

PROFESSIONAL MILITARY EDUCATION

Reference Curriculum – Volume II

BATTLE STAFF NCO COURSE (BSNCOC)

COMMANDANT PRE-COMMAND COURSE (CPCC)



THE NCO LEADERSHIP
CENTER OF EXCELLENCE

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OUR MISSION

Provide professional military education that develops enlisted leaders into fit, disciplined, well-educated professional capable of meeting the challenges of an increasingly complex world.

OUR VISION

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

PREFACE

This reference curriculum is for Soldiers who want to know more about Noncommissioned Officer Professional Military Education courses. The reference curriculum books consist of three volumes.

Volume I

Basic Leader Course (BLC)

Advanced Leader Course NCO Common Core Competencies (ALC NCO-C3)

Senior Leader Course NCO Common Core Competencies (SLC NCO-C3)

Master Leader Course (MLC)

Volume II

Battle Staff NCO Course (BSNCOC)

Commandants Pre-Command Course (CPCC)



NCOLCoE



NCO Worldwide



BATTLE STAFF NCO COURSE (BSNCOC)

DESCRIPTION

The Battle Staff Noncommissioned Officer Course (BSNCOC) is a branch-immaterial functional course for the noncommissioned officer (NCO) in the ranks of staff sergeant through master sergeant to develop for staff assignments. This course will challenge learners to think creatively and critically to solve complex problems. Key topics include: mission command-command and control; decisive action; Army operations to include multidomain operations and large scale combat operations (LSCO); military decision-making process (MDMP) to include the joint planning process (JPP).

TERMINAL LEARNING OBJECTIVES (TLOs)

1. Demonstrate an understanding of foundational content including course requirements, team dynamics, research, and emerging topics.
2. Demonstrate proficiency in mission command, command and control, the command and control warfighting functions, and the command and control systems.
3. Demonstrate proficiency in the military decision-making process steps including the key inputs, substeps, and key outputs as well as unit training management.
4. Demonstrate proficiency in combined arms rehearsals by participating in the synchronization of plans and preparations by warfighting function.

COURSE MAP

Lesson	Title	Hours
BS100	Course Overview	2
BS101	Team Dynamics	2
BS102	Emerging Topics	4
BS103	Individual Preparation and Research	6
BS104	Army Operations	7
BS105	Decisive Action	6
BS106	Mission Command	6
BS107A	Operations Process	2
BS107B	Operational Environment (OE)	1.5
BS107C	Decisive Action Training Environment (DATE) Overview	1.5
BS107M	Cultural Awareness	1
BS107N	Country Briefings	2
BS107G	Joint Operations	2
BS107H	Joint Planning Process (JPP)	3
BS107L	Special Operation Forces	1
BS107V	Space Domain Planning Considerations	1
BS107K	Brigade Combat Teams (BCTs)	1.5
BS107P	Graphics and Overlays (G&O)	24
BS108	Unit Training Management	6
BS107F	Plan, Orders, and Attachments (POA)	8
BS107D	Risk Management	1
BS107E	Running Estimates	1
BS107J	Army Design Methodology (ADM)	1
BS107I	Military Decision-Making Process (MDMP) Step 1 (Receipt of Mission)	4
BS107O	MDMP Step 2 (Mission Analysis)	24
BS107Q	MDMP Step 3 [Course of Action (COA) Development]	10
BS107R	MDMP Step 4 [COA Analysis (War-Game)]	5
BS107S	MDMP Step 5 (COA Comparison)	3
BS107T	MDMP Step 6 (COA Approval)	2.5
BS107U	MDMP Step 7 (Orders Production, Dissemination, and Transition)	6
BS109	Combined Arms Rehearsal (CAR)	14
	Total BSNCOG Hours	159

LESSON BS100 – COURSE OVERVIEW

Lesson Scope

The outcome of this two-hour lesson is to help learners organize an approach to achieve the course learning outcomes. The Battle Staff Noncommissioned Officer Course (BSNCOC) is a branch-immaterial functional course for the noncommissioned officer (NCO) in the ranks of staff sergeant through master sergeant to develop for staff assignments. This course will challenge learners to think creatively and critically to solve complex problems. Key topics include: mission command-command and control; decisive action; Army operations to include multidomain operations and large scale combat operations (LSCO); military decision-making process (MDMP) to include the joint planning process (JPP). As a result, learners will be able to contribute to the planning of unit operations at the tactical level.

Hours: 2

Action Statement

Define the BSNCOC learning objectives.

Learning Domain: Cognitive
Level of learning: Remembering

References/Readings

Advance Sheet

LESSON BS101 – TEAM DYNAMICS

Lesson Scope

The outcome of this two-hour lesson is to help learners demonstrate team building fundamentals. As a result, learners will be able to effectively contribute to the group process, increase group interaction, and maintain group camaraderie.

Hours: 2

Action Statement

Demonstrate team building fundamentals.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Sheet

ATP 6-22.6, *Army Team Building*, 30 October 2015, para 1-1 thru 1-6. para 1-9 thru 1-18.

CALL 21-14, *Building Cohesive Teams*, 6 APR 2021, Ch 5, p 55.

LESSON BS102 – EMERGING TOPICS

Lesson Scope

The outcome of this four-hour lesson is to help learners present emerging topics in our Army. As a result, learners will

be able to articulate a given topic relevant to a planning staff.
Hours: 4

Action Statement

Present an emerging topic.

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

Advance Sheet

LESSON BS103 – INDIVIDUAL PREP AND RESEARCH TIME

Lesson Scope

The outcome of this six-hour lesson is to help learners interpret course content through metacognition (thinking about thinking) in order to reflect on their own awareness and understanding of their thought processes regarding lesson content throughout the course. As a result, learners will develop critical thinking skills using metacognition, enabling retention of lesson content.

Hours: 6

Action Statement

Summarize course content.

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

Advance Sheet

LESSON BS104 – ARMY OPERATIONS

Lesson Scope

The outcome of this seven-hour lesson is to help learners identify the range of Army operations. As a result, learners will be able to assist the commander and staff, as part of a joint team, shape operational environments, prevent conflict; and conduct multidomain operations and large-scale combat operations.

