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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 OPNSCTR 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 (ATRS).

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 SEJPME 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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