

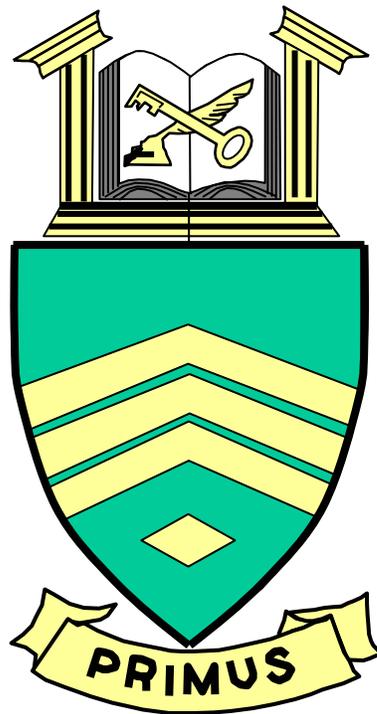
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

L667

JUN 04

NONCOMMISSIONED OFFICER DEVELOPMENT PROGRAM  
(NCODP)

PRERESIDENT TRAINING SUPPORT PACKAGE



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## PRERESIDENT TRAINING SUPPORT PACKAGE (TSP)

<b>TSP Number / Title</b>	L667 / NONCOMMISSIONED OFFICER DEVELOPMENT PROGRAM
<b>Effective Date</b>	01 Jun 2004
<b>Supersedes TSP(s) / Lesson(s)</b>	L667, Noncommissioned Officer Development Program (NCODP), Jun 01
<b>TSP Users</b>	521-SQIM (DL), First Sergeant Course
<b>Proponent</b>	The proponent for this document is the Sergeants Major Academy.
<b>Improvement Comments</b>	<p>Users are invited to send comments and suggested improvements on DA Form 2028, <i>Recommended Changes to Publications and Blank Forms</i>. Completed forms, or equivalent response, will be mailed or attached to electronic e-mail and transmitted to:</p> <p>COMDT USASMA ATTN ATSS DCF BLDG 11291 BIGGS FIELD FORT BLISS TX 79918-8002</p> <p>Telephone (Comm) (915) 568-8875 Telephone (DSN) 978-8875</p> <p>E-mail: <a href="mailto:atss-dcd@bliss.army.mil">atss-dcd@bliss.army.mil</a></p>
<b>Security Clearance / Access</b>	Unclassified
<b>Foreign Disclosure Restrictions</b>	FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

## PREFACE

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**Purpose**

This Training Support Package provides the student with a standardized lesson plan for presenting instruction for:

**Task Number**

**Task Title**

400-022-6004

Implement a Unit NCO Development Program

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This TSP  
Contains

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**NONCOMMISSIONED OFFICER DEVELOPMENT PROGRAM  
L667 / Version 1  
01 Jun 2004**

**SECTION I. ADMINISTRATIVE DATA**

**All Courses Including This Lesson**

<u>Course Number</u>	<u>Version</u>	<u>Course Title</u>
521-SQIM (DL)	1	First Sergeant Course

**Task(s) Taught(\*) or Supported**

<u>Task Number</u>	<u>Task Title</u>
400-022-6004 (*)	Implement a Unit NCO Development Program

**Reinforced Task(s)**

<u>Task Number</u>	<u>Task Title</u>
None	

**Academic Hours**

The academic hours required to teach this lesson are as follows:

	<u>Distance Learning Hours/Methods</u>	
	1 hr	/Practical Exercise (Performance)
	1 hr	/Study Assignment
Test	0 hrs	
Test Review	0 hrs	
<b>Total Hours:</b>	<b>2 hrs</b>	

**Test Lesson Number**

	<u>Hours</u>	<u>Lesson No.</u>
Testing (to include test review)	3 hrs	E651

**Prerequisite Lesson(s)**

<u>Lesson Number</u>	<u>Lesson Title</u>
None	

**Clearance Access**

Security Level: Unclassified  
Requirements: There are no clearance or access requirements for the lesson.

**Foreign Disclosure Restrictions**

FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

**References**

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
AR 350-17	NONCOMMISSIONED OFFICER DEVELOPMENT PROGRAM	31 May 1991	

**Student Study Assignments**

- Read Student Handout 1.

**Instructor Requirements**

None

**Additional Support Personnel Requirements**

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<u>Name</u>	<u>Stu Ratio</u>	<u>Qty</u>	<u>Man Hours</u>
MSG, FSC graduate, ITC, and SGITC graduate (Enlisted)	1:14	1	2 hrs

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**Equipment Required for Instruction**

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<u>Id Name</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt</u>	<u>Qty</u>	<u>Exp</u>
None					

\* Before Id indicates a TADSS

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**Materials Required**

**Instructor Materials:**  
None

**Student Materials:**

- TSP.
- Pen or pencil and writing paper.

