



# THE NCO LEADERSHIP CENTER OF EXCELLENCE



## CAPABILITIES HANDBOOK





# THE NCO LEADERSHIP CENTER OF EXCELLENCE

*“LEADERS BUILD LETHALITY, WE DEVELOP LEADERS”*

## **Our Vision**

*The premier institution driving innovative development for enlisted leaders; constantly focused on readiness.*

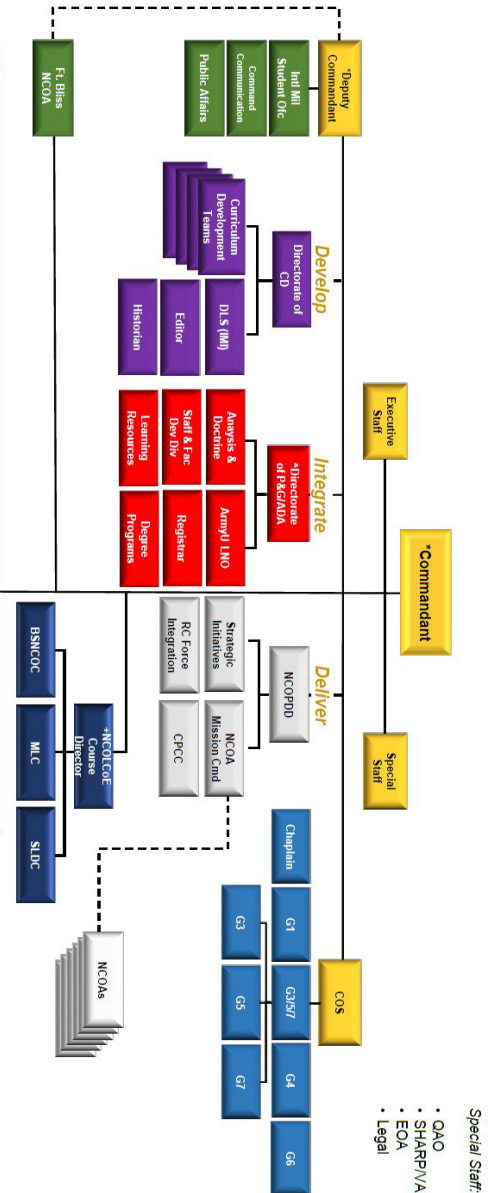
## **Our Mission**

*Provide professional military education that develops enlisted leaders into holistically fit, disciplined, well-educated professional capable of meeting the challenges of large-scale combat operations in a multi-domain environment.*

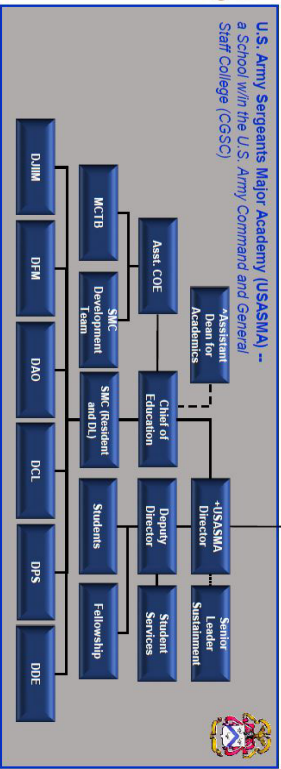
## **What We Are For**

*Develop, integrate, and deliver education and training readiness.*

# Our Organization



- Special Staff:
- OAO
  - SHARP/A
  - EOA
  - Legal



**Notes:**

(1) USASMA is considered both a CGSC branch campus on Fort Bliss and a tenant organization within the NCOLOE.

(2) Selected leaders hold concurrent titles and responsibilities in NCOLOE and USASMA (see legend).

**Effective: 22 Jan 20**

Legend	
OPCH	-----
TACON	.....
	*
	A
	+

Legend:

- OPCH: Assistant held concurrent title in NCOLOE and USASMA
- TACON: USASMA, Joint, Dean of Academics concurrently holds the title of both NCOLOE and USASMA
- \*
- A: USASMA, Joint, Dean of Academics concurrently holds the title of both NCOLOE and USASMA
- +: USASMA, Director concurrently holds the title NCOLOE Course Director





LDRSHIP

LEADING

Photo by David Crozier



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# THE OFFICE OF THE COMMANDANT



## COMMANDANT



The Commandant serves as the leader of the Noncommissioned Officer Leadership Center of Excellence (NCOLCoE) and The Sergeants Major Academy (Academy) which is supported by command select list command sergeants major, sergeants major, course instructor NCOs, DA Civilian staff and faculty, and contractors. This position oversees the conduct of more than 391,000 students in resident courses and approximately 2,500 students who train via distance and video teletraining annually. This includes conducting 15 programs of instruction (POI) for delivery to 34 BLC NCO academies, 11 MLC training locations, the Battle Staff NCO Course resident and VTC ITC, Distributed Leader Course level I through VI, Advance and Senior Leader Course leader core competency curriculum, and the Sergeant Majors Course. In addition, the commandant is responsible for property and equipment management valued at more than \$28 million and a seven-figure annual budget. The commandant also advises the Sergeant Major of the Army and the TRADOC CSM on all NCOPDS matters; has direct reporting authority to the Combined Arms Center (CAC) Commanding General (CG);

the Uniformed Code of Military Justice (UCMJ) authority (1AD CG); the ADCON authority (JMC CG); and accrediting authority (Command & General Staff College (CGSC) and ArmyU Provost). The position also serves as the president of The Sergeants Major Academy Branch Campus of the CGSC.

## **DEPUTY COMMANDANT**

The Deputy Commandant serves as the second leader of the NCOLCoE and is responsible for delivering education to more than 391,000 Soldiers worldwide annually. This position is the principle advisor to the commandant, wherein his absence or under his directive, decisions are made that support the NCOLCoE mission and the health and welfare of staff, faculty and students. The deputy commandant supervises training throughout the academy, including preparation and readiness for curriculum and operations, oversight of organizational inspection programs, accreditation, personnel, logistics, administration, contracts, and budgetary actions. Additionally, this position provides supervisory oversight of all CMDs, SMC, staff and faculty (S&F), BSNCO, ALC-CC, SLDC, SSD/DLC, NRC, FBTX NCOA, and IMSO. These responsibilities also involve executive oversight for the SHARP, EO, QAO, and SJA programs.

Additional responsibilities include enlisted individual training to collective training, and leader development. This involves the development and maintenance of 3,141 hours of curriculum spanning 14 courses, the delivery of more than 209 separate PME classes annually, and the management of more than 400 DoD and multi-national SGMs, Soldiers and DA Civilians. The deputy commandant reports directly to; the FBTX NCOA, SFDD, IMSO, command communications, and the public affairs office.

## **CHIEF OF STAFF (CoS)**

The Chief of Staff (CoS) is the NCOLCoE command group's senior administrator and the commandant's senior staff advisor responsible for providing authoritative recommendations based upon expert knowledge of





regulation, policy, and command capabilities. The CoS assists the commandant in the conceptualization, design, development and implementation of initiatives and programs that sustain or enhance the mission. The CoS holds supervisory authority over the coordinating staff ensuring staff directors employ effective and efficient processes supporting the organization's mission, and the commandant's intent and priorities. The CoS serves as the lead on DA Civilian professional development and talent management. This position also serves as vice president for personnel and operations of the The Academy branch campus of the CGSC.

## SPECIAL STAFF

### QUALITY ASSURANCE OFFICE (QAO)

The Quality Assurance Office (QAO) conducts continuous, systematic internal and external evaluations of all NCOLCoE courses. Additionally, it assists TRADOC with staff assistant visits (SAV) and accreditations of NCO academies worldwide in accordance with (IAW) TRADOC's established Army Enterprise Accreditation Standards (AEAS). The QAO provides proponent leadership feedback on Professional Military Education (PME) of NCOs to ensure proficiency and relevancy.



The QAO, supports and compliments the efforts of NCOLCoE, TRADOC, CAC, and Army University. The QAO deploys warrior-focused evaluators who assess all NCOAs worldwide using a common sense approach and an assistance-driven, team building attitude. The NCOLCoE Noncommissioned Officer Development System (NCOPDS) training and functional education programs include the Basic Leader Course (BLC), Advanced Leader Course Leader Core Competencies (ALC-LCC), Senior Leader Course-Leader Core Competencies (SLC-LCC), Battle Staff Noncommissioned Officer Course (BSNCOC), BSNCOC-VTT, Master Leader Course (MLC), and the Master Leader Course Nonresident (MLCNR).

