



Institute for Noncommissioned Officer Professional Development (INCOPD) What is it?

The mission of the INCOPD is to provide direction and oversight of the Noncommissioned Officer Professional Development System (NCOPDS); serve as the Noncommissioned Officer subject matter experts for the Army leader Development community, and serve as the cohort lead of the Noncommissioned Officer Corps for the Army leader development community.

The INCOPD has four major functions: Proponent for the NCO Professional Development System (NCOPDS) providing strategic oversight of NCO Professional Development, serve as the principal advisor to the Army leader development community on Noncommissioned Officer development; develop and recommend revisions to Army doctrine with regard to the role, duty, and responsibilities of the NCO; serves as Program Management Office for the Army Career Tracker providing overall guidance, direction and oversight of project-level activities and contract actions for system/ functionalities.

INCOPD executive agent responsibilities include: serve as key integrator for policy, planning, and oversight of NCOPDS; synchronize and coordinate policy related to NCO development; integrate all directed requirements from HQDA, TRADOC, and CAC into NCOPDS; monitor the effectiveness of NCOPDS outputs; develop program standards and metrics; develop future strategies and initiatives for NCOPDS; develop strategic initiatives related to NCOPDS; conduct assessments and needs analysis ensuring NCOPDS is relevant, vertically and horizontally aligned and meets the needs of current and future NCOs; conduct strategic communications programs for NCOPDS; develop and communicate NCO leader development themes and messages to the Army.

INCOPD Advancements to Improve NCOPDS:

Leader development is fundamental to the readiness of our Army. The NCO 2020 Strategy provides vision and guidance on ends, ways, and means for developing NCOs that exercise Mission Command while planning, preparing, executing, and assessing Unified Land Operations to meet the challenges of the 21st Century and preserve the combat readiness of our force. NCOs must understand the strategic environment, be able to think critically and creatively, visualize solutions, and describe and communicate crucial information to share understanding, collaborate, and achieve results. NCO 2020 represents a transparent and grounded approach to managing future changes in the way the Army trains and develops Soldiers. As a strategy, it is intended to support imperatives related to the Army profession, Ethics, Mission Command doctrine, human performance optimization, and overall combat readiness of the force. The NCO 2020 strategy is focused on creating an Army that provides NCOs with access to developmental and broadening experiences needed both in garrison and within the operational environment.



To best prepare the NCO Corps for the challenges of an uncertain future, we must fundamentally change and evolve the Noncommissioned Officer Education System into a comprehensive leader development system that links training, education, and experiences spanning the operational, institutional, and self-development domains. (NCO2020 Strategy), <http://www.tradoc.army.mil/FrontPageContent/Docs/NCO2020.pdf>

The Chief of Staff of the Army (CSA) approved the Army-wide implementation of the Noncommissioned Officer Professional Development System (NCOPDS), to include the following support initiatives: Renaming Warrior Leader Course to the Basic Leader Course (BLC), adding a Master Leader Course (MLC) for NCOs in the grade of E-8, and NCOPDS Deferment Policies.

INCOPD implemented a United States Army Sergeants Major Academy (USASMA) Fellows Program with a throughput of 20 students in Academic Year 15. These fellows will obtain a Master's Degree in Education and serve as Sergeants Major Course instructors. We piloted a process for the assessment of Written Communication in NCO Professional Military Education (PME) using automated diagnostic software which will provide customized feedback to the learner. On 3 Jun 15 the Chief of Staff of the Army (CSA) directed the United States Army Training and Doctrine Command (TRADOC) to develop an Executive Order (EXORD) to implement several NCO 2020 initiatives. The Army published HQDA EXORD 236-15 Army-Wide Implementation of Noncommissioned Officer Professional Development System (NCOPDS) on 16 Jul 15.

This EXORD approved Army-Wide implementation of the Noncommissioned Officer Professional Development System including the following supporting efforts: adding a Master Leader Course for NCOs in the grade of E8, and updating NCO PME deferment policies. A new Select, Train, Educate, Promote (STEP) policy was addressed separately in an Army Directive developed by HQDA G-1. That Directive was approved and released on 13 Aug 15. Human Resources Command (HRC) published a message directing STEP changes on 27 Aug.

What continued efforts does the Army have planned for the future? During FY 16/17 we will finalize our NCO 2020 Strategy action plan along three lines of effort.

- a) **LOE#1: Development.** NCOs develop as leaders over time through deliberate progressive and sequential processes incorporating training, education, and experience across the operational, institutional, and self-development learning domains throughout the Soldier Lifecycle. Key tasks in this LOE are: Implement Select, Train, Educate, and Promote (S.T.E.P.); Establish a new Career Management Model; Publish and implement a NCO PME Deferment Policy; Update Promotion Policy; Establish Scheduling Priorities; Integrate NCO Professional Military Education into the Army University; Establish Level V PME (Master Leader Course); Incorporate NCO General Learning Outcomes (GLOs) into education course; Develop common NCO learning content; Improve PME curriculum rigor and



relevance; Improve Structured Self Development (SSD); Improve Instructor screening, selection, development, and recognition; Optimize use of the One Army School System (OASS); Integrate Joint Professional Military Education into the Noncommissioned Officer Professional Development System (NCOPDS); Identify and validate credentials and resource examinations; Establish a Digital Job Book; Expand Army Career Tracker (ACT) capabilities; Develop self-assessments.

- b) **LOE#2 Talent Management.** The purposeful expansion of an NCO's core Military Occupational Specialty (MOS) proficiency and leadership provided through developmental positions, opportunities, and assignments both within and outside of their Career Management Field (CMF). Key tasks in this LOE are: Expand broadening assignments and opportunities to include joint interagency assignments, fellowships, training with industry, and institutional Army assignments; Improve Unit NCO Professional Development programs; Implement coherent progressive and sequential career maps common to all NCOs with Career Field overlays; Update DAM PAM 600-25 and the Army Career Tracker.
- c) **LOE#3 Professionalization.** Strengthen the NCO Corps by emphasizing the role of the NCO in building and sustaining trust; constantly improving military expertise; the Army ethic; setting an example of honorable service; fostering a climate rich in esprit de corps; and serving as stewards of the Army profession. Key tasks in this LOE are: Update the NCO Creed, NCO Guide NCO Corner, FM 6-22, ADP-1/ADRP-1, The Profession; Establish professional reading and writing programs; Ensure promotion boards are competitive; Conduct planning for implementing a Year of the NCO in 2020.



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Why is this important to the Army?

The INCOPD provides an organizational structure focused on unified oversight of NCO Development. The NCO Professional Development System (NCOPDS) is an organizing framework to develop the next generation of competent and committed NCOs of character as trusted Army professionals who thrive in chaos, adapt, and win in a complex world. NCOs develop as leaders over time through deliberate progressive and sequential processes incorporating training, education, and experience across the three learning domains throughout the Soldier Lifecycle. NCOPDS will rapidly adapt to changing situations, seize opportunities, and field innovative solutions to improve the performance of every NCO.