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**Classroom, Training Area, and Range Requirements**

None

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**Ammunition Requirements**

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<u>Id</u>	<u>Name</u>	<u>Exp</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt Qty</u>
None					

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**Instructional Guidance**

None

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**Proponent Lesson Plan Approvals**

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<u>Name</u>	<u>Rank</u>	<u>Position</u>	<u>Date</u>
Colyer, Donald J.	GS09	Training Specialist	
Adams, Chris L.	SGM	Chief Instructor, FSC	
Graham, Kevin L.	MSG	Chief, FSC	
Gratton, Steven M.	SGM	Chief, Functional Courses	
Bucher, George V.	GS11	Chief, CMD	
Lemon, Marion	SGM	Chief, CDDD	

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**SECTION II. INTRODUCTION**

Method of Instruction: <u>Study Assignment</u>
Technique of Delivery: <u>Individualized, self-paced Instruction</u>
Instructor to Student Ratio is: <u>1:14</u>
Time of Instruction: <u>5 mins</u>
Media: <u>None</u>

**Motivator** Administering NCO development is a responsibility of the NCO support channel. Instilling professional ideals and standards in NCOs and the soldiers serving with them is a continuous process. NCODP must provide progressive and sequential training which supports the unit's wartime mission. The purpose of this lesson is the enhance your ability to improve an existing program and to help you develop a Noncommissioned Officer Development Program (NCODP) for a unit not having one, using the latest doctrine.

**Terminal Learning Objective** At the completion of this lesson, you [the student] will:

<b>Action:</b>	Advise unit leaders on NCO development program (NCODP).
<b>Conditions:</b>	As a first sergeant in a self-study environment given AR 350-17 (SH-1).
<b>Standards:</b>	Advised unit leaders on NCO development program (NCODP), IAW AR 350-17 (SH-1).

**Safety Requirements** None

**Risk Assessment Level** Low

**Environmental Considerations** **NOTE:** It is the responsibility of all soldiers and DA civilians to protect the environment from damage.  
None

**Evaluation** At the end of your phase I training and before entering phase II, you will take an on-line, multiple choice examination. It will test your comprehension of the learning objectives from this and other lessons in phase I. You must correctly answer 70 percent or more of the questions on the examination to receive a GO. Failure to achieve a GO on the examination will result in a retest. Failure on the retest could result in you dismissal from the course.

**Instructional Lead-In** Ensuring personnel in your unit receive the proper NCODP training is the responsibility of the unit first sergeant.

**SECTION III. PRESENTATION**

**A. ENABLING LEARNING OBJECTIVE**

<b>ACTION:</b>	Determine the goal and objectives of NCODP.
<b>CONDITIONS:</b>	As a first sergeant in a self-study environment given AR 350-17 (SH-1).
<b>STANDARDS:</b>	Determined the goal and objectives of NCODP IAW AR 350-17 (SH-1).

1. Learning Step / Activity 1. The Goal and Objectives of NCODP

Method of Instruction: Study Assignment  
Technique of Delivery: Individualized, self-paced Instruction  
Instructor to Student Ratio: 1:14  
Time of Instruction: 10 mins  
Media: None

To complete this learning step activity, you are to--

- Read the above ELO.
- Read AR 350-17 (SH-1), pp SH-1-2 thru SH-1-8.

2. Learning Step / Activity 2. The Goal and Objectives of NCODP

Method of Instruction: Practical Exercise (Performance)  
Technique of Delivery: Individualized, self-paced Instruction  
Instructor to Student Ratio: 1:14  
Time of Instruction: 15 mins  
Media: None

Complete the questions in the practical exercise without referring to the student handout. Write your answer in the space provided.

- This is a self-graded exercise.
- It should take you approximately 15 minutes to complete the questions.
- Complete questions 1 and 2 of the practical exercise, p C-2.
- Compare your responses with the solutions on p C-4 for the practical exercise.
- If your response does not agree, review the appropriate reference/lesson material.

**CHECK ON LEARNING:** The practical exercise serves as the check on learning for this ELO.

**B. ENABLING LEARNING OBJECTIVE**

<b>ACTION:</b>	Establish the responsibilities of the commander and 1SG in managing NCODP.
<b>CONDITIONS:</b>	As a first sergeant in a self-study environment given AR 350-17 (SH-1).
<b>STANDARDS:</b>	Established the responsibilities of the commander and 1SG in managing NCODP IAW AR 350-17 (SH-1).

1. Learning Step / Activity 1. Responsibilities of the commander and 1SG in managing NCODP

Method of Instruction: Study Assignment  
Technique of Delivery: Individualized, self-paced Instruction  
Instructor to Student Ratio: 1:14  
Time of Instruction: 10 mins  
Media: None

To complete this learning step activity, you are to--

- Read the above ELO.
- Read AR 350-17 (SH-1), pp SH-1-2 thru SH-1-8.

