

15 August 2003

**United States Army Sergeants Major Academy
Instructor Certification
Program for
Noncommissioned Officer
Professional Development Courses
(PLDC, BNCOC, ANCOC, FSC, BSNCO, SMC)**



Developed for use by all active and reserve component schools conducting NCO Professional Development Courses.

The U.S. Army Sergeants Major Academy is the proponent for the Instructor Certification Program for the following NCO Professional Development Courses: Primary Leadership Development Course (PLDC), Advanced and Basic Noncommissioned Officer Courses (ANCOC) (BNCOC), First Sergeant Course (FSC), Battle Staff Noncommissioned Officer Course (BSNCO), and the Sergeants Major Course (SMC). Send your comments to:

**COMMANDANT USASMA
ATTN: ATSS-Q
BLDG 11291 BIGGS FLD
FORT BLISS TX 79918-8002**

This publication supersedes Instructor Certification Program for Noncommissioned Officer Professional Development, 1 October 2001.

United States Army Sergeants Major Academy Instructor Certification Program

Purpose The purpose of this program is to modernize, standardize, and consolidate instructor certification functions through a central instructor training and certification program.

In This Document This document contains the following sections:

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References USASMA utilized the following references when developing this Instructor Certification Program:

1. AR 350-1, Apr 03, Army Training and Education
 2. AR 600-9, Mar 94, The Army Weight Control Program
 3. D A Pam 611-21, Mar 99, Table 3-1, Lines 5, thru 14, Jul 95, Enlisted Career Management Fields and Military Occupational Specialty
 4. FM 21-20, Sep 92, Physical Fitness Training w/C1
 5. TR 350-70, Chapter II-1-3, specifically page II-1-5, Mar 99, Training Development Management, Processes, and Products
 6. TR 350-10, Chapter 2, para 2-6 and 2-14, Aug 02, Institutional Leader Training and Education
 7. TR 350-18, Chapter 3, para 3-7 and 3-8, May 00, The Army School System (TASS)
 8. TR Pam 350-70-2, 22 Apr 96, Multimedia Courseware Development Guide
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Section 1 General Information

Introduction This section provides general requirements for all instructors. The term instructor is interchangeable with the term Small Group Leader (SGL).

The Certification Process The instructor certification process involves the **three pillars of leader development** and all aspects of the individual instructor's growth. The certification of instructors is a continuous training cycle of learning, performance, assessment, feedback, and reinforcement. **We will develop and certify instructors using multifunctional, standardized train-up modules, configured for cost-effective delivery to the Army's Total Force Instructor base.** Immediately following initial entry training (IET), soldiers are absorbed into the fabric of the Army. Their first team leader, a **young sergeant, must personify the “be, know, do” model** that a soldier will follow throughout a career and lifetime. The initial image is further refined during every formal educational experience. These experiences and close interaction with instructors, faculty, and staff members play a pivotal role in **developing noncommissioned officers of character and competence who model the Army values.** The Army is a learning organization that embodies major doctrinal, organizational, and materiel changes. **Competent and proficient instructors are at the heart of preparing noncommissioned officers to lead soldiers on the future battlefields and other non-battle operations, as well.** Instructors focus is teaching. **Since they are teachers and role models, instructors must be experts in their field.** Such expertise is built by study and successful practice in the field of lesson presentation in the classroom. **Instructors must be creative and critical thinkers who continually challenge their students to expand and improve upon their knowledge.** In this way, they infuse our Army with creative and critically thinking soldiers. A meaningful investment in the development of instructors is key to the excellence of our Noncommissioned Officer Education System (NCOES).

When an instructor arrives at an NCOES facility, he or she has already completed an initial selection process, commander's recommendation, and a review of military files by the personnel command. The process also included successful performance as a leader and successful completion of the course for which he or she will instruct.

