

Concept for Leader Development Campaign Plan (LDCCP)

Information Briefing for Signal Symposium December 2002



Transforming Leader Development

TO SUPPORT ARMY TRANSFORMATION



Purpose



- **Provide information on the Signal Center's changes to the Signal Captains Career Course**
- **Provide information on the TRADOC's Officer Education System (OES) initiatives for company grade officers**
- **Obtain feedback from audience**



Signal Captain's Career Course Re-Design



Why Re-Design ?



- **More IT Focused Officer**
 - Information Assurance (IA)
 - Information Management (IM)
 - Network Management (NM)
- **Theory vs. “Boxes” based Curricula**
- **More Focus on Command**
 - Leadership
 - Maintenance
 - Supply
 - Training Management
- **Integrate Simulation Tools**
- **More Hands-On Reinforcement Training**



SCCC Re-Design Goals



- Theory vs. “Box” Focused Curricula
- NETOPS: Information Assurance (IA), Information Management (IM), and Network Management (NM) Focused
- Enhanced Automation Training
- Leverage Simulations to Evaluate Network Design
- Integrated Leadership Training during MAPEX/FTX
- Integrate SOBC/BOLC, WOD and ANCOC during FTX
- Improved Company Commander Focus on:
 - Training Meetings
 - METL Assessment and Task Analysis
 - QTB Preparation
 - FM 22-100 Leadership
 - UCMJ
 - Communication Skills (Awards, NCOERs and OERs)
 - Change of Command Inventories
 - Supply and Maintenance

**More Technically Proficient 25A (Signal Officer)
Better Prepared Leader and Company Commander**



Current SCCC Critical Tasks



	<u>Current</u>	<u>Re-Design</u>
1. Plan Single Channel Radio Communications Nets	✓	✓
2. Manage Single Channel Communications Nets	✓	✓
3. Plan an ECB Network	✓	✓
4. Manage an ECB Network	✓	✓
5. ECB Node Center/Large Extension Node (LEN)	✓	✓
6. Plan an EAC Network	✓	✓
7. Manage an EAC Network	✓	✓
8. EAC Area Node	✓	✓
9. Manage Wire/Cable Support	✓	✓
10. Manage a Local Area Network (LAN)	✓	✓
11. Manage Signal Support to Non-Signal Units	✓	✓

Re-Design Captures all Critical Tasks

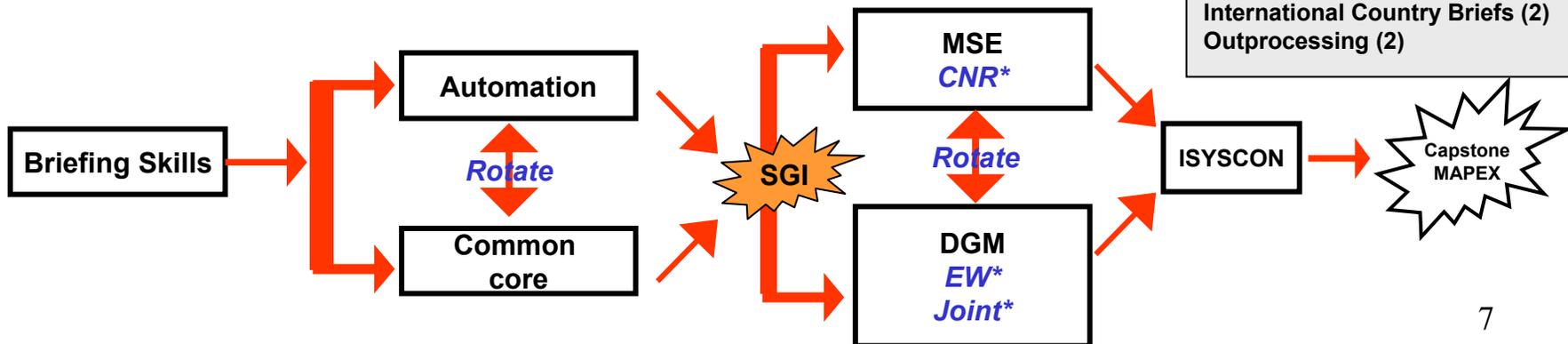


Current SCCC Design Model



Briefings (2 Days)	Automation (22 Days)	Common Core (12 Days)	CNR (10 Days)	MSE (10 Days)	DGM (14 Days)	ISYSCON (5 Days)	CAPSTONE MAPEX (8 Days)
<ul style="list-style-type: none"> Briefing Power MA Brief Decision Brief OPORD Brief Information Brief 	<ul style="list-style-type: none"> A+ (5) N+ (5) W2k Pro (5) Web (4) Outlook (3) IASO (0) 	<ul style="list-style-type: none"> Maint / Log (4) Training Mgt. (4) Tactics (4) 	<ul style="list-style-type: none"> Theory (1) IHFR (1) S/C TACSAT (1) MSRT (1) SINGARS/ASIP (1) S6 Duties (.5) ABCS/TI (.5) MAPEX (4) 	<ul style="list-style-type: none"> CBCS (1) NC (.5) LEN/SEN (.5) CCP (1) COMSEC (.5) Standard DB (1) Net Planning (.5) Troubleshooting (.5) MAPEX (4) 	<ul style="list-style-type: none"> Electronic Warfare (1.5) Joint Operations (3) 39D/SSS (1) MUX (1.5) Transmission (.5) Net Planning (1) MAPEX (5) 	<ul style="list-style-type: none"> Router Fund (1) HPOV (1) SNMP (1) IP addressing (1) Network Mgt. App (1) 	<ul style="list-style-type: none"> EACMAPEX (4) ECB MAPEX (4)
25A (03) Critical Tasks							
	CT # 10		CT # 1-2 # 9-11	CT # 3-5 # 10-11	CT # 6-11	CT # 10-11	CT # 1-5 # 7-9, 11

18 Week Model: 90 Days ----- 83 Days of Training + 7 Days Administrative





SCCC Re-Design Model



	MODULE A	MODULE B		MODULE C	MODULE D	MODULE E
DAY #1	AUTOMATION (27 Days)	TELECOMM (10 Days)	NET. MGT (5 days)	INFO ASSUR. (4 days)	ECB/EAC P.E (22 days).	Common Core (15 Days)
<ul style="list-style-type: none"> In processing The Signal Regiment (Current / Future) Information Mgmt 	<ul style="list-style-type: none"> Web design (3) A+ (5) W2K Server (5) CISCO 1 (7) CISCO 2 (7) 	<ul style="list-style-type: none"> OSI / Terms, Models, & Networks (1.5) Modulation (1) MUX & Transport (1) Digital Signals (1) Analog, Digital, Optical Transport Systems (1.5) Switching & Switching Systems (1.5) ISDN, Public Switched Networks, MSE (1.5) ATM Switching (1) Quality of Service 	<ul style="list-style-type: none"> Intro/NM Func. (1) Mgt. Information / Standard MIB's(1) Host Mgt. & Emerging Methods (1) NM Systems & Products Tactical NM Sys. (1) N-Work Mgt. Planning. Army / DOD NM Sys. GIG Management (1) 	<ul style="list-style-type: none"> History & Text Based Encryption (.5) Public and Private Key (.5) PKI (.5) VPN & IPSEC (.5) Host to Host Security Protocols (.5) Mil Crypto Sys (.5) Army COMSEC Systems (.5) 	<ul style="list-style-type: none"> Tactical Signal Equip. Overview (7) <ul style="list-style-type: none"> MSE (Equip/PE/DB/Labs) (2) DGM (Equip/PE/Labs) (3) CNR (Equip/PE/Labs) (2) MDMP/IPB/BDE Fight (2.5) Briefings (MA/COA DEC) (.5) Network Planning PE (7) <ul style="list-style-type: none"> RCV OPORD/Organize Staff Conduct Mission Analysis (1) COA Development / DEC Brief (2) Develop OPORD & Brief (2) Network Simulations (1) FTX – Stand up SYSCON & Direct link installation (5) 	<ul style="list-style-type: none"> CLT (10) TRADOC TASKS with FOCUS on: <ul style="list-style-type: none"> TM @ Co. Level w/P.E. METL (Ind./Coll. task analysis) QTB (Prep. & Present) UCMJ Off / Enl prof. Dev Awards/ NCOERs Cmd Philosophy Leadership Logistics (5) TRADOC TASKS with FOCUS on: <ul style="list-style-type: none"> Supply / Maint