Hours: 7

Action Statement

Investigate Army operations.

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

Advance Sheet

ADP 3-0, *Operations*, 31 July 2019, para 5-1 thru 5-25, and Figure 5-1.

FM 3-0, *Operations*, 01 October 2022, Figure 1-4, para 1-33 and 1-34, para 1-78, para 1-82 thru 1-117, para 2-17, 2-19, 2-22, 2-26, 2-29, para 3-6 thru 3-38, para 3-56, para 3-69, para 3-75, para 3-80, para 3-85, para 3-91, para 3-93, para 3-96, para 3-98 thru 3-116, para 3-119 thru 3-126, Figure 3-2, para 3-127 thru 3-131, para 3-133 and 3-134, para 3-136 and 3-137, para 3-140, para 3-142, para 3-147, para 3-152, para 3-163 thru 3-166, Chapter 6 Introduction, para 6-1 thru 6-10, para 6-15 thru 6-17, para 6-24 and 6-25, para 6-31 thru 6-35, para 6-106 thru 6-108, para 6-112, para 6-117, para 6-121, para 6-133 and 6-134, para 6-147, para 6-157 thru 159, para 6-162, para 6-165 and 6-166, para 6-172 thru 6-174, para 6-179 and 6-180, para 6-186 thru 6-191, Figure 6-5, para 6-218 and 6-223, para 6-228 thru 6-233, Figure 6-7, para 6-252 thru 6-256, para A-3 and A-4, para A-6, para A-8, para A-10 and A-11, para A-13, para A-15, para A-17, and para A-19.

CMH Pub 7-6-1, *The Lorraine Campaign*, Chap III, The XX Corps Crossing of the Moselle 6-24 September, pp 117-146.

TP 525-3-1, *The U.S. Army in Multi-Domain Operations 2028*, Foreword (3rd and 4th paragraphs), and Executive Summary para 1 thru 3

LESSON BS105 – DECISIVE ACTION

Lesson Scope

The outcome of this six-hour lesson is to help learners compare offense, defense, stability, and defense support of civil authorities elements. As a result, learners will be able to assist the commander and staff in refining the concept of operations during planning and help determine the proper allocation of resources and tasks.

Hours: 6

Learning Objectives/Outcomes

Analyze decisive action elements.

Learning Domain: Cognitive
Level of Learning: Analyzing

References/Readings

Advance Sheet

ADP 3-0, *Operations*, 31 July 2019, para 3-3 and 3-4, 3-10 and 3-67

ADP 3-90, *Offense and Defense*, 31 July 2019, para 2-82, 3-1, 3-3 thru 3-12, 3-14 and 3-15, 3-17 thru 3-41, 3-43 thru 3-46, 3-52 and 3-53, 3-57, 3-71, 3-85, 3-87, 3-100, 3-111, 4-3, 4-5 thru 4-20, 4-22 thru 4-35, 4-37, 4-41, 4-44, 4-48, 4-50, 4-74, 4-77, 4-85, 4-92 and 4-93

ADP 3-07, *Stability*, 31 July 2019, para 1-1 and 1-2, 1-7 thru 1-9, 1-13, 1-15, 2-52, 2-64, 2-68, 2-74, 2-79, 2-82, 2-90, 4-3, 4-4, 4-6, 4-9, 4-11, 4-13 thru 4-18

ADP 3-28, *Defense Support of Civil Authorities*, 31 July 2019, para 1-1 thru 1-3, 3-16, 4-49 thru 4-51, Figure 4-5, para 4-55 and 4-56, 4-129, 4-132, 4-181 and 4-182

ADP 5-0, *The Operations Process*, 31 July 2019, para 1-18, 2-139 thru 2-141

The Lorraine Campaign Vignette (The Dornot Bridgehead), pp 132 thru 145

LESSON BS106 – MISSION COMMAND

Lesson Scope

The outcome of this six-hour lesson is to help learners analyze mission command including the mission command approach and principles and the command and control warfighting function, elements, and system. As a result, learners will function as a competent member of a staff in an environment of mutual trust and shared understanding.

Hours: 6

Action Statement

Analyze mission command.

Learning Domain: Cognitive
Level of Learning: Analyzing

References/Readings

Advance Sheet

ADP 6-0, *Mission Command, Command and Control of Army Forces*, 31 July 2019, para 1-14 thru 1-69, 1-74 and 1-75, 1-98 thru 1-102, 1-105 and 1-106, 2-1 thru 2-3, 2-5 and 2-6, 2-8, 2-10, 2-12, 2-50, 2-72, 2-75, 2-77 thru 2-79, 3-1, 3-3, 3-7 and 3-8, Figure 3-1, 3-9, 3-11, 3-14, 3-16, 3-34, 4-2, Figure 4-1, 4-17, 4-25, 4-52

ATP 6-0.5, *Command Post Organization and Operations*, 01 March 2017, para 1-19, C-10, C-13 and C-14, C-17 thru C-19, C-21 thru C-25, C-27, C-33, C-38

LESSON BS107A – OPERATIONS PROCESS

Lesson Scope

The outcome of this two-hour lesson is to help learners investigate *the operations process* including principles, planning, preparing, executing, and assessing. As a result, learners will be able assist in organizing efforts, integrating the warfighting functions across multiple domains, and synchronizing forces to accomplish missions.

Hours: 2

Action Statement

Investigate *the operations process*.

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

Advance Sheet

ADP 5-0, *The Operations Process*, 31 Jul 2019, Introductory figure 1; and para 1-1 thru 1-3.

ADP 5-0, *The Operations Process*, 31 Jul 2019, Introductory figure 1; para 1-11 thru 1-14.

ADP 5-0, *The Operations Process*, 31 Jul 2019, para 1-15 and 1-17.

ADP 5-0, *The Operations Process*, 31 Jul 2019, para 1-20 and 1-21, and 2-37 thru 2-40.

ADP 5-0, *The Operations Process*, 31 Jul 2019, para 1-22, 3-1 thru 3-7.

