REFERENCE:

1. Army Regulation 350-1, Army Training and Leader Development, 10 DEC 2017
2. Army Doctrine Primer 7-0, Training, AUG 2018
3. TRADOC Pamphlet 525-8-2, The US Army Learning Concept for Training and Education, APR 2017

BACKGROUND: The Army utilizes three learning domains to develop its personnel; Professional Military Education (MCCC, SLC, etc), Experiential Learning (Actual on the job development), and Self-Develop (guided reading lists, distributed learning, civil schooling). Of these three domains, only two are evaluated, PME through Academic Evaluation Reports, and Experiential Learning through Officer, or Non-Commissioned Officer, Evaluation Reports. The Army professes a high degree value in self-development, however, it provides no mechanism to record progress or assist in stratification amongst peers for one's level of commitment to this learning domain. This program is an attempt to codify the self-development domain as an integral learning method and incentivizes its participation through the evaluation of completion.

MISSION: B Co conducts a monitored self-development program over FY19 in order to (1) develop a learning culture within the Company and (2) provide additional data points for stratification on annual evaluations for potential for future service within the Army.

INTENT: That this serves as a surveillance and program guide for the Self Development Domain. This program ensures that your Rater and Senior Rater accurately capture additional data points on leadership potential for each individual in the organization in the Self-Development Domain. This program is voluntary, no adverse action will be taken against an individual who chooses not to participate.

EXECUTION:

1. This program incorporates 3 learning streams:
   a. Distance Learning: to develop leadership's knowledge of Army specific skills, language, or other areas of interest:
      i. Each individual should attain 10-15 hours per QTR;
      ii. Degree/Certificate producing coursework will be deemed equivalent;
      iii. Directed Distance Learning for PMS, NCOES, MOS, etc. schools will be deemed equivalent;
      iv. Allocations for TDY/Leave/Field or other situations that interfere with time allocations are noted in Appendix 2 to Annex A;
      v. **This requirement is suspended for deployed personnel** – use of limited computer time will focused on maintaining a healthy family communication.
   b. Briefings: to develop a shared understanding of international and Army-specific issues to ensure subordinates are prepared for potential future conflicts and enhance public speaking and briefing ability in leaders:
      i. Squad Leaders are responsible for completing 2x briefs per quarter;
      ii. PLs are responsible for 3x briefs per quarter;
      iii. Briefers are responsible for brief set up, scheduling, and ensuring a rater or senior rater is available for surveillance of execution.
   c. Books: to ensure leaders are enhancing their mental capacity and critical thinking ability
      i. 1x Book or podcast series as described in Appendix 4 to Annex A per quarter;
      ii. Degree/Certificate producing coursework takes precedence and will qualify for equivalency
2. Responsibilities
   a. Common to all:
      i. Ensure Rater/Senior Rater are aware of Self Development achievements during quarterly counselings;
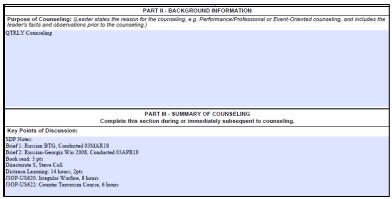
           ii.   Nest this program at every echelon, tailored to the capabilities of that echelon.
   b. PLs:
           i.   Ensuring time is allocated in platoon scheduling to support this training;
           ii.   Ensure accurate recording of scoring in all quarterly counseling.
   c. PSGs:
           i.   Ensuring time allocation is protected and de-conflicted with other PLT responsibilities;
           ii.   Developing subordinate SLs to ensure they meet time management and achievement goals.
   d. SLs:
           i.   Maximum participation;
           ii.   Incorporating junior leaders in research and development of briefings

3. Scoring:
   a. <u>Scoring is not a punitive measure</u>;
           i.   It is a quick reference guide for the Rater and Senior Rater to assess the amount of Self-Development each individual attains;
           ii.   It allows CMD to capture your commitment to personal development.
   b. The goal of this program is for each leader to earn 8 points per quarter (10 is maximum), this equates to approximately 22 hours of Self Development per quarter to complete;
   c. SLs are scored individually;
   d. PSGs:
           i.   Scored are calculated by the average of the SLs in their respective PLTs to ensure PSGs are protecting self-development time;
           ii.   Are highly encouraged to participate in the program as their own time permits.
   e. PLs scores are averaged between:
           i.   Individual score to ensure PLs are on a development path for Company Command;
           ii.   Average of all SL scores to ensure PL's are protecting SLs' self-development time.

