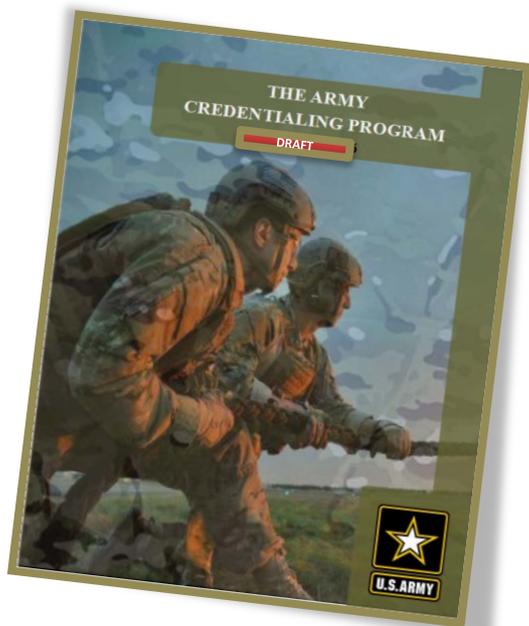
# Army University

**Mr. Joe Parson  
Credentialing Program  
Officer**





# Army Credentialing Program: Strategy



**Increase Army Readiness...**

**Professionalize the Force...**

**Prepare Career Ready Soldiers!**

The credentialing landscape is complicated, with no “one-size, fits all” approach available!

- Recognition of each credential at various levels: International, National, Regional, & Local
- Licensed by: Federal, State, & Municipality
- Certified by: Accredited Institution, Third-party Agency, Industry Leader, & Government
- Reciprocity among: States, Locality, Occupational Fields, & Employers
- Credentialing support requirements: Administrative, Training Materials, Training Provider, Certification/License, Recertification/Licensing & Continuing Education Units (CEUs)