25A (03) Critical Tasks

	CT # 10	CT # 10	CT # 4, 7		CT # 1-9, 11	
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18 Week Model: 90 Days ----- 83 Days of Training + 7 Days Administrative

Sequence Options:

Module A, B, C, D, E (Optimum)
 Module B, A, C, D, E
 Module A, C, B, D, E
 Module E, A, B, C, D
 Module E, B, A, C, D
 Module E, A, C, B, D

Acceptable

Module A, B, C, E, D
 Module B, A, C, E, D
 Module A, C, B, E, D

Administrative Days:

In processing (1)
 Mid/End Of Course Counseling (2)
 International Country Briefs (2)
 Out processing (2)



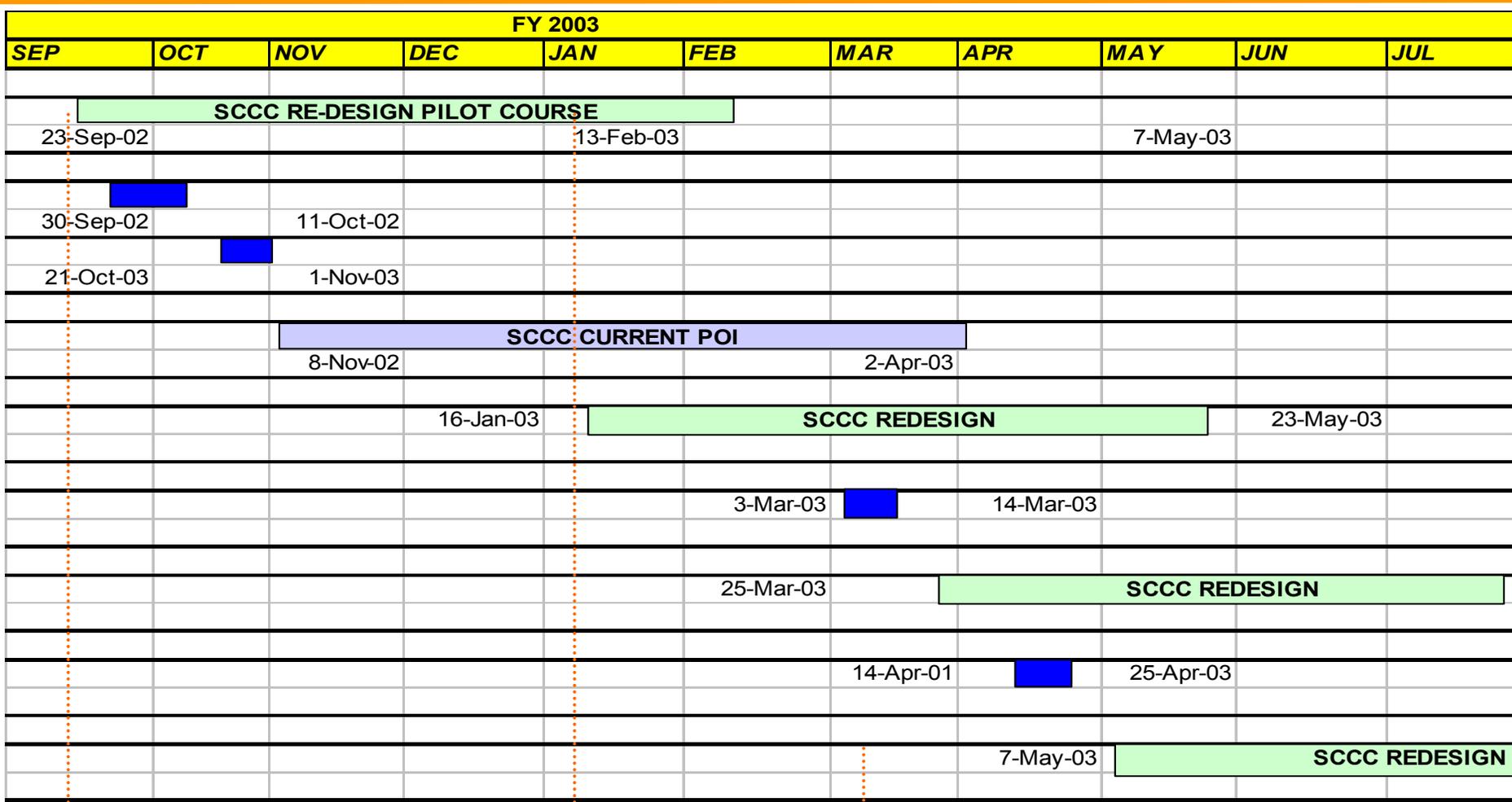
Curriculum Training Time Comparison



	Current SCCC (Days)	Re-design SCCC (Days)
Administration	7	7
Briefings	2	EAC/ECB MAPEX
Automation	22	27
Common Core	12	15
CNR	10	EAC/ECB MAPEX
MSE	10	EAC/ECB MAPEX
DGM	14	EAC/ECB MAPEX
ISYSCON	5	Moved to NM
MAPEX (Capstone)	8	EAC/ECB PE
Telecommunications		10
Data Communications		AUTOMATION/TELECOM
Network Management		5
Information Assurance		4
ECB/EAC Exercise		22
Total:	90	90



Re-Design - Pilot to Full Implementation



Pilot Course (23 Sep 02 – 13 Feb 03)
Concurrent Refinement

Pilot Course
Refinement
(90 Days)

Full Re-Design Implementation
7 May 03



Officer Education System (OES) Initiative



Agenda



- **Why Change**
- **Officer Education System (OES) Overview**
- **2nd Lieutenant OES**
- **Captain OES**
- **Concerns**
- **Signal Center's OES Concept**
- **Summary**



Why Change OES?



- ✓ **Current institutional education systems not meeting needs or expectation of leaders**
 - **Officers want more hands-on training**
 - **Digital C2 requirements not addressed**
 - **Officers miss out on *shared* training opportunities**
- ✓ **LTs spend less time “maneuvering” platoons**
- ✓ **CPTs attrition and demand for branch qualified CPTs results in:**
 - **LT staff officers; current OES does not accommodate**
 - **Less branch qualified CPTs in units**
- ✓ **Less experienced OES faculty**
- ✓ **Leaders face unique demands in today's operational environment**