## **EQUAL OPPORTUNITY ADVISOR (EOA)**

The Equal Opportunity Advisor (EOA) is the principal advisor to the commandant on all matters pertaining to Equal Opportunity (EO). The EOA assists the commandant in fostering an environment of dignity and respect for Soldiers, Civilians, and Family members assigned to the NCOLCoE. The EOA reports directly to the commandant on issues related to the fair treatment of military personnel, Department of the Army Civilians, and Family members and monitors the organization for unlawful, or offensive, behavior related to race, color, gender, sex, sexual orientation, religion or national origin. The EOA serves as a conduit and liaison between the students, staff and faculty of the NCOLCoE on all equal opportunity issues and concerns. The EOA also provides training, conducts and administers command climate surveys, and leads special and ethnic observance activities across the organization.

## **SEXUAL ASSAULT RESPONSE COORDINATOR (SARC) AND VICTIM ADVOCATE (VA)**

The NCOLCoE Sexual Harassment Assault Response and Prevention (SHARP) Program is committed to eliminating sexual violence before it begins. The SARC and VA use Unit of Efforts (UOEs) to promote an environment conducive to human dignity and respect and a culture where sexual harassment and sexual assault are not tolerated. The four Lines of Efforts (LOEs) include: advocacy, prevention, awareness, and training.



Advocacy aims to empower victims, encourage reporting, and facilitate recovery. With the options of face-to-face support or dialing the 24-hour Fort Bliss SHARP hotline (915-245-8991), confidential advocacy is convenient to access. The NCOLCoE has two portable SHARP resources for Soldiers and Civilians. All have the option to carry the ULTIMA SHARP card or download to their phone, the free “ULTIMA SHARP” application.

In addition to anti-harassment policies, the SHARP program

has developed several approaches to promote awareness. Focus groups and realistic “What Would You Do” bystander training sessions are used as strategies to endorse behavioral change. Other strategies include the anti-sexual violence reference section within the Learning Resources Center; Sexual Assault Awareness and Prevention Month (SAAPM) support in April, informational material displayed throughout the campus, and SHARP briefings to Soldiers arriving to Fort Bliss and the NCOLCoE. Through awareness, the SHARP program promotes an environment conducive to human dignity and respect, and advocates all available resources.

## **PARALEGAL NONCOMMISSIONED OFFICER**

The paralegal NCO provides legal administrative support to the commandant and is the organization’s conduit to the Office of the Staff Judge Advocate who specializes in areas of criminal law, family law, international law, contract law, and fiscal law. The paralegal NCO manages legal documents for courts-martial, non-judicial punishments, and other military justice matters. The paralegal NCO prepares for the commandant’s review: line of duty determinations, separation board proceedings, legal reviews, and other administrative law matters. The paralegal NCO also provides legal assistance to the organization on matters such as powers of attorney and notary services.



## **DEPUTY COMMANDANT**

### **INTERNATIONAL MILITARY STUDENT OFFICE**

The International Military Student Office (IMSO) directs the operation of the Security Cooperation Education and Training Program (SCETP) objectives, policies and regulatory requirements for the NCOLCoE and Fort Bliss. It plans, develops, and executes the SCETP,







including the Field Studies Program (FSP), for all International Military Students (IMS) attending training as outlined in the Security Assistance Management Manual (DoD 5103.38-M), and the Joint Security Cooperation Education and Training Regulation (AR 12- 15). The IMSO uses automated programs and resources; it assesses plans, develops and executes administrative and academic life-cycle support, FSP support, and strategic communication for all IMS and their authorized accompanying dependents.

The IMSO serves as the subject matter expert on the SCETP and on all IMS matters. It advises and represents the NCOLCoE leadership on all matters pertaining to SCETP, continuously educating senior leadership, faculty, staff and the Civilian community about security assistance matters in general, and the execution of the SCETP.

The IMSO ensures consistent application of SCETP policies among supported participants at Fort Bliss, and independently plans and directs all operations of an IMSO including budget and manpower, ensuring compliance with financial management directives and policies (TLA approving official, GPC certifying official, etc.).

IMS attend the Field Studies Program (FSP), which covers facets of human rights, diversity and American life, U.S government institutions, political processes, the judicial system,

the free market system, education, health and human services, media, international peace and security, and the law of war. This includes local and long distance, multi-day tours to areas within a 250-mile radius. Events outside of this distance need approval by the director. The program provides the IMS with a balanced understanding of American society. The field studies manager serves as the primary planner and coordinator for approved activities including the seven-day Department of the Army Washington, D.C. field trip for all authorized IMS.

The sponsorship manager plans, develops, and executes the IMSO sponsorship program including publicity and recruitment, speaking engagements, assigning sponsors, and planning, coordinating and conducting sponsor receptions and events. The office provides a variety of personal assistance services to international military students and their dependents. The sponsorship coordinator plans and conducts cultural activities for IMS family members, and perform academic and personal counseling.

The logistics and resources section is responsible for training management which entails maintenance of automated student training databases, and contact with Security Assistance Training Field Activities (SATFA) to ensure prerequisite training is completed. They ensure all students are enrolled in the ATRRS program, provide ongoing assistance during courses, and ensure graduation certificates are properly prepared. The section monitors overall training progress of the IMS, to include monitoring the Standardized Training List (STL) and alerting IMSO of changes that may affect student load or have a negative impact on the budget. Logistics and resources also serve as the Test Control Officer (TCO), and coordinates and administers the English Comprehension Level (ECL) Test. Logistics and resources, is also responsible for international military student program assistance providing personal support to include: knowledge of religions, ethnicities, dietary habits, and national customs.

The IMS program assistant fluently speaks and writes in Spanish and English, performs translations in support of the

Spanish speaking IMS. The assistant provides class schedules and course information, assists IMS with medical enrollments, establishing bank accounts, and apartment rentals, or lodging arrangements. They input student information into the IMSO database and update SAN website database to include uploading pictures of the IMS. They distribute ITOs to various agencies on post including the hospital, lodging, CID, and resource management, and prepare endorsements of ITOs upon issuance of ID cards.

## COMMAND COMMUNICATIONS

The Command Communications Office is the crafter of the command message in accordance with the NCOLCoE commandant's priorities, initiatives and intent. The individual in this position crafts messages for the command, as well as, advancements in NCOPDS and Professional Military Education.

Command Communications works closely with all directorates and staffs of the NCOLCoE, and it's higher headquarters elements, in crafting the command messages which tell the NCOLCoE mission – *to provide professional military education that develops enlisted leaders into holistically fit, disciplined, well-educated professionals capable of meeting the challenges of large-scale combat operations in a multi-domain environment .*

The Command Communications office communicates the Center's story to the public, both internal and external, by means of media relations, public relations, community relations, internal communications and social media using multimedia platforms. The Command Communications office researches, develops, writes and edits a variety of informational products to include pamphlets, tri-folds, brochures, magazines





and newspapers. The office also produces a variety of video products used for internal educational purposes, conducts interviews of senior enlisted leaders, and produces command information videos for our external stakeholders.

## PUBLIC AFFAIRS OFFICE

The Public Affairs Office works in concert with the Command Communications Office to tell the NCOLCoE story. The PAO is responsible for presenting clear, consistent and up-to-date information about the NCOLCoE, its students and staff. This is achieved by developing and promoting positive community relationships, coordinating successful events coverage and communicating the commandant's intent through the many stories of our Soldiers/students, staff and faculty successes, and innovations and partnerships. The



PAO uses a multitude of media platforms to engage the public - written stories, photojournalism, social media and informational products, i.e. facts sheets and press releases.

The PAO is responsible for the management of content on the center's social media platforms, monitors content for compliance with Army regulations and policy concerning online conduct, and seeks new means to communicate the Army and NCOLCoE story.

# FORT BLISS NONCOMMISSIONED OFFICER ACADEMY



The Fort Bliss NCOA provides exceptional training to qualified NCOs. The goal is to provide relevant and challenging course material that will better prepare junior NCOs at the next level. The Noncommissioned Officer Professional Development System (NCOPDS) is the keystone for NCO development. The Fort Bliss NCOA is developing the next generation of competent and committed leaders.