ADP 5-0, *The Operations Process*, 31 Jul 2019, para 1-23, 4-1 thru 4-3.

ADP 5-0, *The Operations Process*, 31 Jul 2019, para 1-24, 5-9, 5-13 and 5-14, 5-21, and 5-29.

ADP 5-0, *The Operations Process*, 31 Jul 2019, para 1-30 and 1-31, 1-50 thru 1-53, and 1-65 thru 1-70.

ADP 5-0, *The Operations Process*, 31 Jul 2019, para 1-32 thru 1-49.

LESSON BS107B – OPERATIONAL ENVIRONMENT (OE)

Lesson Scope

The outcome of this one and a half-hour lesson is to help learners gain the knowledge necessary to analyze the operating environment, including the operational and mission variables as well as threats and hazards. As a result, learners will be able to assist in advising the commander regarding conditions, circumstances, and influences that affect the employment of capabilities.

Hours: 1.5

Action Statement

Analyze the operational environment.

Learning Domain: Cognitive
Level of Learning: Analyzing

References/Readings

Advance Sheet

ADP 3-0, *Operations*, 31 July 2019, para 1-16, 1-19 thru 1-22.

ADP 3-0, *Operations*, 31 July 2019, para 1-75.

ADP 5-0, *The Operations Process*, 31 July 2019, para 1-33.

ATP 2-01.3, *Intelligence Preparation of the Battlefield*, 01 March 2019, para 4-70 and Table 4-6.

ATP 3-34.81, *Engineer Reconnaissance*, 01 March 2016, para C-1, Figure C-1, and para C-2.

FM 3-0, *Operations*, 01 October 2022, para 2-40, 2-45, 2-48, 2-50, and 2-52

FM 5-0, *Planning and Orders Production*, 16 May 2022, para 1-18, Appendix A Intro, A-1 thru A6.

TP 525-3-1, *The U.S. Army in Multi-Domain Operations 2028*, 06 December 2018, para 2-1 and 2-6.

TP, 525-92, *The OE and the Changing Character of Warfare*, 07 October 2019, para 2-2

LESSON BS107C – DECISIVE ACTION TRAINING ENVIRONMENT (DATE) OVERVIEW

Lesson Scope

At the end of this one and a half-hour lesson, learners will have identified the definitive characteristics of the strategic overview and variables of the Decisive Action Training Environment (DATE). As a result, learners will be able to assist the staff in defining the composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander.

Hours: 1.5

Action Statement

Identify the Decisive Action Training Environment (DATE).

Learning Domain: Cognitive
Level of Learning: Remembering

References/Readings

Advance Sheet

LESSON BS107D – RISK MANAGEMENT

Lesson Scope

At the end of this one-hour lesson, learners will have the ability to apply the risk management process, including planning considerations and techniques, to the military decision-making process. As a result, learners will be able to provide input to the staff and commander, aiding in sound decision making and valid risk acceptance.

Hours: 1

Action Statement

Apply risk management to the military decision-making process.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Sheet

ATP 5-19, *Risk Management*, 09 November 2021, para 1-13, 4-1 thru 4-3, Table 4-1, para 4-5 thru 4-11, 4-13 thru 4-17, 4-21 thru 4-23, 4-31, and Table 4-3.

LESSON BS107E – RUNNING ESTIMATES

Lesson Scope

At the end of this one-hour lesson, learners will have the knowledge required to identify essential qualities of running estimates as well as develop them. As a result, learners will be able to build and maintain running estimates throughout the operations process to assist the commander in the exercise of mission command.

Hours: 1

Action Statement

Develop running estimates.

Learning Domain: Cognitive
Level of Learning: Creating

References/Readings

Advance Sheet

ADP 4-0, *Sustainment*, 31 July 2019, Table 1-1

FM 5-0, *Planning and Orders Production*, 16 May 2022, para 1-104 and 1-105, 3-21 and 3-22, 5-19, 5-98, C-1 and C-2, C-6, C-9 thru C-11, C-14 thru C-16, and Table 6-2

FM 6-0, *Commander and Staff Organization and Operations*, 16 May 2022, para 9-42

ATP 5-19, *Risk Management*, 9 November 2021, para 2-7

LESSON BS107F – PLANS, ORDERS, AND ATTACHMENTS (POA)

Lesson Scope

At the end of this eight-hour lesson, learners will have the ability to identify types and formats of plans, orders, and attachments as well as develop an operations order. As a result, learners will be able to ensure orders are internally consistent, nested with the higher order, and communicates the commanders understanding of the situation and their visualization of operations.

Hours: 8

Action Statement

Develop plans, orders, and attachments.

Learning Domain: Cognitive
Level of Learning: Creating

References/Readings

Advance Sheet

FM 5-0, *Planning and Orders Production*, 16 May 2022, para D-1 thru D-50, Tables D-1 and D-2, Figures D-1 thru D-5, para E-13 thru E-30, para E-34 thru E-38, Table E-1, Figures E-1 thru E-3, and Figures E-5 and E-6.

LESSON BS107G – JOINT OPERATIONS

Lesson Scope

At the end of this two-hour lesson, learners will be able to define joint operations, interorganizational cooperation, and multinational operations. As a result, learners will be able to assist the commander and staff in planning, coordinating, synchronizing, and integrating military operations with governmental and nongovernmental entities as well as participating nation's nonmilitary organizations and military forces to achieve unity of effort when their organization participates in joint operations.

Hours: 2

Action Statement

Define operations.

Learning Domain: Cognitive
Level of Learning: Remembering

References/Readings

Advance Sheet

JP 3-0, *Joint Campaigns and Operations 18 June 2022*, Ch I para 1.a thru 1.e, Ch I para 7.a.(1), Ch I para 7.c and 7.d, Ch IV para 7.a, Appendix A

JP 3-08, *Interorganizational Cooperation*, 12 October 2016, Validated 18 October 2017, Ch I, para 2.c. Key Terms; Ch I, para 8.a; Ch II, para 5.a; Ch II, para 6; Ch II, para 8.a; Ch III, para 4.a; Ch III 7.b.; Annex D to Appendix A, para 2.a; Annex H to Appendix A, para 2.a; Annex J to Appendix A, para 2.a; Annex M to Appendix A, para 2.a

JP 3-16, *Multinational Operations*, 01 March 2019, Validated 12 February 2021, Ch I para 1, Ch I para 3, Ch I para 3.a thru 3.f

LESSON BS107H – JOINT PLANNING PROCESS (JPP)

Lesson Scope

At the end of this three-hour lesson, learners will have investigated the joint planning process steps. As a result, learners will be able to assist the commander and staff in organizing their planning activities, sharing a common understanding of the mission and commander's intent, and developing effective plans and orders when their organization participates in joint planning.