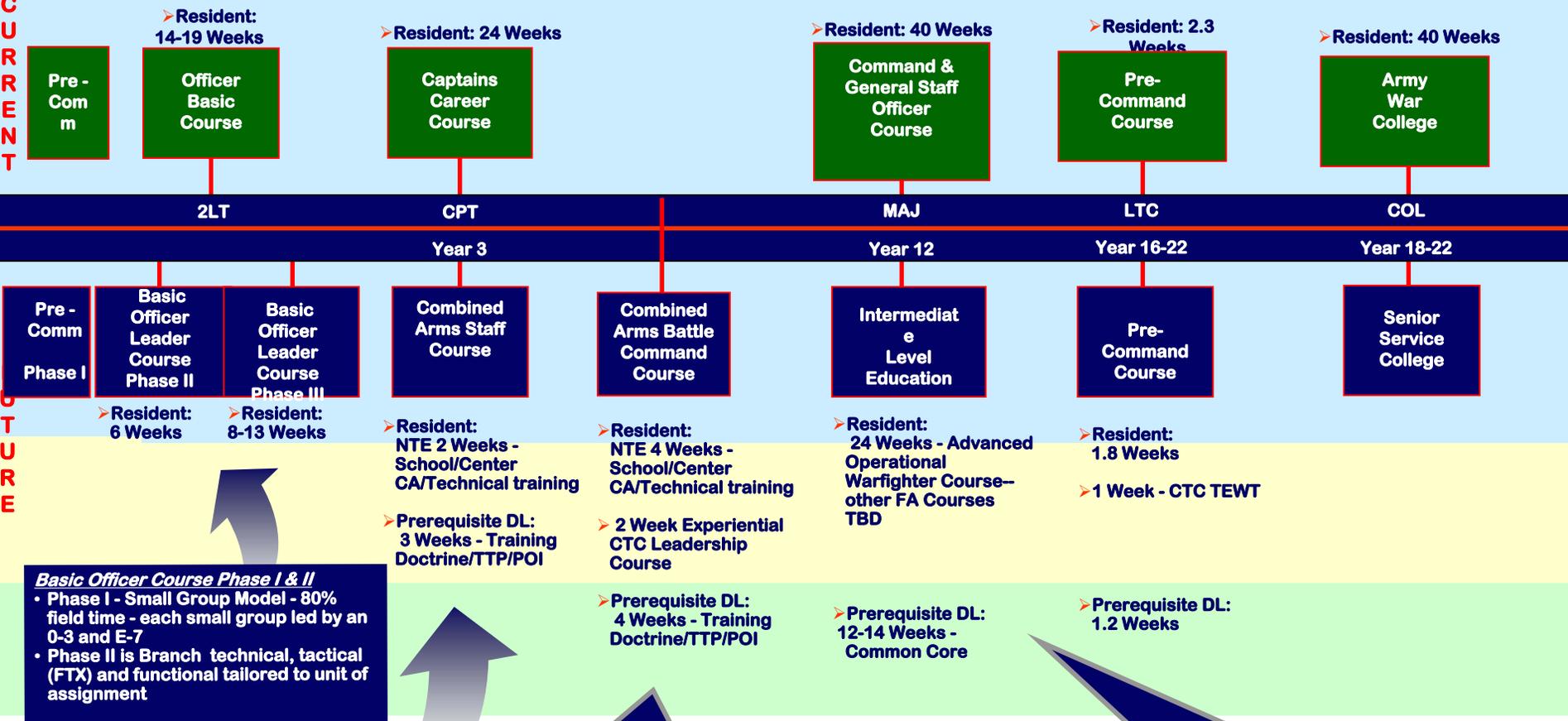


Officer Education System (Overview)



CURRENT

FUTURE



Basic Officer Course Phase I & II

- Phase I - Small Group Model - 80% field time - each small group led by an O-3 and E-7
- Phase II is Branch technical, tactical (FTX) and functional tailored to unit of assignment

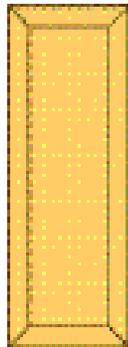
Combined Arms Staff Course

- Preparatory training begins on selection for BN/BDE staff
- 100% DL Common Core for Maneuver Arms Officers (others by FY08)
- 100% DL Common Core & 3 weeks at branch school for others
- Trains all O-2/0-3s going to staff assignments to be competent and function as battle captains

- Preparatory training begins on notification of Command
- DL focus in on "how" to train and full spectrum, combined arms doctrine
- Branch Technical done by Branch Qualified O-4s
- 3 Week Experiential CTC Leadership Course is done by branch qualified O-5s

- DL Common Core to all O-4s - Focus is decision making and doctrine
- Resident Focus is technical and functional training required in CF/FA
- All resident training done by qualified O-5/0-6
- Ops CF is focused on Corps and below tactical competence & operational art with an experiential development phase

**2ND LIEUTENANT
OFFICER EDUCATION SYSTEM
(2LT OES)**





The BOLC Experience



Basic Officer Leader Course encompasses all officer training from pre-commissioning until completion of branch resident training. It is sequential and progressive, designed to evolve individuals from being civilians to being capable small unit leaders upon arrival to their first unit of assignment

Phase I

Pre-commissioning

- Impart enduring officer values and attributes
- Technical/tactical training to prepare officers for Phase II
- Achieved by teaching:
 - Moral reasoning
 - Critical thinking
 - Systematic inquiry
 - Analysis
 - Visualization
 - Communication
- Camp/field focus becomes technical/tactical

Phase II

Branch Immaterial

- Common small-unit leadership standard imbued with warrior ethos
- Increase self-awareness and self-confidence
- Foster bonding, rapid team-building, trust in combined arms cohorts
- Achieved through:
 - Multiple leadership roles
 - Fieldcraft
 - Water and height confidence
 - Night operations
 - Weapons familiarization

Phase III

Branch Technical

- Augment Phase II Competencies
- Branch immersion
- Branch technical and tactical training
- May be followed by functional training (airborne, etc.) required for first unit of assignment

Development progression from:

Civilian

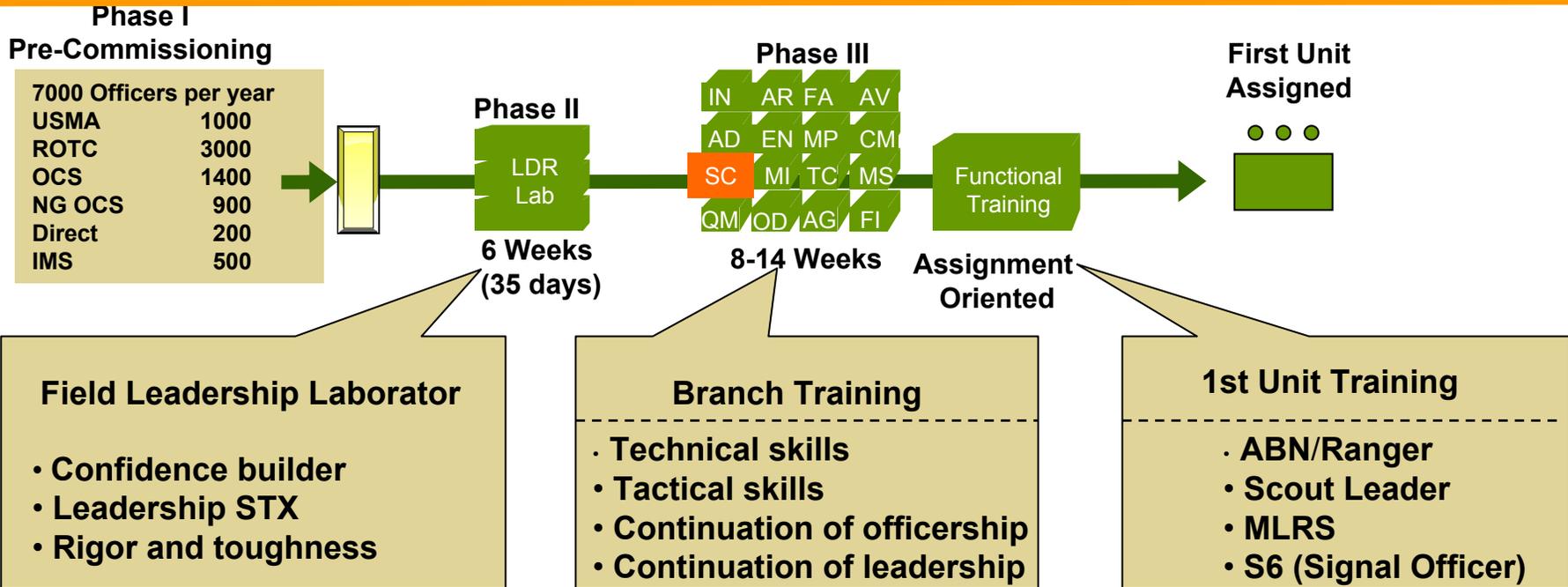
Officer

Small unit leader

Branch-qualified platoon leader



The BOLC Model



Benefits to The Army

- A small unit leader with:
 - Savvy to lead on day one in 1st unit
 - Competent to solve dilemmas
 - Confidence to make rapid decisions
 - Will to succeed in the face of adversity



BOLC Phase II POI Overview

“Creating Competent Small Unit Leaders”



- 1 - Reception, In processing, APFT #1, ~~CWST~~, Informal Reception, Leadership Doctrine/~~Classes~~, Combatives, Leadership Reaction Course, Leadership Vignettes
- 2 - Rifle Marksmanship, Day and Night (AIMSS) Qualification, 4-Mile Foot March, IMT LFX, FM 22-100 Practical Exercises
- 3 - Land Navigation Day and Night, U.S. Weapons, Intro to Combat Operations (Doctrine)