Administrative Notes:

Quarterly Counseling, PART III (Summary of Counseling) must include the following, verified by rater. Rater will ensure CDR is aware of Self Development achievements of each individual:

- Brief Topic 1: Conducted XXMONXX (Or approved excuse; i.e. TDY for WLC during this counseling timeframe)
- Brief Topic 2: Conducted XXMONXX
- Brief points earned this quarter
- Books read: (total score)
  o Title, Author; or
  o Audible Books, Title, Author, Title Author, Title Author
  o Podcast
  o (or enrolled in degree/certificate producing education)
- Distance Learning: Total hours, Score
  o Course Name, hours
  o Course Name, hours

EXAMPLE:

PART II - BACKGROUND INFORMATION
Purpose of Counseling: *(Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling, and includes the leader's facts and observations prior to the counseling.)*
QTRLY Counseling

PART III - SUMMARY OF COUNSELING
Complete this section during or immediately subsequent to counseling.

Key Points of Discussion:

SDP Notes:
Brief 1: Russian BTG, Conducted 03MAR18
Brief 2: Russian-Georgia War 2008, Conducted 03APR18
Book read: 3 pts
Directorate S, Steve Coll
Distance Learning: 14 hours, 2pts
J3OP-US620: Irregular Warfare, 8 hours
J3OP-US622: Counter Terrorism Course, 6 hours

Total hours per QTR: 22 hours (spread out over 3 months)
Books: 5 hours – it takes the average person 1 minute to read 1 page. For a 300 page book, this equates to 5 hours of reading
DL: Time standard is spelled out in the programing; CMD is aiming for 10 hours per quarter as the goal
Briefings: 15 minute + 2 hour preparation time; 3x per quarter = 6 hours, 45 minutes

ANNEX A to Company Commander Notes for Leaders: Summary of Directed Self Development Program

APPENDIX 1 TO ANNEX A: SCORING TABLE

POS	QTR	QTR 1				QTR 2				QTR 3				QTR 4				TOTAL
	MO	1	2	3	#	4	5	6	#	7	8	9	#	10	11	12	#	
XO	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
FSO	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
HQ PL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
1 PLT																		
1 PLT PL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	SL AVG																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
2 PLT PSG	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
1PLT 1SL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
1PLT 2SL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
1PLT 3SL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
1PLT WSL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
2 PLT																		
2 PLT PL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	SL AVG																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
2 PLT PSG	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
2 PLT 1SL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
2 PLT 2SL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
2 PLT 3SL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
2 PLT WSL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
3 PLT																		
3 PLT PL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	SL AVG																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
3 PLT PSG	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
3 PLT 1SL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
3 PLT 2SL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
3 PLT 3SL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		
3 PLT WSL	BOOK																	
	DL COURSE																	
	BRIEFING																	
	TOTAL			TOTAL				TOTAL				TOTAL				TOTAL		

APPENDIX 2 to ANNEX A: DISTANCE LEARNING

- **SUSPENDED FOR DEPLOYED PERSONNEL**
- Goal is to have at least 10-15 hours of distance learning completed per quarter
- Any TDY or field training that is >15 days is worth 1 point to cover lost time
- Any TDY or field training that is >30 days is worth 2 points to cover lost time
- TDY or field training that takes up 51% of the quarter assessed will award 3 points to cover lost time
- Any DL required for promotion or NCOES school will be deemed equivalent hours
- Assessment will be certification or in-process print out provided to rater during quarterly counseling
- 350-1 mandatory training is not deemed equivalent (Ex. AT LVL 1, Cyberawareness, etc)
- Degree/certificate producing course work of at least 6 weeks of the quarter will be deemed equivalent
- Examples of courses are listed below:

COURSE #	TITLE	HOURS	COURSE #	TITLE	HOURS
		DISTANCE	LEARNING		
J3OP-US024	Joint Close Air Support	(8hrs)	J4OP-US1144	JFC 100 Mod 4 Joint force sustainment	(2hrs)
J3OP-US112	Joint Fires Observer Fam	(22hrs)	J3OP-US1145	JFC 100 Mod 5 Joint Ops Planning	(2hrs)
MED100	Principles of Media Exploitation	(1hrs)	J3OP-US1146	JFC 100 Mod 6 Joint C2 and Comm	(2hrs)
MED101	Imaging Media	(2.5hrs)	J3OP-US1147	JFC 100 Mod 7 Joint Fires and effects	(2hrs)
MED102	Basic Forensic Principles	(1hr)	J3OP-US1148	JFC 100 Mod 8 Interorg coord and Multnat Ops	(1hr)
DOM100	Introduction to Documentation and Media (DOMEX)	(.75hrs)	J3OP-US1149	JFC 200 Mod 1 CCIR at the Operation Level	(1hr)
DOM101	Receiving and inventory DOMEX	(1hr)	J3OP-US1150	JFC 200 Mod 2 Gaining and Sharing Info	(1hr)
DOM102	CEDM screening and analysis	(1h)	J3OP-US1151	JFC 200 Mod 3 Interorg Coord	(2hr)
DOM103	CEDM report	(1hr)	J3OP-US1152	JFC 200 Mod 4 JTF Level Command Relations	(1hr)
SE100	Into to Site Exploitation	(1hrs)	J3OP-US1153	JFC 200 Mod 5 Design and Planning	(2hr)
SE101	Site Assessment	(1hrs)	J3OP-US1154	JFC 200 Mod 6 Communication Strategy	(1hr)
SE102	CEDM Collection Procedures (1hrs)	(1hrs)	J3OP-US1155	JFC 200 Mod 7 Joint HQ ORG	(1hr)
P-US024	Joint Close Air Support	(8hrs)	J3OP-US1156	JFC 200 Mod 8 Intel Ops at the Op Lvl	(2hr)
J3OP-US1109	Joint Integrated Persistent Surveillance	(2hrs)	J3OP-US1157	JFC 200 Mod 9 Integration of Lethal	(1hr)
J3OP-US1384	Information Operations for the Joint Warfighter	(1hrs)	J3OP-US1158	JFC 200 Mod 10 Joint Sustainment	(1hr)
P-US361	Joint Intelligence Preparation of the Operational Environment	(1hr)	J3OP-US1159	JFC 200 Mod 11 Assessment	(1hr)
P-US1117	Intelligence support to Ops	(1hr)	J3OP-US1160	JFC 200 Mod 12 Authorities Course	(1hr)
J3OP-US1141	JFC 100 Mod 1 Intro	(2hrs)	J3OP-US120	Joint Urban Ops for Joint Forces CDR and Staff	(10hrs)
J2OP-US1142	JFC 100 Mod 2 Joint Intel	(3hrs)	J3OP-US1240	Joint Civil Information Management JCIM	(2hrs)
J3OP-US1143	JFC 100 Mod 3 Joint Ops	(2hrs)	J3OP-US1244	Mass Atrocity Response Operations (MARO)	(2hrs)
ATRRS	Inform and Influence Activities	(18hrs)	J3OP-US620	Irregular Warfare Overview	(8hrs)
ATRRS	Information Operations 101	(32hrs)	J3OP-US621	Counter Terrorism Course	(6hrs)
ATRRS	Joint Engineer Operations	(24hrs)	J3OP-US622	Unconventional Warfare Overview	(5hrs)
J3OP-US625	Stability Operations	(5hrs)	J3OP-US623	Foreign Internal Defense	(5hrs)
J3OP-US019	Intro to Joint Fire Support	(10hrs)	J3ST-US026	Joint Special Operations TF	(19hrs)
OTHER DL COURSES ARE AUTHORIZED; USE GOOD JUDGEMENT TO INCREASE THE CAPABILITY OF THE COMPANY OR YOURSELF PERSONALLY (BUSINESS/LANGUAGE/COMPUTER SKILLS)					