Hours: 3

Action Statement

Investigate the joint planning process (JPP).

Learning Domain: Cognitive

Level of Learning: Understanding

References/Readings

Advance Sheet

JP 5-0, *Joint Planning*, 1 December 2020, Ch III, para 1; Ch III, para 4.a thru 4.e; Ch III, para 5; Ch III, para 5.a.(1); Ch III, para 5.a.(2)(a); Ch III, para 5.b; Ch III, para 5.b (1)(a) and (5.b (1) (b)); Ch III, para 5.c; Ch III, para 5.d (1) and 5.d (1)(2)(a); Ch III, 5.Section B.; Ch III, para 6.a thru 6.a.(2); Ch III, para 6.b; Ch III, para 6.c.(1) thru 6.c.(2); Ch III, para 6.c.(4) (a) and (b); Ch III, para 6.c.(4)(d); Ch III, para 6.c.(5) thru 6.c.(18); Ch III, para 6.d.(1); Ch III, para 6.d.(2)(a) thru para 6.d.(2)(g); Ch III, para 6.d.(3)(a) thru para 6.d.(3)(u); Ch III, para 6.d.(4); Ch III, para 6.e.(1)(a) and para 6.e.(1)(b); Ch III, para 6.e.(2)(a) thru para 6.e.(2)(h); Ch III, para 6.e.(3); Ch III, para 6.e.(3)(c) and para 6.e.(3)(d); Ch III, para 6.f.(1)(a); Ch III, para 6.f.(1)(c); Ch III, para 6.f.(2); Ch III, para 6.f.(2)(d); Ch III, para 6.f.(3) thru para 6.f.(5); Ch III, para 6.g.(1)(a) and para 6.g.(1)(b); Ch III, para 6.g.(2) thru para 6.g.(5); Ch III, para 6.h.(1)(a); Ch III, para 6.h.(2); Ch III, para 6.h.(3)(a); Ch III, para 6.h.(3)(c)1. thru para 6.h.(3)(c)4.; Ch III, para 6.h.(4) thru 6.h.(7)

LESSON BS107I – MILITARY DECISION-MAKING PROCESS (MDMP) STEP 1 (RECEIPT OF MISSION)

Lesson Scope

At the end of this four-hour lesson, learners will have the ability to develop the military decision-making process step 1 (Receipt of Mission) outputs. As a result, learners will be able to assist commanders and staffs apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations and develop options to solve problems and reach decisions.

Hours: 4

Action Statement

Develop the military decision-making process step 1 (Receipt of Mission) outputs.

Learning Domain: Cognitive

Level of Learning: Creating

References/Readings

Advance Sheet

FM 5-0, *Planning and Orders Production*, 16 May 2022, para 1-46, 5-4 and 5-5, Figure 5-1, para 5-14 thru 5-23, Table 5-1, 5-27 and 5-28, and p D-22.

FM 6-0, *Commander and Staff Organization and Operations*, 16 May 2022, para 2-36 (Note).

ATP 5-19, *Risk Management*, 09 November 2021, para 4-5 thru 4-12.

LESSON BS107J – ARMY DESIGN METHODOLOGY (ADM)

Lesson Scope

At the end of this one-hour lesson, learners will have the ability to employ Army design methodology. As a result, learners will be able to apply critical and creative thinking to help the commander and staff understand, visualize, and describe problems and approaches to solving them.

Hours: 1

Action Statement

Employ Army Design Methodology (ADM).

Learning Domain: Cognitive

Level of Learning: Applying

References/Readings

Advance Sheet

ATP 5-0.1, *Army Design Methodology*, 01 July 2015; para 1-11 thru 1-35, 2-1 thru 2-8, and Figure 2-1

FM 5-0, *Planning and Orders Production*, 16 May 2022, para 3-14 thru 3-17, and 4-1 thru 4-3

LESSON BS107K – BRIGADE COMBAT TEAMS (BCTS)

Lesson Scope

At the end of one and a half hour lesson, learners will be able to identify the brigade combat team in large-scale combat operations, in decisive action, and the infantry, Stryker, and armored maneuver brigade combat teams. As a result, learners will be able to assist commanders and staffs with the employment and ordered arrangement of forces within the brigade combat team.

Hours: 1.5

Action Statement

Identify brigade combat team structures.

Learning Domain: Cognitive

Level of Learning: Remembering

References/Readings

Advance Sheet

FM 3-96, *Brigade Combat Team*, 19 January 2021, para 1-1 thru 1-44, para 2-69 thru 2-73

LESSON BS107L – SPECIAL OPERATIONS FORCES (SOF)

Lesson Scope

At the end of this one-hour lesson, learners will have the ability to identify special operations and their characteristics and designation. As a result, learners will be able to help

assist the commander and staff in planning for, employing, and executing command and control and support of special operations forces across the competition continuum.

Hours: 1

Action Statement

Identify special operations forces.

Learning Domain: Cognitive
Level of Learning: Remembering

References/Readings

Advance Sheet

JP 3-0, *Joint Operations and Campaign*, 18 June 2022, Figure I-1

JP 3-05, *Joint Doctrine for Special Operations*, 22 September 2020, Ch I, para 2.a thru 2.g, Ch I, para 3, intro, Ch I, para 3.a thru 3.f, Ch I, para 4, Ch I, para 5.a and 5.b, Ch I, para 5.b.(1) and 5.b.(2), Ch I, para 5.b.(3), Ch I, para 5.b.(3)(b), Ch I, para 5.c

LESSON BS107M – CULTURAL AWARENESS

Lesson Scope

At the end of this one-hour lesson, learners will have investigated cultural awareness including defining culture, assessing culture situation, and organizing to understand culture. As a result, learners will be able to operate in and around the culture of populations capable of shaping the security environment and decisive action under complex conditions.