**The
Certification
Process,
continued**

The following minimum skills, knowledge, and attributes are expected of NCOs selected to serve as instructors:

Knowledge:

- Army Doctrine
- Methods of Instruction
- Army standards
- Army leadership principles

Skills:

- Interpersonal communications
- Risk assessment

Attributes:

- Physically fit (APFT and height/weight)
- Leads from the front
- Prepares and rehearses training
- Teaches, mentors, coaches, and counsels students
- Demonstrates positive leadership
- Personifies the warrior ethos

Everyone in the training arena must constantly strive to improve all instructors' abilities. Technical competence by itself is not sufficient. **At the core of the instructor is an NCO guided by the NCO creed and vision. Instructors adhere rigorously to Army standards and as such must be obvious standard bearers of basic skills and physical fitness.** They must be capable of doing everything expected of their students to ensure the highest standard possible. **They must train to challenge, train to maintain, train to sustain proficiency, and lead from the front.**

We must ensure that administrative personnel, all military cadre, and civilian support personnel understand and demonstrate Army values in their dealings with students. We expect the chain of command, the cadre, and instructors to exemplify the leadership qualities described FM 22-100. The chain of command must ensure that everyone maintains the Army values and achieves the established standards.

**Instructor
Qualification/
Requirements**

All instructors to include civilian, senior/small group leaders (SSGLs/SGLs), and senior/chief instructors (SI/CI) must meet the following basic qualification requirements:

- Graduate of the Instructor Training Course (ITC), or Battle Focused Instructor Training Course (BFITC), or Total Army Instructor Training Course (TAITC)
- Graduate of Small Group Instructor Training Course (SGITC)
- Hold SQI “H.” or higher SQI/ASI.
- Graduate of an NCOES course equivalent to, or higher, than the course they will instruct, unless specified in section three (course specific qualifications and certification) of this document
- Able to lead up-front, i.e., running with their group during PT, performing credible demonstrations on how to perform a task, and wear the same uniform as the students.
- Knowledgeable of the current Contemporary Operating Environment (COE) and Opposing Forces (OPFOR)
- Meet and maintain APFT standards
- Meet rank requirements
- Meet experience requirements
- Meet and maintain Army height and weight standards
- Have no flagging actions
- Present an appropriate appearance
- Demonstrate proficiency in:
 - Planning and conducting effective After Action Reviews and Risk Assessments
 - All POI lessons
 - Teaching skills (Verbal, Training Aid use, Classroom management)

Note:

1. Exceptions to this policy are BSNCOE, FSC and SMC SGLs (SI/CI, SMC), who are not required to conduct student performance or academic evaluations on these tasks as part of the course curriculum. Additionally, these courses do not require instructors to perform credible demonstrations or evaluations on physical fitness tasks. (See TRADOC Regulation 350-10, para 2-6).
2. See the Course Management Plan (CMP) for additional qualification requirements.
3. The Commandant, USASMA will certify CSMC instructor.

**Rank
Requirements**

Instructors must be in the rank indicated for the courses listed.

Course	Authorized Grade
PLDC	Staff Sergeant (SSGL – SFC)
BNCOC	Staff Sergeant (SSGL – SFC)
ANCOC	Sergeant First Class (SSGL – SFC)
BSNCOC	Sergeant First Class/ Master Sergeant/ Sergeant Major (Senior/Chief Instructor – MSG/SGM)
FSC	Master Sergeant/ First Sergeant/ Sergeant Major /Command Sergeant Major (Senior/Chief Instructor – MSG/SGM)
SMC/CSMC	Sergeant Major/ Command Sergeant Major or Civilian ** (Senior/Chief Instructor – SGM)

**** Requirements:**

1. Civilian instructors must have served as a CSM or SGM for 3-5 years prior to departing active duty.
2. During times when a school is short the required number of by-grade SGLs for a course; commandants may use SGLs who are one grade higher than specified. Soldiers not meeting the minimum skill level/grade standards, or more than one grade higher, will not assume SGL, SSGL or instructor duties without prior written approval of the USASMA commandant or their designated representative. (See Annex C)
3. Certified PLDC or BNCOC SGL may continue instructor duties for up to 2 years after promotion to sergeant first class (SFC).

Experience Requirements

Instructors must have the experience indicated for the courses listed. Note: SSGLs for PLDC/BNCOC/ANCOC must have prior assignment experience in a Platoon Sergeant/skill 4 leadership position.