2. Learning Step / Activity 2. Responsibilities of the commander and 1SG in managing NCODP

Method of Instruction: Practical Exercise (Performance)  
Technique of Delivery: Individualized, self-paced Instruction  
Instructor to Student Ratio: 1:14  
Time of Instruction: 10 mins  
Media: None

Complete the questions in the practical exercise without referring to the student handout. Write your answer in the space provided.

- This is a self-graded exercise.
- It should take you approximately 10 minutes to complete the questions.
- Complete questions 3 and 4 of the practical exercise, p C-2.
- Compare your responses with the solutions on p C-4 for the practical exercise.
- If your response does not agree, review the appropriate reference/lesson material.

**CHECK ON LEARNING:** The practical exercises serves as a check on learning for this ELO.

**C. ENABLING LEARNING OBJECTIVE**

<b>ACTION:</b>	Interpret the policy of NCODP.
<b>CONDITIONS:</b>	As a first sergeant in a self-study environment given AR 350-17 (SH-1).
<b>STANDARDS:</b>	Interpreted the policy of NCODP IAW AR 350-17 (SH-1).

1. Learning Step / Activity 1. NCODP Policy

Method of Instruction: Study Assignment  
Technique of Delivery: Individualized, self-paced Instruction  
Instructor to Student Ratio: 1:14  
Time of Instruction: 10 mins  
Media: None

To complete this learning step activity, you are to--

- Read the above ELO.
- Read AR 350-17 (SH-1), pp SH-1-2 thru SH-1-8.

2. Learning Step / Activity 2. NCODP Policy

Method of Instruction: Practical Exercise (Performance)  
Technique of Delivery: Individualized, self-paced Instruction  
Instructor to Student Ratio: 1:14  
Time of Instruction: 10 mins  
Media: None

Complete the questions in the practical exercise without referring to the student handout. Write your answer in the space provided.

- This is a self-graded exercise.
- It should take you approximately 10 minutes to complete the questions.
- Complete questions 5 and 6 of the practical exercise, pp C-2 and C-3.
- Compare your responses with the solutions on p C-4 for the practical exercise.
- If your response does not agree, review the appropriate reference/lesson material.

**CHECK ON LEARNING:** The practical exercise serves as a check on learning for this ELO.

**D. ENABLING LEARNING OBJECTIVE**

<b>ACTION:</b>	Interpret the elements (suggested procedures) of NCODP.
<b>CONDITIONS:</b>	As a first sergeant in a self-study environment given AR 350-17 (SH-1).
<b>STANDARDS:</b>	Interpreted the elements (suggested procedures) of NCODP IAW AR 350-17 (SH-1).

1. Learning Step / Activity 1. Suggested procedures of NCODP

Method of Instruction: Study Assignment  
Technique of Delivery: Individualized, self-paced Instruction  
Instructor to Student Ratio: 1:14  
Time of Instruction: 10 mins  
Media: None

To complete this learning step activity, you are to--

- Read the above ELO.
- Read AR 350-17 (SH-1), pp SH-1-2 thru SH-1-8.

2. Learning Step / Activity 2. Suggested procedures of NCODP

Method of Instruction: Practical Exercise (Performance)  
Technique of Delivery: Individualized, self-paced Instruction  
Instructor to Student Ratio: 1:14  
Time of Instruction: 15 mins  
Media: None

Complete the questions in the practical exercise without referring to the student handout. Write your answer in the space provided.

- This is a self-graded exercise.
- It should take you approximately 15 minutes to complete the questions.
- Complete questions 7 and 8 of the practical exercise, p C-3.
- Compare your responses with the solutions on p C-4 for the practical exercise.
- If your response does not agree, review the appropriate reference/lesson material.

**CHECK ON LEARNING:** The practical exercise serves as a check on learning for this ELO.

**SECTION IV. SUMMARY**

Method of Instruction: <u>Study Assignment</u>
Technique of Delivery: <u>Individualized, self-paced Instruction</u>
Instructor to Student Ratio is: <u>1:14</u>
Time of Instruction: <u>5 mins</u>
Media: <u>Individualized, self-paced Instruction</u>

**Check on Learning**

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The practical exercise serves as the check on learning for this lesson.

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**Review / Summarize Lesson**

You need to know how to maintain a viable, useful, and credible NCODP within your unit. Accomplishing this requires your direct involvement and concise knowledge of the regulations, pamphlets, training circulars and the topic areas that you must include in your training. Also, your continued attention to detail in this area will enhance the overall knowledge of the personnel within your unit.

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**SECTION V. STUDENT EVALUATION**

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**Testing  
Requirements**

At the end of your phase I training and before entering phase II, you will take an on-line, multiple choice examination. It will test your comprehension of the learning objectives from this and other lessons in phase I. You must correctly answer 70 percent or more of the questions on the examination to receive a GO. Failure to achieve a GO on the examination will result in a retest. Failure on the retest could result in your dismissal from the course.

