

U.S. Army School of Music  
Army Bands Noncommissioned Officer Academy

Army Band ALC  
4-42-C45 / 4-42-C45 (RC) Version 24.0

Course Management Plan (CMP)



**THIS PACKAGE HAS BEEN DEVELOPED FOR:** United States Army School of Music

**PROPONENT FOR THIS COURSE SUMMARY  
DATA FILE IS:**

Commandant  
Army Bands NCO Academy  
U.S. Army School of Music  
1420 Gator Boulevard  
JEB Little Creek – Fort Story  
Virginia Beach, VA 23459

**FOREIGN DISCLOSURE RESTRICTIONS:** The materials contained in this course have been reviewed by the course developers in coordination with the CASCOM foreign disclosure authority. This training product can be used to instruct international military students from all approved countries without restrictions.

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Effective Date: 1 October 2024

**Course Management Plan  
Army Band ALC  
4-42-C45 / 4-42-C45 (RC) v. 24.0**

This CMP provides course managers and small group leaders (SGLs) with the information required to conduct training prescribed by the enclosed training materials for the Army Band Advanced Leader Course (ALC). The information in this CMP applies to the course manager and SGLs. It also provides information for the students in the Active and Reserve Components regarding their responsibilities for learning and successful completion of the course.

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## 1. Preface

a. Course Title: Army Band ALC

b. Course Number: 4-42-C45 / 4-42-C45 (RC)

c. Purpose: Army Band ALC is designed to prepare Sergeants in the Army Bands Career Program for successful duty performance as squad leaders and assistant music performance team (MPT) leaders, military review ceremony experts, and continued progression as leaders and technical experts in support of the Army Bands mission.

d. Prerequisites:

(1) Active Army Soldiers must be enlisted personnel qualified in MOS 42R or 42S, hold the rank of SGT(P) or SSG, be graduates of BLC, WLC, or PLDC, and be selected by U.S. Army HRC for attendance. Exceptions to these prerequisites are controlled by HRC.

(2) U.S. Army Reserve (USAR) Soldiers must be enlisted personnel qualified in MOS 42R, hold the rank of SGT(P) or SSG, be graduates of BLC, WLC, or PLDC, and be scheduled to attend NCO professional military education (PME) by the Human Resources Command (HRC) in accordance with MILPER Message 22-375. HRC schedules AGR Soldiers for training based on priorities and their current standing based upon promotion points or order of merit list (OML). OML standing determines Noncommissioned Officer Professional Development System attendance.

(3) Army National Guard (ARNG) Soldiers must be enlisted personnel qualified in MOS 42R, hold the rank of SGT(P) or SSG, be graduates of BLC, WLC, or PLDC, and be selected by their unit commanders.

(4) Individual medical readiness items (including periodic health assessment and current dental exam), physical profile documentation, and post-deployment health reassessment will be completed in accordance with AR 600-8-101 paragraph 3-2d(7) and DA form 5123 item 4b; and TRADOC Regulation 350-18 paragraphs 3-21c, 3-21d, and 3-22. Soldiers with temporary profiles which are not a result of operational deployments and prevent full participation in a course will be removed or deferred from school attendance consideration by their immediate commanders until the temporary profiles are removed (see AR 350-1 paragraph 3-14b).

e. Scope: Army Band ALC is taught by the NCOA at the U.S. Army School of Music (USASOM) to provide Skill Level 3 technical and leadership training to Sergeants in the Army Bands Career Program. The course is delivered in two phases. Phase 1 consists of a 1-week (7 training days, 7-day training week, 8-hour days), 55-academic hour program of instruction delivered virtually via Distributed Learning (DL). Phase 2 is a 5-week and 0-day (30 training days, 6-day training weeks, 9-hour days), 216-academic hour program of instruction taught

in-residence at the USASOM. The course provides training in Noncommissioned Officer Common Core Competencies (NCO-C3), MPT leadership, squad leadership, band support section leadership, and military review ceremony expertise.

