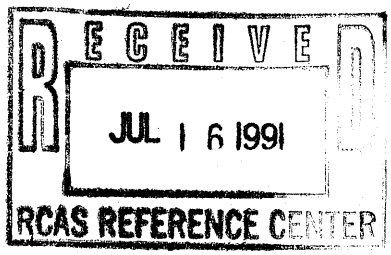
AR 350-17 Cy.1

Army Regulation 350–17

Training

Noncommissioned Officer Development Program



Headquarters
Department of the Army
Washington, DC
31 May 1991

SUMMARY of CHANGE

AR 350-17
Noncommissioned Officer Development Program

This revision--

- Improves command emphasis and understanding of the Noncommissioned Officer Development Program (NCODP) in units and brings the program on line with current leader development and unit training doctrine throughout.
- Includes responsibilities of the NCODP (para 4).
- Reflects policies of the NCODP (para 5).
- Updates goals and objectives for the NCODP (para 6).
- Provides suggested procedures for unit level implementation of the NCODP (para 7).

Headquarters
Department of the Army
Washington, DC
31 May 1991

*Army Regulation 350–17

Effective 28 June 1991

Training

Noncommissioned Officer Development Program

By Order of the Secretary of the Army:

CARL E. VUONO
General, United States Army
Chief of Staff

Official:

MILTON H. HAMILTON
Administrative Assistant to the Secretary of the Army

History. This UPDATE printing publishes a revision of this publication. Because the publication has been extensively revised, the changed portions have not been highlighted.

Summary. This regulation provides doctrine and guidelines for the synchronization of the noncommissioned officer development program into the Army's leader development program.

Applicability. This regulation applies to the Active Army, the Army National Guard, and the U.S. Army Reserve. This regulation is applicable during mobilization.

Internal control system. This regulation is subject to the requirements of AR 11–2. It contains internal control provisions but does not contain checklists for conducting internal control reviews. These checklists are being developed and will be published at a later date.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from HQDA (DAMO–TRO), WASH DC 20310–0450.

Interim changes. Interim changes to this regulation are not official unless they are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested improvements. The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Operations and Plans. Users are invited to send comments and suggeseted improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (DAMO–TRO), WASH DC 20310–0450.

Distribution. Distribution of this publication is made in accordance with the requirements on DA Form 12–09–E, block number 2164, intended for command levels A, B, C, D, and E for Active Army, Army National Guard, and U.S. Army Reserve.

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Glossary

*This regulation supersedes AR 350–17, 15 December 1986.

1. Purpose
This regulation establishes policy for the development and implementation of the Noncommissioned Officer Development Program (NCODP) in battalions, separate companies, and equivalent organizations.

2. References
Required and related publications and referenced forms are listed in appendix A.

3. Explanation of abbreviations and terms
Abbreviations and terms used in this regulation are listed in the glossary.

4. Responsibilities
a. The Deputy Chief of Staff for Operations and Plans (DCSOPS) will—

(1) Provide Department of the Army level policy for the NCODP.

(2) Coordinate initiatives related to the NCODP with the Sergeant Major of the Army (SMA).

b. The Deputy Chief of Staff for Personnel (DCSPER) will coordinate all personnel management, quality of life, and educational initiatives that may be related to the NCODP, with ODCSOPS and the SMA.

c. The SMA will—

(1) Advise the DCSOPS on all matters related to NCODP.

(2) Render an annual report to the Chief of Staff, Army, on the state of the Army's Noncommissioned Officer Corps. This includes an assessment of the implementation of NCODP in major Army commands (MACOMs), the Army National Guard (ARNG), and the U.S. Army Reserve (USAR).

d. The Chief, National Guard Bureau, will—

(1) Integrate the NCODP into pertinent ARNG directives and programs.

(2) Provide advice and assistance to the DCSOPS.

e. The Chief, Army Reserve, will—

(1) Integrate the NCODP into pertinent USAR directives and programs.

(2) Provide advice and assistance to the DCSOPS and direction to the Commanding General, U.S. Army Reserve Personnel Center, in the development of the NCODP supporting programs for the USAR.

f. MACOMs will—

(1) Provide necessary support to promote effective NCODPs in all units and activities.