INDIV

- 4 - ~~Employ Hand Grenades~~, Squad STX, ~~Bayonet Assault Course~~, Peer Evaluations, 6-Mile Foot March
- 5 - Patrolling STX, Leadership & Followership, Water Confidence Course, Confidence/Obstacle Course, APFT #2

SQUAD

- 6 - Culmination FTX, Peer Evals, Leadership Exam, Final Counseling & AAR, 8-Mile Foot March, Graduation

PLATOON

Notes:

Field

Live Fire Exercise

Classroom

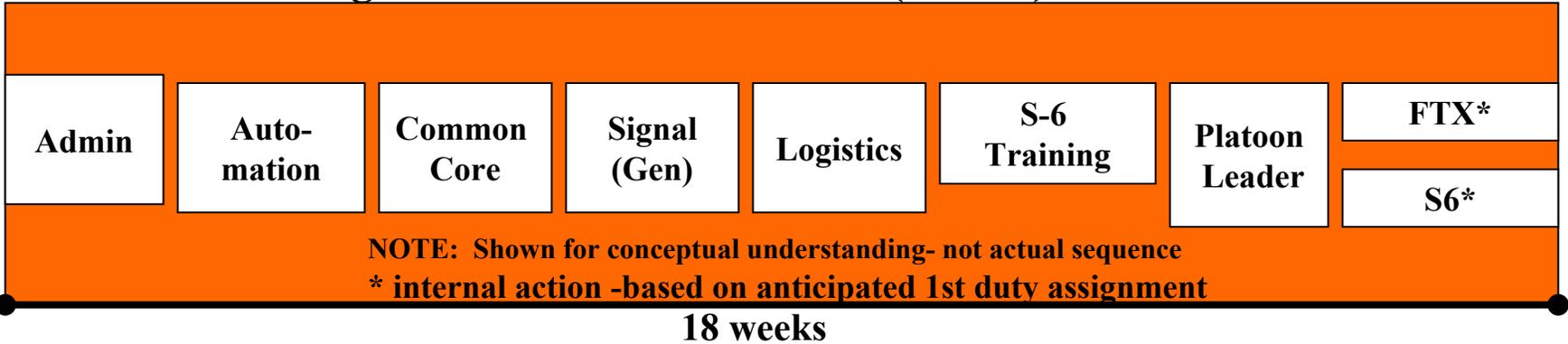
Main Post Facilities



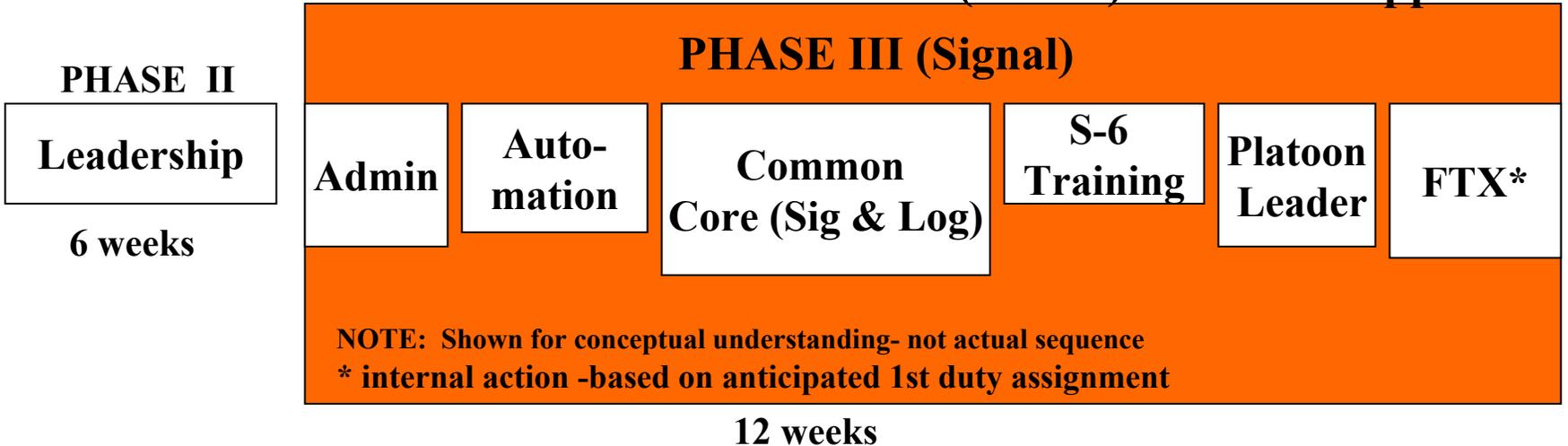
SOBC (Current)/BOLC (Approved) Comparison



Signal Officer Basic Course (SOBC)- Current



Basic Officer Leader Course (BOLC) Phase III- Approved



18 weeks



Curriculum Training Time Comparison

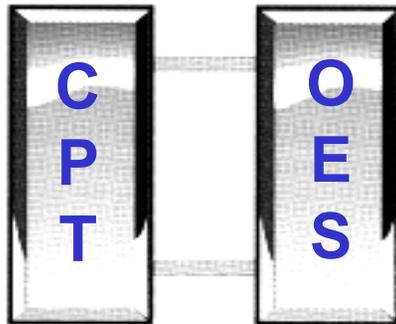


	SOBC (hrs)	BOLC Ph III (Signal) (hrs)
Administration	72	51
Automation	176	160
Common Core	83	42*
Signal General	22	in core
Logistics	36	in core
Signal Staff Officer (S6)	91	66
Signal Platoon Leaders	158	160
FTX/S6 (Track)	160**/82	152**/82