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**Feedback  
Requirements**

**NOTE:** Feedback is essential to effective learning. Please complete the student questionnaire and mail to USASMA.

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Complete the following actions:

- Enter your name, your rank, and the date you complete this questionnaire.

Name:

Rank:

Date:

- Answer items 1 through 6 below.
- Fold the questionnaire, so the address for USASMA is visible.
- Print your return address, add postage, and mail.

**NOTE:** Your response to this questionnaire will assist the Academy in refining and improving this course. When completing the questionnaire, answer each question frankly. Your assistance helps build and maintain the best curriculum possible.

**Item 1:**

Do you feel you have met the learning objectives of this lesson?

**Item 2:**

Was the material covered in this lesson new to you?

**Item 3:**

Which parts of this lesson were most helpful to you in learning the objectives?

**Item 4:**

How could we improve the format of this lesson?

**Item 5:**

How could we improve the content of this lesson?

**Item 6:**

Do you have additional questions or comments? If you do, please list them here. You may add additional pages if necessary

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CMDT USASMA  
ATTN ATSS DCF FSC TATS  
BLDG 11291 BIGGS FLD  
FT. BLISS, TX 79918-8002

**Appendix A - Viewgraph Masters (N/A)**

**Appendix B - Test(s) and Test Solution(s) (N/A)**

## Appendix C

### PRACTICAL EXERCISE 1

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<b>Title</b>	NONCOMMISSIONED OFFICER DEVELOPMENT PROGRAM (NCODP)
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<b>Lesson Number / Title</b>	L667 version 1 / NONCOMMISSIONED OFFICER DEVELOPMENT PROGRAM
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<b>Introduction</b>	None
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<b>Motivator</b>	None
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<b>Terminal Learning Objective</b>	At the completion of this lesson, you [the student] will: <table border="1"><tr><td><b>Action:</b></td><td>Advise unit leaders on NCO development program (NCODP).</td></tr><tr><td><b>Conditions:</b></td><td>As a first sergeant in a self-study environment given AR 350-17 (SH-1).</td></tr><tr><td><b>Standards:</b></td><td>Advised unit leaders on NCO development program (NCODP), IAW AR 350-17 (SH-1).</td></tr></table>	<b>Action:</b>	Advise unit leaders on NCO development program (NCODP).	<b>Conditions:</b>	As a first sergeant in a self-study environment given AR 350-17 (SH-1).	<b>Standards:</b>	Advised unit leaders on NCO development program (NCODP), IAW AR 350-17 (SH-1).
<b>Action:</b>	Advise unit leaders on NCO development program (NCODP).						
<b>Conditions:</b>	As a first sergeant in a self-study environment given AR 350-17 (SH-1).						
<b>Standards:</b>	Advised unit leaders on NCO development program (NCODP), IAW AR 350-17 (SH-1).						

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<b>Safety Requirements</b>	None
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<b>Risk Assessment</b>	Low
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<b>Environmental Considerations</b>	None
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<b>Evaluation</b>	This is a self-graded exercise. Check your responses to the situations with the solutions on p C-4. If your responses do not match the responses in the solution, you should study the appropriate references as indicated.
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<b>Instructional Lead-In</b>	None
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<b>Resource Requirements</b>	<b>Instructor Materials:</b> None <b>Student Materials:</b> <ul style="list-style-type: none"><li>• TSP.</li><li>• Pen or pencil and writing paper.</li></ul>
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<b>Special Instructions</b>	Do not use any reference material or refer to the solution until after you complete the questions in this practical exercise. Circle or select the best possible answer in the space provided.
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**Procedures**

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QUESTION 1: True or False: AR 350-17 states that the goal of the NCODP is to increase combat readiness during peacetime only.

- A. True
- B. False

QUESTION 2: One of the objectives of NCODP is to:

- A. To link NCO development to a current skill level and/or duty assignment.
- B. To maintain transmitting, instilling, and efficacy of the professional ethic.
- C. To realize the full potential of the NCO support channel.
- D. To maintain unit cohesion through periodic training on combat skills.

QUESTION 3: What is one of the responsibilities of the commander with regards to NCODP?

- A. Provide feedback to the next higher command concerning training requirements.
- B. Incorporate the unit Mission Essential Task List (METL) as the vehicle in training each NCO's daily activities.
- C. Be responsive to the professional needs of the unit's NCOs in conjunction with the skills, knowledge, and attitudes (SKAs) required at each NCO skill level.
- D. Provide a valuable foundation for the development of NCOs through the application of an effective unit environment.

QUESTION 4: What is one of the responsibilities of the 1SG with regards to NCODP?

- A. Assess the NCODP utilizing the program goal and objectives stated in AR 350-17.
- B. Provide guidance to the commander on incorporating the unit Mission Essential Task List (METL) as the vehicle in training each NCO's daily activities.
- C. Provide one-on-one coaching, as well as instruction, for the development of NCO's in the unit.
- D. Foster a unit environment that enhances continued NCO leader development.