# Army Credentialing Program



**Program Lead**  
**DA G1**



## "Institutionally Delivered"

## Voluntary Education

## "Self-directed"

## Transition



AR 350-1

AR 621-5

AR 600-81

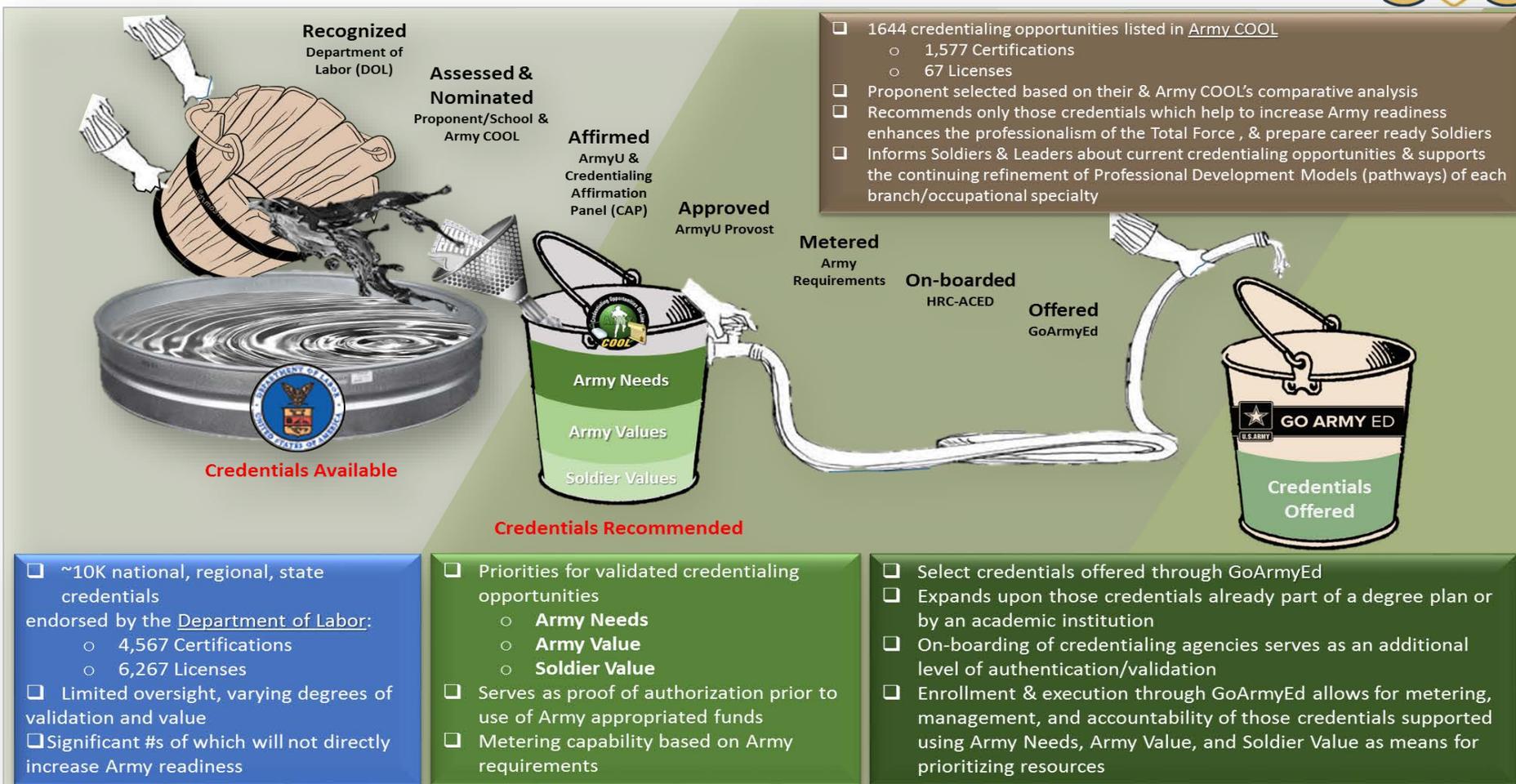


SOLDIER FOR LIFE	DA PAM 600-25	SKILL LEVEL	1	2	3	4	5	6
			TIS	0-4	4-8	8-12	12-18	18-22
More Info...	More Info...	GRADE / RANK RCP	PVT(E1)-SPC M(E4)	SGT (E5)	SSG(E6)	SFC (E7)	MSG/1SG (E8)	SGM/CSM (E9)
		RCP Info...	PVT-PFC 5 YEARS CPL/SPC 8 YEARS CPL/SPC(P) 8 YEARS	SGT 14 YEARS SGT(P) 14 YEARS	SSG 20 YEARS SSG(P) 20 YEARS	SFC 24 YEARS SFC(P) 24 YEARS	MSG 26 YEARS MSG(P) 30 YEARS	30 YEARS
Credentials / Certifications	STAR Credentials		-Associate Electronics Technician -Certified Electronics Technician Certified Associate in Project Management (CAPM) IC3 Digital Literacy Certification (IC3)	-Certified Electronics Technician (Journeyman) -General Communications Technician - Level 1 -Telecommunications Electronics Technician Associate Professional in Human Resource (aPHR)	-Safety Trained Supervisor -Certified Personal Trainer -Project Management Professional	-Certified Manager -CompTIA Certified Technical Trainer -Project Management Professional	-Certified Safety Professional -Certified in Security Supervision and Management -Society for Human Resource Management - Certified Professional	-Certified Protection Professional -Certified Strength and Conditioning Specialist -Program Management Professional





# Army Credentialing Program: Credentialing Inclusion Simplified



**“Less is more”, at least in the beginning**





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# United States Army Sergeants Major Academy

**CSM Jimmy J. Sellers  
Commandant**





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# Agenda

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- Purpose
- Problem Statement
- Leader Core Competencies (LCC) aka Common Core
- Why and How of NCO PME Redesign/Strategy
- Basic Leader Course
- Master Leader Course
- Distributed Leader Course (DLC) aka SSD
- Sergeants Major Course with Bachelors Degree Program
- ITCOP
- Questions





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# Purpose

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To present an update of the NCO Professional Military Education, Leader Core Competencies (LCC) across the learning continuum.





# ***NCO PME Problem Statement***



**Problem:** Lack of a **unified** and **relevant** standardized core competencies in NCO PME. Current curriculum fails to meet the Army's needs of leader competencies across the NCO cohort.