Course	Experience Requirement
PLDC	SSG with prior assignment experience in a skill level 3 leadership position.
BNCOC	SSG with prior assignment experience in a skill level 3 leadership position.
ANCOC	SFC with prior assignment experience in a skill level 4 leadership position.
BSNCOC	SFC/ MSG/SGM with prior assignment experience in a unit battle staff position.
FSC	MSG/1SG/SGM/CSM with prior assignment experience in a First Sergeant position.
SMC	SGM/Civilian with one prior field assignment in a Sergeant Major or Command Sergeant Major position.
CSMC	CSM with one year in a Command Sergeant Major position.

Note: Validate experience with DA Form 2-1, Enlisted Records Brief (ERB), or NCOER. Instructor positions do not constitute leadership experience.

Distance Learning Instructors

All distance learning instructors/SGLs utilizing Video Tele-Training systems must meet the requirements listed above plus complete the TRADOC Video Tele-Training Instructor Training Course (VTT-ITC).

Instructor/ Training Developer Requirements

All instructors assigned as instructors/training developers must complete the following additional training:

- Systems Approach to Training (SAT)
- Multimedia Instructor Training Course

Requests for Exceptions to Policy

Commandants may request an exception to policy by submitting specific justification for exceptions. Submit requests for exceptions to Commandant, USASMA, ATTN: ATSS-Q, Bldg. 11291 Biggs Field, Fort Bliss, Texas 79918-8002. Annex C is a sample format for an exception to policy memorandum.

SECTION 2

The Certification Process

Introduction This section provides guidance on the process to certify instructors.

Management of the Process Each Commandant must manage the instructor certification program to ensure the process is progressive, measurable, and standardized. Instructors must receive sequenced training and continuous mentoring. SSGLs must continuously mentor and coach individual instructors. This program relies extensively on the commandant's assessments and evaluations to ensure standards are met.

Stages of the Process The certification process consists of seven stages:

Note: See page 7 for certification procedures.

Stage	Description
1	The Commandant selects NCOs to fill instructor positions. (Step 1)
2	Instructors receive all required training outlined in section one of this document. The amount of training depends on the position the instructor will fill (e.g. SGL, Instructor, or VTT Instructor). (Steps 2 and 3). All instructors will receive training on COE and OPFOR.
3	The Commandant and SSGL will follow and assess (in writing) the progress of each instructor within their charge. (Steps 4 and 5)
4	The Commandant and/or SSGL will provide feedback (positive or negative) to each instructor.
5	The Commandant certifies new instructors and reports the results on the Request for Instructor Certification Memorandum to the USASMA, ATTN: ATSS-Q. (see Annex B)
6	The Commandant maintains certification documents (i.e., course completion certificates, APFT cards, the Request for Instructor Certification Memorandum, initial certification packet, ect.), and any exception to policy memorandums in the Instructor Folder.
7	Instructors enter a sustainment and self-development phase. The Commandant and SSGLs coach, mentor, and evaluate instructors on at least a quarterly (except for part time NCOA where infrequent class scheduling may only allow for semi-annually) basis, not to exceed 180 days.

Certification The certification of an instructor must be a continuous training process consisting of learning, performing, assessing, providing/receiving feedback, and reinforcement training. Instructors must be certified for each course that they instruct (e.g., PLDC, BNCOC/ANCOC (Phase I for common leader training), FSC, BSNCO, SMC and the CSMC).

Certification Procedures Use the following steps to certify an instructor:

Step	Action	Who
1	Conduct initial interview and screening.	Commandant
2	Identify what the NCO needs to meet instructor qualification requirements.	Commandant
3	Provide the necessary training, sponsorship, and administrative support for the NCO to meet any and all requirements.	Commandant
4	Assess (in writing) new instructor by: <ul style="list-style-type: none"> • Use the student performance evaluation to evaluate the new instructor. Provide feedback. • initially assisting a certified instructor with a class/lessons as the assistant instructor. Provide feedback. • IDT instructors will be assigned as a primary instructor for a portion/block of classes/lessons designated by the SSGL under the supervision of a certified SGL/SSGL • AC/ADT instructors will instruct one complete class/course as a primary instructor. 	Commandant/ SSGL / Sponsor
5	Provide assessment of new instructor's abilities to the Commandant.	SSGL
6	Certify new instructor. Requests for ADT/IDT instructor certification will go thru the TASS BN. AC requests will go directly to USASMA-QAO (See Annex B for sample memorandum)	Commandant