QUESTION 5: The NCODP is a hands-on program, tailored to the unique requirements of the unit. The program . . . . (select the appropriate response).

- A. transmits and instills efficacy of the professional Army ethic.
  - B. ensure support for the unit mission and enhancement of NCOs.
  - C. establishes a viable unit level NCODP using unit METL as the vehicle to incorporate the SKAs into each NCOs daily activities.
  - D. reflects command priorities and expectations for leader development, jointly determined by commanders and their senior NCOs.
-

**Procedures,  
continued**

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QUESTION 6: AR 350-17 states the “The NCODP \_\_\_\_\_ of the unit.” Choose the correct answer to fill in the blank.

- A. is a self-development demonstration of skills and knowledge necessary in support.
- B. is a hands-on program, tailored to the unique requirements.
- C. is a command program jointly determined by unit mission and the commander's directives and guidance for the good.
- D. is a program to synchronize battle-focused training as a component of operational competencies for the next higher rank in support.

QUESTION 7: One of the elements of NCODP (to incorporate into each NCOs daily activity) is:

- A. providing necessary support to promote effective training in all units and activities.
- B. in responding to the professional needs of the unit's NCOs in coordination with the unit programs and goals.
- C. teaching soldiers the mission of the unit, and developing individual training programs to support the mission.
- D. to provide small units standard procedures essential for building strong, aggressive soldiers and leaders.

QUESTION 8: As an element of NCODP a unit should establish a systemic and continuous program using--

- A. coaching of subordinates to commitment of the U.S. Army ethics.
- B. the three phases of leader development program, that is, reception/integration, basic skill development, and advanced development/sustainment.
- C. short –range planning based on long-range unit assessment on a detailed training assessment of the unit's current proficiency.
- D. procedures to identify other requirements that impact on NCODP training.

**Feedback  
Requirements**

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None

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**SOLUTION TO  
PRACTICAL EXERCISE 1**

QUESTION 1: True or False: AR 350-17 states that the goal of the NCODP is to increase combat readiness during peacetime only.

ANSWER: B. False

Ref: AR 350-17 (SH-1), p SH-1-3, para 6a

QUESTION 2: One of the objectives of NCODP is to:

ANSWER: C. To realize the full potential of the NCO support channel.

Ref: AR 350-17 (SH-1), p SH-1-3, para 6b(4)

QUESTION 3: What is one of the responsibilities of the commander with regards to NCODP?

ANSWER: C. Be responsive to the professional needs of the unit's NCOs in conjunction with the skills, knowledge, and attitudes (SKAs) required at each NCO skill level.

Ref: AR 350-17 (SH-1), p SH-1-2, para 4g(6)

QUESTION 4: What is one of the responsibilities of the 1SG with regards to NCODP?

ANSWER: A. Assess the NCODP utilizing the program goal and objectives stated in AR 350-17.

Ref: AR 350-17 (SH-1), p SH-1-3, para 4h(4)

QUESTION 5: As with all leader training, the NCODP is a command responsibility. The program . . . . (select the appropriate response).

ANSWER: D. reflects command priorities and expectations for leader development, jointly determined by commanders and their senior NCOs.

Ref: AR 350-17 (SH-1), p SH-1-3, para 5b

QUESTION 6: AR 350-17 states the "The NCODP \_\_\_\_\_ of the unit." Choose the correct answer to fill in the blank.

ANSWER: B. is a hands-on program, tailored to the unique requirements.

Ref: AR 350-17 (SH-1), p SH-1-3, para 5a

QUESTION 7: One of the elements of NCODP (to incorporate into each NCOs daily activity) is:

ANSWER: C. teaching soldiers the mission of the unit, and developing individual training programs to support the mission.

Ref: AR 350-17 (SH-1), p SH-1-4, para 7b(3)(g)

QUESTION 8: As an element of NCODP a unit should establish a systemic and continuous program using--

ANSWER: B. the three phases of leader development program, that is, reception/integration, basic skill development, and advanced development/sustainment.

Ref: AR 350-17 (SH-1), p SH-1-4, para 7d(2)

## Appendix D

### HANDOUTS FOR LESSON 1: L667 version 1

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This appendix contains the items listed in this table--

<b>Title/Synopsis</b>	<b>Pages</b>
SH-1, Extracted Material from AR 350-17, Noncommissioned Officer Development Program	SH-1-1 and SH-1-9

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# Student Handout 1

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This student handout contains 8 pages of extracted material from AR 350-17, Noncommissioned Officer Development Program, 31 May 1991

<b><u>Paragraph 4</u></b>	<b><u>Pages</u></b>
Responsibilities	SH-1-2
<b><u>Paragraph 5</u></b>	
Policy	SH-1-3
<b><u>Paragraph 6</u></b>	
Goal and Objective	SH-1-3
<b><u>Paragraph 7</u></b>	
Suggested Procedures	SH-1-3 thru SH-1-5
<b><u>Appendix A</u></b>	
References	SH-1-6
<b><u>Glossary</u></b>	
Abbreviations	SH-1-7
Terms	SH-1-7 thru SH-1-9

**Disclaimer:** The training developer downloaded the material from the United States Army Publishing Agency homepage. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

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#### 4. Responsibilities

a. The Deputy Chief of Staff for Operations and Plans (DCSOPS) will--

(1) Provide Department of the Army level policy for the NCODP.