Hours: 1

Action Statement

Investigate cultural awareness.

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

Advance Sheet

FM 3-24, *Insurgencies and Countering Insurgencies*, 13 May 2014, para 2-45 and 2-46, and 3-1 thru 3-25

ATP 3-21.10, *Infantry Rifle Company*, 14 May 2018, para 3-199

LESSON BS107N – COUNTRY BRIEFS

Lesson Scope

At the end of this two-hour lesson, learners will prepare a country brief using political, military, economic, social, information, infrastructure, physical environment, and time variables (PMESSI-PT). As a result, learners will have an understanding of the operational environment conditions in

the Caucasus region in order to fully participate in the Battle Staff operational scenario.

Hours: 2

Action Statement

Brief an information briefing on a country.

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

Advance Sheet

FM 6-0, *Commander and Staff Organization and Operations*, 16 May 2022, para B-1 thru B-3, Figure B-2, and para B-8 thru B-10

LESSON BS107O – MDMP STEP 2 (MISSION ANALYSIS)

Lesson Scope

At the end of this 24-hour lesson, learners will have the ability to develop the military decision-making process step 2 (Mission Analysis) outputs. As a result, learners will be able to assist commanders and staffs to apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions.

Hours: 24

Action Statement

Develop the military decision-making process step 2 (Mission Analysis) outputs.

Learning Domain: Cognitive
Level of Learning: Creating

References/Readings

Advance Sheet

Lesson Day One

FM 5-0, *Planning and Orders Production*, 16 May 2022, para 5-30 thru 5-34.

FM 3-55, *Information Collection*, 03 May 2013, para 3-14 thru 3-18.

ATP 2-01.3, *Intelligence Preparation of the Battlefield*, 06 January 2021, para 1-14 thru 1-26, Figure 2-1, 3-1 and 3-2, 3-4 thru 3-11, 3-24 and 3-25, 4-1, 4-4, 4-6 thru 4-10, 4-12, 4-16 and 4-17, 4-21 thru 4-24, 4-28, 4-35, 4-40 and 4-41, 4-43 thru 4-46, 4-54, 4-66, 4-69 and 4-70, 5-1 thru 5-18, 5-20 thru 5-22, 5-24, 5-27 thru 5-38, 5-40 thru 5-45, 5-60, 5-66, 5-70 and 5-71, 6-1 thru 6-3, 6-5 and 6-6, 6-37 thru 6-39, 6-56, 6-64 thru 6-67.

ATP 5-19, *Risk Management*, 09 November 2021, para 4-14 thru 4-16.

Lesson Day Two

FM 5-0, *Planning and Orders Production*, 16 May 2022, 5-39 thru 5-49.

FM 3-55, *Information Collection*, 03 May 2013, para 3-19 thru 3-36.

ATP 5-19, *Risk Management*, 09 November 2021, para 4-17 thru 4-20.

Lesson Day Three

FM 5-0, *Planning and Orders Production*, 16 May 2022, para 5-54 thru 5-90.

FM 3-55, *Information Collection*, 03 May 2013, para 3-37 thru 3-43.

ATP 5-19, *Risk Management*, 09 November 2021, para 4-21 thru 4-36.

LESSON BS107P – GRAPHICS AND OVERLAYS (G&O)

Lesson Scope

At the end of this 24-hour lesson, learners will understand military terms, acronyms, abbreviations, codes, and military symbols, and have the ability to construct an operation overlay, and course of action sketch. As a result, learners will be able to graphically represent a tactical task relevant to military operations used for planning or depicting the common operating picture.

Hours: 24

Action Statement

Construct graphics and overlays.

Learning Domain: Cognitive

Level of Learning: Creating

References/Readings

Advance Sheet

FM 1-02.1, *Operational Terms*, 09 March 2021, p. v, vi, and para 2-2

FM 1-02.2, *Military Symbols*, 18 May 2022, para 1-1 thru 1-20; para 2-1 thru 2-19; para 3-1 thru para 3-9; para 4-1; Table 4-6; para 4-1 thru para 4-3, and para 4-6 thru para 4-8, and para 4-10 and para 4-11; para 5-1 thru para 5-8; and para 5-14 thru para 5-17; and para 5-19 thru para 5-23; and para 5-25 thru para 5-27; para 6-1 and para 6-2; para 7-1 thru para 7-8.

LESSON BS107Q – MDMP STEP 3 [COURSE OF ACTION (COA) DEVELOPMENT]

Lesson Scope

At the end of this ten-hour lesson, learners will have the ability to develop the military decision-making process step

3 [Course of Action (COA) Development] outputs. As a result, learners will be able to assist commanders and staffs apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions.

Hours: 10

Action Statement

Develop the military decision-making process step 3 [Course of Action (COA) Development] outputs.

Learning Domain: Cognitive

Level of Learning: Creating

References/Readings

Advance Sheet

FM 3-90, *Tactics*, 01 May 2023, para 2-24 thru 2-27, 2-36, 2-58 thru 2-61, 2-71, 2-82 thru 2-84.

FM 5-0, *Planning and Orders Production*, 16 May 2022, para 5-91 thru 5-93, 5-96 thru 5-101, 5-103 thru 5-116, 5-119 thru 5-136, E-60, Table 5-4, and Figure 5-6.

TC 7-100.2, *Opposing Force Tactics*, 09 December 2011, para 2-36 thru 2-46.

ATP 6-0.5, *Command Post Organization and Operations*, 1 March 2017, Figure 3-1, para D-3, and Table D-1.

ATP 5-19, *Risk Management*, 09 November 2021, para 4-39 thru 4-53.