Forward all recommendations for modification to the following address:

Commandant  
 Army Bands NCO Academy  
 U.S. Army School of Music  
 1420 Gator Boulevard  
 JEB Little Creek – Fort Story  
 Virginia Beach, VA 23459

## 2. Course Structure

Army Band ALC is conducted at the USASOM at Joint Expeditionary Base Little Creek – Fort Story, Virginia Beach, VA 23459. The AC and RC courses are comprised of four modules divided into Phase 1 (DL) and Phase 2 (resident training). The objective of these courses is to provide superior technical training in a concise method to continue the professional military education (PME) and training of Army Musicians.

Phase	Module	4-42-C45 Army Band ALC (DL) and Army Band ALC	Hours
1	B	Mandatory Training	2
	C	NCO Common Core Competencies	26
	D	Technical Skills Training	27
2	A	Administrative	22
	C	NCO Common Core Competencies	30
	D	Technical Skills Training	186
<b>Total Academic Hours</b>			<b>271</b>

*\*Administrative hours do not count toward academic total*

a. Module A (Administrative) – Outlines all administrative tasks pertaining to in-processing, equipment issue, counseling, Army Combat Fitness Test (ACFT), the end-of-course survey (EOCS), graduation, and out-processing.

b. Module B (Mandatory Training) – Outlines all mandatory training requirements IAW Army policy and AR 350-1.

c. Module C (NCO-C3) – Trains, develops, and assesses students on common core competency topics determined and designated by the Noncommissioned Officer Leadership Center of Excellence (NCOLCoE). Students will develop skills in written and oral communications using the be-know-do model through a holistic approach. Key lessons include discussing servant leadership, examining the mission command philosophy, writing

a persuasive essay, preparing and delivering a military briefing, and using the military decision making process (MDMP). As a result, students will be able to train, lead, and conduct operations at the squad level.

(1) All students attending NCO Professional Military Education (PME) will participate in Athena assessments during the Coaching, Counseling, and Mentorship lesson in Phase 2 of the course resulting in an Individual Development Plan. The assessments consist of a designated battery of standardized tests for each skill level and are intended to increase self-awareness and guide self-development. The Athena battery for ALC consists of the Individual Adaptability (I-ADAPT) measure and the Leader180 (LDR180) assessment. Resulting feedback will not factor into a student's final academic evaluation for the course.

d. Module D (Technical Skills Training) – Trains, develops, and assesses the students' abilities to perform the Individual Critical Task List for PMOS 42R Skill Level 3 and Commandant-approved terminal learning objectives. Students learn to function as assistant MPT leaders by leading rehearsals and applying entertainment concepts in MPTs. Students negotiate different mission types by developing and implementing rehearsal objectives to develop a musical product. Students must take the team leader's intent and mission requirements into account when developing their musical performance. Students also receive guided training in drum major roles and military review ceremony sequences. Students receive instruction in mentorship skills related to musicianship and the technical skills development program. In addition, students receive instruction and contribute to discussions involving band support section support NCO responsibilities and leadership expectations to improve and develop themselves, others, and the organization.

Phase	Module	4-42-C45 Army Band ALC (RC) (DL) and Army Band ALC (RC)	Hours
1	B	Mandatory Training	2
	C	NCO Common Core Competencies	26
	D	Technical Skills Training	27
2	A	Administrative	13
	C	NCO Common Core Competencies	30
	D	Technical Skills Training	96
<b>Total Academic Hours</b>			<b>181</b>

*\*Administrative hours do not count toward academic total*

a. Module A (Administrative) – Outlines all administrative tasks pertaining to in-processing, equipment issue, counseling, ACFT, the EOCS, graduation, and out-processing.

b. Module B (Mandatory Training) – Outlines all mandatory training requirements IAW Army policy and AR 350- 1.

c. Module C (NCO-C3) – Trains, develops, and assesses students on common core competency topics determined and designated by the NCOLCoE. Students will develop skills in written and oral communications using the be-know-do model through a holistic approach. Key lessons include discussing servant leadership, examining the mission command philosophy, writing a persuasive essay, preparing and delivering a military briefing, and using the MDMP. As a result, students will be able to train, lead, and conduct operations at the squad level.