The Basic Leader Course (BLC) is the first step of Professional Military Education (PME). It is the foundation for further education and leader development. BLC is a 22 day course consisting of 169 hours focusing on six NCO Common Core Competencies. These competencies are; readiness, leadership, training management, communications, operations, and program management. It is non-MOS specific, taught in a non-live-in environment using classroom instruction. Instruction is conducted through the use of the Army Experiential Learning Model (ELM) methodology. Lessons are facilitated in a small group setting with a collaborative approach, which allows

Soldiers to discover information and then apply it to new and ambiguous situations. Lessons include critical and creative thinking activities and exercises, which aid in learning. The BLC prepares Soldiers to lead team size units by providing an opportunity to acquire the leadership skills and knowledge needed to be successful NCOs.



# CHIEF OF STAFF

## CHAPLAIN

The Chaplain is the Academy's ethics advisor who serves as the Sergeants Major Course ethics instructor and staff chaplain. The Chaplain provides religious support to Soldiers, faculty, staff, Civilians, and Family members of the community. The Chaplain advises leadership to ensure all religions and beliefs, including the right to non-religious beliefs are upheld and protected. The Chaplain also performs religious support activities and provides support of other faith groups by coordinating with other chaplains or qualified individuals.



Additionally, the Chaplain provides counseling, training, and ministry of presence throughout the installation. The Chaplain leads prayer at official ceremonies including graduations, distinguished service recognition ceremonies, award presentations, and other observances. The Chaplain is in charge of the The Sergeants Major Academy Memorial Chapel and leads the Protestant weekly worship service.

## DIRECTORATE OF HUMAN RESOURCES - G1

The Human Resources Directorate (G1) is a primary staff section directly supporting and providing military and civilian personnel management insight and advice to the Commandant. The director of human resources, the center's G1, is responsible for administrative oversight of all personnel actions. G1 provides human resources and administrative support with a focus on the career management of Army Soldiers and Civilians.



G1 oversees and executes The

NCOLCoE's Talent Management Strategy by promoting the vision of dynamic personnel growth as the NCOLCoE and The Sergeants Major Academy transform to a degree-producing institute of higher learning. The G1 postures the organization for success with sufficient manpower resources by anticipating future needs and programming increased manning to meet those demands.

## **DIRECTORATE OF PLANS, OPERATIONS AND KNOWLEDGE MANAGEMENT - G3/5/7**

The G3/5/7 department is composed of Operations (G3), Plans (G5), and Knowledge Management (G7). The Director of G3/5/7 is responsible for the synthesis and management of multi-domain functions across the Center's enterprise. The director employs the synchronized talents of the G3/5/7, ensuring activities are planned, developed into executable guidance, and distributed to the organization for implementation. The director and sergeant major of the G3/5/7 are responsible for prioritizing and sequencing cross-disciplinary actions within the department, and the tracking of all major Center activities and organizational initiatives.



### **OPERATIONS - G3**

Operations (G3) is a primary staff section that directly supports and provides operational insight and advice to the commandant. The director holds the commandant's delegated authority to publish and issue written orders across the command. Operations has five distinct functions: current operations, training management, security, and visitor coordination. Among its many activities, they are responsible for the planning and execution of Center-level events and ceremonies, as well as, all other events that require significant external



coordination (e.g. SMC graduation), personnel and institutional security activities, coordination, synchronization, and sustainment of facilities resources and oversight of specified command-level programs. Operations perform functions that affect nearly every aspect of the command. Some of the many activities performed include: receipt and analysis of orders from the Army University, Combined Arms Center, Training and Doctrine Command, and Fort Bliss. The G3 develops and issues operation orders (OPORDs), execution orders (EXORDs), and task orders (TASKORDs). They maintain the Master Activities Calendar (MAC), provide usage oversight and coordination of campus facilities and general support resources, track and schedule organizational training requirements (including external schools), operate and maintain the campus' lecture center and conference rooms, and operate and maintain all Center video teleconference (VTC) and distributive learning (DL) presentation systems. The G3 also supports all G2 and security activities, which include, but are not limited to, the maintenance of personal security clearance programs, foreign disclosure and foreign visit processes, anti-terrorism and force protection (AT/FP) programs, operational security (OPSEC), and campus physical security.

## **VISITOR COORDINATION OFFICE - G3 OPERATIONS**

The Visitor Coordination Office is a subordinate function of the operations (G3). managed by a protocol officer. The Visitor Coordination Office plans, coordinates, and supports the visits of all distinguished visitors and guests to the NCOLCoE. The protocol officer advises staff and faculty on proper protocol procedures related to the numerous dignitaries, foreign visitors, and guest speakers that visit the commandant and the



Brigadier Rupert Hoskin, commandant of the Australian Royal Military College, visits The NCOL CoE to learn more about Army NCOPDS on April 29, 2019.



NCOLCoE. They send out all formal invitations for events and participation in the Sergeants Major Course Guest Speaker Program. Being the primary point of contact for visitors, the protocol officer serves as a liaison between different agencies across the Department of Defense, the installation, and the community. The individual serves as an advisor for social events and as the Center's subject matter expert on military and civilian etiquette. The Visitor Coordination Office coordinates, produces, and distributes itineraries for upcoming visits to the Center and assists staff and faculty with coordinating and setting of meetings. The protocol officer also provides etiquette and social protocols instruction for the Spouse Leadership Development Course (SLDC).

## **PLANS - G5**

The Plans - G5 office directly supports and provides planning insight and advice to the Commandant. The director of plans is responsible for analysis, course of action development, mid-range and long-range planning, and initiatives. The G5 provides the Center's leadership with information, proposals and strategies to adapt to the changes required to meet the future needs of the Army. The G5 is also responsible for compiling unit standard operating procedures, the maintenance of all contingency plans, and oversight of the Center's organization inspection, safety, fire prevention, occupational health, and emergency management programs. Some of the responsibilities and functions are the development of the NCOLCoE strategic plan, execution of strategic planning working groups, sustainment of the campus and area development plan, leading the planning and organizational oversight of activities related to military construction projects, conference management, and the sustainment of organizational and functional documents (i.e. NCOLCoE Regulation 10-1, TRADOC



Regulation 10-5 Series (input); and The NCOLCoE Capabilities Handbook). The G5 also receives and coordinates facilities maintenance and sustainment requirements through both self-help and the Fort Bliss Department of Public Works (DPW).

## NONCOMMISSIONED OFFICER HERITAGE AND EDUCATION CENTER

The primary mission of the United States Army Noncommissioned Officer Heritage and Education Center (NCOH&EC) is to collect, preserve, exhibit, and interpret historically significant property related to the history of the United States Army Noncommissioned Officer from 1775 to present-day. Exhibits portray the role of noncommissioned officers from the American Revolution to the present-day, using uniforms, weapons, accouterments, documents, and equipment from various periods to historically display the evolution of the Army Noncommissioned Officer Corps.

The NCOH&EC supports training, education tours, conducts research, stimulates esprit de corps morale, informs the Army, and the public of the NCO's service to the nation. It is the only Army heritage and education center dedicated solely to NCO history, focusing on educating enlisted leaders by preserving the heritage and history of the United States Army



NCO. The NCOH&EC has a staff of three and approximately 10,000 square feet of exhibit space. Though functionally tied to the NCOLCoE, the center serves all visitors. Army Regulation 870-20 governs its mission

and it is aligned under the Center for Military History and TRADOC historian, while being supervised by the NCOLCoE.

## **KNOWLEDGE MANAGEMENT/INFORMATION OPERATIONS - G7**

Knowledge Management directly supports and provides KM insight and advice to the Commandant. The Chief Knowledge Officer is also the Center's functional G7 responsible for informing and influencing activities. The KM section leads, plans and implements organizational knowledge, process, and performance management for the NCOLCoE. KM develops and provides systems and processes that enable the effective capture and sharing of knowledge and data across the enterprise. KM works to increase collaboration,



stimulate innovation, and improve organizational performance across the Center. The CKO develops and implements analytical measures that provide key performance indicators to leaders for effective decision making. The CKO also establishes knowledge management and process improvement practices to optimize data consolidation,

provides content management solutions to stakeholders, and trains and educates the workforce on how to leverage enterprise KPPM solutions to achieve NCOLCoE objectives and priorities. The CKO, as the G7, advises the G3/5/7 director on the development and implementation of organizational themes and messages, and works closely with the Command Communications office to ensure synchronization of messaging across the Center's KM and social media platforms. The G7 submits external activity reports to higher headquarters, ensuring unified and consistent messaging IAW the commandant's intent and in direct coordination with Command Communications and Public Affairs offices.

