

UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND



NCO 2020 Strategy

NCOs Operating in a Complex World

04 December 2015

Leader development is a process that aligns training, education, and experience to prepare leaders who exercise mission command to prevail in unified land operations.

-The Army Leader Development Strategy 2013

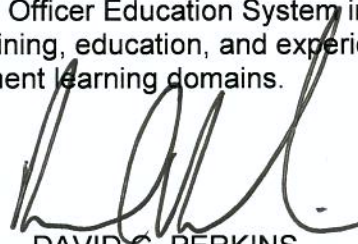
For more than 240 years the American Soldier has answered the call to action and in every era of conflict and war, the professional Noncommissioned Officer has played a significant role as a leader of Soldiers. The roles and responsibilities of the NCO have always been to lead, train, and care for Soldiers and equipment while enforcing standards. The NCO Creed galvanizes the ideal that NCOs are professional soldiers who are also members of a time honored corps known as "The Backbone of the Army." Though the values associated with the NCO Corps will never change, the future operating environment will most certainly be more complex and uncertain than we've ever known.

The Army Operating Concept (AOC) describes how future Army forces will prevent conflict, shape security environments, and win wars while operating as part of our Joint Force and working with multiple partners. The AOC guides future force development by identifying first order capabilities that the Army needs to support U.S. policy objectives. It provides the intellectual foundation and framework for learning and for applying what we learn to future force development under Force 2025 and beyond. This begs the question, "How do we win in such an ambiguous and complex world?" While the answer will require that "Army forces must provide the Joint Force with multiple options, integrate the efforts of multiple partners, operate across multiple domains, and present our enemies and adversaries with multiple dilemmas," it is assured that the role of the NCO will be as critical as ever in our Army's ability to win our nation's wars. We must leverage our experiences to prepare our Soldiers and develop the future NCO Corps to meet those challenges and remain ready as the world's premier combat force.

To best prepare our NCO Corps for the challenges of an uncertain future, we must fundamentally change and evolve the Noncommissioned Officer Education System into a comprehensive leader development system that links training, education, and experiences spanning the operational, institutional, and self-development learning domains.



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Part I Introduction

Introduction

Leader development is fundamental to the readiness of our Army. This Noncommissioned Officer 2020 Strategy (NCO 2020) provides vision and guidance on ends, ways, and means for developing NCOs that exercise Mission Command while planning, preparing, executing, and assessing Unified Land Operations to meet the challenges of the 21st Century and preserve the combat readiness of our force. NCOs must understand the strategic environment, be able to think critically and creatively, visualize solutions, and describe and communicate crucial information to achieve shared understanding, collaborate, and build teams.

Leader development is the deliberate, continuous, and progressive process—founded in Army values—that grows Soldiers and Army Civilians into **competent, committed** professional leaders of **character**. Leader development is achieved through the career-long synthesis of the training, education, and experiences acquired through opportunities in the institutional, operational, and self-development domains, supported by peer and developmental relationships.

In the decade following 2015, the NCO Corps must evolve its Noncommissioned Officer Education System (NCOES) to focus on ways to optimize human performance. A key part of this will be the evolution and expansion of the NCOES into what will be the NCO Professional Development System (NCOPDS). The NCOPDS will serve as the vehicle to operationalize the concepts and lines of effort as outlined in this strategy. To be successful we must strategically shape new policy, leverage innovation, and focus on closing performance gaps using an organized framework and establishing achievable milestones.

The NCOPDS represents a transparent and grounded approach to managing future changes in the way the Army trains and develops Soldiers. As a strategy it is intended to support imperatives related to the Army profession, Mission Command doctrine, human performance optimization, and overall combat readiness of the force. The NCO 2020 strategy is focused on creating a production system that provides NCOs with access to developmental and broadening experiences needed both in garrison and within the operational environment.

The most enduring legacy that we can leave for our future generations of noncommissioned officers will be leader development.

-SMA Julius W. Gates

Part II Strategic Vision

Vision

A cohort of competent and committed Noncommissioned Officers of character as trusted Army professionals who thrive in chaos, adapt, and win in a complex world. A professional, trained, and prepared NCO Corps is central to the Army's ability to remain ready as the world's premier combat force.

Part III Ends, Ways, and Means

Ends

A Noncommissioned Officer Professional Development System (NCOPDS) integrated and synchronized in the development of the next generation of competent and committed NCOs of character as trusted Army professionals capable of thriving in chaos, adapting and winning in a complex world. From a deliberate, data-driven analytical process, examining the current model of developing NCOs using The Army Leader Development Strategy, the Enlisted Desired Leader Attributes for Joint Force 2020, the Army Learning Concept and the Army Learning Model, the NCOES evolves into an integrated NCOPDS.

This approach will ensure the NCO Corps is prepared to fight and win our nation's wars and enhance overall readiness of our Army while remaining consistent with the NCO Corps vision. Desired end state includes: providing the Army a more adaptable, resilient NCO Corps; improving the professionalism of the NCO Corps; improving training and education expertise in the NCO Corps; providing challenging, relevant and rigorous leader development training, education and experiences; articulating learning responsibilities and requirements across the three learning domains and integrating them into a synchronized, effective and efficient development system; improving professional development models and learning curriculums so that Soldiers and leaders can assess leader development progress, track learning events, create goals and certify professionals; supporting the identification and development of NCOs to serve at operational and strategic levels; Army, commanders and NCOs are satisfied with development programs and performance; policy, doctrine and programs fully support a lifelong learning environment and support the needs of both active and reserve organizations and Soldiers.