(2) Coordinate initiatives related to the NCODP with the Sergeant Major of the Army (SMA).

b. The Deputy Chief of Staff for Personnel (DCSPER) will coordinate all personnel management, quality of life, and educational initiatives that may be related to the NCODP, with ODCSOPS and the SMA.

c. The SMA will--

(1) Advise the DCSOPS on all matters related to NCODP.

(2) Render an annual report to the Chief of Staff, Army, on the state of the Army's Noncommissioned Officer Corps. This includes an assessment of the implementation of NCODP in major Army commands (MACOMs), the Army National Guard (ARNG), and the U.S. Army Reserve (USAR).

d. The Chief, National Guard Bureau, will--

(1) Integrate the NCODP into pertinent ARNG directives and programs.

(2) Provide advice and assistance to the DCSOPS.

e. The Chief, Army Reserve, will--

(1) Integrate the NCODP into pertinent USAR directives and programs.

(2) Provide advice and assistance to the DCSOPS and direction to the Commanding General, U.S. Army Reserve Personnel Center, in the development of the NCODP supporting programs for the USAR.

f. MACOMs will--

(1) Provide necessary support to promote effective NCODPs in all units and activities.

(2) In addition to the above, the Commander in Chief, Forces Command, will provide NCODP guidance and assistance to the ARNG and USAR.

g. Commanders of battalions, separate companies, and equivalent organizations will--

(1) Be responsible to develop and implement an effective NCODP.

(2) Ensure the program supports the unit mission and enhances development of noncommissioned officers (NCOs).

(3) Ensure that the program has stated objectives with measurable and reachable standards.

(4) Ensure time and other resources are provided for the conduct of the NCODP.

(5) Tailor directives for the unit's NCODP on doctrine, tactics, techniques, and procedures relating to battle focused training and mission essential task list (METL).

(6) Be responsive to the professional needs of the unit's NCOs in conjunction with the skills, knowledge, and attitudes (SKAs) required at each NCO skill level.

h. Command sergeants major (CSM), first sergeants, or senior NCOs of battalions, separate companies, or equivalent organizations will--

(1) Advise the commander on all aspects of the NCODP.

(2) Implement the commander's directives and guidance on the unit's NCODP.

(3) Be responsible for content, pertinence, and implementation of the unit's NCODP.

(4) Assess the NCODP utilizing the program goal and objectives stated in this regulation.

(5) Provide feedback to the unit commander concerning the NCODP effectiveness as part of the training evaluation process (FM 25-101, app F).

## **5. Policy**

a. The NCODP is a hands-on program, tailored to the unique requirements of the unit.

b. As with all leader training, the NCODP is a command responsibility. The program reflects command priorities and expectations for leader development, jointly determined by commanders and their senior NCOs.

c. The NCODP is a battalion, separate company, or equivalent level program. It is equally applicable to both table of organization and equipment units and table of distribution and allowances units.

d. The NCODP consists of training programs, formal and informal, one-on-one or groups, involving coaching as well as instruction, and will be fully integrated into the daily routine of the unit.

e. The NCODP builds upon the contributions of the Army's Enlisted Personnel Management System and the sequential and progressive design of the Noncommissioned Officer Education System. These two systems provide a valuable foundation for the development of NCOs; however, it is through the application of SKAs in the unit that soldiers become quality NCOs.

## **6. Goal and objectives**

a. The goal of the NCODP is to increase and sustain NCO combat readiness at the highest possible level.

b. Objectives of the NCODP are to--

(1) Develop and strengthen leadership skills and professional attributes within the NCO Corps.

(2) Provide guidance in the continuing development of NCOs by taking advantage of opportunities to send leaders to appropriate and affordable technical, developmental, skill qualification, and confidence building courses.

(3) Increase confidence of the NCO through identification for and assignments to positions of greater responsibility as the NCO develops and demonstrates increased leadership ability.

(4) Realize the full potential of the NCO support channel.

(5) Increase unit effectiveness and combat readiness through improving NCO quality, morale, performance, and potential.

(6) Foster a unit environment that enhances continued NCO leader development.

## **7. Suggested procedures**

In order to accomplish battle-focused NCO development, commanders and unit NCOs should follow the procedures below.

a. Link NCO development to the current skill level and duty assignments so that the NCODP is--

(1) Sequential and progressive.

(2) Battle focused.

(3) In accordance with existing and emerging doctrine.

b. Establish a viable unit level NCODP using unit METL as the vehicle to incorporate the following into each NCO's daily activities.