## DIRECTORATE OF LOGISTICS AND RESOURCE MANAGEMENT - G4

The G4 prepares, executes, and reconciles the annual budget. The G4 also assists and provides reproduction services for lesson materials, brochures, flyers, programs, and lesson plans for all Noncommissioned Officer Professional Development System courses taught at the NCOLCoE. The G4 performs duties as the property book officer, government purchase card holder manager, the Defense Travel System

Approving Official and support, Trusted Associate Sponsorship System Security Manager, Command Supply Discipline Program, TMP Coordinator, and government travel card agency official program coordinator duties. The G4 also compiles and submits all performance work statements, quality assurance surveillance plans, cost estimates,

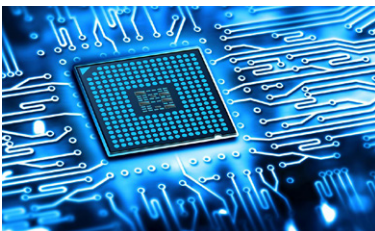
market research, and all other documents necessary to submit and initiate contracts through the U.S. Mission and Installation Contracting Command, and is responsible to make monthly invoice payments for all contracts.



## DEPARTMENT OF INFORMATION TECHNOLOGY - G6

The Department of Information Technology (DOIT) - G6 directly supports and provides Information Technology insight and advice to the commandant. The director of DOIT is the center's G6 responsible for maintaining organizational property book, contract actions, and budget oversight. The DOIT achieves its mission by ensuring the NCOLCoE's faculty and

students have access to up-to-date information technology (IT) in its classrooms and offices, and ensures these systems are available at all times. The G6 also defends the integrity of



the Department of the Army network by providing appropriate access and safeguarding of all IT systems in use at the NCOLCoE.

The directorate is divided into programming support, classroom support, systems administration, network support, and help desk functions composing of a director, deputy director, four Department of Army Civilians, and six contractors. DOIT supports more than 1,800 computers, nearly 1,200 military and civilian personnel, and has oversight of approximately 25,000 pieces of IT equipment. To stay abreast of technological changes, the G6 works closely with TRADOC, CAC, the Enterprise Classroom Program, and ensures all baseline IT equipment is life-cycled after five years of service. More complex systems, such as the classroom audio and visual systems, are replaced on their independent schedules.

## DEVELOP



## DIRECTORATE OF CURRICULUM DEVELOPMENT



The Directorate of Curriculum Development provides, an academic curriculum that is rigorous, current, relevant, sequential, and progressive, in order to educate and develop Soldiers and NCOs of



life-long learning for all levels of Professional Military Education (PME) and functional courses. The directorate sets the standard for curriculum development and education for the NCO of 2020 and beyond. The directorate is committed to creating and sustaining professional and learner-centered products which link NCO education, operational experience, and self-development using six NCO Common Core Competencies (NCO C3): readiness, leadership, program management, training, operations, and communications.

## BASIC TEAM

The Basic Team is responsible for curriculum analysis, design, and development of the Basic Leader Course (BLC). BLC is for Soldiers, specialists preparing for promotion to sergeant. The BLC is a non-MOS specific, leadership course providing Soldiers with the basic tools to perform duties as first-line noncommissioned officers. The students are given complex problems and evaluated on their leadership, training, counseling, critical thinking, and problem-solving abilities. Soldiers are provided opportunities to practice and demonstrate what they are taught in a fast-paced and academically-challenging environment.



## INTERMEDIATE TEAM

The Intermediate Team is responsible for curriculum analysis, design, and development for the Advanced Leader Course-NCO Common Core Competencies (ALC-NCO-C3), the Senior Leader Course-NCO Common Core Competencies (SLC-NCO-C3), Battle Staff Noncommissioned Officer Course (BSNCO), and the Commandants Pre-Command Course (CPCC). The ALC-NCO-C3 and SLC-NCO-C3 each consist of leader-specific curriculum to develop skills in readiness, training management, communications, leadership, operations, and program management at their



respective levels.

The Battle Staff Noncommissioned Officer Course is a branch-immaterial, functional course for sergeants (E-5) through sergeants major (E-9), which provides skills-based education and training relevant to missions, duties, and responsibilities assigned to staff members at battalion and higher echelons. Graduates of the Battle Staff Noncommissioned Officer Course are identified by award of the additional skill identifier (ASI) 2S for battle staff operations.



The Commandants Pre-Command Course is designed to introduce command sergeants major and sergeants major to those unique positions where they are executing commandant duties at NCO academies; a characteristic that is not traditionally associated with being an NCO. The course consists of instruction in 15 different topic areas: the authorities of an enlisted commandant, joint ethics, lines of command/support, training management, inventory management/property accountability, budget management, academy manning, course administrative requirements, instructor development program, civilian personnel management system, student records, learning theories and styles, law for leaders, registrar functions, and academic accreditation.

## **ADVANCED TEAM**

The Advanced Team is responsible for curriculum analysis, design, and development of the Master Leader Course (MLC).



The MLC is designed to challenge, educate, and prepare selected sergeants first class for promotion to master sergeant. Soldiers study in the areas of leadership, professional writing, public speaking, critical thinking, mission command, organizational management, joint and operational level planning, and readiness. In addition, Soldiers are exposed to topics

like National Security Strategy, Joint Intergovernmental and Multinational (JIM) and decisive action.

## **DISTANCE LEARNING TEAM**

The Distance Learning Team is responsible for the Distributed Leader Course (DLC). DLC has six levels comprised of topics in the areas of leadership, training management, readiness, operations, program management, and communications. DLCs are required online courses that occur prior to each level of resident NCO Professional Military Education (PME), which supports the life-long learning of the NCO Professional Development System (NCOPDS).



In addition, the DL team manages the NCO Leadership Center of Excellence's World Campus (WC). The World Campus provides student-centric, centralized, web-based educational platforms, distance education, and mobile training teams (MTT) to enhance the professional lifelong learning experience for Soldiers across the globe. The team provides learner support, tutorials, additional academic products, and manages the digital rucksack.

## **DISTRIBUTED LEARNING SUPPORT**

The mission of the Distributed Learning Support (DLS) is to provide digital media education and training products which support the delivery of instruction for Distributed Learning (DL) courses in order to meet Army leader development objectives. DLS provides and produces innovative computer-based training (CBT), specifically, DLS products from design, development, programming, production and evaluation, and applying functional and technical expertise for the integration of emerging software and hardware technologies into the

development and production of Distributed Learning (DL), training, and support.

## OFFICE OF THE EDITOR

The editor applies generally accepted or specified educational principles and rules of composition to edit educational materials ensuring that these are clearly written, concise, unambiguous, and suitable for the reading comprehension levels of the students. The editor reviews educational materials for proper format, effectiveness of written expression, appropriateness of writing style, use of illustrations, organization of subject matter, and method of indexing. The editor ensures that lesson plans and supporting materials are educationally sound and teach the learning objectives. The editor also maintains all course catalogs.



## OFFICE OF THE HISTORIAN

The mission of the Office of the Historian is to maintain records and capture the history of the NCO Corps. It has a unique role in recording the history of NCOPDS and the NCO cohort in general. The office is also responsible for ensuring historical integrity of the lesson content for all courses. The duties of the Historian can be found in TRADOC Regulation 870-1, TRADOC Regulation 350-13 and Army Regulation 870-5.



# INTEGRATE



## POLICY AND GOVERNANCE/ ASSISTANT DEAN FOR ACADEMICS



The assistant dean is responsible for the academic governance of the NCOLCoE and The Academy. Academic governance is the orchestration of efforts among those elements within an educational institution whose principal functions involve the execution or direct support of instruction, curriculum design, maintenance of academic standards, or academic research in order to fulfill the academic mission. The assistant dean exercises authority over all aspects of the academic enterprise. The academic governance specifically relates to five basic domains: faculty, students, curriculum and instruction, standards and compliance, and research.