Ways

Central to this strategy is that leaders at all levels understand their responsibility for continually developing other leaders. Army senior leaders set conditions for the Army to develop NCOs by teaching them, training them, and providing the supporting experiences they need to grow as leaders. Additionally, leaders help individuals realize that commitment to career-long learning is essential to development, as well as, maintaining readiness of the force.

The NCOPDS will adhere to seven leader development imperatives that will guide policy and actions in order to develop NCOs with the required qualities and enduring leader characteristics. These guiding principles remain constant and consistent from initial entry into the Army to transition creating a leader development continuum that is deliberate, continuous, and

progressive. These imperatives will drive the synchronization and implementation of the NCO 2020 Strategy:

- Commitment to the Army Profession, lifelong learning, and development.
- Balance the Army's commitment to the training, education, and experience components of leader development.
- Manage talent to benefit both the institution and the individual.
- Select and develop leaders with positive leader attributes and proficiency in core leadership competencies for responsibility at higher levels.
- Prepare adaptive and creative NCOs capable of operating within the complexity of the operational environment and the entire range of military operations.
- Embed Mission Command principles in leader development.
- Value a broad range of leader experiences and developmental opportunities.

To achieve the desired strategic ends, the Noncommissioned Officer Education System (NCOES) must fundamentally change and evolve into a comprehensive leader development process that links training, education, and experiences spanning the operational, institutional, and self-development learning domains. The NCO 2020 Strategy is organized into three distinct lines of effort:

1. **Development.** NCOs develop as leaders over time through deliberate progressive and sequential processes incorporating training, education, and experience across the three learning domains throughout the Soldier Lifecycle.
2. **Talent Management.** The purposeful expansion of an NCO's core MOS proficiency and leadership provided through developmental positions, opportunities, and assignments both within and outside of their Career Management Field (CMF).
3. **Stewardship of the Profession.** Strengthen the NCO Corps by emphasizing the role of the NCO in building and sustaining trust; constantly improving military expertise; setting an example of honorable service; fostering a climate rich in esprit de corps; and serving as stewards of the Army profession.

These LOEs have several key supporting tasks associated with each:



Our fundamental task is like no other-it is to win in the unforgiving crucible of ground combat.
-General Mark A. Milley

LOE#1: Development. NCOs develop as leaders over time through deliberate progressive and sequential processes incorporating training, education, and experience across the three learning domains throughout the Soldier Lifecycle.

Major Objective 1.1: Select, Train, Educate, and Promote (S.T.E.P.)

- Career Management Model
- Deferment Policy
- Promotions Policy
- Scheduling Priorities

Major Objective 1.2: NCO Professional Military Education

- Integrated into Army University
- Establish Level V PME (Master Leader Course)
- Incorporate NCO General Learning Outcomes (GLOs)
- Develop common NCO learning content
- Include nominative CSM/SGM PME
- Curriculum rigor and relevance
- Structured Self Development (SSD)
- Instructor screening, selection, development, and recognition
- Optimize use of the One Army School System (OASS)
- Joint Professional Military Education

Major Objective 1.3: Credentialing

- Identify and validate credentials
- Resource examinations
- Facilitate credentialing process

Major Objective 1.4: Validate, Record, and Track

- Digital Job Book
- Army Career Tracker (ACT)
- Skills Qualification Test (SQT)
- Assessments



Good NCOs are not just born- they are groomed and grown through a lot of hard work and strong leadership by senior NCOs.

-SMA William A. Connelly

LOE#2 Talent Management. The purposeful expansion of an NCO's core MOS proficiency and leadership provided through developmental positions, opportunities, and assignments both within and outside of their Career Management Field (CMF).

Major Objective 2.1: Broadening assignments and opportunities

- Strategic broadening opportunities
- Fellowships
- Training with Industry
- Institutional Army assignments

Major Objective 2.2: Operational assignments

- Broad range of assignments
- Duty positions
- Unit NCOPD

Major Objective 2.3: Professional Development Model

- Coherent progressive and sequential career map common to all NCOs
- CMF specific overlays
- Key Professional Development Positions for SGM (7T/8T)
- Reorg CMD/SGM/SMMO Talent Management Branch
- CSM/SGM Timelines and Professional Development Models
- DA Pam 600-25 update
- Update Army Career Tracker



LOE#3: Stewardship of the Profession

The Sergeant is the Army.

-General Dwight D. Eisenhower

LOE#3 Stewardship of the Profession. Strengthen the NCO Corps by emphasizing the role of the NCO in building and sustaining trust; constantly improving military expertise; setting an example of honorable service; fostering a climate rich in esprit de corps; and serving as stewards of the Army profession.

Major Objective 3.1: Doctrine

- NCO Creed
- NCO Guide/NCO Corner
- FM 6-22
- ADP-1/ADRP-1 The Army Profession

Major Objective 3.2: Self Development

- Professional Reading
- Professional Writing
- Competitive Boards

Major Objective 3.3: 2020 Year of the NCO

- Timeline
- Key events
- STRATCOM

Means

The Army's combat readiness depends on leaders at all levels embracing the importance of developing NCOs and commit to placing emphasis and value on the training, education, and experiences individuals obtain in the operational, institutional, and self-development learning domains.

Successful leaders recognize that continually developing their subordinate leaders is the key to the long-term readiness of the Army. Subordinates guide units and organizations through the challenges of tomorrow. If today's leaders do not adequately develop their subordinates through personal example, counseling, and mentorship, then today's leaders have not succeeded in accomplishing tomorrow's mission. Senior leaders must hold subordinate leaders accountable for leader development and reward those who take this to heart.