(1) The SKAs in accordance with current rank (TC 22-6).

(2) The nine leadership competencies (FM 22-100).

- (a) Decision-making.
- (b) Communications.
- (c) Planning.
- (d) Professional ethics.
- (e) Use of available resources.
- (f) Teaching and counseling.

(g) Technical and tactical proficiency.

- (h) Supervising.
- (i) Soldier-team development.

(3) The ten responsibilities of the NCO support channel.

(a) Administering and monitoring NCODP and other unit training programs.

(b) Accounting for and maintaining individual arms and equipment.

(c) Achieving and maintaining courage, candor, competence, and commitment.

(d) Transmitting, instilling, and efficacy of the professional Army ethic.

(e) Training enlisted soldiers in their military occupational specialty (MOS) as well as in the basic skills and attributes of a soldier.

(f) Teaching soldiers the history of the Army, to include military customs, courtesies, and traditions.

(g) Teaching soldiers the mission of the unit, and developing individual training programs to support the mission.

(h) Planning and conducting the day-to-day unit operations within prescribed policies and directives.

(i) Caring for individual soldiers and their families both on and off duty.

(j) Supervising unit physical fitness training and ensuring unit soldiers comply with weight and appearance standards.

(4) The seven expectations of all soldiers from their leaders.

- (a) Be a good listener.
- (b) Demonstrate tactical and technical competence.
- (c) Teach subordinates.
- (d) Treat soldiers with dignity and respect.
- (e) Stress basics.
- (f) Set the example.
- (g) Set and enforce standards.

c. Synchronize battle-focused NCODP as a component of operational assignments (experience) with the other two pillars of leader development (institutional training and self-development).

d. Establish a systematic and continuous program using--

- (1) The leader development process.
- (2) The three phases of the leader development program, that is, reception/integration, basic skill development, and advanced development/sustainment (See FM 25-101, app B).

e. Integrate the use of leader books (FM 25-101, app B) to track individual NCO progress. Include the following information:

- (1) An administrative data section.
- (2) A skill qualification section (METL, collective, and individual tasks).
- (3) A NCO developmental counseling format (FM 22-101, app D)
- (4) As an alternative, DA Form 5165-R (Field Expedient Squad Book),

may be used to construct the leader book.

f. Emphasize coaching to achieve commitment to excellence in performance (FM 100-I, chap 4).

(1) Counsel subordinates so they may develop a commitment to excellence.

(2) Conduct progressive and sequential development of unit NCOs to place them in the "highly competitive" category for promotion, schooling, and operational assignments.

(3) Apply the ten responsibilities of the NCO support channel in daily unit operations (AR 600-20).

(4) Fulfill the seven expectations that soldiers have of their leaders (FM 22-100).

(5) Mentor subordinates so they may develop a commitment to Army goals, the four professional Army ethics, and the four individual Army values.

(6) Tutor subordinates so they may develop a commitment to continual learning.

(7) Confront subordinates so they may develop a commitment to continual improvement by--

(a) Requiring demonstration of skills and knowledge necessary for current and next higher rank.

(b) Using long-, short-, and near-term developmental action plans for self-development based on career management field (CMF) career development models.

g. A successful NCODP will result in NCOs who can--

(1) Demonstrate the skills of current skill level and duty position per AR 611-201 and DA Pam 600-25.

(2) Accept the duties and responsibilities of current rank and duty position per AR 600-20, AR 611-201,

and TC 22-6.

(3) Enhance combat performance for the next higher rank and duty position per AR 600-200 and FM 22-103.

(4) Enhance combat leadership competencies for next higher rank per FM 22-100 and FM 22-103.

(5) Train himself/herself and subordinates in METL proficiency per FM 25-100 and FM 25-101.

(6) Coach subordinates to total commitment of U.S. Army professional ethics and individual values per FM 22-101.

## **A. Appendix A. References**

### **Section I Required Publications**

#### **AR 600-20**

Army Command Policy (Cited in paras 7 f(3) and 7g(2))

#### **AR 600-200**

Enlisted Personnel Management (Cited in para 7g(3))

#### **AR 611-201**

Enlisted Career Management Fields and Military Occupations Specialties (Cited in paras 7 g(1) and 7g(2))

#### **DA PAM 600-25**

US Army Noncommissioned Officer Professional Development Guide. (Cited in para 7 g(1))

#### **FM 22-100**

Military Leadership (Cited in paras 7 b(2) and 7g(4))

#### **FM 22-101**

Leadership Counseling (Cited in paras 7 e(3) and 7g(6))

#### **FM 22-103**

Leadership and Command at Senior Levels (Cited in paras 7 g(3) and 7g(4))

#### **FM 25-101**

Battle Focused Training (Cited in paras 4 i(5), 7d(2), 7e and 7g(5))

#### **TC 22-6**

The Army Noncommissioned Officer Guide (Cited in paras 7 b(1) and 7g(2))

### **Section II**

#### **Referenced Publications**

#### **FM 22-102**

Soldier Team Development

#### **FM 22-100**

Training the Force

#### **FM 100-1**

The Army

#### **FM 100-5**

Operations

### **Section III**

#### **Prescribed Forms**

#### **DA Form 2028**

Recommended Changes to Publications and Blank Forms

#### **DA Form 5165-R**

Field Expedient Squad Book

### **Section IV**

#### **Referenced Forms**

This section contains no entries.