The assistant dean has oversight of faculty appointments, credentials, promotions, rights, responsibilities, and professional development. Faculty members are participants in institutional governance and policy creation through councils or other formally constituted bodies. The assistant dean also has oversight of students when they are directly engaged in academic endeavors. The oversight encompasses awards,



grading policies, discipline and the conferring of degrees.

The assistant dean ensures that curriculum and instruction accomplish the academic mission as defined in individual and programmatic learning objectives. Leaders and faculty share responsibility for the coherence of the curriculum and the integrity of academic processes. The assistant dean ensures constituent schools and programs meet all relevant standards to maintain accreditation pursuant to the educational mission and the awarding of degrees, diplomas, or certificates. The assistant dean also has oversight of faculty, student, and institutional research to ensure compliance with the prevailing standards of quality, ethics, and relevance. The Director of Education supports the NCOLCoE and The Academy in developing, educating, and training critical thinking, problem solving, agile, adaptive, and innovative noncommissioned officers and Soldiers. The directorate builds upon, and integrates, a versatile mix of educational capabilities and learning models to strengthen the Army and to meet the challenges of decisive action under unified land operations.

## **OPERATIONS DIVISION**

The Operations Division is responsible for staff coordination and support of curriculum development to include resident and Distance Learning (DL) courses. Operations serve as the principal advisor to the Assistant Dean on all matters relevant to supporting the Army, worldwide, through the development, evaluation, execution, and validation of training and educational products for the Noncommissioned Officer Professional Development System (NCOPDS) and other functional courses. The NCOLCoE and The Academy are the proponent for the Sergeants Major Course (SMC), the Sergeants Major Course-Distance Learning (SMC-DL), Distributed Learning Course (DLC), Basic Leader Course (BLC), Master Leader Course (MLC) Battle Staff Noncommissioned Officer Course, Spouse Leadership Development Course (SLDC), and the Commandant Pre-Command Course (CPOC). The Operations Division is responsible for the development, review, and approval of

policies, task management, accreditation standards, education programs, learning resources, student records, assessment plans, individual training plans (ITP), and training development capability (TDC) upload requirements supporting course programs of instruction. The operations department develops performance standards and conducts analysis to determine relevance and accuracy of course materials. Operations also conducts internal evaluations/assessments of instructional program administration including ACE evaluations, AIS, property accountability, course design and delivery, learning outcomes, faculty development, and analysis on the integration of future learning advances, trends, and models.

## **ANALYSIS/DOCTRINE**

The mission of the Analysis Branch is to conduct thorough analysis to assist in the management of policy, governance, leadership, projects, and programs systems development in support of the Noncommissioned Officer Professional Development System (NCOPDS) which provides NCOs, capable of thinking systematically and critically, to lead Soldiers into combat. The branch provides relevant education, training products, and educational opportunities to prepare NCOs to function within the operational environment variables and mission variables. The Analysis Branch embeds emerging technologies, teaching methods, learning models, doctrine, and operational lessons learned into curriculum to educate and train NCOs to operate in a complex and uncertain environment. The analysis is a collaborative effort and is most successful when input is provided by subject matter experts, Soldiers, instructors, task performers, and supervisors.

The Doctrine Branch manages the doctrine process for the assistant dean of academics/director of education, policy



and governance, and leadership development. As part of the process, the branch studies, plans, writes, staffs, and disseminates doctrinal updates throughout the learning continuum. The branch ensures current curriculum is synchronized with Allied, Multinational, Joint, Multi-Service and Army doctrine. The division also supports the development of non-proponent doctrinal products by providing subject matter expertise during reviews, and provides feedback to the proponents. The branch also assists in the review and revision of the NCO and Soldier guides.

## ARMY UNIVERSITY LIAISON OFFICER

The mission of the NCOLCoE and The Academy/  
Army University (ArmyU) Liaison Officer is to provide



direct coordination of NCOPDS and Noncommissioned Officer Professional Military Education (PME) regarding current issues within ArmyU in conjunction with programs, policy, governance, and leadership issues related to the NCO cohort for leader development. The Liaison Officer addresses policy, governance, and leader

development related to NCOPDS within the Center for Army Leadership on NCO programs and projects to ensure alignment of emerging requirements from ArmyU and the Combined Arms Center (CAC) through guidance and directives from the assistant dean and the commandant.

## REGISTRAR

The registrar serves as the program manager for all activities encompassing academic files and records for 17 programs, including the Distributive Leader Course, Basic Leader Course, Advanced Leader Course, Senior



Leader Course, Master Leader Course, Sergeants Major Courses, Battle Staff Noncommissioned Officer Course, Spouse Leadership Development Course, Commandants Pre-Command Course, International Military Student Pre-Course, and the Staff and Faculty Development Directorate courses. The registrar manages and directs a variety of administrative functions related to courses at the NCOLCoE and The Academy and throughout the NCOPDS. The registrar coordinates and synchronizes course management governances for 93 Army NCO Academies that deliver proponent course programs of instruction with the John F. Kennedy Special Warfare Center and School (JFKSWCS), the Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA), Western Hemisphere Institute for Security Cooperation (WHINSEC), Army Reserve components (Army Reserve and Army National Guard), and all TRADOC Centers of Excellence and Schools. The registrar supports the academic needs including the Army Training Requirements and Resources System (ATTRS), processing DA Form 1059s - Service School Academic Evaluation Report, class demographic profiles, student rosters, and graduate diplomas, and manages all aspects of the annual Structure and Manning Decision Review (SMDR).

## **EDUCATION AND DEGREE PROGRAMS**

A degree counselor serves in a variety of functions to include, test proctor, GoArmyEd system administrator, and manager of Advanced Degree Programs (ADP) for staff, faculty, Family members, and students. The degree counselors are dedicated to assisting The Academy students within the resident





SMC achieve their degree goals through tracking, counseling, and completion of the Bachelor of Arts Degree in Leadership and Workforce Development offered through The Academy by the Command and General Staff College (CGSC). Degree counselors provide quality educational services in degree planning while coordinating support with partner educational institutions who offer graduate and post-graduate degrees to members of the NCOLCoE and The Academy.

Degree counselors conduct commencement ceremonies to recognize academic excellence and participation by such colleges and universities as the University of Texas-El Paso, Excelsior College, and Park University. The goal is for students (i.e. staff, faculty, Soldiers) to continue their personal and professional development through higher education. Counselors are there to assist by providing one-on-one counseling and testing services.

## **LEARNING RESOURCES CENTER**



The Othon O. Valent Learning Resources Center (LRC) provides library materials and information services to students, staff, and faculty of The NCOLCoE and The Academy. The collection emphasizes the Army Noncommissioned Officer Corps, military history, leadership, military science, and management. The LRC encourages scholarly research and is committed to educating its patrons about sources available to them which support the NCOLCoE and The Academy curriculum, and/or, their college and university studies.

The LRC maintains a circulating collection of 32,683 items and a reference collection of 2,903 items. The entire holdings collection totals 37,150 items. Unique collections include 200 autographed books, 695 unit histories, and various other special collection items. The digital library collection of over 7,000

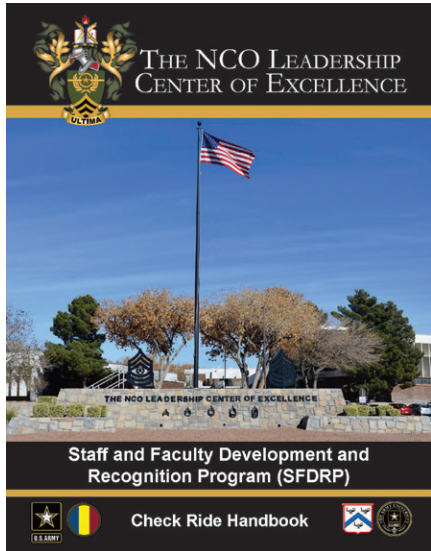
items includes student papers and oral histories. Subscriptions include 135 current periodical titles.

Staffed by a library director, a reference librarian, and a library technician, the LRC serves an average of 67,568 patrons per year. Digital resources vary annually based on available funding; however, these resources are accessible 24/7 by students, staff, faculty, and family.

## STAFF AND FACULTY DEVELOPMENT DIRECTORATE

The Staff and Faculty Development Directorate (SFDD) provides the administration competency, sustainment and enhancement training, education, and development programs for all NCOLCoE personnel. The SFDD is committed to improving the skills, knowledge and abilities of, and enabling, them to better perform their current and future duties.