# ***Leader Core Competencies (LCC)***



TRADOC has determined that there are six Leader Core Competencies (LCC), formally known as Common Core, that all NCOs should develop while in PME:



- Readiness
- Leadership
- Training Management
- Army and Joint Operations
- Program Management
- Communications



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# ***What We Did***

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- USASMA conducted Analysis:
  - Needs, Goal, Target Audience, and Gap Analysis
- How:
  - Surveyed target audiences (E-1 to O-4) on topics, and conducted subject matter expert (SME) discussions with Soldiers and leaders (TRADOC, FORSCOM, & IMCOM) from all 3 compos
- Where:
  - Fort Benning
  - Fort Gordon
  - Fort Leonard Wood
  - Fort Huachuca
  - Fort Lee
  - Fort Bliss
  - Fort Rucker
  - Fort Sill
  - Fort Knox
  - Camp Williams, Utah
  - Fort Jackson
  - Ft. Bragg



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# Considerations

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- Considered all data points (Surveys, Previous CTSSBs, Directives, validation reports, focus groups, site visits to COEs, etc.)
- TRADOC CSM's 6 LCCs (***Readiness, Leadership, Training Management, Communications, Program Management, Army and Joint Operations***)
- Supports the Army Operating Concept's (20) Warfighting Challenges
- Supports 4 Army Learning Areas and 14 General Learning Outcomes
- Bloom's Taxonomy (content at the appropriate learning level & domain)
- All lessons written in the Experiential Learning Model (ELM) Format
- Supports NCO 2020 Strategy & ALDS
- IAW The Army Learning Concept 2020-2040





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# ***What was confirmed***

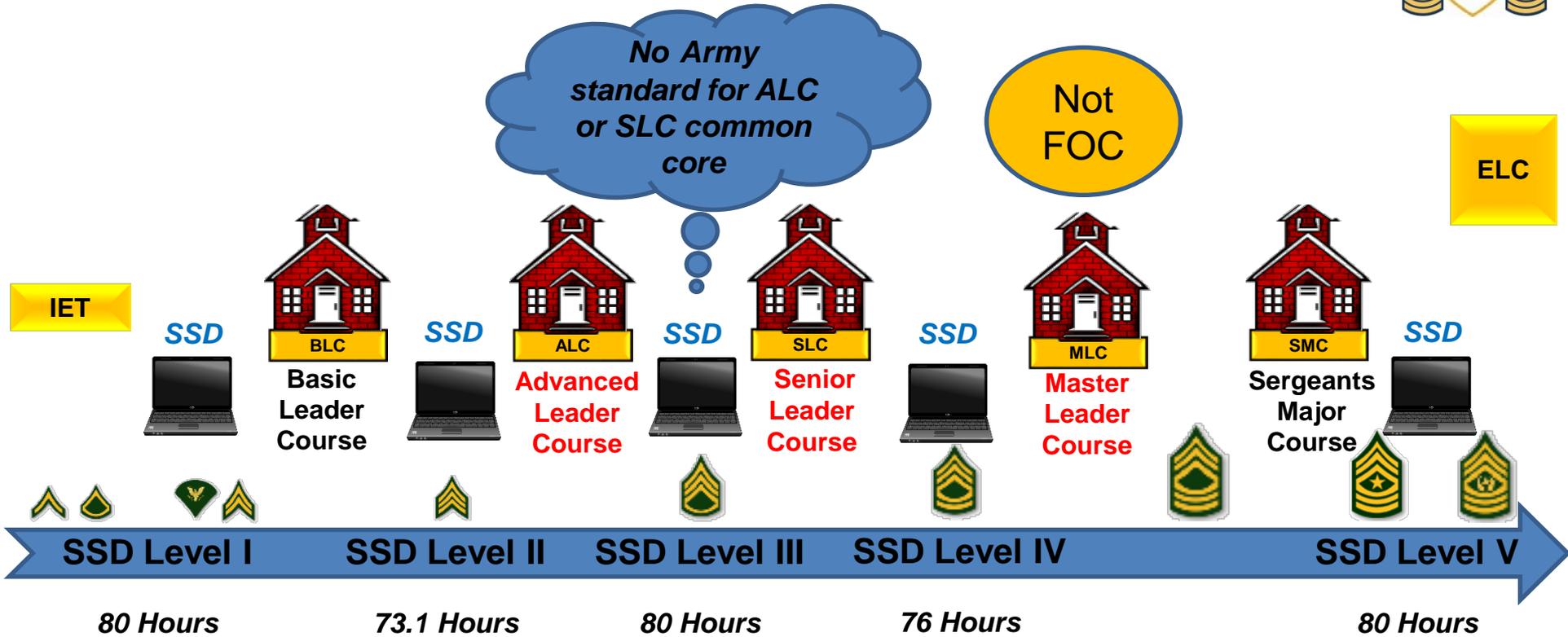
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- Deficiencies in Communications, Leadership, Operations (Army & Joint), Program Management, Readiness, and Training Management (***Six leader competency areas***)
- Lack of ***integration*** and ***synchronization*** of the Army Learning Areas (ALA), and the General Learning Outcomes (GLO) in accordance with TRADOC Pam 525-8-2, *The U.S. Army Learning Concept for Training and Education 2020-2040*
- Courses currently do not focus on problem-based assessments, promote critical or creative thinking, nor are they learner centric
- Courses are not sequential or progressive