As members of the Army Profession, individuals have an inherent responsibility to continually self-improve. Whether through pursuing civilian education, obtaining technical credentials, participating in competitive boards, reading professional journals, or volunteering in local communities, NCOs contribute immensely to their individual leader development.

Organizations play a critical role in the development of NCOs by placing them in positions of responsibility during daily missions, training exercises, and deployments. There are several leader development opportunities every day for our Soldiers, and leaders must seize these opportunities to adequately manage NCO development in the operational domain.

The institution is obligated to develop NCOs through a progressive and sequential professional military education (PME) that has rigor and relevance. Likewise, policies, regulations, programs, and assessments must support the NCOPDS. The TRADOC CSM is designated to serve as the Army's lead for development of the enlisted cohort and will ensure synchronization, collaboration, and standardization occur throughout the establishment of the NCOPDS and across all stakeholders.

Part IV Conclusion

Conclusion

Army noncommissioned officers provide the foundation to unit readiness and are responsible for setting and maintaining high quality standards and discipline while conducting daily missions and making intent-driven decisions. They are faithful to the Army Values and are standard-bearers and role models critical to training, educating, and developing subordinates. NCOs are accountable for caring for Soldiers and setting the example for them. NCOs have roles as small unit leaders, trainers, mentors, communicators, and advisors. NCOs, at all echelons, understand and practice the mission command philosophy in order to execute unified land operations. Staff NCOs effectively support execution of mission command warfighting function

staff tasks and are proficient in employing their aspects of the mission command system. As experienced and expert Soldiers, they play a role in the development of junior officers. NCOs form professional and personal bonds with officers based on mutual trust and common goals. Senior NCOs advise commanders at all levels and are an important source of knowledge and discipline for all enlisted matters.

Soldiers look to their NCOs for solutions, guidance, inspiration, and development. Soldiers can relate to NCOs since they were developed through the enlisted ranks and the NCO education system. Soldiers expect them to convey information and provide day-to-day guidance to accomplish the missions in a complex world.

The NCO 2020 Strategy represents an analytical, data driven process for evolving the NCOES of today into the NCOPDS of the future. Professional NCOs – *adaptive, trained, and ready* – will be supported by a holistic development system that provides appropriately designed learning experiences at the point of need. NCOPDS will be a production system for developing the next generation of competent and committed NCOs of character as trusted Army professionals who thrive in chaos and ambiguity, adapt, and are prepared to win in a complex world.

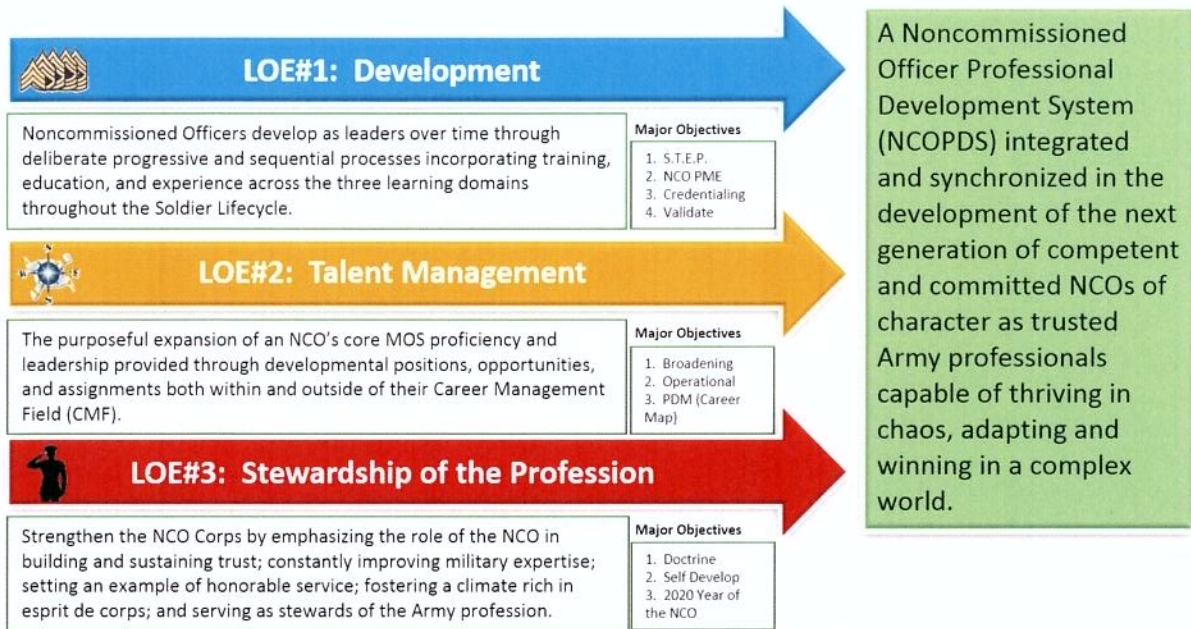
We cannot expect to capture the imagination of combat-seasoned forces that have been in some of the most complex environments imaginable for almost a decade by sitting them in a classroom and bludgeoning them with PowerPoint slides. We must make the 'scrimmage' as hard as the 'game' in both the institutional schoolhouse and at home station.