* majority in Phase II

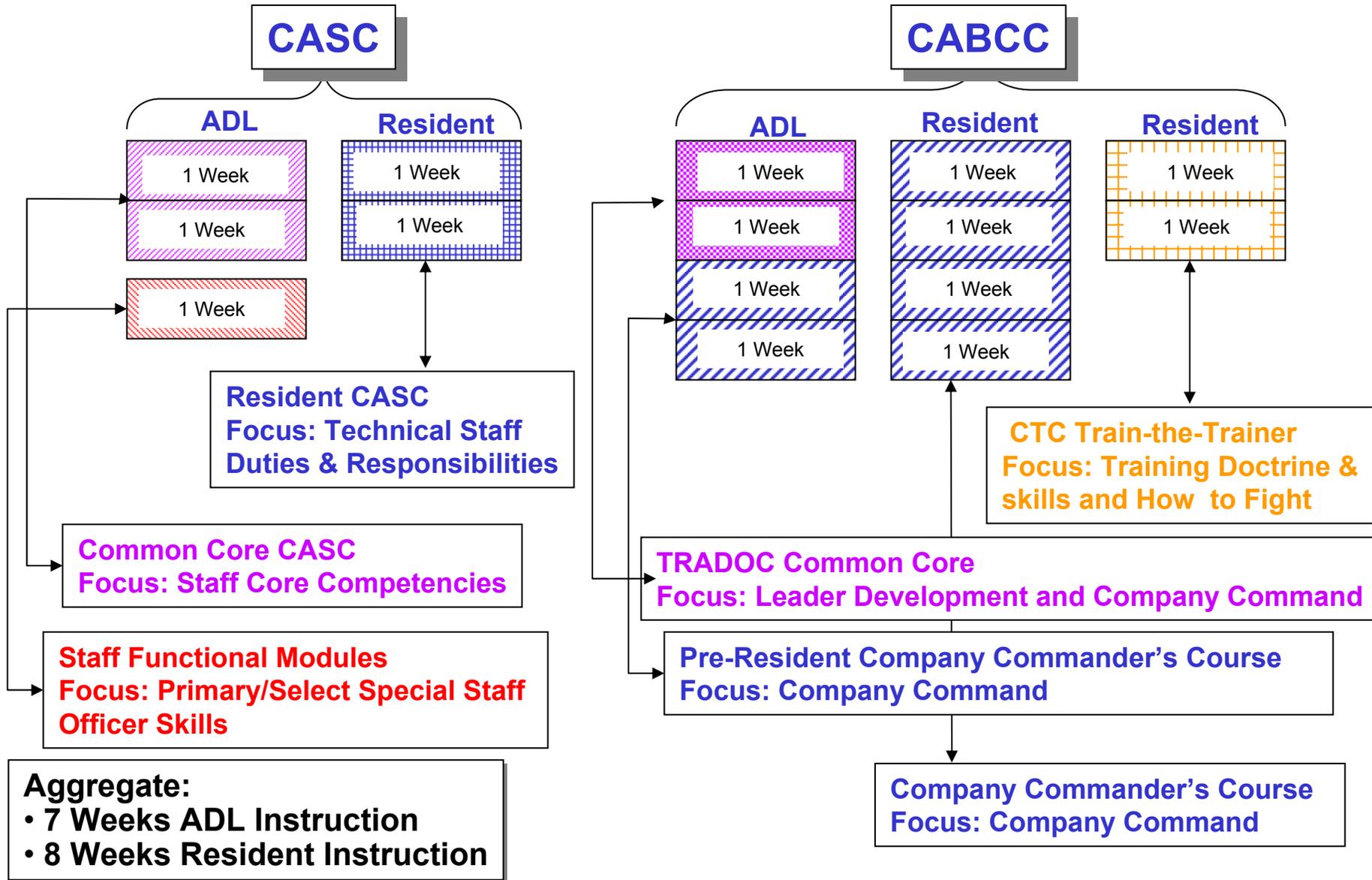
** 24 hrs ops

***CAPTAIN
OFFICER EDUCATION SYSTEM
(CPT OES)***



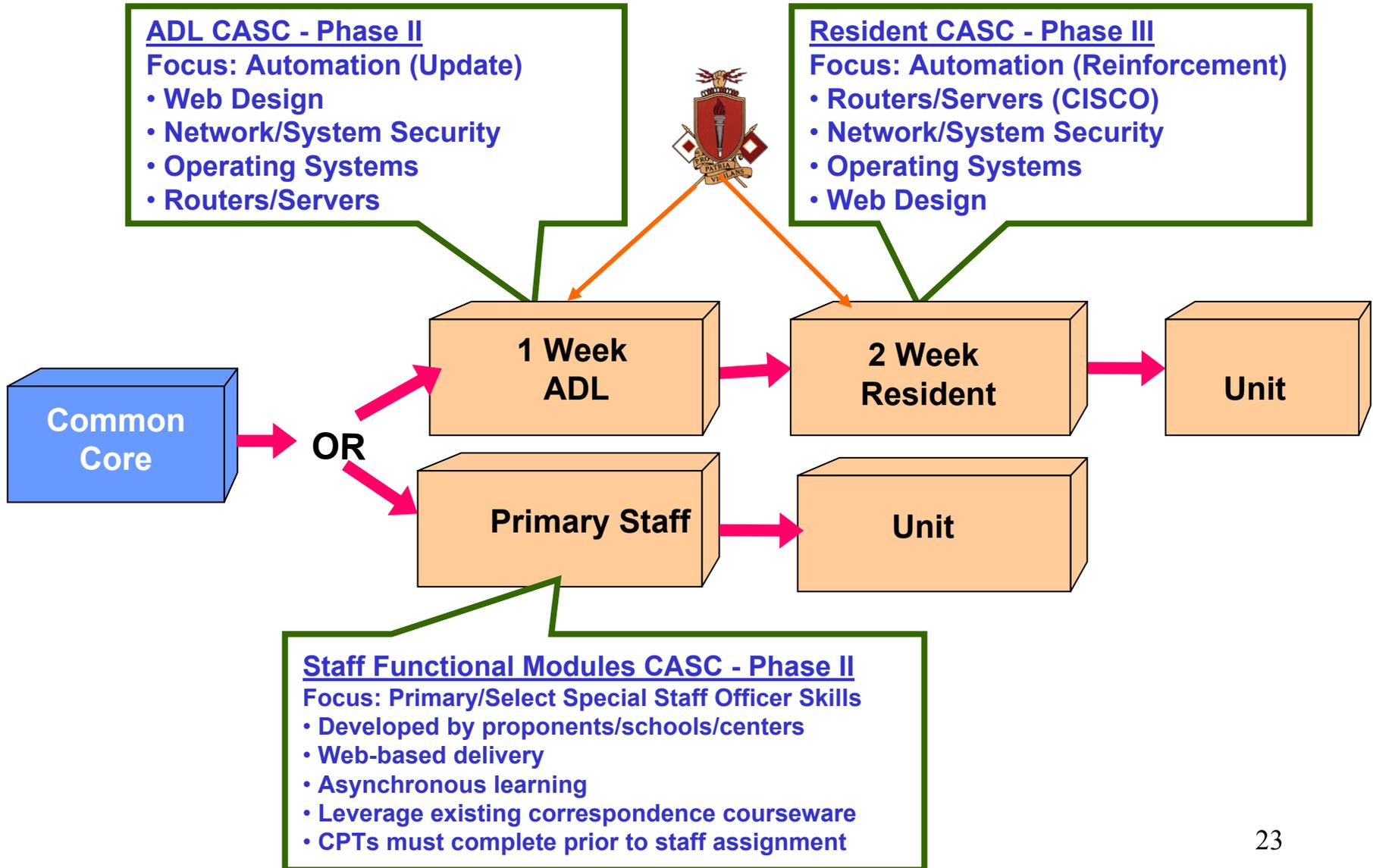


CPT OES Concept





Signal CASC





SIGNAL CASC – ADL/Resident Curricula



• ADL Curricula

- Web Collaboration 4 Hours
- IASO Level I 4 Hours
- A+ 12 Hours
- N+ 12 Hours
- Messaging 4 Hours



1 Week ADL



Total = 36 Hours

• Resident Curricula

- Web Collaboration PE 8 Hours
- SAS / NMS 8 Hours
- A+ PE 4 Hours
- Messaging PE 4 Hours
- CISCO Academy 1/2 56 Hours



2 Week Resident

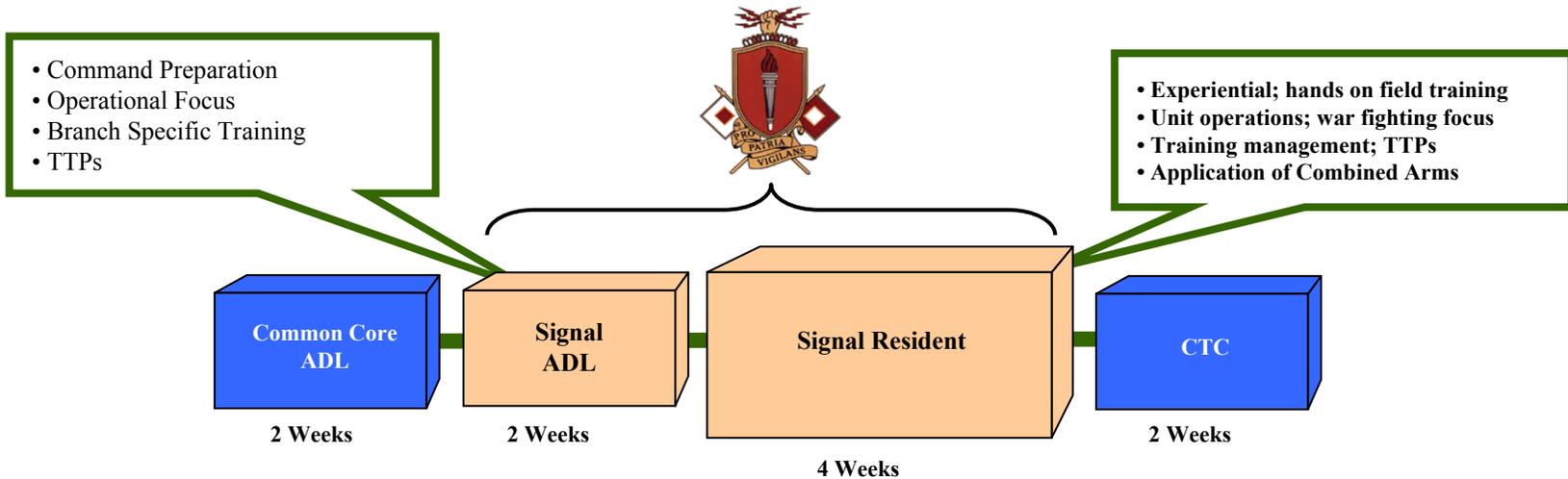


Total = 80 Hours





Combined Arms Battle Command Course (CABCC)