NOTES

1. Also, new instructors must meet all course specific requirements listed in Section 3 of this document.
2. In addition to the requirements above SSGLs must have completed teaching two complete course iterations (AC/ADT), one for IDT and SMC due to course length.
3. The Commandant, USASMA will certify CSMC instructors prior to each course. The instructor's names will be listed on a memorandum and filed in the appropriate places.

Sample Semi-annual Instructor Status Report

A sample format for the Semi-annual Instructor Status Report Memorandum is at Annex A. This report is due the last week of October and April of each year.

The purpose of this memorandum is:

- To provide USASMA with a semi-annual (updated) list of certified instructors at the NCOA (i.e, The following soldiers are certified for PLDC/BNCOC/ANCOC/FSC/BSNCOC/SMC or SGL/SSGL/SI/CI etc.).

The Instructor Status Report for IDT/ADT sites will be forwarded through the Battalion to this office for processing.

Section 3

Course Specific Qualifications and Certification

Introduction This section provides course specific qualification and certification requirements for the Battle Staff, First Sergeant and Sergeants Major Courses.

Battle Staff NCO Course BSNCO instructors must meet the following requirements, in addition to those listed in section 1, for certification:

- Graduate of Battle Staff Noncommissioned Officer Course/SMC
 - Awarded the ASI “2S”
 - Demonstrate proficiency in planning and conducting After Action Reviews (AARs) at the staff level
 - Demonstrate a proficiency/thorough understanding of:
 - Simulation exercises
 - Performing risk assessment/risk management
 - Intelligence Operations
 - Maps, Graphics and Overlays
 - Demonstrate thorough knowledge of staff functions
 - Successfully served as a BSNCO, evidenced by an NCOER
-

First Sergeant Course FSC instructors must meet the following requirements, in addition to those listed in Section 1, for certification:

- Graduate of First Sergeant Course
 - Awarded the “M” SQI for those serving in 1SG positions/Detachment NCOIC
 - Successfully served as a 1SG, evidenced by an NCOER
 - Demonstrate proficiency in:
 - Enlisted management system
 - Company Administration
 - Unit Training Management
 - Field Operations
-

**Sergeant
Major
Course**

SMC instructors must meet the following requirements, in addition to those listed in section 1, for certification:

- Graduate of Sergeant Major Course
 - Successfully served as a SGM or CSM, evidenced by an NCOER
 - Demonstrate proficiency in:
 - Team Building
 - Communicative Skills
 - National Military Strategy
 - Training Management
 - Force Projection
 - Professional Development Electives
-

**Command
Sergeant
Major
Course**

CSMC instructors are unique in that the CSMC instructors are drawn from the field to provide current and relevance guidance on how to function as a CSM during the period of transformation in the Army.

CSMC instructors must meet the following requirements for certification:

- Graduate of Sergeant Major Course
 - Served as a CSM a minimum of one year in a Command Sergeant Major position.
-

Section 4

Quality Assurance Program

The Quality Assurance (QA) Program is the process that the USASMA QA Office uses to monitor the instructor certification program. It is a two phase program.

Phase One - The first phase is the review of the initial instructor certification documents. When an academy submits the Request for Instructor Certification Memorandum (Annex B), USASMA QAO will request up to 10% of the instructor records. The records will contain the documents listed on the USASMA Instructor Record Job Aid which is provided in Annex D. This job aid will be used to assist in the records check. It can also be found on the QAO web site at http://usasma.bliss.army.mil/QAO/support/InstructorRecords_JOB_AID_004.doc.

Phase Two - Phase two will be the review of 100% of the instructor records during the accreditation. The instructor record job aid will be used to verify the records check.