LESSON BS107R – MDMP STEP 4 [COA ANALYSIS (WARGAME)]

Lesson Scope

At the end of this five-hour lesson, learners will have the ability to develop the military decision-making process step 4 [COA Analysis (War Game)] outputs. As a result, learners will be able to assist commanders and staffs apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions.

Hours: 5

Action Statement

Develop the military decision-making process step 4 [COA Analysis (War Game)] outputs.

Learning Domain: Cognitive

Level of Learning: Creating

References/Readings

Advance Sheet

FM 5-0, *Planning and Orders Production*, 16 May 2022, para 5-137 thru 5-150, Figure 5-8 thru 5-13, para 5-153 thru 5-158, Table 5-5 and 5-6, para 5-159 thru 5-190.

ATP 5-19, *Risk Management*, 09 November 2021, para 4-54 and 4-55.

LESSON BS107S – MDMP STEP 5 (COA COMPARISON)

Lesson Scope

At the end of this three-hour lesson, learners will have the ability to develop the military decision-making process step 5 (COA Comparison) outputs. As a result, learners will be able to assist commanders and staffs apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions.

Hours: 3

Action Statement

Develop the military decision-making process step 5 (COA Comparison) outputs.

Learning Domain: Cognitive

Level of Learning: Creating

References/Readings

Advance Sheet

FM 5-0, *Planning and Orders Production*, 16 May 2022, para 1-108 and 1-109, 5-191 thru 5-198, and Table 5-8 and 5-9.

ATP 5-19, *Risk Management*, 09 November 2021, para 4-56 and 4-57.

LESSON BS107T – MDMP STEP 6 (COA APPROVAL)

Lesson Scope

At the end of this two and a half-hour lesson, learners will have the ability to develop the military decision-making process step 6 (COA Approval) outputs. As a result, learners will be able to assist commanders and staffs apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions.

Hours: 2.5

Action Statement

Develop the military decision-making process step 6 (COA Approval) outputs.

Learning Domain: Cognitive

Level of Learning: Creating

References/Readings

Advance Sheet

FM 5-0, *Planning and Orders Production*, 16 May 2022, para 1-108 and 1-109, 5-199 thru 5-202, and Table 5-3.

ATP 5-19, *Risk Management*, 09 November 2021, para 4-58 thru 4-60.

LESSON BS107U – MDMP STEP 7 (ORDERS, PRODUCTION, DISSEMINATION, AND TRANSITION)

Lesson Scope

At the end of this six-hour lesson, learners will have the ability to develop the military decision-making process step 7 (Orders Production, Dissemination, and Transition) outputs. As a result, learners will be able to assist commanders and staffs apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions.

Hours: 6

Action Statement

Develop the military decision-making process step 7 (Orders Production, Dissemination, and Transition) outputs.

Learning Domain: Cognitive

Level of Learning: Creating

References/Readings

Advance Sheet

FM 5-0, *Planning and Orders Production*, 16 May 2022, para 5-203 thru 5-211.

ATP 5-19, *Risk Management*, 09 November 2021, para 4-61 thru 4-66.

LESSON BS107V – SPACE DOMAIN PLANNING CONSIDERATIONS

Lesson Scope

At the end of this one-hour lesson, learners will have identified space domain, space capabilities, and planning consideration. As a result, learners are able to provide input to their staff and commander, aiding in sound decision making during the military decision-making process.

Hours: 1

Action Statement

Identify space operations.

Learning Domain: Cognitive

Level of Learning: Remembering

References/Readings

Advance Sheet

FM 3-0, *Operations*, 1 October 2022, Foreword, introduction, para 1-9, 1-11, 1-97.

FM 3-14, *Army Space Operations*, 30 October 2019, Introduction, Ch 1, introduction, para 1-2, 1-4, 1-11, 1-13 thru 1-15, Figure 1-1, 1-20, 1-22, 1-24 and 1-25, 1-27 thru 1-30, 1-55, 2-1 thru 2-4, 2-9, figure 3-1, 3-2 and 3-3, 3-5 thru 3-37, 3-68, 3-70 and 3-71, 3-82 thru 3-84, 3-93 thru 3-97, 3-103 thru 3-106, 4-7 thru 4-15, 5-6 thru 5-12, 6-1 thru 6-25.

ATP 3-14.3, *Techniques for Army Space Forces*, 15 February 2018, para 1-10 and 1-11, 5-14 thru 5-16.

JP 3-14, *Space Operations*, 10 April 2018, change 1 26 October 2020, Ch. I, p. I-4 and I-5, para 3.

FM 5-0, *Planning and Orders Production*, May 16, 2022, change 1 4 November 2022, para E-53 thru E-55, figure E-13.

<https://www.spacecom.mil/About/Warfighting-Units/#cfscclLesson>

LESSON BS108 – UNIT TRAINING MANAGEMENT

Lesson Scope

At the end of this six-hour lesson, learners will have received an overview of training systems available to manage training at the staff level and training systems available to requisition land and ammo and acquire school seats for Soldier's educational and training requirements. As a result, learners will be able to perform staff duties to support the commander's training proficiencies.

Hours: 6

Action Statement

Organize unit training.

Learning Domain: Cognitive

Level of Learning: Creating

References/Readings

Advance Sheet

FM 7-0, *Training*, 14 June 2021, para 1-1, 1-18, 1-23, 2-1, 3-1 thru 3-4, 3-7 thru 3-9, 3-13 thru 3-16, 4-1, 5-1 thru 5-8, A-4, appendix B.

TC 6-0.2, *Training the Mission Command Warfighting Function for Battalions, Brigades, and Brigade Combat Teams*, 15 July 2019, introduction para 3, chapter 1 introduction, para 1-107, 1-109 and 1-110, 1-115 and 1-116, 1-122 thru 1-124.

TC 25-8, *Training Ranges*, 2 November 2021; para 4-3 thru 4-6.

AR 5-13, *Army Munitions Requirements, Prioritization, and Authorizations Management Policy*, 31 March 2021; para 4-1 and 4-2.

LESSON BS109 – COMBINED ARMS REHEARSAL

Lesson Scope

At the end of this 14-hour lesson, learners will have the ability to present plans as part of a combined arms rehearsal. As a result, learners will be able to assist the staff in ensuring subordinates understand the commander's intent and the concept of operations, identifying shortcomings in the plan, and identifying additional coordinating requirements.