SFDD certifies instructors in accordance with the Army Learning Strategy road map with a focus on the NCO 2020 Strategy, and Army University lines of effort (LOE) within the organizational capacity, while providing an adult learning environment conducive to reaching learning outcomes through assessment and evaluation. The approach of learning outcomes ensures the relevancy and significance of each graduate's success in order to help create a world-class staff and faculty through Staff and Faculty Common Training (SFCT) Instructor/Facilitator Certification, and local Staff and Faculty Development Programs (SFDP). SFDD certifies faculty personnel via Train-the-Trainer (T-3), provides oversight of the instructor certification process, conducts local staff and faculty development programs, provides oversight of instructor/



facilitator certification records and portfolios, and oversight for the NCOLCoE Facilitator Development and Recognition Program (FDRP).

## **STAFF AND FACULTY DEVELOPMENT DIRECTORATE DISTANCE LEARNING**

The Asynchronous Distributed Learning Instructor Course (ADLIC) is a 45-hour distributed learning (dL) course taught asynchronously with an instructor in the loop via Blackboard (online) over a four-week period engaging students for approximately 10 hours per week. ADLIC is designed to teach the fundamentals of asynchronous instruction and provide experienced facilitators with the skills and competencies necessary to facilitate asynchronous instruction. ADLIC introduces effective online facilitation methodologies, theories, and instructional strategies for effective facilitation, appropriate use of asynchronous online teaching technologies, and introduces scenario-based exercises that require students to apply the basic principles of asynchronous online facilitation.

## **FACULTY DEVELOPMENT AND RECOGNITION PROGRAM**

The Faculty Development and Recognition Program (FDRP) is a voluntary program that is strongly recommended, and faculty are encouraged to participate. FDRP is available to Soldiers (Officers, NCOs, and WOs) and Army Civilians. There are three levels of badging: Basic, Senior, and Masters. Additional information concerning recognition is provided in TR 600-21 FDRP and TR 350-70 Army Learning Policy and Systems.



# DELIVER



## NONCOMMISSIONED OFFICER PROFESSIONAL DEVELOPMENT DIRECTORATE



The Noncommissioned Officer Professional Development Directorate (NCOPDD) consists of three subdivisions: the NCOA Mission Command Division, the Strategic Initiatives Division (SID), and the Noncommissioned Officer Academy mission command division (NCOA MC). These subdivisions work in unison toward delivering a world-class education to Army NCOs.

The **NCOA Mission Command Division** provides oversight and assistance in the execution of the Basic Leader Course (BLC), and Master Leader Course (MLC), and executes the Commandants Pre-Command Course (CPC). NCOA Mission Command has Operational Control (OPCON) of the seven-standalone FORSCOM NCO academies. These are located at Fort Bliss, Texas; Fort Drum, New York; Fort Campbell,

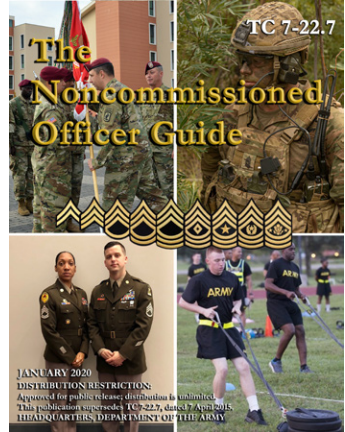


Kentucky; Fort Stewart, Georgia; Fort Hood, Texas; Fort Bragg North Carolina; and Joint Base Lewis-McChord, Washington. In addition, the division provides assistance to all 34 NCO academies around the world that execute BLC and MLC, and provide support to one enduring mobile training team in Kuwait.

The **Strategic Initiatives Division** provides assistance to the commandant, the TRADOC CSM, and the Sergeant Major of the Army on initiatives that affect the NCO Cohort. SID conducts research, review, and updates, provides input and feedback to strategic initiatives that will move the NCO cohort into the future. In addition, SID provides a messaging team that presents information to the Army to ensure that the changes and initiatives that effect the Army are well known throughout the force.

The SID provides assistance and input to the NCOLCoE on NCO leader development, as well as, Army-wide initiatives which affect the NCO Corps. The division ensures the NCO leader development program meets the intent of the Army Leader Development Strategy and Army Learning Strategy. SID provides a strategic messaging capability to the commandant, NCOLCoE, by leveraging all forms of communication to the Army force. Working in conjunction with all directorates in the NCOLCoE, the SID informs the Army on current NCO programs and initiatives. The SID leverages the power of multimedia Army systems, as well as face-to-face briefings, ensuring the NCO cohort remains informed and prepared to drive future NCO Strategy.

The **Noncommissioned Officer Academy Mission Command (NCO MC)** assists NCO Academy commandants and their staff in uniting under a single proponent to provide standardization in support of the one Army school system, guided by the principles of building a cohesive team through mutual trust, shared understanding, discipline, initiative, and





clear commandants intent that empower each institution to develop agile and adaptive leaders to conduct operations in a complex, ever-changing, and uncertain operational environment. The Noncommissioned Officer Professional Development and Education (NCOPD&E) oversees the NCO professional development and education of 34 BLC and 10 MLC NCO academies divided by region. The NCOPD&E is composed of two regional directorates – an east and west – each headed up by a sergeant major who is responsible for reviewing end of course critiques (EOCC), confirming that NCOAs are in compliance with doctrinal standards, facilitating research and timely response for queries, reviewing exception to policy memorandums and disseminating a weekly Situational Report (SITREP) with the purpose of promoting knowledge management. The NCOA facilitates a Commandants Pre-Command Course twice a year for command sergeants major and sergeants major selected as commandants of an NCOA.

## DIRECTOR OF THE SERGEANTS MAJOR ACADEMY



The director of The Academy is a command sergeant major who ensures the continued relevance and effectiveness of The Academy's assigned learning programs and provides resources to recruit, develop, and retain a world-class faculty. The director promotes faculty and student scholarship, appoints academic vice chairs and course directors, and oversees the successful execution of all

Academy courses. The director implements the commandant's vision and guidance, manages the delivery of the resident and distance learning (DL) Sergeants Major Course (SMC), the International Military Student Preparatory-Course (IMSPC), the Spouse Leader Development Course (SLDC), Master Leader Course (MLC), and Battle Staff NCO Course (BSNCOOC).

## **DEPUTY DIRECTOR OF THE SERGEANTS MAJOR ACADEMY**



The deputy director of The Academy is a sergeant major who assists the director with educating, training, and developing enlisted leaders of the Army, sister services, and selected foreign militaries through professional military education at The Academy. The deputy director also implements and executes the director's guidance along with conducting student management services for the SMC.

## **CHIEF OF EDUCATION AND ASSISTANT CHIEF OF EDUCATION**



The chief of education (COE) is a Department of the Army Civilian and the assistant chief of education is a sergeant major. They serve as principal advisors to the director of The Academy on Sergeants Major Course execution issues. The COE manages and coordinates, with the six teaching department chairs, on delivery, execution, maintenance, assessments, and coordination of curriculum updates. The COE supervises faculty development programs and instructor qualifications in coordination with the SFDD, and assists in executing the SLDC while overseeing a robust development team responsible for the SMC curriculum.

## **SERGEANTS MAJOR COURSE - RESIDENT AND DISTANCE LEARNING**

The Sergeants Major Course (SMC) contains a headquarters

(HQ) element and six academic departments (Department of Army Operations, Department of Command Leadership, Department of Force Management, Department of Joint Interagency, Intergovernmental, and Multinational, Department of Professional Studies, and the Department of Distance Education). The SMC is the Army's culminating enlisted Professional Military Education (PME) program of instruction.



The SMC educates senior enlisted leaders from the Army, sister services, and allied militaries to be agile, and adaptive, senior noncommissioned officers through the study of leadership, the conduct of unified land operations, and the application of Joint Interagency, Intergovernmental, and Multinational operational in an era of persistent conflict. The SMC is the consummate course which prepares them to execute at all command levels throughout the Department of Defense. The SMC delivers PME by leveraging both resident

and distance learning educational methods of technologies.

The course provides tools to develop critical reasoning, creative thinking, and decision-making skills. Soldiers are provided an education that provides them character enhancement tools, self-expression techniques, and teamwork strengthening methods. The course assists in the

development of logical, practical and original reasoning abilities necessary for problem solving. Students analyze problems based on available information, arrive at logical solutions and decisions with reasonable speed. They communicate reasoning and decisions orally and in writing, and supervise to ensure proper execution. The course places intellectual honesty, integrity, and professional values and standards as a top priority.