-General Martin E. Dempsey

Appendix A: NCO 2020 Strategic Framework

Lines of Effort

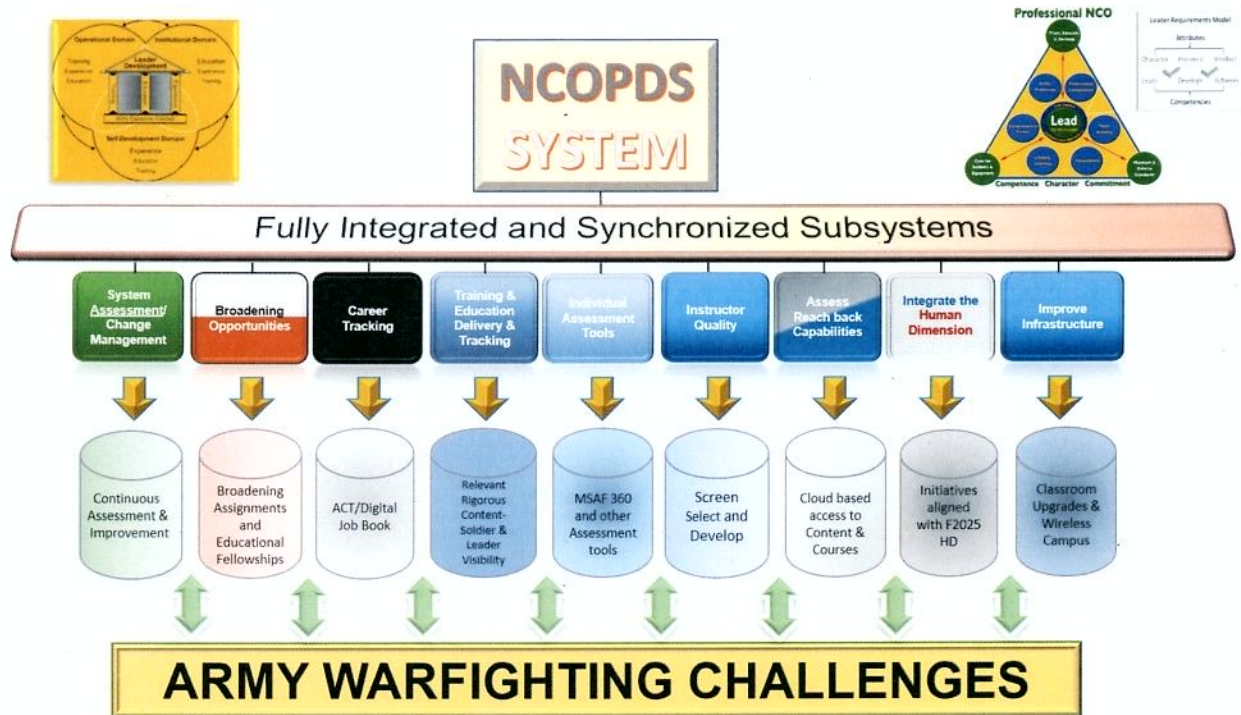
End State



ENDS	A Noncommissioned Officer Professional Development System (NCOPDS) integrated and synchronized in the development of the next generation of competent and committed NCOs of character as trusted Army professionals capable of thriving in chaos, adapting and winning in a complex world.							
	Lines of Effort							
WAYS	LOE#1 DEVELOPMENT		LOE#2 TALENT MANAGEMENT		LOE#3 STEWARDSHIP of the PROFESSION			
	Major Objectives							
	1.1: S.T.E.P. 1.2: NCO PME 1.3: Credentialing 1.4: Validate, Record, Track		2.1: Broadening Assignments 2.2: Operational Assignments 2.3: Professional Development Model		3.1: Doctrine 3.2: Self-Development 3.3: 2020 Year of the NCO			
	Key Tasks							
MEANS	1.1.1- Career Management Model	1.2.4- Develop Common Core	1.3.1- Identify and Validate Credentials	2.1.1- Strategic Broadening Opportunities	2.3.1- Common career map for all NCOs	3.1.1- NCO Creed	3.2.3- Expert Action Badge	
	1.1.2- Deferment Policy	1.2.5- PME for Nom CSM/SGM	1.3.2- Facilitate Credentialing Process	2.1.2- Fellowships	2.3.2- CMF career map overlays	3.1.2- NCO Guide/NCO Corner	3.2.4- Competitive Boards	
	1.1.3- Promotion Policy	1.2.6- Curriculum relevance/rigor	1.4.1- Digital Job Book	2.1.3- Training with Industry	2.3.3- Update DA Pam 600-25	3.1.3- FM 6-22	3.3.1- Timeline	
	1.1.4- Scheduling Priorities	1.2.7- Review Structured Self Development	1.4.2- Army Career Tracker	2.1.4- Institutional Army Assignments	2.3.4- Update Army Career Tracker	3.1.4- ADP-1/ADRP-1	3.3.2- Key Events	
	1.2.1- Integrate into Army University	1.2.8- Instructor selection, development, recognition	1.4.3- Skills Qualification/ Certification	2.2.1- Broad range of assignments	2.3.5- Establish Key PDs 6T/7T/8T	3.1.5- Soldier Manual STPs	3.3.3- STRATCOM	
	1.2.2- Establish Level V PME	1.2.9- One Army School System	1.4.4- Assessments	2.2.2- Duty positions	2.3.6- (CMD/SGM/ SMMO Branch	3.2.1- Professional Reading		
	1.2.3- Update/Incorporate NCO GLOS	1.2.10- Joint PME	1.4.5- Digital Rucksack	2.2.3- Unit NCO Program	2.3.7- CSM/SGM Timelines/PDM	3.2.2- Professional Writing		
	POLICY		PROGRAMS		SYSTEMS		ASSESSMENTS	
	TRAINING		EDUCATION		EXPERIENCE		ASSESSMENTS	
	INSTITUTION – INDIVIDUAL – ORGANIZATION							

Appendix B: NCOPDS

A Noncommissioned Officer Professional Development System (NCOPDS) integrated and synchronized in the development of the next generation of competent and committed NCOs of character as trusted Army professionals capable of thriving in chaos, adapting and winning in a complex world.