Hours: 14

Action Statement

Present plans as part of a combined arms rehearsal.

Learning Domain: Cognitive

Level of Learning: Understanding

References/Readings

Advance Sheet

FM 6-0, *Commander and Staff Organization and Operations*, May 2022, para C-45, para C-62 thru C-88 including Table 12-1.

Call Handbook 19-18 Rehearsals, Chapters 4 thru 6.



COMMANDANT PRE-COMMAND COURSE (CPCC)

DESCRIPTION

The objective of the course is to prepare Regular Army, Army National Guard, of US Army Reserve commandants and deputy commandants for their positions at noncommissioned officer academies (NCOAs). Major subject areas include the duties, responsibilities, roles and authorities of an enlisted commandant. They will also be introduced to the auxiliaries that are assigned to and support the academies mission. Emphasis throughout the course is on the assigned and inherent duties and responsibilities of an academy commandant. At the completion of this course, a successful learner will be able to perform the duties, responsibilities, and roles of an enlisted commandant.

TERMINAL LEARNING OBJECTIVES (TLOS)

Analyze the roles, duties, and responsibilities of an enlisted commandant.

COURSE MAP

Lesson	Topic	Hours
CP700	Course Overview	2
CP701	Authorities of a Commandant	5
CP702	Lines of Command/Support	2
CP704	Inventory Management/Property Accountability	1
CP705	Budget Management	1
CP706	Course Development and Management	1
CP707	Academy Manning	2
CP708	Instructor Certification Program (ICP)-FDRP	1
CP709	Civilian Personnel Management System	2
CP710	Administrative Processes	1
CP712	Law for Leaders	2
CP713	ATRRS Academic Reports	1
CP714	Accreditation	2
CP715	Joint Ethics	2
CP716	Course Management Overview Brief	6
CP717	Individual Reflection Time	5
	Total Academic CPCC Hours	36
	Total Administrative CPCC Hours	4
	TOTAL CPCC Hours	40

LESSON L700 – COURSE OVERVIEW

Description

The outcome of this lesson is to help learners describe an approach to achieve the course learning outcomes. “The responsibilities of an enlisted Commandant differ from normal CSM duties and authorities in that they are solely responsible for directing the operations of their academy through mission command. Enlisted Commandants can expect to be responsible for property accountability, budget decisions, administrative actions, manning, training, mentoring, and talent management in addition to the above CSM/SGM responsibilities” (TC 7-22.7). The course is discussion based and contains 48 hours of academic instruction covering 16 key areas to include the auxiliaries that are assigned to support your Noncommissioned Officer Academy’s (NCOA) mission. At the completion of this course, learners will be able to perform the duties, responsibilities, and roles of an enlisted commandant/deputy commandant.

Hours: 2

Learning Objectives/Outcomes

Explain the roles, duties, and responsibilities of an enlisted commandant.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings

CMP

LESSON L701 – AUTHORITIES OF A COMMANDANT

Description

In this lesson, you will analyze the authorities of a commandant, which sets the stage for subsequent lessons throughout this course. As a result of completing this lesson, learners should have an understanding of the roles, duties, and responsibilities of a commandant within the Army.

Hours: 5

Learning Objectives/Outcomes

Analyze the authorities of a commandant within the Army.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings

CPCC Handbook

ADP 6-22, *Army Leadership and the Profession*

LESSON L702 – LINES OF COMMAND/SUPPORT

Description

At the end of this lesson, you will know the lines of command/support specific to your Noncommissioned

Officer Academy (NCOA). Learners will determine how various support channels support their academy. This lesson supports inventory and property management, budget management, course administrative requirements, academy manning, instructor certification program, civilian management program, student records, law for leaders, registrar, accreditation and NCO professional development directorate overview brief lessons. These lessons provide more detailed information on how an academy is supported. This knowledge coupled with problem solving skills learned in other courses will enable students to become better commandants by providing expert advice to their staff. Students should be familiar enough with their academy to discuss nuances among academy structures with regard to instructing in three components and different centers of excellence. The intent is to increase the comfort level of a newly assigned commandant in using all available resources.

Hours: 2

Learning Objectives/Outcomes

Investigate U.S. Army Training and Doctrine Command (TRADOC) lines of command/support.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings

CPCC Handbook
TR 600-21, *Faculty Development and Recognition Program*
TR 10-5, *U.S. Army Training and Doctrine Command*

LESSON L704 – INVENTORY MANAGEMENT/PROPERTY ACCOUNTABILITY

Description

At the end of this one and a half-hour lesson you will evaluate the types of inventories and Financial Liability Investigations of Property Loss (FLIPL/relief documents. This lesson provides a newly assigned commandant with information on the inventory and accountability process of their Noncommissioned Officer Academy.

Hours: 1

Learning Objectives/Outcomes

Evaluate different types of inventories and FLIPL/relief documents

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings

L704 Advance Sheet

LESSON L705 – BUDGET MANAGEMENT

Hours: 2

Description

At the end of this lesson, designed for new commandants who may have little or no background in budgeting and financial management, you will examine the fundamentals of monitoring the budget for your academy. During this lesson, we will discuss budget forecasting, use of GPC/GOVCC, maintenance of an audit trail, fiscal responsibility, and financial irresponsibility.

Hours: 1

Learning Objectives/Outcomes

Examine the budget management process.

Learning Domain: Cognitive

Level of Learning: Analyze

References/Readings

CPCC Handbook

LESSON L706 – COURSE DEVELOPMENT AND MANAGEMENT

Description

In this lesson you will review sections of the Course Management Plan (CMP), and discuss your role as a NCOA Commandant in executing the CMP.

Hours: 1

Learning Objectives/Outcomes

Review CMP.