(2) In addition to the above, the Commander in Chief, Forces Command, will provide NCODP guidance and assistance to the ARNG and USAR.

g. Commanders of battalions, separate companies, and equivalent organizations will—

(1) Be responsible to develop and implement an effective NCODP.

(2) Ensure the program supports the unit mission and enhances development of noncommissioned officers (NCOs).

(3) Ensure that the program has stated objectives with measurable and reachable standards.

(4) Ensure time and other resources are provided for the conduct of the NCODP.

(5) Tailor directives for the unit's NCODP on doctrine, tactics, techniques, and procedures relating to battle focused training and mission essential task list (METL).

(6) Be responsive to the professional needs of the unit's NCOs in conjunction with the skills, knowledge, and attitudes (*SKAs*) required at each NCO skill level.

h. Command sergeants major (CSM), first sergeants, or senior NCOs of battalions, separate companies, or equivalent organizations will—

(1) Advise the commander on all aspects of the NCODP.

(2) Implement the commander's directives and guidance on the unit's NCODP.

(3) Be responsible for content, pertinence, and implementation of the unit's NCODP.

(4) Assess the NCODP utilizing the program goal and objectives stated in this regulation.

(5) Provide feedback to the unit commander concerning the NCODP effectiveness as part of the training evaluation process (FM 25–101, app F).

5. Policy
a. The NCODP is a hands-on program, tailored to the unique requirements of the unit.

b. As with all leader training, the NCODP is a command responsibility. The program reflects command priorities and expectations for leader development, jointly determined by commanders and their senior NCOs.

c. The NCODP is a battalion, separate company, or equivalent level program. It is equally applicable to both table of organization and equipment units and table of distribution and allowances units.

d. The NCODP consists of training programs, formal and informal, one-on-one or groups, involving coaching as well as instruction, and will be fully integrated into the daily routine of the unit.

e. The NCODP builds upon the contributions of the Army's Enlisted Personnel Management System and the sequential and progressive design of the Noncommissioned Officer Education System. These two systems provide a valuable foundation for the development of NCOs; however, it is through the application of SKAs in the unit that soldiers become quality NCOs.

6. Goal and objectives
a. The goal of the NCODP is to increase and sustain NCO combat readiness at the highest possible level.

b. Objectives of the NCODP are to—

(1) Develop and strengthen leadership skills and professional attributes within the NCO Corps.

(2) Provide guidance in the continuing development of NCOs by taking advantage of opportunities to send leaders to appropriate and affordable technical, developmental, skill qualification, and confidence building courses.

(3) Increase confidence of the NCO through identification for and assignments to positions of greater responsibility as the NCO develops and demonstrates increased leadership ability.

(4) Realize the full potential of the NCO support channel.

(5) Increase unit effectiveness and combat readiness through improving NCO quality, morale, performance, and potential.

(6) Foster a unit environment that enhances continued NCO leader development.

7. Suggested procedures
In order to accomplish battle-focused NCO development, commanders and unit NCOs should follow the procedures below.

a. Link NCO development to the current skill level and duty assignments so that the NCODP is—

(1) Sequential and progressive.

(2) Battle focused.

(3) In accordance with existing and emerging doctrine.

b. Establish a viable unit level NCODP using unit METL as the vehicle to incorporate the following into each NCO's daily activities.

(1) The SKAs in accordance with current rank (TC 22–6).

(2) The nine leadership competencies (FM 22–100).

(a) Decisionmaking.

(b) Communications.

(c) Planning.

(d) Professional ethics.

(e) Use of available resources.

(f) Teaching and counseling.

(g) Technical and tactical proficiency.

(h) Supervising.

(i) Soldier-team development.

(3) The ten responsibilities of the NCO support channel.

(a) Administering and monitoring NCODP and other unit training programs.

(b) Accounting for and maintaining individual arms and equipment.

(c) Achieving and maintaining courage, candor, competence, and commitment.

(d) Transmitting, instilling, and efficacy of the professional Army ethic.

(e) Training enlisted soldiers in their military occupational specialty (MOS) as well as in the basic skills and attributes of a soldier.