Appendix C: Sources

NCO 2020 Survey

Army Leader Development Strategy

Army Learning Concept/Army Learning Model

Army Operating Concept

Center for Army Leadership Annual Survey of Army Leadership (CASAL)

Review of Education, Training, and Leadership Study (RETAL)

TRADOC Quality Assurance Program

Department of the Army Inspector General Army Leader Development Report

Human Dimension Strategy

Army Warfighting Challenges

Sergeant Major of the Army NCO Solariums

Not in My Squad (NIMS) Workshops

RAND Arroyo Research on NCOES 2001-2015

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HQDA EXORD 236-15 ARMY-WIDE IMPLEMENTATION OF NONCOMMISSIONED OFFICER PROFESSIONAL DEVELOPMENT SYSTEM (NCOPDS)

Originator: DA WASHINGTON DC

DTG: 161734Z Jul 15 Precedence: P DAC: General

To: ARNG NGB COMOPS ARLINGTON VA, ARNG NGB J3 JOC WASHINGTON DC, ARNGRC ARLINGTON VA, ARNGRC WATCH ARLINGTON VA, CDR 5 ARMY NORTH AOC FT SAM HOUSTON TX, CDR ATEC ABERDEEN PROVING GROUND MD, CDR FORSCOM DCS G3 CENTRAL TASKING DIV FT BRAGG NC, CDR FORSCOM DCS G3 CURRENT OPS FT BRAGG NC, CDR FORSCOM DCS G3 WATCH OFFICER FT BRAGG NC, CDR MDW J3 FT MCNAIR DC, CDR MDW JFHQ-NCR FT MCNAIR DC, CDR TRADOC DCS G-3-5-7 OPNS CTR FT EUSTIS VA, CDR USAREUR CG WIESBADEN GE, CDR USAREUR G3 WIESBADEN GE, CDR USAREUR STAFF WIESBADEN GE, CDR USASOC COMMAND CENTER FT BRAGG NC, CDR USASOC FT BRAGG NC, CDR USASOC MESSAGE CENTER FT BRAGG NC, CDR1STIO FT BELVOIR VA, CDR3RD ARMY USARCENT WATCH OFFICER SHAW AFB SC, CDRAMC REDSTONE ARSENAL AL, CDRHRC G3 DCSOPS FT KNOX KY, CDRINSCOM FT BELVOIR VA, CDRINSCOMIOC FT BELVOIR VA, CDRMDW WASHINGTON DC, CDRUSACE WASHINGTON DC, CDRUSACIDC FT BELVOIR VA, CDRUSACYBER FT BELVOIR VA, CDRUSACYBER G3 FT BELVOIR VA, CDRUSACYBER G33 FT BELVOIR VA, CDRUSAEIGHT G3 CUROPS SEOUL KOR, CDRUSAEIGHT SEOUL KOR, CDRUSAFRICA VICENZA IT, CDRUSAMEDCOM FT SAM HOUSTON TX, CDRUSARC G33 READ FT BRAGG NC, CDRUSARCYBER WATCH OFFICER FT BELVOIR VA, CDRUSARPAC CG FT SHAFTER HI, COMDT USAWC CARLISLE BARRACKS PA, COMUSARCENT KU INTEL CAMP DOHA KU, COMUSARCENT KU SSO CAMP DOHA KU, HQ IMCOM FT SAM HOUSTON TX, HQ SDDC CMD GROUP SCOTT AFB IL, HQ SDDC COC OPS G3 SCOTT AFB IL, HQ TRADOC, HQ USARSO FT SAM HOUSTON TX, HQ USARSO G3 FT SAM HOUSTON TX, HQDA ARMY STAFF WASHINGTON DC, HQDA ASAALT ASC HQ WASHINGTON DC, HQDA EXEC OFFICE WASHINGTON DC, HQDA IMCOM OPS DIV WASHINGTON DC, HQDA SECRETARIAT WASHINGTON DC, MEDCOM HQ EOC FT SAM HOUSTON TX, NETCOM G3 CURRENT OPS FT HUACHUCA AZ, SMDC ARSTRAT CG ARLINGTON VA, SMDC ARSTRAT G3 ARLINGTON VA, SUPERINTENDENT USMA WEST POINT NY, SURGEON GEN FALLS CHURCH VA, USAR AROC FT BRAGG NC, USAR CMD GRP FT BRAGG NC, USAR DCS G33 OPERATIONS FT BRAGG NC, USARCENT G3 FWD, USARPAC COMMAND CENTER FT SHAFTER HI, HQDA DCS G-3-5-7 TNG DIRECTORATE WASHINGTON DC, HQDA AOC G1 PERSONNEL CONTRINGENCY CELL WASHINGTON DC, HQDA DCS G-1 WASHINGTON DC

CC: HQDA AOC DAMO ODO OPS AND CONT PLANS WASHINGTON DC, HQDA AOC G3 DAMO CAT OPSWATCH WASHINGTON DC, HQDA AOC G3 DAMO OD DIR OPS READ AND MOB WASHINGTON DC