APPENDIX 3 to ANNEX A: BRIEFINGS

- CO surveils PLs
- PLs or PSGs surveil SLs
- SLs: utilize your TLs to conduct research and prepare products to ensure thorough shared understanding
- Briefs should be 15-20 mins in length; no prescribed format or medium is required as long as the topic is adequately covered and a shared understanding is developed
- Briefings should demonstrate your personal understanding of a topic
- Each brief is worth 1.5 points
- Points earned must be included in rater quarterly counseling
- TDY is an authorized excuse and individuals will be awarded equivalent points for the covered month/QTR
- **Field training is not an excused absence from covering briefings**

BRIEFING TOPICS		
Indo-Pakistani War of 1999	History of North Korea	Operation Cyclone
Russian BTG Structure	Iranian IRGC History	Operation Anaconda
Situation in Crimea	Persian Gulf War	Second Battle of Fallujah
2008 Georgia-Russia War	Suwalki Gap	Yugoslav Wars
China's One Belt/One Road	1st/2nd Chechnyan War	Winter War USSR/Finland
British Military Structure	National Security Strategy	US Army ISR UAS Platforms
Australian Military Structure	National Defense Strategy	China's 9-Dash Line
NATO Military Structure	Current Syria Ops	Task Force Sinai
Overview of Kosovo Conflict	History of Jordan	AFRICOM Disposition/OPS
Chinese Military Structure	CSA Modernization Priorities	EUCOM Disposition/OPS
India Military Structure	French Military Structure	IPB
Pakistani ISI History	Explosively Formed Projectiles	US Army Radio Systems
Stryker load out	Any ISW Report (Study of War)	Targeting - CARVER Method
D3A process	US Indirect fire capabilities	EN Indirect Fire Capabilities
EN Army Attack Aviation	Mid-course Discrimination (ICBM)	Russian-Afghan War
Current Taliban Assessment	History of ISIS	PMESIIPT Hostile Country Assessment
Other briefing topics welcome; check with CO to confirm subject meets intent before preparing		

BRIEFER	Audience		
	QTR		
	Month 1	Month 2	Month 3
PL	CO	CO	PLT
1SL	PL/PSG		SQD
2SL		PL/PSG	SQD
3SL	PL/PSG		SQD
WPN SL		PL/PSG	SQD
Iterative - repeats each QTR			
Brief months for SLs can swap as long as minimum of 2x are completed each QTR			

APPENDIX 4 TO ANNEX A: BOOKS

- Book definition IAW this program: Any piece of literature of approximately 300 pages in length that develops the individual personally, professionally, or increases their life skills.
- Personal or professional reading is a must to develop a learning culture
- Weekly hour-long podcasts will be deemed equivalent to 1 book per quarter. Finished completion of podcasts must be demonstrated to the satisfaction of Rater/Senior Rater. Examples include:
  - War on the Rocks
  - Rational Security
  - Modern War Institute and The Spear
  - Etc
- Audible (Amazon) membership or some other audible book series that covers 1x book per month will be acceptable – Finished completion of books must be annotated on counseling form and demonstrated to the satisfaction of Rater/Senior Rater
- Those pursuing a degree/certificate will earn credit for being enrolled during that quarter
- Assessment for completion will be a brief topic discussion for physical books and demonstration of listening completion of audio mediums to rater during counseling session
- Books read must be annotated in counseling

Suggested Professional Reading List

- [CSA Reading List](#)
- [CoI Reading List](#)
- [USSOCOM Reading List](#)
- [Admiral McRaven's Reading List](#)
- [DIA CG Reading List](#)
- [Harvard Business School's Reading List](#)
- FMs/ATPs
- Any personal growth book is acceptable, **including fiction** (Fiction reading develops emotional intelligence through perspective shifting)

Type	Points	Frequency	Total Points per Quarter
Physical Book	3	per Quarter	3
Audible-Type	1	per Month	3
Degree Coursework	2	per Quarter	2
Podcasts	0.23	per Week	3