(f) Teaching soldiers the history of the Army, to include military customs, courtesies, and traditions.

(g) Teaching soldiers the mission of the unit, and developing individual training programs to support the mission.

(h) Planning and conducting the day-to-day unit operations within prescribed policies and directives.

(i) Caring for individual soldiers and their families both on and off duty.

(j) Supervising unit physical fitness training and ensuring unit soldiers comply with weight and appearance standards.

(4) The seven expectations of all soldiers from their leaders.

(a) Be a good listener.

(b) Demonstrate tactical and technical competence.

(c) Teach subordinates.

(d) Treat soldiers with dignity and respect.

(e) Stress basics.

(f) Set the example.

(g) Set and enforce standards.

c. Synchronize battle-focused NCODP as a component of operational assignments (experience) with the other two pillars of leader development (institutional training and self-development).

d. Establish a systematic and continuous program using—

(1) The leader development process.

(2) The three phases of the leader development program, that is, reception/integration, basic skill development, and advanced development/sustainment (See FM 25–101, app B).

e. Integrate the use of leader books (FM 25–101, app B) to track individual NCO progress. Include the following information:

(1) An administrative data section.

(2) A skill qualification section (METL, collective, and individual tasks).

(3) An NCO developmental counseling format (FM 22–101, app D).

(4) As an alternative, DA Form 5165–R (Field Expendient Squad Book), may be used to construct the leader book.

f. Emphasize coaching to achieve commitment to excellence in performance (FM 100–1, chap 4).

(1) Counsel subordinates so they may develop a commitment to excellence.

(2) Conduct progressive and sequential development of unit NCOs to place them in the ''highly competitive'' category for promotion, schooling, and operational assignments.

(3) Apply the ten responsibilities of the NCO support channel in daily unit operations (AR 600–20).

(4) Fulfill the seven expectations that soldiers have of their leaders (FM 22–100).

(5) Mentor subordinates so they may develop a commitment to Army goals, the four professional Army ethics, and the four individual Army values.

(6) Tutor subordinates so they may develop a commitment to continual learning.

(7) Confront subordinates so they may develop a commitment to continual improvement by—

(a) Requiring demonstration of skills and knowledge necessary for current and next higher rank.

(b) Using long-, short-, and near-term developmental action plans for self-development based on career management field (CMF) career development models.

g. A successful NCODP will result in NCOs who can—

(1) Demonstrate the skills of current skill level and duty position per AR 611–201 and DA Pam 600–25.

(2) Accept the duties and responsibilities of current rank and duty position per AR 600–20, AR 611–201, and TC 22–6.

(3) Enhance combat performance for the next higher rank and duty position per AR 600–200 and FM 22–103.

(4) Enhance combat leadership competencies for next higher rank per FM 22–100 and FM 22–103.

(5) Train himself/herself and subordinates in METL proficiency per FM 25–100 and FM 25–101.

(6) Coach subordinates to total commitment of U.S. Army professional ethics and individual values per FM 22–101.

Appendix A
References

Section I
Required Publications

AR 600–20
Army Command Policy. (Cited in paras 7*f*(3) and 7*g*(2).)

AR 600–200
Enlisted Personnel Management Systems. (Cited in para 7g(3).)

AR 611–201
Enlisted Career Management Fields and Military Occupations Specialties. (Cited in paras 7*g*(1) and 7*g*(2).)

DA Pam 600–25
US Army Noncommissioned Officer Professional Development Guide. (Cited in para 7*g*(1).)

FM 22–100
Military Leadership. (Cited in paras 7*b*(2) and 7*g*(4).)

FM 22–101
Leadership Counseling. (Cited in paras 7*e*(3) and 7*g*(6).)

FM 22–103
Leadership and Command at Senior Levels. (Cited in paras 7*g*(3) and 7*g*(4).)

FM 25–101
Battle Focused Training. (Cited in paras 4*i*(5), 7*d*(2), 7*e* and 7*g*(5).)

TC 22–6
The Army Noncommissioned Officer Guide. (Cited in paras 7*b*(1) and 7*g*(2).)

Section II
Related Publications
A related publication is merely a source of additional information. The user does not have to read it to understand this regulation.