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SUBJECT: HQDA EXORD 236-15 ARMY-WIDE IMPLEMENTATION OF NON-COMMISSIONED OFFICER PROFESSIONAL DEVELOPMENT SYSTEM (NCOPDS)//

(FOUO) REFERENCES:

REF//A/ AR 350-1, ARMY TRAINING AND LEADER DEVELOPMENT, 19 AUG 2014//
REF//B/ AR 600-8-19, ENLISTED PROMOTIONS AND REDUCTIONS, 02 FEB 2015//
REF//C/ AR 601-280, ARMY RETENTION PROGRAM, 31 JAN 2006, INCLUDING RAPID ACTION REVISION ISSUED 15 SEP 2011//
REF//D/ AR 623-3, EVALUATION REPORTING SYSTEM, 31 MAR 2014//

1. (FOUO) SITUATION. THE CHIEF OF STAFF OF THE ARMY (CSA) HAS APPROVED THE ARMY-WIDE IMPLEMENTATION OF THE NONCOMMISSIONED OFFICER PROFESSIONAL DEVELOPMENT SYSTEM (NCOPDS), TO INCLUDE THE FOLLOWING SUPPORTING INITIATIVES: RENAMING WARRIOR LEADER COURSE THE BASIC LEADER COURSE (BLC), ADDING A MASTER LEADER COURSE (MLC) FOR NCOS IN THE GRADE OF E-8, AND NCOES DEFERMENT POLICIES.

2. (FOUO) MISSION. THIS EXORD APPLIES TO ALL REGULAR ARMY (RA), UNITED STATES ARMY RESERVE (USAR), AND ARMY NATIONAL GUARD (ARNG) / ARMY NATIONAL GUARD OF THE UNITED STATES (ARNGUS) ENLISTED SOLDIERS, AND DEFINES BUSINESS RULES FOR THE IMPLEMENTATION OF THE NCOPDS AND SUPPORTING INITIATIVES LISTED IN PARAGRAPH 1.

3. (FOUO) EXECUTION.

3.A. INTENT. THE PURPOSE OF THIS EXORD IS TO PROVIDE DIRECTION FOR IMPLEMENTING THE INITIATIVES LISTED IN PARAGRAPH 1; TO ALIGN ALL NECESSARY ACTIONS AND ACTIVITIES RELATED TO NCO LEADER DEVELOPMENT TO LEVERAGE THE ARMY'S LEADER DEVELOPMENT STRATEGY (ALDS); AND TO IDENTIFY THE LEAD AGENTS FOR NCOPDS.

3.B. CONCEPT OF OPERATION. BY THE END OF 1ST QTR, FY17, THE ARMY WILL ADOPT BASELINE CERTIFICATION STANDARDS, IDENTIFY AND TRACK SKILLS, KNOWLEDGE, AND ATTRIBUTES NEEDED TO DEVELOP AGILE AND ADAPTIVE NONCOMMISSIONED OFFICERS. TO MORE FULLY DEVELOP THE NCO, THE ARMY MUST TRANSFORM ITS CURRENT NCO EDUCATION SYSTEM (NCOES) IN TO A COMPREHENSIVE NCOPDS. THE ARMY'S NCO CORPS MUST BE UP TO THE CHALLENGES OF THE GEO-POLITICAL WORLD OF 2020 AND BEYOND.

3.B.1. NCO PROFESSIONAL DEVELOPMENT SYSTEM (NCOPDS). THE NCOPDS ESTABLISHES AN ORGANIZATIONAL FRAMEWORK TO DEVELOP THE NEXT GENERATION OF COMPETENT AND COMMITTED NCOS. NONCOMMISSIONED OFFICERS DEVELOP AS LEADERS THROUGH THEIR CAREER THROUGH PROGRESSIVE AND SEQUENTIAL PROCESSES WHICH INCORPORATE TRAINING, EDUCATION, AND EXPERIENCE ACROSS THREE LEARNING DOMAINS (INSTITUTIONAL, OPERATIONAL, SELF-DEVELOPMENT).

3.B.1.A. LEARNING ENVIRONMENT: OPTIMIZE EFFECTIVENESS OF FACE-TO-FACE LEARNING WITHIN NCO TRAINING AND EDUCATION; PROVIDE CONTINUOUS ACCESS TO JOB-SPECIFIC LEARNING CONTENT; LEVERAGE EDUCATIONAL TECHNOLOGIES TO ENGAGE SOLDIERS, WHILE MEETING 21ST CENTURY SOLDIER COMPETENCIES; AND PROVIDE RIGOROUS LEARNING EXPERIENCES ACROSS THE THREE LEARNING DOMAINS.

3.B.1.B. SYSTEMATIC APPROACH TO SELF-AWARENESS: PROVIDE TOOLS FOR INDIVIDUAL, SUPERVISORY, AND ORGANIZATIONAL OVERSIGHT OF CAREER LEARNING NEEDS; ASSESS THE QUALITY OF PROFESSIONAL MILITARY EDUCATION (PME) EXPERIENCES BEFORE, DURING, AND AFTER COURSES; DEVELOP SELF-ASSESSMENTS FOR CRITICAL SKILLS COMPETENCIES WITHIN COURSES; INCLUDE ENGLISH WRITING ASSESSMENTS; CREATE DASHBOARDS FOR INSTRUCTORS TO TRACK PROGRESS IN THE CLASSROOM; DESIGN AN ENHANCED "JOB BOOK," WHICH ALLOWS FIRST LINE SUPERVISORS AND COMMANDERS TO TRACK AND MANAGE THEIR SOLDIERS' TRAINING AND EDUCATION.