# CURRENT NCO PME LEARNING CONTINUUM

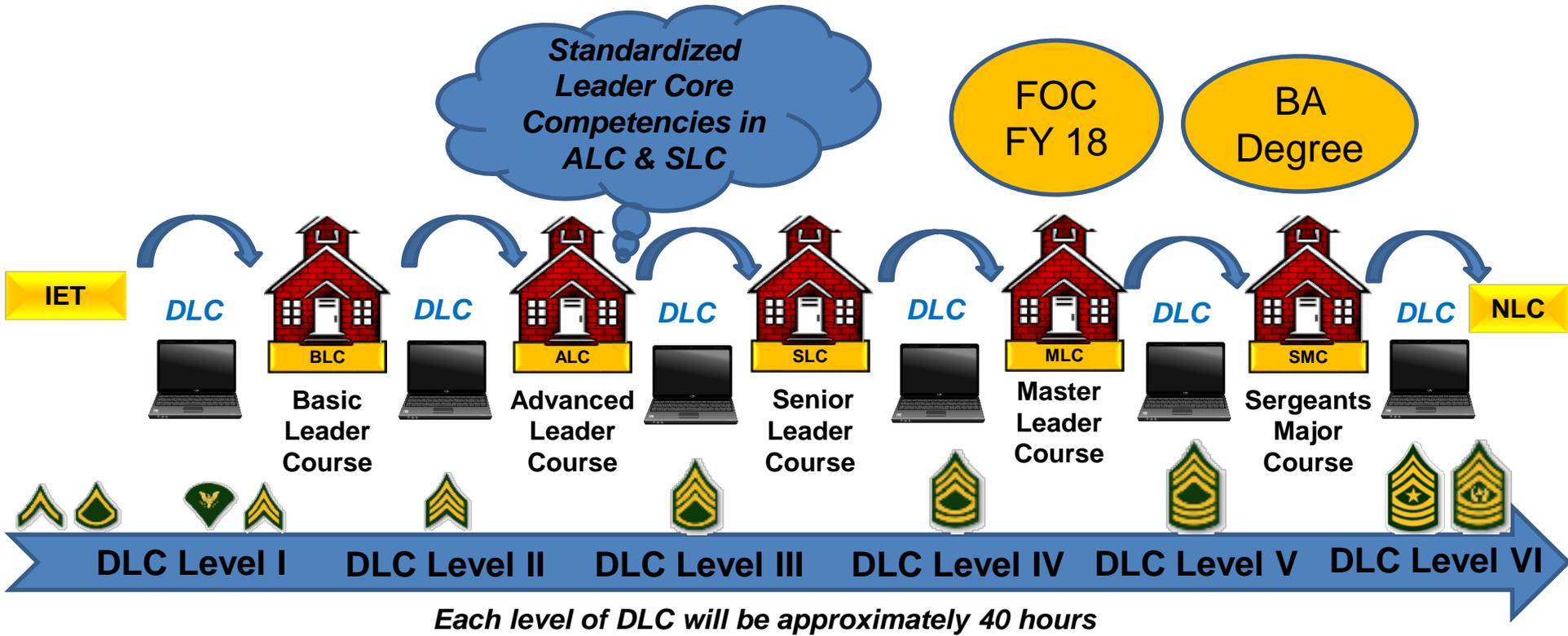


**PME not sequential or progressive and SSDs do not support school curriculum**





# FUTURE NCO PME LEARNING CONTINUUM



**All PME is sequential and progressive and DLC supports resident curriculum**



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# Strategy

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- Increased rigor in content with written assessments that requires more research (no multiple choice exams)
- Content will have more practical application
- Assessments will be based on demonstrated abilities and learning outcomes
- Content will be sequential and progressive across the continuum
- Focus will be on leader competencies and attributes
- Built under the Experiential Learning Model (ELM) for adult learning
- Is learner centric & facilitated, not lectured





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# ***Basic Leader Course - Current***