## DEPARTMENT OF ARMY OPERATIONS



Department of Army Operations (DAO) studies the concept of Unified Land Operations (ULO), This includes the idea that Army units seize, retain, and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations to create conditions for favorable conflict resolution. The DAO curriculum has four major areas based on this central concept: the operational environment, decisive action, mission command, and planning for unified land operations. The students enhance their understanding of these major areas through the use of history, theory, doctrine, and blended learning.

## DEPARTMENT OF JOINT INTERAGENCY, INTERGOVERNMENTAL AND MULTINATIONAL



The Department of Joint, Interagency, Intergovernmental, and Multinational (DJIIM) serves as an integral part of the Sergeants Major Course foundation for Joint Professional Military Education (JPME).

Instruction addresses significant portions and objectives of the chairman of the Joint Chiefs of Staff. The DJIIM uses critical thinking, analysis, and problem-solving to explore the application of joint doctrine. By applying these principles to a complex problem set, students develop an overarching perspective of leadership at the operational and strategic level. They will continue to explore these concepts and applications in the Department of Army Operations (DAO).

## DEPARTMENT OF FORCE MANAGEMENT

Department of Force Management (DFM) educates students by analyzing the “how to” and “why” of determining force requirements, and alternative means of resourcing Soldier training requirements, in order to accomplish Army functions and missions as related to their unit and Army command (ACOM)-level management positions within Army organizations. DFM provides a systemic overview of “How the Army Runs,” to include the established force management processes – from the determination of force requirements through to the resourcing of those requirements and the assessment of their utilization in order to accomplish Army functions and missions. At the completion of the DFM semester, a successful student will be able to define what role the sergeant major may have in the force management process.



## DEPARTMENT OF COMMAND LEADERSHIP



The Department of Command Leadership (DCL) focuses on the attributes and competencies required of an operational and strategic level leader in today’s Armed forces.

When students become a Sergeant Major their span of control will decrease, however their sphere of influence will increase significantly. The curriculum in this department enhances the critical and creative thinking skills of senior enlisted leaders so they can effectively maximize their influence, and extend it beyond their chains of command to support the missions and goals of their organizations. Students will also be taught to exercise leadership within the mission command framework of understand, visualize, describe, direct, lead, and assess.



## DEPARTMENT OF PROFESSIONAL STUDIES



The Department of Professional Studies (DPS) delivers an integrated broadening and elective education that produces thoughtful and well-informed sergeants major. DPS cultivates individual freedom through reflection and self-awareness; it leads individuals to critically think and make good decisions in the future. DPS creates an understanding of the larger context of military broadening issues and the role of the sergeant major in the Armed forces. DPS curricula leads to more creative, innovative, and forward-thinking leaders as a result of the cross-fertilization, and the constantly fresh perspective the topics present.

## DEPARTMENT OF DISTANCE EDUCATION

The Department of Distance Education (DDE) leverages distance learning technologies to deliver the Sergeants Major Course to a nonresident population with a focus on producing outcomes equivalent to the traditional classroom environment. DDE , through distance learning (DL) strategies, develops agile and adaptive leaders who can meet the challenges of unified land operations in an era of persistent conflict IAW current doctrine. The DDE is responsible for executing the SMC for an average of 1,300 students in a nonresident status annually via 6 simultaneous iterations of varied course formats tailored to the target audience. The objective of the department is to deliver learning outcomes equivalent to the traditional classroom environment. The Department of Distance Education delivers the SMC DL in three phases, over a 24-month period.



## ASST. CHIEF OF ED. (COMMAND & CONTROL)

### SPOUSE LEADERSHIP DEVELOPMENT COURSE

The mission of the Spouse Leadership Development Course (SLDC) is to educate senior enlisted spouses, of the Army, sister services, and global partner nations, to promote a team-building approach by enhancing and developing leadership skills to support readiness, morale, and a successful command. The SLDC is a 40-hour resident course which uses a combination of lecture, discussion, and small group experiential learning methodologies to prepare spouses for leadership support positions in the military community. Major subject areas include programs in human psychology, human relations training, and leadership development. During the course, spouses learn about healthy conflict management resolution techniques, protocol, public speaking, communication, effective listening and family readiness group training. The curriculum also includes in-depth information about benefits and entitlements.



### SMC DEVELOPMENT TEAM

The SMC Development Team provides a professional curriculum that is rigorous, current, and relevant, and which educates and develops enlisted leaders in support of lifelong learning. The development team is responsible for the curricula of the SMC (Resident and DL), the SLDC, and the IMSPC.

# DEPUTY DIR. THE ACADEMY (COMMAND & CONTROL)

## MASTER LEADER COURSE

The Master Leader Course (MLC) contains 27 lessons, assignments, and dedicated research time totaling 112 academic hours. The resident course is conducted over 14 days and the Distributed Learning (DL) course is conducted during a 42-day (6 week) online synchronous Program of Instruction (POI).



The MLC lessons are progressive, sequential, and are separated into the four Army learning areas: Army leadership and profession, human dimension, professional competence, and mission command.

The MLC curriculum educates promotable

sergeants first class in accordance with the Select, Train, Educate, and Promote (S.T.E.P.) policy to effectively accomplish the Army mission. Effective FY18, all promotable sergeants first class (SFC-P) from the active-component Army, Army Reserve, and Army National Guard must successfully complete the course for a promotion. The MLC is a student-centered, facilitator-guided leadership course that focuses on learning in a collaborative environment. Students are expected to take ownership of their own learning, with the facilitators serving as guides in the learning process. The end result is the MLC provides the Army with competent senior NCOs who maintain a positive presence and who are self-aware, adaptive, and able to shape the joint operational environment. Grounded in Army and joint doctrine, MLC graduates will take advantage of challenges and threats by



exploring opportunities and leveraging all available resources. The senior NCO of today must understand decisive action and mission command executed through combined arms formations. The MLC delivers operations-capable master sergeants who can lead their organizations to fight and win in complex operational environments, at battalion and brigade levels, to Echelons above Corps (EAC).

## **BATTLE STAFF NONCOMMISSIONED OFFICER COURSE**

The Battle Staff Noncommissioned Officer Course (BSNCOC) educates sergeants through sergeants major to serve as battle staff NCOs in battalion and higher level staff positions. The BSNCOC is a branch-immaterial functional course for NCOs selected for staff assignments. It provides them with the tools necessary to learn specific staff duties and become familiar with the duties of other staff sections. BSNCOC



provides technical and tactical curriculum relevant to the missions, duties, and responsibilities assigned to battle staff members in battalion and higher level units. Graduates of BSNCOC receive the additional skill identifier (ASI) 2S. BSNCOC uses the experiential learning model. The course map includes small group process; mission command; staff operations; operational environment; stability operations; information operations; cyber defense; brigade combat team; urban operations; tactical sustainment; military briefings; graphics and overlays; plans, orders, and attachments; command post of the future; military decision making process; and staff exercise.

## **MISSION COMMAND TRAINING BRANCH**

The Mission Command Training Branch (MCTB) provides mission command training for more than 5,000 students

annually at the NCOLCoE. The MCTB conducts multi-echelon dynamic simulated exercises training Army Battle Command Systems. The MCTB also maintains the Battle Command training network for the Sergeants Major Course (resident and nonresident) and Battle Staff Noncommissioned Officer Course (resident and video teleconference). The branch is divided into mission command training, battle simulations training, and system administration, and is managed by a director, deputy director, and 12 contractors.

MCTB has equipped 35 classrooms with Command Post of the Future computers supporting both joint and tactical command post exercises to meet the training strategy of all courses. The implemented strategy enhances the capability to execute the exercises – conducted five times annually for the resident course, 10 times annually for the distance-learning course, and bi-monthly for the Battle Staff Noncommissioned Officer Course.