SIGNAL CABCC Training Focus

ADL:

- Basic Theory
- Characteristics, Components, Capabilities and Limitations of Tactical Boxes

RESIDENT:

- Information Management
- Network Planning
- Network Management
- Signal Company Command (Training Management and Logistics)
- Professional Development



Signal CABCC – ADL Curricula



• Introduction to CBCS	3 Hrs
• MSE Flood Search Routing	2 Hrs
• MSE Line of Sight Assemblages	5 Hrs
• Node Center (NC)	2 Hrs
• Large Extension Switch (LEN)	2 Hrs
• Forced Entry Switch (FES)	2 Hrs
• Tactical Data Networks	5 Hrs
• Database Management	7 Hrs
• TRITAC Digital Signals	5 Hrs
• DGM Equipment	3 Hrs
• EAC Transmission Systems	2 Hrs
• Transmission Site Diagram	2 Hrs
• DTG Mapping	3 Hrs
• Build a DTG	3 Hrs
• EPLRS	2 Hrs
• ISYSCON	2 Hrs
• Army Battle Command Systems (ABCS)	2 Hrs
• HSMUX/THSDN	2 Hrs
• SMART-T	2 Hrs
• Defense Information Infrastructure (DII)	2 Hrs
• Antenna Theory	2 Hrs
• Wave Propagation	2 Hrs
• Single Shelter Switch	4 Hrs
• Highly Mobile DGM Assemblage (HMDA)	2 Hrs
• High Capacity Line of Sight (HCLOS)	2 Hrs

Total = 70 hours

Requires Development = 22 Hours



Signal CABCC – Resident Curricula



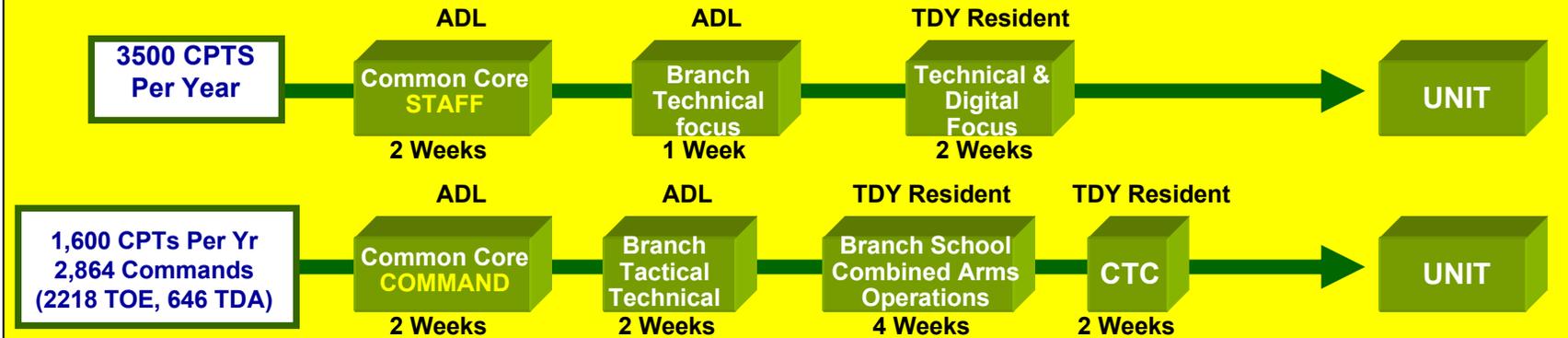
DAY #1	NET. MGT (4 Days)	EAC/ECB Network P.E (10 Days)	Command Focus (4 Days)
<ul style="list-style-type: none"> • In Processing • The Signal Regiment (Current / Future) • Information Mgmt 	<ul style="list-style-type: none"> • Intro/NM Func. • Host Mgt. & Emerging Methods • NM Systems & Products Tactical NM Sys. • N-Work Mgt. Planning. Army / DOD NM Sys. GIG Management (1) 	<ul style="list-style-type: none"> • Tactical Signal Equip. (EAC/ECB) Overview / Site Visits • Signal Focused MDMP/Briefings • CAPSTONE PE (6) <ul style="list-style-type: none"> - Receive Warning Order - Develop Training Plan @ BN/Co. Level - Ind./Coll. Task Analysis - Develop Training Strategy - RCV Operations Order <ul style="list-style-type: none"> - Conduct Mission Analysis - COA Development / DEC Brief - Develop OPORD & Brief - Network Simulations 	<ul style="list-style-type: none"> • <u>Logistics (2)</u> <ul style="list-style-type: none"> - Supply/Inventories (1) - Maintenance (1) • <u>Prof Development (2)</u> <ul style="list-style-type: none"> - Awards - NCOERs - OERs - Cmd Philosophy - Leadership (22-100)



CPT OES Alternative (pending)

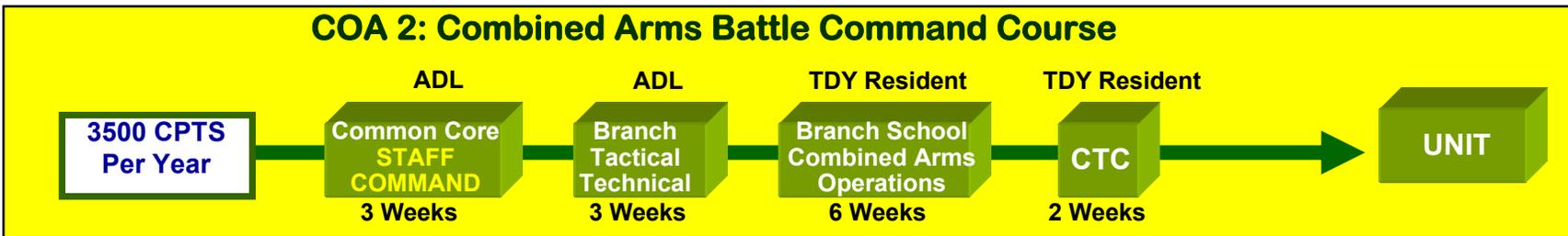


COA 1: Combined Arms Staff Course & Combined Arms Battle Command Course



- Assignment oriented training model
- Training available on demand
- Primarily TDY and return

COA 2: Combined Arms Battle Command Course



- Attendance after selection for promotion to CPT
- Either TDY enroute to next PCS assignment, or TDY and return to unit



Signal Center OES (Conceptual)



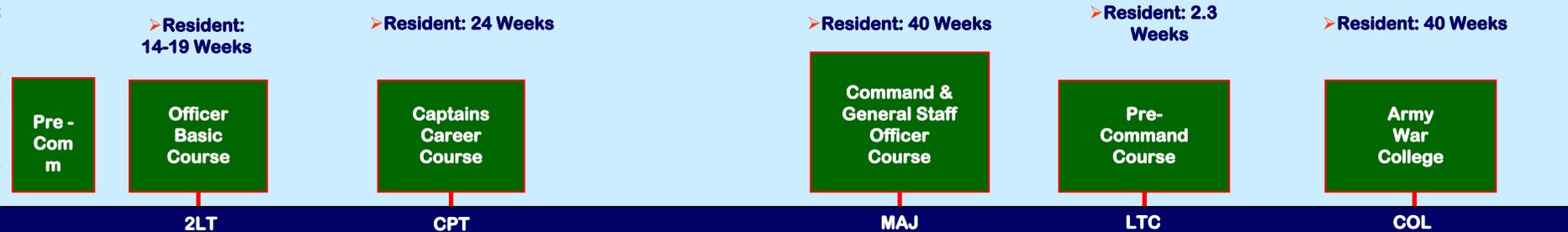
- **BOLC Phase 3: foundation for Signal Officer**
 - Skills and Knowledge
 - Theory/Concepts (not boxes)
 - Reinforcement (Hands-on)/Practical Exercises
 - Migrates to SCCC-Redesign Model
- **CASC**
 - Add 2 more weeks (Signal Planning)
 - Maintain as resident (not converted to ADL)
- **CABCC (no change)**
- **S6 Course (mandatory for all S6 prior to assignment)**
- **S3 ADL (???)**