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- 22 Days, 169 hours
- Current BLC has 3 Modules:
  - Leadership, 49 hours
  - Training Management, 41 hours
  - Warfighting, 79 hours
- Current BLC has 30 Lessons, 9 evaluations/assessments and 3 multiple choice examinations





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# ***Basic Leader Course - New***

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- 22 Days, 169 hours
- The new BLC is designed in the LCCs:
  - Readiness, 37 hours
  - Leadership, 42 hours
  - Training Management, 22 hours
  - Operations, 14 hours
  - Communication, 47 hours
  - Program Management, 7 hours
- New BLC has 22 Lessons, 5 evaluations/assessments and no multiple choice examinations





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# ***Master Leader Course***

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- 13 Straight days, 112 hours
- 4 Modules: Communications 22 hours, Leadership & Management 14 hours, Operations 76 hours
- 10 NCOA Locations: Ft. Dix, Ft. Knox, Ft. Bragg, Ft. Bliss, Ft. Campbell, JBLM, Ft. Hood, Ft. Stewart, Camp Williams, Camp Shelby
- Operationally focused education
- Academically rigorous with an emphasis on adaptive thinking and collaborative problem solving
- Non resident version projected to be FOC May 18



# MLC Outcomes (Student Comments)



- “One of the best courses I’ve ever attended”
- “I feel way more confident working on a staff now”
- “I got the most out of the MDMP and Joint lessons”
- “This is the stuff I’ve been wanting from other schools, but didn’t get”
- “This course was extremely (academically) challenging. I really learned a lot”
- “Is the Army willing to invest in NCO education? We need more time to reflect and absorb the mass amounts of this great information”