3.B.1.C. CAREER PROGRESSION MODEL. SYNCHRONIZE AND INTEGRATE THE NCO CAREER MODEL TO INCLUDE SELF-DEVELOPMENT, SPECIAL SCHOOLS/ASSIGNMENTS, SENIOR ENLISTED JOINT PROFESSIONAL MILITARY EDUCATION (SEJPME), AND BROADENING ASSIGNMENTS.

3.B.1.D. NCOPDS WILL FOCUS ON THE FOLLOWING OBJECTIVES:

3.B.1.D.1. PROVIDE THE ARMY AN ADAPTABLE AND RESILIENT NCO CORPS CAPABLE OF TRAINING AND LEADING SOLDIERS IN UNCERTAIN AND COMPLEX JOINT, INTERAGENCY, AND INTERGOVERNMENTAL MULTINATIONAL (JIIM)

OPERATING ENVIRONMENTS.

3.B.1.D.2. IMPROVE THE PROFESSIONALISM OF THE NCO CORPS.

3.B.1.D.3. IMPROVE THE TRAINING AND EDUCATION OF THE NCO CORPS IN ORDER TO SUSTAIN LEADER DEVELOPMENT, SUPPORT EXPANSIBILITY, AND CAPACITY BUILDING OF THE NCO CORPS.

3.B.1.D.4. PROVIDE CHALLENGING TRAINING, EDUCATION, AND PRACTICAL EXPERIENCES RESULTING IN EARLY TECHNICAL MASTERY, INCREASED TACTICAL SKILLS, ADAPTABILITY, INNOVATION, AGILITY, AND MASTERY OF THE NCO GENERAL LEARNING OUTCOMES.

3.B.1.D.5. ARTICULATE LEARNING RESPONSIBILITIES AND REQUIREMENTS ACROSS THREE DOMAINS AND INTEGRATE THEM INTO A SYNCHRONIZED, EFFECTIVE, AND EFFICIENT PROFESSIONAL DEVELOPMENT SYSTEM.

3.B.1.D.6. IMPROVE PROFESSIONAL DEVELOPMENT MODELS AND LEARNING CURRICULUMS TO ALLOW SOLDIERS AND LEADERS TO ASSESS LEADER DEVELOPMENT PROGRESS, TRACK LEARNING EVENTS, CREATE GOALS, AND CERTIFY PROFESSIONALS.

3.B.1.D.7. IDENTIFY AND DEVELOP NONCOMMISSIONED OFFICERS TO SERVE AT OPERATIONAL AND STRATEGIC LEVELS.

3.B.1.E. PME COMPLETION AND OTHER REQUIRED TRAINING AND EDUCATION WILL BE INCORPORATED INTO AN INDIVIDUAL'S RECORDS, FOR VISIBILITY BY UNIT LEADERS. ASSESSMENT TOOLS WILL MEASURE NCO GENERAL LEARNING OUTCOMES AND COMPETENCIES TO ENABLE THE IDENTIFICATION OF THE BEST TALENT AND ENCOURAGE SELF-IMPROVEMENT.

3.B.1.F. LEADERS WILL TRACK SOLDIER TRAINING AND INDIVIDUAL TASK COMPLETION TO CERTIFY PROFICIENCY IN TECHNICAL, TACTICAL, AND LEADERSHIP SKILLS. SOLDIERS/LEADERS WILL TRACK CERTIFICATION AND DOCUMENT ACQUIRED SKILLS FOR CIVILIAN CREDENTIALS.

3.B.2. BASIC LEADER COURSE (BLC). ON 1 OCT 2015, THE WARRIOR LEADER COURSE (WLC) WILL BE RENAMED THE BASIC LEADER COURSE (BLC) IN ARMY TRAINING RESOURCES AND REQUIREMENT SYSTEMS (ATRRS).

3.B.3. MASTER LEADER COURSE (MLC). IMPLEMENT A NEW PME COURSE TO FILL AN EDUCATIONAL GAP BETWEEN THE SLC AND SMC; WILL ALSO ADDRESS GAPS DERIVED FROM THE CHAIRMAN JOINT CHIEF OF STAFF (CJCS) GUIDANCE ON ENLISTED DESIRED LEADER ATTRIBUTES. MLC DIRECTLY SUPPORTS THE ALDS. MLC WILL CHALLENGE AND EDUCATE NCOS IN THE AREAS OF PROFESSIONAL WRITING, COMMUNICATION SKILLS, PUBLIC SPEAKING, ORGANIZATIONAL, AND NCO LEADERSHIP, MANAGEMENT SKILLS IN A JOINT ENVIRONMENT; TO EXPAND OPERATIONAL LEVEL OF WARFIGHTING SKILLS, AND ENHANCE THE DISCIPLINE, READINESS, AND HEALTH, ALONG WITH ALL ARMY ADMINISTRATIVE REQUIREMENTS.

3.B.4. NCO PME CLASS RANKING TO INFUSE ADDITIONAL RIGOR INTO NCOES

COURSES. A SCORING SYSTEM WILL BE ESTABLISHED TO QUANTIFY OVERALL PERFORMANCE AMONG CLASSMATES.