## **THE SERGEANTS MAJOR ACADEMY FELLOWSHIP PROGRAM**

The Sergeants Major Academy Fellowship Program develops



30 uniformed SMC instructors with increased capability to educate, and revise, or write, curriculum within the SMC. The program is made possible through a partnerships with Pennsylvania State University and Syracuse University. The former grants a Master of Education in Lifelong Learning and Adult Education and

the latter grants a Master of Science in Instructional Design, Development, and Evaluation. Sergeants major accepted into the program incur a three- to four-year obligation (one for the program, two to three as an instructor). Basic criteria to apply is – be a graduate of the SMC, have served in a sergeant major assigned position for at least a year, and hold a graduate degree, with a 3.0 or higher grade point average, from a



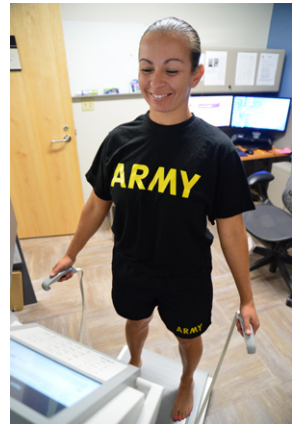
regionally accredited institution.



## SENIOR LEADER SUSTAINMENT

The Senior Leader Sustainment (SLS) Program is an Army Chief of Staff initiative designed to optimize senior leaders' health, readiness, and resilience. Its mission is to enable leaders to function at their very best while serving as ambassadors of health. The program is staffed at the NCOLCoE with a multi-disciplinary team comprised of a physical therapist, registered dietitian, occupational therapist, and primary care providers. The clinical staff team consists of registered nurses, exercise physiologist, and support staff who can conduct tailored individualized plans based on completed assessments. This program is available to all service members, Family members, faculty, and staff.

The SLS program takes on a multi-phased approach by personalizing the strategies needed to address issues identified in order to optimize health and wellness. During the preparatory phase, a participant will complete a comprehensive health assessment survey and lab work which is then reviewed by the multi-disciplinary team. In the second phase, the participant undergoes an integrative diagnostic assessment and cumulative risk factor analysis. A comprehensive individualized out-brief is provided to equip





senior leaders with the necessary tools to enhance performance, readiness, and behavioral resiliency.

In the third phase, the SLS team provides treatment and educational interventions. These interventions address potential health risks based on each participant’s current physical fitness, lifestyle, and nutritional status. Senior leaders utilize the SLS team to enhance their peak performance through training and education on stress mitigation, sleep, emotional

intelligence, and self-regulation strategies. The registered dietitian and physical therapist provide the ability to address any nutritional concerns or musculoskeletal injuries as needed. The SLS team, as well, provides individual or group education on human performance optimization and injury prevention designed to improve the health and wellness of participants.

The fourth and final phase consists of sustaining the progress made during the program while sharing the knowledge of the program as an “ambassador of health”. The key to success is the ability to take the lessons learned on health and wellness as it applies to readiness and implement it at unit levels throughout the Army. The ultimate goal is to optimize performance in senior leaders by improving their health and wellness.

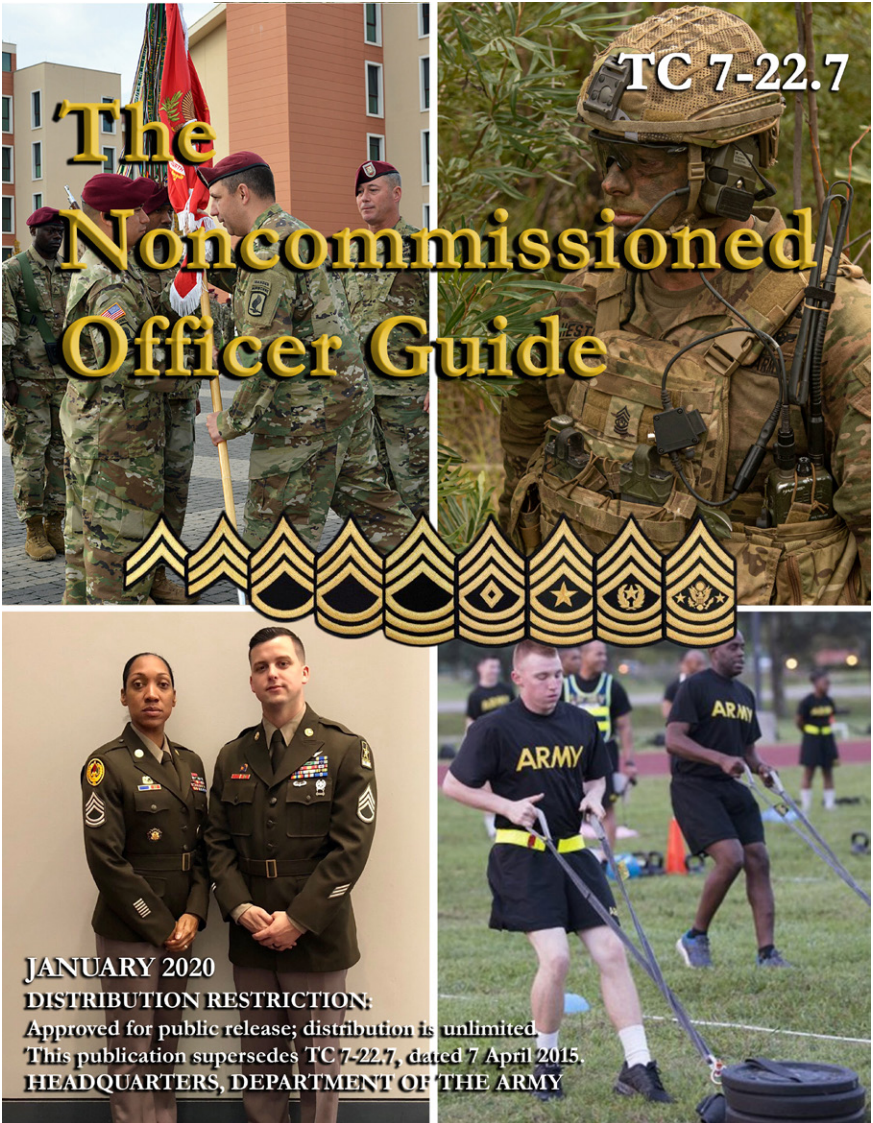


## **RESERVE COMPONENT ADVISOR**

The reserve component advisor advises the commandant, staff directors, and faculty on reserve component policy, procedure, initiatives, operations, regulations, and personnel issues. They provide single-source sponsorship to reserve component staff and students;

maintain liaison with the reserve component headquarters and commands, FORSCOM, and HRC. They are responsible for the performance and execution of reserve component programs at the NCOLCoE. They assist reserve component students attending the SMC, BSNCO, and ALC with component unique administrative issues that require home station coordination. They manage Active Duty Operations Support (ADOS) programs; prepare and submit the NCOLCoE SIGACTS, TRADOC SITREP, and quarterly TRADOC Army Reserve Senior Leader Council (TARSLC) briefs. They oversee and provide administrative support of USAR Personnel assigned to NCOLCoE (4 AGR; 1 TPU).

Support to TDA assigned USAR personnel consists of input and advice to the command regarding reserve specific administration concerns, PCS and personnel issues, etcetera. Student support includes, pay and finance, records updates, DD 214 development, support for a dismissal, and line of duty (LOD) submissions. The reserve component advisor also provides oversight for sixteen component 2 and four component 3 NCO Academies. The reserve component advisor is responsible for reviewing BLC and MLC content and providing feedback to the NCO Professional Development and Education director. The reserve component advisor ensures the reserve component NCO Academies are in compliance with doctrinal standards, expediting research, and providing a timely response for queries. The advisor reviews exception to policy memorandums, disseminates lessons learned, and ensures curriculum updates are followed with the purpose of promoting information awareness across 20 institutional domains. The reserve component advisor also assists in facilitating the Commandants Pre-Command Course three times a year for command sergeants major and sergeants major selected as commandants of an NCOA.



**JANUARY 2020**

**DISTRIBUTION RESTRICTION:**

Approved for public release; distribution is unlimited.

This publication supersedes TC 7-22.7, dated 7 April 2015.

**HEADQUARTERS, DEPARTMENT OF THE ARMY**

The Army released the revised TC 7-22.7, The Noncommissioned Officer Guide on 6 Jan. It is available for download and ordering through the Army Publishing Directorate at <https://armypubs.army.mil/>.

The guide can be found at the Central Army Registry site - <https://atiam.train.army.mil/catalog/dashboard> and will be available in Feb. 2020 as a mobile app - NCO iBook on Apple and Android NCO Guide App.





THE NCO LEADERSHIP CENTER OF EXCELLENCE





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