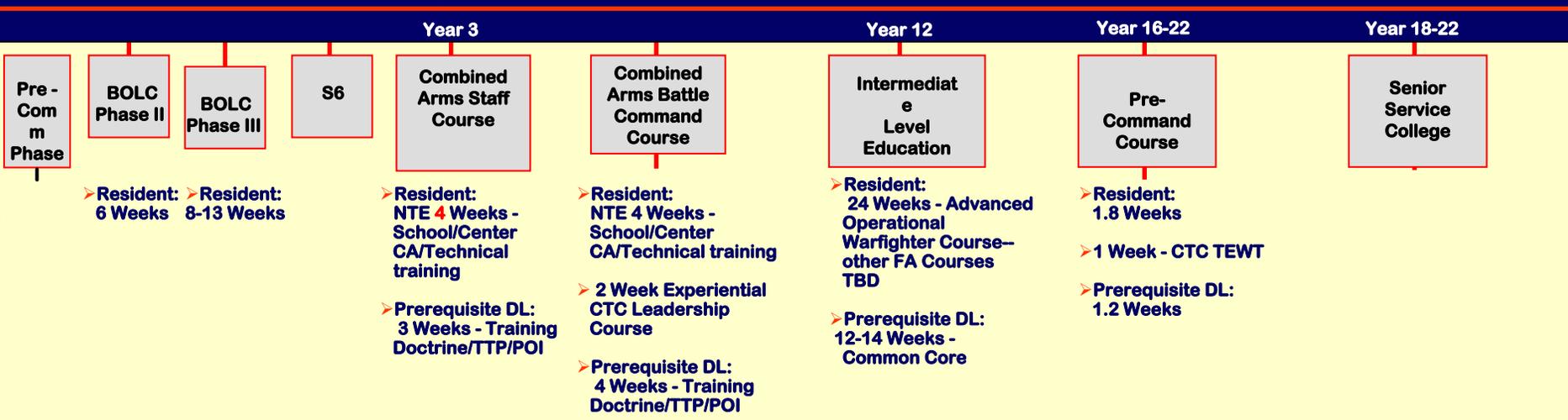
Signal Center OES (Conceptual Layout)



CURRENT

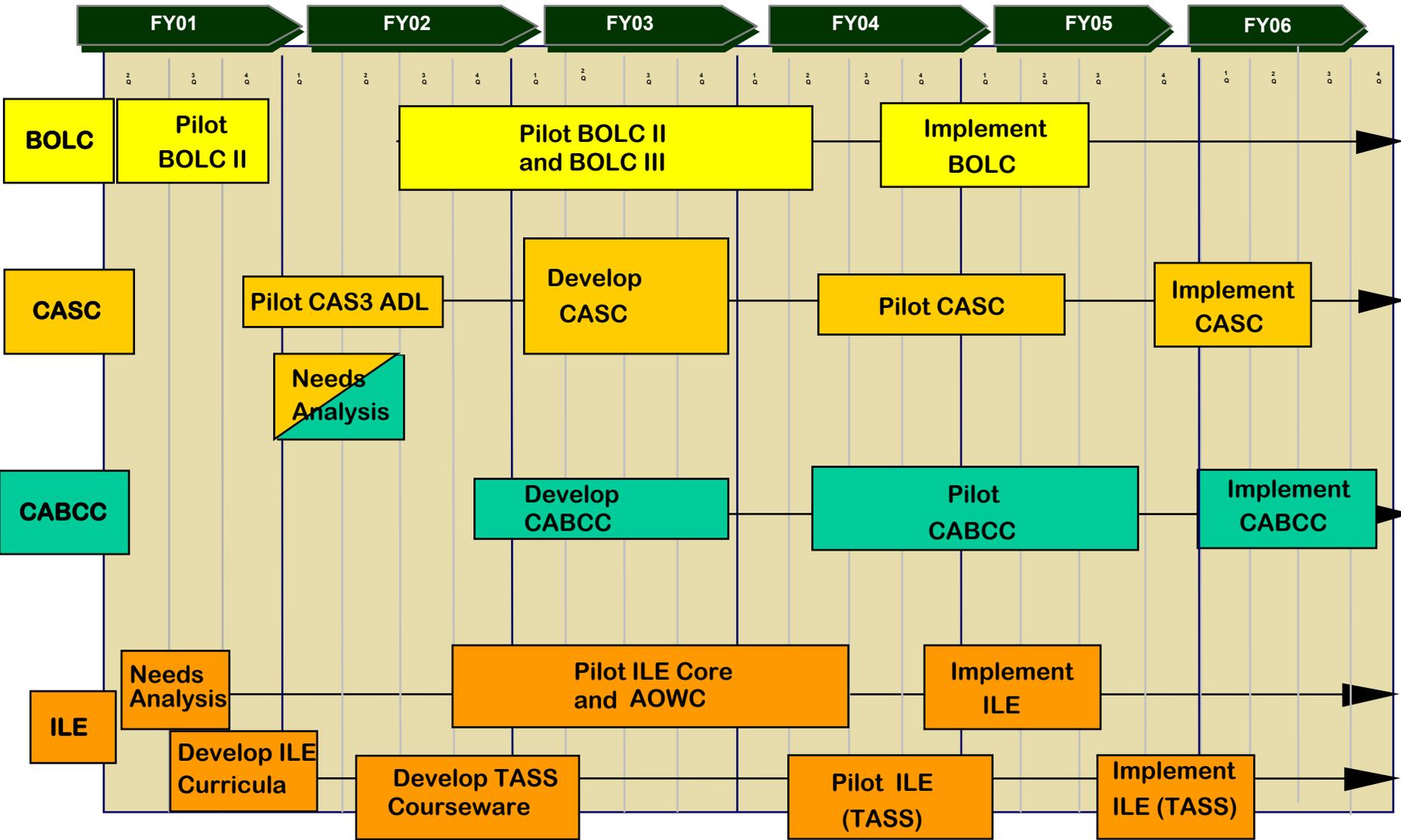


FUTURE





OES Implementation Timeline



Concept for Leader Development Campaign Plan (LDCP)

Information Briefing for Chief of Signal

10 September 2002



BACK-UPS

Transforming Leader Development

TO SUPPORT ARMY TRANSFORMATION



Why Change to BOLC



Imperative for Change:

- **ATLDP (O) Study:**
 - New 2LTs lack combined arms perspective and an Army service ethic
 - Need a common Army standard for small unit leadership
 - Need to develop young officers who are confident and competent to lead small units in a full spectrum environment
 - Need more hands-on, performance oriented field training
- **Review of Education & Training of Officers**
 - Need cohesive strategy to level entrance competencies across pre-commissioning sources
 - OCS - 14 weeks
 - USMA - 4 years
 - ROTC – 2-4 years

BOLC Impact on The Army:

- Ensures a tough, standardized, graduate-level leadership experience that flows progressively from pre-commissioning through branch technical training



'Graduation' Requirements Guidance

Leadership -

- **Pass Leadership Situational Exercises**
- **Pass Comprehensive Leadership Exam (FM 22-100)**
- **50 % GO rating in Leadership Positions (Min. 2 of 4 Leader Opportunities)**