3.B.5. FUTURE INSTRUCTOR ASSIGNMENT POTENTIAL. TO SUPPORT BETTER INSTRUCTOR SCREENING AND SELECTION PROCESSES, TRADOC SCHOOL COMMANDANTS WILL IDENTIFY INDIVIDUALS WHO SHOW POTENTIAL TO SERVE AS NCOES INSTRUCTORS.

3.B.6. NCOES DEFERMENT POLICY. INITIAL OPERATIONAL DEFERMENT REQUESTS MUST BE SIGNED BY THE FIRST GENERAL OFFICER (OR EQUIVALENT) IN THE CHAIN OF COMMAND AND FORWARDED TO HRC FOR APPROVAL. A SECOND OPERATIONAL DEFERMENT REQUEST FOR THE SAME NCO PME LEVEL MUST BE SIGNED BY THE NEXT HIGHER LEVEL GENERAL OFFICER (OR EQUIVALENT) IN AN NCOS CHAIN OF COMMAND, AND FORWARDED TO HRC FOR APPROVAL. DEFERMENT REQUESTS MUST STATE WHETHER AN NCO IS AVAILABLE FOR AN ALTERNATE DATE. HRC WILL PROVIDE THE TRADOC CSM WITH A QUARTERLY REPORT ON NCOES DEFERMENTS IN ORDER TO KEEP SENIOR ARMY LEADERS INFORMED.

3.C. TASKS TO ARMY STAFF AND SUBORDINATE UNITS.

3.C.1. HQDA G-1 WILL:

3.C.1.A. PROPOSE ADJUSTING AFFECTED REGULATIONS AND POLICIES IN SUPPORT OF NCOPDS.

3.C.1.B. STAFF AN UPDATE OF AR 600-8-22 TO INCLUDE NUMERAL 5 FOR THE NCOPD RIBBON AND ADJUST AFFECTED POLICIES.

3.C.1.C. PROPOSE ADJUSTING PERTINENT REGULATIONS TO CAPTURE SCHEDULING, SELECTION TIMELINE AND PROCESSES, AND ELIGIBILITY CRITERIA FOR THE MLC.

3.C.2. HQDA G-3/5/7. UPON APPROVAL OF THIS EXORD, DA G3/5/7 WILL DISSEMINATE THIS POLICY.

3.C.3. COMMANDER TRADOC WILL:

3.C.3.A. OUTLINE POLICIES FOR THE INCLUSION OF CLASS RANKING AND THE UTILIZATION OF SUCH RANKING TO IDENTIFY POTENTIAL INSTRUCTORS.

3.C.3.B. DEVELOP AND PUBLISH AN NCOPDS STRATEGY AND POLICY DOCUMENT AS A TRADOC PAMPHLET NLT 1ST QTR, FY16.

3.C.3.C. IMPLEMENT THE MLC PILOT NLT 1 OCT 2015. MLC WILL CONSIST OF BOTH RESIDENT AND NON-RESIDENT VERSIONS TO BE IMPLEMENTED NLT 1 OCT 2017.

3.C.3.D. COORDINATE WITH JOINT FORCES STAFF COLLEGE FOR NCO ENROLLMENT IN SEJPM LEVELS I AND II.

3.C.3.E. IDENTIFY AN NCO COHORT PROPONENT FOR NCOPDS WHO WILL ESTABLISH POLICIES, DUTIES, RESPONSIBILITIES, AND RELATIONSHIPS

NECESSARY TO SUPPORT THE NCOPDS.

3.C.3.F. ESTABLISH A SINGLE PROPONENT TO PROVIDE MISSION COMMAND OF ALL ACTIVE COMPONENT NCOAS WHICH DELIVER ONLY THE BASIC LEADER COURSE.

3.C.3.G. DEVELOP A TOOL (DIGITAL JOB BOOK) THAT ALLOWS LEADERS TO TRACK SOLDIER TRAINING AND INDIVIDUAL TASK COMPLETION TO FACILITATE CERTIFICATION OF INDIVIDUAL'S PROFICIENCY IN TECHNICAL, TACTICAL, AND LEADERSHIP SKILLS.

3.D. COORDINATING INSTRUCTIONS.

3.D.1. THIS ORDER IS EFFECTIVE UPON RECEIPT.

3.D.2. COMMANDERS OF ACOMS, ASCCS, DRUS, ARMY NATIONAL GUARD, AND THE ARMY RESERVE WILL ENSURE ORGANIZATIONAL AND SUBORDINATE COMMAND COMPLIANCE WITH GUIDANCE CONTAINED IN THIS EXORD.

3.D.3. THE USAR AND ARNG/ARNGUS WILL ADDRESS UNIQUE REQUIREMENTS FOR TROOP PROGRAM UNITS (TPU), MANDAY SOLDIERS (M-DAY), INDIVIDUAL MOBILIZATION AUGMENTEES (IMA), AND INDIVIDUAL READY RESERVE (IRR). ACTIVE GUARD AND RESERVE (AGR) WILL MIRROR RA POLICY.

3.D.4. ALL TASKED ORGANIZATIONS WILL PROVIDE PROGRESS UPDATES THOROUGH DIR, ARSTAFF TO CSA EVERY 6 MONTHS UNTIL TASK COMPLETION.

4. (FOUO) SUSTAINMENT.

5. (FOUO) COMMAND AND SIGNAL.

5.A. COMMAND. TRADOC IS RESPONSIBLE FOR NCOPDS.

5.B. SIGNAL. THE POINT OF CONTACT FOR THIS ORDER IS MR. RONALD SCHEXNAYDER, HQDA G-3/5/7 TRL AT (703) 614-9701.

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