# ***Distributed Leader Course - DLC***

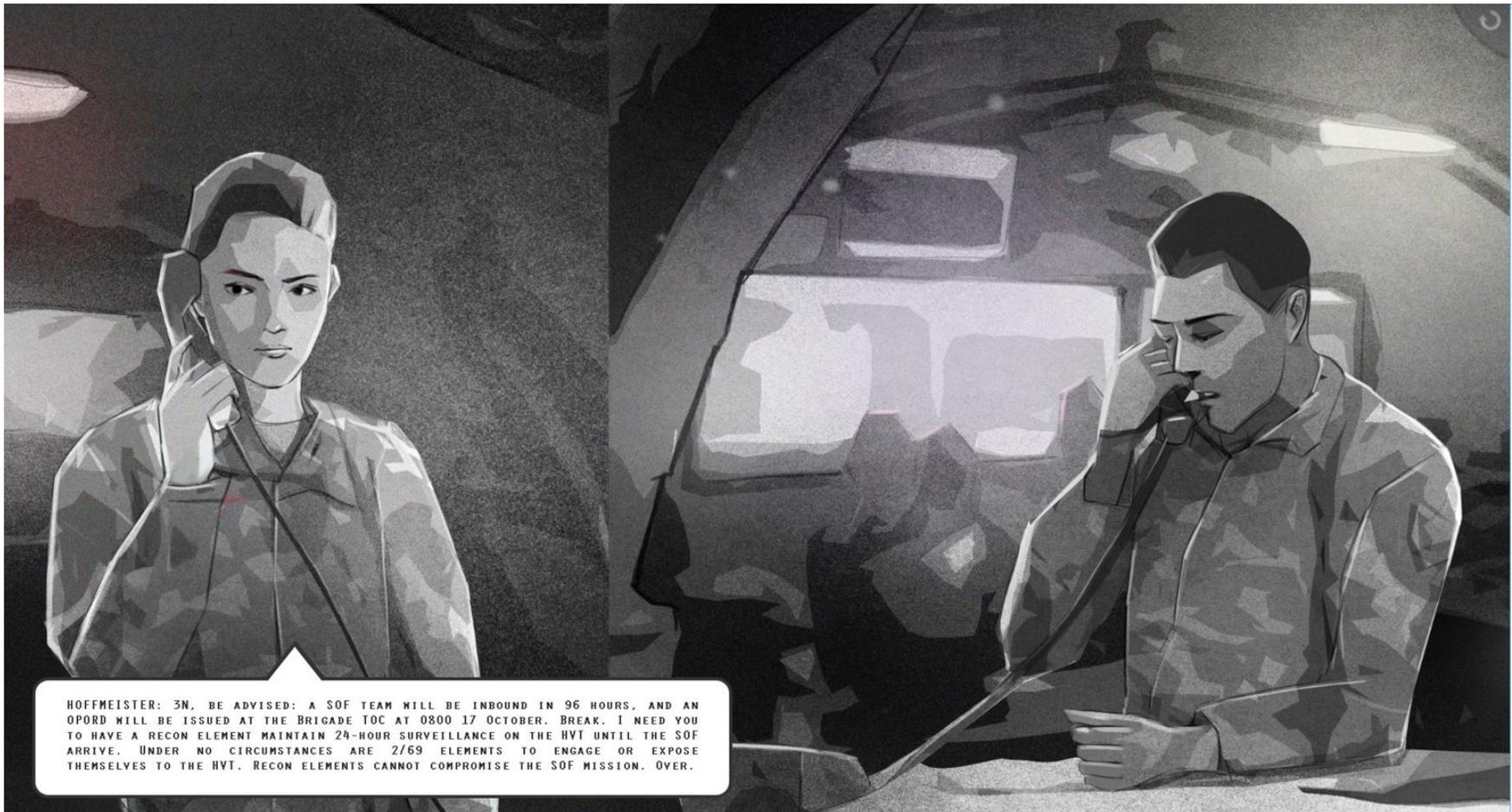


- SSDs will undergo a name change to Distributed Leader Course (DLC) and will consist of six levels designed and developed with a more modern look and feel that today's Soldiers identify with
- Soldiers are auto-enrolled upon completion of IMT and each NCO PME course. Working to change auto-enrollment upon Soldier being eligible for promotion
- Once enrolled, must complete DLC prior to attending PME based on promotion eligibility
- Designed using the Experiential Learning Model (ELM) of Adult Learning
- ***DLC I to be delivered to the force 1 June 2018 and each level after on average of 4 months***

**All PME is sequential and progressive and DLC supports resident curriculum**



# Distributed Leader Course - DLC



HOFFMEISTER: 3N, BE ADVISED: A SOF TEAM WILL BE INBOUND IN 96 HOURS, AND AN OPORD WILL BE ISSUED AT THE BRIGADE TOC AT 0800 17 OCTOBER. BREAK. I NEED YOU TO HAVE A RECON ELEMENT MAINTAIN 24-HOUR SURVEILLANCE ON THE HVT UNTIL THE SOF ARRIVE. UNDER NO CIRCUMSTANCES ARE 2/69 ELEMENTS TO ENGAGE OR EXPOSE THEMSELVES TO THE HVT. RECON ELEMENTS CANNOT COMPROMISE THE SOF MISSION. OVER.





# Distributed Leader Course - DLC



## AFTER ACTION REVIEW

### DECISION: GREET HER

SFC Holly Harrison, the SOF team chief, and her SOF team arrived at the FOB. You had the option of either greeting SFC Harrison upon her arrival or choose to let her get settled.

#### ↑ Collaboration

- ESTABLISHED A COOPERATIVE RELATIONSHIP BETWEEN YOU AND SFC HARRISON
- ALLOWED THE OPPORTUNITY TO EITHER TALK TO SFC HARRISON ABOUT HER TEAM KEEPING TO PROTOCOL OR ASSURE HER THAT HER TEAM WOULD HAVE YOUR FULL SUPPORT.



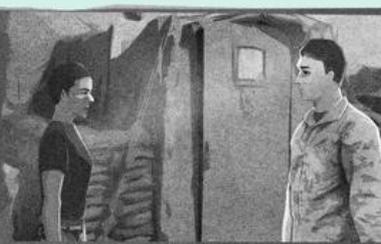
## AFTER ACTION REVIEW

### DECISION: CONFRONT HER ABOUT HAVING HER TEAM KEEP TO PROTOCOL

Greeting her allowed you the opportunity to either talk to SFC Harrison about her team keeping to protocol or assure her that her team would have her full support.

#### ↑ Communication

- DUE TO YOUR PREVIOUS DECISION TO INSIST TF COUGAR TAKE THE MISSION, SFC HARRISON SEEMED DOUBTFUL THAT THE SOF WOULD DO YOU A FAVOR BY STICKING TO PROTOCOL
- ESTABLISHED ACCOUNTABILITY FOR THE SOF
- DISCIPLINE AMONG THE SOLDIERS MIGHT STILL BE DIFFICULT TO MAINTAIN



## AFTER ACTION REVIEW

### DECISION: INSIST TF COUGAR TAKE THE MISSION

MSG Hoffmeister informed you that a SOF team would be arriving at your FOB to complete an extraction mission in the area. You had the option of either agreeing to support the SOF or objecting and insisting that your team take the extraction mission.