## **Glossary**

### **Section I Abbreviations**

#### **ARNG**

Army National Guard

#### **CMF**

Career Management Field

#### **CSM**

Command Sergeant Major

#### **DCSOPS**

Deputy Chief of Staff for Operations and Plans

#### **DCSPER**

Deputy Chief of Staff for Personnel

#### **MACOM**

Major Army Command

#### **METL**

Mission Essential Task List

#### **MOS**

Military Occupational Specialty

#### **NCO**

Noncommissioned Officer

#### **NCODP**

Noncommissioned Officer Development Program

#### **SKAs**

Skills, Knowledge, and Attitudes

#### **SMA**

Sergeant Major of the Army

#### **USAR**

U.S. Army Reserve

### **Section II**

#### **Terms**

##### **CMF career development models**

A long-range career progression plan (developed for each MOS) delineating specific duty positions, military and

civilian education, and required individual actions.

##### **Developed leaders**

Leaders capable of maintaining a trained and ready Army in peacetime to deter war, to fight and control wars that do start, and to terminate wars to terms favorable to the United States and allied interests.

##### **Development**

The process of professional growth that takes place as a result of receiving accurate performance feedback and work to achieve goals.

##### **Self-development**

A planned, progressive, and sequential program followed by leaders to enhance and sustain their military competencies and consists of individual study, research, professional reading, practice, and self-assessment.

##### **Developmental action plans**

A jointly (leader and soldier) written plan (based on the soldier's CMF career development model) establishing goals, leadership competency-based training objectives, resourcing requirements, and measurable, observable achievable standards for individual combat readiness and selection for position/ranks of greater responsibility.

##### **Doctrine**

a. Fundamental principles by which military forces or elements thereof guide their actions in support of national objectives.

b. Provides a military organization a common philosophy, a common language, a common purpose, and a unity of effort.

## **Duty**

a. Those actions leaders must accomplish by virtue of their position in the unit.

b. A legal or moral obligation to do what should be done without being told to do it.

c. Accomplish all assigned tasks to the fullest of your ability. Failure to accomplish duties results in punitive actions.

## **Duties (NCOs)**

Implement directives of commanders/leaders, and are responsible for what they do.

## **Duties (staff)**

Advise the commander on areas of expertise; monitor the implementation of the commander's directives.

## **Ethics**

Moral principles or standards that guide professionals in dealing with what is good.

## **Leader development**

The progressive and sequential training, education, and experience that will culminate in technically and tactically competent leaders who have confidence in themselves and gain the confidence of their subordinates.

## **Leadership**

The process of influencing others to accomplish the mission by providing purpose, direction, and motivation.

## **Leadership Assessment Development Program**

A structured process that focuses on developing leaders by using written instruments and multiple, independent observations to provide information about a leader's readiness or potential to lead effectively in a particular position or level within the Army.

## **Performance (evaluation of)**

Judgments on how well the leader met duty requirements and adhered to professional standards.

## **Potential (evaluation of)**

Assessments of the rated NCO's ability, compared with that of NCOs of the same rank/position, to perform in ranks/positions of greater responsibility.

## **Procedures**

The particular course or mode of action that describes how to perform a certain task.

## **Self-development test (purpose)**

To allow noncommissioned officers to measure and guide their growth in the skills and proficiencies they will need as they continue to develop as leaders.

## **Tactics**

The employment of units in combat. The ordered arrangement and maneuver of units in relation to each other and/or to the enemy in order to utilize their full potentialities.

## **Techniques**

The basic methods of using equipment and personnel. The detailed methods of commanders and forces used in carrying out their assignments. Details given as to how they accomplish their assignments.

## **Training objective**

A statement based on training performance. There are three separate elements that form the structure of this objective: the action which the unit or soldier must be capable of performing; the standard of performance (observable, measurable, and achievable) the unit or soldier must meet; and the conditions under which the unit or soldier is expected to perform.

### **Visions (for commanders and senior leaders)**

Commanders and senior leaders visions include the following:

- a. What makes military organizations good.
- b. Where the organization must go.
- c. What needs to be accomplished.
- d. What is required.
- e. The art of reconciling competing demands according to priorities.
- f. Fires imagination.
- g. How to implement clear communication of the commander.
- h. When to enforce toughness to see the matter through.
- i. Sustains the will to win.

### **Section III**

#### **Special abbreviations and terms**

This section contains no entries.

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