FM 22–102
Soldier Team Development

FM 25–100
Training the Force

FM 100–1
The Army

FM 100–5
Operations

Section III
Referenced Forms

DA Form 2028
Recommended Changes to Publications and Blank Forms

DA Form 5165–R
Field Expedient Squad Book

Glossary

Section I
Abbreviations

ARNG
Army National Guard

CMF
career management field

CSM
command sergeant major

DCSOPS
Deputy Chief of Staff for Operations and Plans

DCSPER
Deputy Chief of Staff for Personnel

MACOM
major Army command

METL
mission essential task list

MOS
military occupational specialty

NCO
noncommissioned officer

NCODP
Noncommissioned Officer Development Program

SKAs
skills, knowledge, and attitudes

SMA
Sergeant Major of the Army

USAR
U.S. Army Reserve

Section II
Terms

CMF career development models
A long-range career progression plan (developed for each MOS) delineating specific duty positions, military and civilian education, and required individual actions.

Developed leaders
Leaders capable of maintaining a trained and ready Army in peacetime to deter war, to fight and control wars that do start, and to terminate wars to terms favorable to the United States and allied interests.

Development
The process of professional growth that takes place as a result of receiving accurate performance feedback and work to achieve goals.

Self-development
A planned, progressive, and sequential program followed by leaders to enhance and sustain their military competencies and consists of individual study, research, professional reading, practice, and self-assessment.

Developmental action plans
A jointly (leader and soldier) written plan (based on the soldier's CMF career development model) establishing goals, leadership competency-based training objectives, resourcing requirements, and measurable, observable achievable standards for individual combat readiness and selection for position/ranks of greater responsibility.

Doctrine
a. Fundamental principles by which military forces or elements thereof guide their actions in support of national objectives.
b. Provides a military organization a common philosophy, a common language, a common purpose, and a unity of effort.

Duty
a. Those actions leaders must accomplish by virtue of their position in the unit.
b. A legal or moral obligation to do what should be done without being told to do it.
c. Accomplish all assigned tasks to the fullest of your ability. Failure to accomplish duties results in punitive actions.

Duties (NCOs)
Implement directives of commanders/leaders, and are responsible for what they do.

Duties (staff)
Advise the commander on areas of expertise; monitor the implementation of the commander's directives.

Ethics
Moral principles or standards that guide professionals in dealing with what is good.

Leader development
The progressive and sequential training, education, and experience that will culminate in technically and tactically competent leaders who have confidence in themselves and gain the confidence of their subordinates.

Leadership
The process of influencing others to accomplish the mission by providing purpose, direction, and motivation.

Leadership Assessment Development Program
A structured process that focuses on developing leaders by using written instruments and multiple, independent observations to provide information about a leader's readiness or potential to lead effectively in a particular position or level within the Army.

Performance (evaluation of)
Judgments on how well the leader met duty requirements and adhered to professional standards.

Potential (evaluation of)
Assessments of the rated NCO's ability, compared with that of NCOs of the same rank/position, to perform in ranks/positions of greater responsibility.

Procedures
The particular course or mode of action that describes how to perform a certain task.

Self-development test (purpose)
To allow noncommissioned officers to measure and guide their growth in the skills and proficiencies they will need as they continue to develop as leaders.

Tactics
The employment of units in combat. The ordered arrangement and maneuver of units in relation to each other and/or to the enemy in order to utilize their full potentialities.

Techniques
The basic methods of using equipment and personnel. The detailed methods of commanders and forces used in carrying out their assignments. Details given as to how they accomplish their assignments.

Training objective
A statement based on training performance. There are three separate elements that form the structure of this objective: the action which the unit or soldier must be capable of performing; the standard of performance (observable, measurable, and achievable) the unit or soldier must meet; and the conditions under which the unit or soldier is expected to perform.

Visions (for commanders and senior leaders)
Commanders and senior leaders visions include the following:
a. What makes military organizations good.
b. Where the organization must go.
c. What needs to be accomplished.
d. What is required.
e. The art of reconciling competing demands according to priorities.
f. Fires imagination.
g. How to implement clear communication of the commander.
h. When to enforce toughness to see the matter through.
i. Sustains the will to win.

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