#### ↓ Adaptability

- NEGATIVELY AFFECTED OVERALL MORALE AND SOF ATTITUDE TOWARD CF
- YOUR RELATIONSHIP WITH THE SOF WAS DAMAGED.



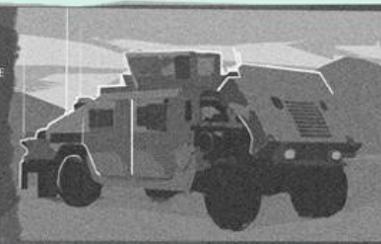
## AFTER ACTION REVIEW

### DECISION: MAKE THE SOF TEAM WAIT FOR A TEAM TO REACH THEM FROM THE FOB

SFC Harrison and the SOF team had a vehicle breakdown in the field. SFC Vandall was leading a reconnaissance mission nearby. You had the option to task SFC Vandall's team with abandoning their current mission and assisting the SOF, task SFC Vandall's team with assisting the SOF once they complete their current mission, or send a new team from the FOB to assist the SOF.

#### ↓ Joint Operations

- DUE TO THE RELATIVELY SMALL SIZE OF SOF TEAMS, THEY RELY ON CF TO PROVIDE SUPPORT IN AREAS SUCH AS VEHICLE MAINTENANCE
- SOF DO NOT HAVE THE NUMBERS TO PROVIDE PROPER SECURITY SO YOU MUST ENSURE THAT THEY HAVE THE SUPPORT THEY NEED AS SOON AS POSSIBLE





# Distributed Leader Course - DLC



## DISTRIBUTED LEADER COURSE IV

OVERALL  
PROGRESS





# Resident SMC 69 Proposed Course Map



5ds	6ds	60ds	1d	30ds	9ds	1d	30ds	1d	5ds	60ds	1d	8ds
In Processing	Foundations	<p>Department of Military Operations (DMO) Joint and Army Operations</p>	Capstone, E-Portfolio, IDP, and Counseling	<p>Department of Force Management (DFM)</p>	December Block Leave	Capstone, E-Portfolio, IDP, and Counseling	<p>Department of Command Leadership (DCL)</p>	Capstone, E-Portfolio, IDP, and Counseling	Spring Block Leave	<p>Department of Professional Studies (DPS)</p> <p><i>CSM/SGM Broadening Subjects (All Students Participate)</i></p> <hr/> <p><i>Certificates &amp; Credentialing (Student's Option)</i></p> <hr/> <p><i>College (Student's Option)</i></p> <hr/> <p><i>SMC Electives (Student's Option)</i></p>	Capstone, E-Portfolio, IDP, and Counseling	Graduation & Out Processing





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## ***Institutional Training Common Operational Picture (ITCOP)***

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- **Who:** Institutional Training Common Operational Picture (ITCOP) provides a snapshot of all NCOA and MOS-T courses available to all Soldiers regardless of component affiliation.
- **What :** An ATRRS-managed tool that provides commanders and leaders an up-to-date status of training through multiple dashboards -- the open seat dashboard, the fill rate dashboard and the school fill rate dashboard.
- **Where:** ATRRS home page at: <https://www.atrrs.army.mil/ITCOP>
- **When:** The ITCOP provides the ability to view available institutional training seats from 0-120 days of a class start date by military occupational specialty, career management field and location.
- **Why:** The ITCOP is a one-stop program that enables commanders and leaders to efficiently monitor TASS capacity vacancies in near real-time and capitalize on opportunities to schedule Soldiers for training as needed -- to maximize training execution in a resource-constrained environment. .

