U.S. Army Training and Doctrine Command

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Agenda

- 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
Purpose

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

- 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
Considerations

- 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
What was confirmed

- 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

No Army standard for ALC or SLC common core

SSD Level I
- Basic Leader Course
- 80 Hours

SSD Level II
- Advanced Leader Course
- 73.1 Hours

SSD Level III
- Senior Leader Course
- 80 Hours

SSD Level IV
- Master Leader Course
- 76 Hours

SSD Level V
- Sergeants Major Course
- 80 Hours

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

America’s Force of Decisive Action
All PME is sequential and progressive and DLC supports resident curriculum.
Strategy

- 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
Basic Leader Course - Current

• 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
Basic Leader Course - New

- 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
Master Leader Course

• 13 Straight days, 112 hours

• 4 Modules: Communications 22 hours, Leadership & Management 14 hours, Operations 76 hours


• 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.
HOFFMEISTER: 3W, BE ADVISED: A SOF TEAM WILL BE INBOUND IN 96 HOURS, AND AN OPRD WILL BE ISSUED AT THE BRIGADE IFC AT 0000 17 OCTOBER. BREAK, I NEED YOU TO HAVE A RECON ELEMENT MAINTAIN 24-HOUR SURVEILLANCE ON THE BFT UNTIL THE SOF ARRIVE. UNDER NO CIRCUMSTANCES ARE 2/69 ELEMENTS TO ENGAGE OR EXPOSE THEMSELVES TO THE BFT. 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.

- **Communication**
  - Due to your previous decision to insist TF Cougar take the mission, SFC Harrison seemed grateful that the SOF would do you a favor by sticking to protocol.

- **Adaptability**
  - Disciplined among the soldiers might still be difficult to maintain.

- **Decisions**
  - Allowed 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.

**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.

- **Collaboration**
  - Due to your previous decision to insist TF Cougar take the mission, SFC Harrison seemed grateful that the SOF would do you a favor by sticking to protocol.

- **Communication**
  - Established accountability for the SOF.

- **Adaptability**
  - Discipline among the soldiers might still be difficult to maintain.

**AFTER ACTION REVIEW**

**DECISION: INSIST TF COUGAR TAKE THE MISSION**

MSG Hoffman 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.

- **Collaboration**
  - Negatively affected overall morale and SOF attitude toward CT.

- **Communication**
  - 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. SPC Vandall was leading a reconnaissance mission nearby. You had the option to task SPC Vandall’s team with abandoning their current mission and assisting the SOF, task SPC 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.

- **Collaboration**
  - Due to the relatively small size of SOF teams, they rely on CT to provide support in areas such as vehicle maintenance.

- **Communication**
  - 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.
# Resident SMC 69 Proposed Course Map

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<th>In Processing Foundations</th>
<th>Department of Military Operations (DMO) Joint and Army Operations</th>
<th>Department of Force Management (DFM)</th>
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**CSM/SGM Broadening Subjects (All Students Participate)**

- Certificates & Credentialing (Student’s Option)
- College (Student’s Option)
- SMC Electives (Student’s Option)
Institutional Training
Common Operational Picture (ITCOP)

- **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](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)
End State: NCO PME Courses that are relevant, synchronized, progressive and integrate core leader competencies across the continuum.