Annex A

(Example "Semi-annual Instructor Status Report Memorandum")

(Office Symbol)

Date

MEMORANDUM FOR COMMANDANT, USASMA, ATTN: ATSS-Q, BLDG 11291, BIGGS FIELD, FORT BLISS, TX 79918-8002

SUBJECT: Semi-annual Instructor Status Report for FY __

1. The following NCOs meet the requirements listed in the USASMA Instructor Certification Program. Having met these requirements, they are therefore certified to instruct the courses indicated:

Rank	Name	Course	SGL	SSGL
SSG	Jones, William	PLDC	X	
SFC	Smith, Thomas	ANCOC		X
MSG	Doe, John	FSC	X	

2. Point of contact (POC) at this academy is _____, DSN 123-4567 or commercial, (123) 456-7890. POC e-mail address is – NCOIC @_____._____.army.mil.

Commandant's
Signature Block
And Signature

(This memorandum is not for requesting instructor certificates/instructor certification)

Annex B

(Example "Request for Instructor Certification Memorandum")

(Office Symbol)

Date

MEMORANDUM FOR COMMANDANT, USASMA, ATTN: ATSS-Q, BLDG 11291, BIGGS FIELD, FORT BLISS, TX 79918-8002

SUBJECT: Request for Instructor Certification

1. The following NCOs meet the requirements listed in the USASMA Instructor Certification Program.

2. The following information is provided:

RANK: _____ FULL NAME: _____

SGL: _____ SSGL: _____

COURSE: BSNCOB ____, FSC ____, ANCOB ____, BNCOB ____, PLDC ____

DATE COMPLETED: TAITC _____, SGITC _____

MENTORSHIP COMPLETION:

DATE: ASSISTANT INSTRUCTOR _____, ATRRS CRS # _____

DATE: PRIMARY INSTRUCTOR _____, ATRRS CRS # _____

RANK: _____ FULL NAME: _____

SGL: _____ SSGL: _____

COURSE: BSNCOB ____, FSC ____, ANCOB ____, BNCOB ____, PLDC ____

DATE COMPLETED: TAITC _____, SGITC _____

MENTORSHIP COMPLETION:

DATE: ASSISTANT INSTRUCTOR _____, ATRRS CRS # _____

DATE: PRIMARY INSTRUCTOR _____, ATRRS CRS # _____

3. Point of contact (POC) at this academy is _____, DSN 123-4567 or commercial, (123) 456-7890. POC e-mail address is – NCOIC @_____._____.army.mil.

Commandant's
Signature Block
And Signature

NOTE: Maintain a copy of this memorandum in the instructor folder.

15 August 2003

Annex C

(Example “Exception to policy for grade requirement”)

(Office Symbol)

Date

MEMORANDUM FOR COMMANDANT, USASMA, and ATTN: ATSS-Q, BLDG 11291,
BIGGS FIELD, and FORT BLISS, TX 79918-8002

SUBJECT: Exception to policy for instructor grade requirement

1. Request an exception to policy for SGT [NAME] for the grade requirement outlined in the instructor certification program.
2. SGT [NAME] has experience [LIST EXPERIENCE], and is a graduate of the Instructor Training Course (ITC), Battle Focused Instructor Training Course (BFITC), or The Army Instructor Training Course (TAITC), and the Small Group Instructor Training Course (SGITC).
3. SGT [NAME] graduated from PLDC on [DATE], after which he/she performed duties as a Section Sergeant for 12 soldiers for 18 months.
4. SGT [NAME] is promotable to [FILL IN]. I anticipate that he/she should get promoted to the next higher grade within the next [FILL IN] months.
5. SGT [NAME] demonstrates proficiency in all skills, knowledge and abilities (SKAs) pertaining to the course of certification.
6. With the approval of this exception to policy of grade, he/she would otherwise meet all instructor requirements.
7. Point of contact (POC) at this academy is _____, DSN 123-4567 or commercial, (123) 456-7890. POC e-mail address is - ncoincharge@_____._____.army.mil.

Commandant's
Signature Block
And Signature