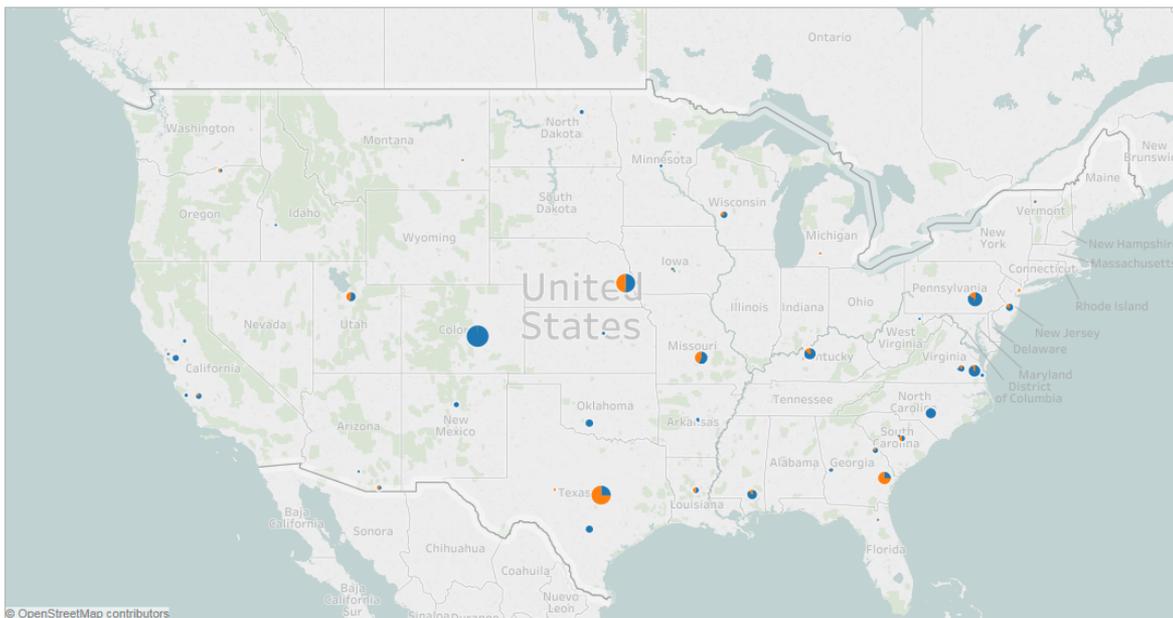


# Institutional Training Common Operational Picture (ITCOP)

NCOES ITCOP Open Seats:  
CMF:All, MOS: All

Data As Of November 28, 2016

Hover over question mark for help with guided analytics



**FILTERS**

Report Date Range: 0 to 120

Select Seat Indicator

Open	1,791
Unused	737
<b>Grand Total</b>	<b>2,528</b>

Select Training Category

ALC	552
SLC	331
WLC	1,645

CMF: (All)

MOS: (All)

QS Branch: (All)

QS: (All)

OASS Back to Back:  (All),  N,  Y

Sch..	School Name	MOS..	Course Title	Course	Pha..	Class	Class State	Class City	Report date	End date	Seat Indicator	Quota Sou..	OASSB2B	Seats
652	NCO ACADEMY - LEONARD W..	74D4	CBRN SLC	494-74D40-C46	1	002	MO	FORT LEONA..	3/13/2017	03/28/2017	Open	All	N	1
652	NCO ACADEMY - LEONARD W..	12B4	COMBAT ENGINEER SLC	0-12-C46		002	MO	FORT LEONA..	1/9/2017	03/08/2017	Open	All	N	12
652	NCO ACADEMY - LEONARD W..	74D3	CBRN ALC	494-74D30-C45	1	003	MO	FORT LEONA..	1/4/2017	01/19/2017	Open	All	Y	2
652	NCO ACADEMY - LEONARD W..	74D3	CBRN ALC	494-74D30-C45	2	004	MO	FORT LEONA..	3/8/2017	03/22/2017	Unused	WD	Y	16
652	NCO ACADEMY - LEONARD W..	74D3	CBRN ALC	494-74D30-C45	3	002	MO	FORT LEONA..	11/29/2016	12/13/2016	Open	All	Y	2
652	NCO ACADEMY - LEONARD WOOD	74D3	CBRN ALC	494-74D30-C45	1	004	MO	FORT LEONARD WOOD	2/22/2017	03/08/2017	Unused	FT	Y	1
												WD	Y	19
652	NCO ACADEMY - LEONARD W..	WLC	BASIC LEADER	600-C44		003	MO	FORT LEONA..	1/3/2017	02/03/2017	Open	All	N	4
652	NCO ACADEMY - LEONARD W..	WLC	BASIC LEADER	600-C44		004	MO	FORT LEONA..	2/22/2017	03/24/2017	Unused	VQ	N	9
...	NCO ACADEMY - LEONARD	...	CONSTRUCTION EQUIPMENT	...	...	...	...	PORT	...	...	Unused	FT	N	2

Undo Redo Revert Refresh Pause

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# Questions?

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**End State:** NCO PME Courses that are relevant, synchronized, progressive and integrates core leader competencies across the continuum.