Learning Domain: Cognitive

Level of Learning: Understand

References/Readings

CPCC Handbook

LESSON L707 – ACADEMY MANNING

Description

The outcome of this lesson is to help students merge talent management and training management within their academy. This lesson integrates the objective of the training management lesson. It supports the budget management lesson and registrar lesson. It sets the foundation for the instructor certification program lesson and the civilian management lesson. It supports the accreditation lesson. Students are responsible for understanding how their academy is manned. The instructor will provide guidance on the use of talent management to accomplish the mission. The intent is for students to develop a talent management strategy which is merged with the training management strategy for their academy. This will help identify gaps in manning. This will enable commandants to be stewards of resources.

Learning Objectives/Outcomes

Present the manning requirements for an NCO Academy.

Learning Domain: Cognitive

Level of Learning: Understand

References/Readings

CPCC Handbook

LESSON L708 – INSTRUCTOR CERTIFICATION PROGRAM (ICP) - FDRP

Description

The outcome of this lesson is for newly assigned enlisted commandants to know the requirements for certifying instructors and recognizing faculty. This lesson specifically addresses the requirements of the NCOLCoE. This lesson supports the training management, civilian management program and academy manning lessons. Lines of support, management programs and manning requirements are covered elsewhere in the course. Students are responsible for identifying other centers of excellence with certification requirements. The instructor is responsible for distinguishing the difference between the instructor certification program and the faculty development recognition program. The intent of this lesson is for commandants to provide mentorship to their cadre.

Hours: 1

Learning Objectives/Outcomes

Interpret ICP-FDRP.

Learning Domain: Cognitive

Level of Learning: Understand

References/Readings

CPCC Handbook

LESSON L709 – CIVILIAN PERSONNEL MANAGEMENT SYSTEM

Description

In this lesson you will study various venues under the Civilian Personnel Management System (CPMS). This lesson is to provide information for commandants, so they may understand, visualize, describe, direct, and assess processes that occur within the CPMS. This knowledge, coupled with critical and creative thinking skills and experience, will enable Sergeants Major to make better commandants by providing expert advice to their staff in these processes. As a result of this lesson, commandants should better understand CPMS, enabling them to advise their staff in matters related to this system.

Hours: 2

Learning Objectives/Outcomes

Analyze the Civilian Personnel Management System.

Learning Domain: Cognitive

Level of Learning: Apply

References/Readings

CPCC Handbook

LESSON L710 – ADMINISTRATIVE PROCESSES

Description

The outcome of this lesson is to help learners be able to summarize the foundation of administrative processes. There are certain critical requirements that will help prevent administrative legal trouble when dealing with students. This lesson will address the key policies. Your classroom discussion will focus on the denied enrollment process, dismissal process, disenrollment process, appeal procedures, and referred reports.

Hours: 1

Learning Objectives/Outcomes

Identify the administrative processes for denied enrollments, dismissals, disenrollment, appeals, and referred reports.

Learning Domain: Cognitive

Level of Learning: Understand

References/Readings

CPCC Handbook

LESSON L712 – LAW FOR LEADERS

Description

Law for leaders is designed to assist you in taking proper, immediate action when faced with a variety of legal issues that might arise during your command. The lesson will discuss leadership concerns and Uniform Code of Military Justice (UCMJ).

At the end of this lesson, you will know the importance of developing solid systems and a command climate that prevents legal issues rather than just reacting to them, and have a goal to act legally and ethically in accordance with Army regulations and policies.

Hours: 2

Learning Objectives/Outcomes

Analyze legal issues and concerns as a leader.

Learning Domain: Cognitive

Level of Learning: Analyze

References/Readings

CPCC Handbook

LESSON L713 – ATRRS ACADEMIC REPORTS

Description

The outcome of this lesson is to help learners be able to explain what systems are used and what duties are performed by the Army Training Requirements and Resources System (ATRRS) manager at their Noncommissioned Officer Academy (NCOA). The topics covered in this lesson include the ATRRS, academic evaluation reports, and international student reports.

Hours: 1

Learning Objectives/Outcomes

Recognize the registrar requirements for an NCO Academy.

Learning Domain: Cognitive

Level of Learning: Understand

References/Readings

L713 Advance Sheet and Student Handbook

CPCC Handbook

LESSON L714 – ACCREDITATION

Description

The outcome of this lesson is to help learners be able to explain the accreditation process and how to successfully become an accredited institution. Accreditation is based on meeting specific standards to improve educational programs and student learning through critical evaluation of the school's performance and provides specific recommendations for continuous process and program improvement. As an enlisted commandant/deputy commandant, you continue to be responsible for maintaining and enforcing standards but now at an institutional level. You will gain an understanding of the accreditation organizational structure, the accreditation process flow, specific standards to be met, useful job aids, and current trends and observations.

Hours: 2

Learning Objectives/Outcomes

Discuss the accreditation process.

Learning Domain: Cognitive

Level of Learning: Understand

References/Readings

CPCC Handbook

LESSON L715 – JOINT ETHICS

Description

At the end of this lesson that prepares commandants to identify violations of the Joint Ethics Regulation (JER), you will conduct analysis of various potential Joint Ethics violations. The purpose of the lesson is to provide commandants a better understanding of the JER, and what constitute a violation of that regulation. This knowledge, coupled with critical and creative thinking skills and experience, will enable Sergeants Major to become better commandants.

Hours: 2

Learning Objectives/Outcomes

Analyze actions IAW the DOD JER requirements to prevent violations of the JER.

Learning Domain: Cognitive

Level of Learning: Analyze

References/Readings

CPCC Handbook

LESSON L716 – COURSE MANAGEMENT OVERVIEW BRIEF

Description

The outcome of this lesson is to help learners become more informed leaders regarding course management processes. The role of the enlisted commandant requires your leadership to drive the course management process and your program management skills to implement and maintain organizational Course Management programs. However, you are not required to do this alone; you are part of a larger support group to ensure success. This lesson provides an overview on the NCO Leadership Center of Excellence (NCOLCoE) and Directorate of Training and Education (DOT-E), its mission, functions, and priorities.

Hours: 6

Learning Objectives/Outcomes

Present the Course Management overview.

Learning Domain: Cognitive

Level of Learning: Understand

References/Readings

CPCC Handbook



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NCOLCoE



NCO Worldwide