Ethos and Confidence -

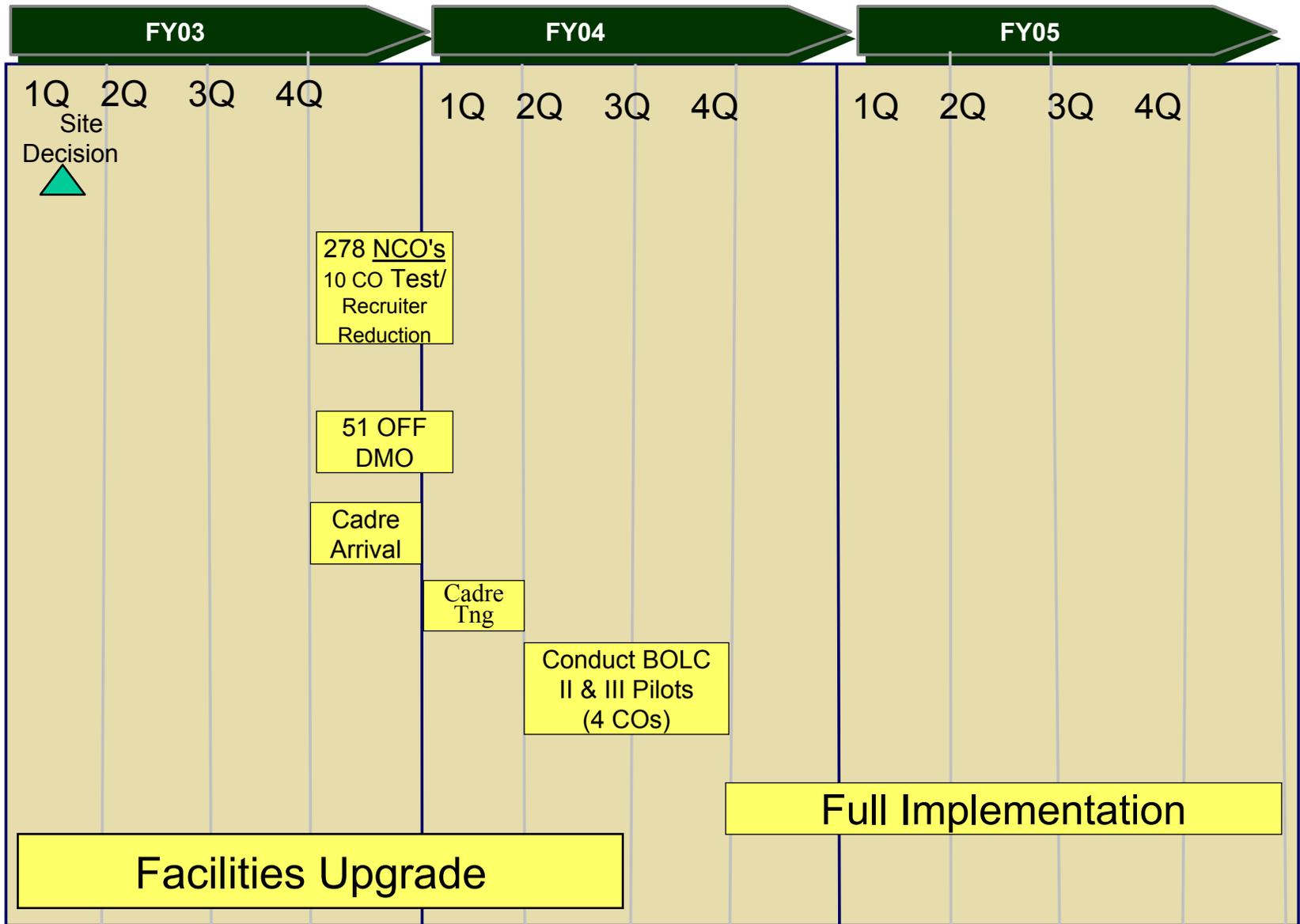
- **Qualify with weapon (M16 or M4)**
- **Complete 4, 6, and 8 mile foot marches**
- **Run 3 miles in 27 minutes or less**
- **Complete 90% of scheduled training**
- **Pass Land Navigation (Day and Night)**
- **Meet height / weight standards IAW AR 600-9 (**waiverable to Phase II**)**
- **Pass APFT with 60% in each event (**waiverable to Phase II**)**

Failure Policy: TR 350-1/10

- **Retrain (in avail time)**
- **Board (360 assessment)**
- **Recycle (normally once)**



BOLC Phase II & III Timeline





CASC Core Staff Officer Skills (DL)



(1 of 3)

- **Problem Solving (12 hrs)**
 - Fundamentals of Problem Solving (4 hrs)
 - Problem Solving Exercise (4 hrs)
 - Quantitative Skills (4 hrs)

- **Communication (17 hrs)**
 - Introduction to Military Writing (1.5 hrs)
 - Decision Memorandum Requirement (6 hrs)
 - Introduction to Military Briefings (1.5 hrs)
 - Communicating Implementation (8 hrs)
 - Commander's Intent / Guidance (1 hr)
 - Translating Plan into Execution (1 hr)
 - Informal Memorandum Requirement (6 hrs)



CASC Core Staff Officer Skills (DL)



(2 of 3)

- **Army Organizations and Operations (24 hrs)**
 - FM 3-0 / COE Introduction (1 hr)
 - Army Organizations (5 hrs)
 - Division, Brigade, IBCT
 - Corps
 - CTC's
 - Reserve Component
 - Branch Roles
 - Operations (18 hrs)
 - Joint (2 hrs)
 - Full Spectrum (Offensive, Defensive, SASO / IO / CSS) (8 hrs)
 - Mobilization / Deployment (8 hrs)
- **Staff Skills (27 hrs)**
 - Historical Development of Staffs (1 hr)
 - Staff Skills, Roles, and Relationships
 - Staff Organizations and Operations (1 hr)
 - Time and Meeting Management (2 hrs)
 - Information Management (1 hr)



CASC Core Staff Officer Skills (DL)



(3 of 3)

• Staff Skills (Continued)

- Staff Coordination (1 hr.)
- Staff Coordination Exercise (8 hrs.)
(Coordinate Unit Deployment Readiness Exercise)
- Staff Resourcing the Training System (8 hrs.)
 - FM 25-100 Overview
 - Staff Roles and Responsibilities to Support Training
 - Staff Functions Associated with Battalion and Brigade Training
 - Long and Short Range Training Calendars
- Tactical Staff Officer Skills
 - MDMP (overview) (4 hrs.)
 - Mission Analysis
 - COA Development
 - Staff Estimate
 - COA Analysis and Commander's Decision Brief
 - Battle Tracking and TOC Operations (3 hrs.)



CABCC Leader Common Core (DL)



(1 of 4)

80 hr ADL

Source: CCC TRADOC common core tasks

Focus: Preparation for CO CMD/resident CABCC attendance

Proposed courses: (14)

- **Mil justice in a company**
- **Ethical Decision Making**
- **Build a cohesive unit**
- **Develop unit counseling program**
- **Develop subordinate leaders**
- **Establish positive command climate**
- **Implement total fitness program**



CABCC Leader Common Core (DL)



(2 of 4)

80 hr ADL

Source: CCC TRADOC common core tasks

Focus: Preparation for CO CMD/resident CABCC attendance

Proposed courses: (14)

- **Implement measures to reduce operational stress**
- **Implement suicide prevention program**
- **Implement Army Family Team Building Program**
- **Implement Army EO and sexual harassment policies**
- **Integrate critical thinking skills to subordinates**
- **Supervise implementation ADAPC**
- **Take charge of a company**



CABCC Leader Common Core (DL)



(3 of 4)

80 Hr ADL

Source: CCC TRADOC common core task list

Focus: Preparation for CO CMD/resident CABCC attendance

Proposed courses: (19)

- **Conduct change primary HR holder/inventory**
- **Company combat ops/law of war**
- **Coordinate unit movement**
- **Develop unit physical security plan**
- **Direct unit maintenance ops**
- **Enforce compliance with HN, Fed, and local environmental laws**
- **Enforce personnel security policies**
- **Enforce preventive medicine**
- **Identify the legal implications of the homosexual policy**



CABCC Leader Common Core (DL)



(4 of 4)

80 Hr ADL

Source: CCC TRADOC common core task list

Focus: Preparation for CO CMD/resident CABCC attendance

Proposed courses: (19)

- **Perform tasks in a civilian/military workgroup**
- **Plan BN tng, Prepare Bn OPORD**
- **Report unit combat readiness status**
- **Supervise company supply ops**
- **Supervise the implementation of financial readiness activities in a company**
- **Supervise the implementation of the risk management process**
- **Supervise unit personnel and admin functions**
- **Supervise wartime strength accounting**
- **Train a company**