(1) All students attending NCO Professional Military Education (PME) will participate in Athena assessments during the Coaching, Counseling, and Mentorship lesson in Phase 2 of the course resulting in an Individual Development Plan. The assessments consist of a designated battery of standardized tests for each skill level and are intended to increase self-awareness and guide self-development. The Athena battery for ALC consists of the Individual Adaptability (I-ADAPT) measure and the Leader180 (LDR180) assessment. Resulting feedback will not factor into a student's final academic evaluation for the course.

d. Module D (Technical Skills Training) – Trains, develops, and assesses the students' abilities to perform the Individual Critical Task List for PMOS 42R Skill Level 3 and Commandant-approved terminal learning objectives. Students learn to function as assistant MPT leaders by leading rehearsals and applying entertainment concepts in MPTs. Students negotiate different mission types by developing and implementing rehearsal objectives to develop a musical product. Students must take the team leader's intent and mission requirements into account when developing their musical performance. Students also receive guided training in drum major roles and military review ceremony sequences. Students receive instruction in mentorship skills related to musicianship and the technical skills development program. In addition, students receive instruction and contribute to discussions involving band support section support NCO responsibilities and leadership expectations to improve and develop themselves, others, and the organization.

### **3. Course Map and Sample Course Schedule**

The following course maps show the general breakdown of training for the individual lessons taught throughout this course. Training in phase 1 provides the context and background for student success in phase 2. Sequencing instructions in the lesson plans designate detailed instruction on MPT rehearsal management skills prior to beginning MPT rehearsals.

Army Band ALC DL (Phase 1)				
Lesson Number	Version	Lesson Plan	Hours	Total Module
Module B - Mandatory Training				
514-3082	v22.0	MRT	2	2
Module C - NCO Common Core Competencies (ALC-NCO C3)				
400-A200	v2.5	Course Overview	2	26
400-A203	v2.5	Research and Case Studies	5	
400-A206	v2.5	Persuasive Essay	6	
400-A205	v2.5	Mission Orders and MDMP	10	
400-A211	v2.5	The Army's Maintenance Program	3	
Module D - Technical Skills Training				
514-3021	v22.0	Musical Mentorship (FTSD)	4	27
514-3022	v22.0	The Military Review Ceremony	4	
514-3007	v22.0	Lead Music Performance Team Rehearsals	14	
514-3006	v22.0	Apply Entertainment Concepts for a MPT	5	
Phase Total				55



Army Band ALC (Phase 2)				
Lesson Number	Version	Lesson Plan	Hours	Total Module
Module A - Administrative				
514-3000	v22.0	Administrative Actions	22	22
Module C - NCO Common Core Competencies (ALC-NCO C3)				
400-A212	v2.5	Contemporary Issues**	4	30
400-A212A	v2.5	Military Equal Opportunity**		
400-A212B	v2.5	Financial Readiness**		
400-A212C	v2.5	SHARP**		
400-A208	v2.5	Military Briefing	6	
400-A210	v2.5	Training Management	3	
400-A209	v2.5	Holistic Health and Fitness (H2F)	2	
400-A201	v2.5	Army Discipline and Standards	2	
400-A202	v2.5	The Army Leader	3	
400-A204	v2.5	Build Trust in Teams	2	
400-A207	v2.5	Coaching, Counseling, and Mentorship	7	
400-A213	v2.5	Talent Management	1	
Module D - Technical Skills Training				
514-3021	v22.0	Musical Mentorship (FTSD)	8	186
514-3022	v22.0	The Military Review Ceremony	34	
514-3008	v22.0	Perform as Band Support Section Support NCO	11	
514-3007	v22.0	Lead Music Performance Team Rehearsals	118	
514-3006	v22.0	Apply Entertainment Concepts for a MPT	15	
Phase Total				238
Academic Hours				216

\*\*Contemporary Issues

Contemporary Issues lessons are entered in TDC as stand-alone lessons (for time purposes only), however, they are NOT to be attached to ALC POIs. A212 is the holder of hours for these lessons.

When developed and approved, the following lessons will fall under the Contemporary Issues (4 academic hours of A212):

A212A/TBD – Military Equal Opportunity, 1 hour

A212C/TBD – SHARP, 1 hour

Army Band ALC (RC Phase 2)				
Lesson Number	Version	Lesson Plan	Hours	Total Module Hours
Module A - Administrative				
514-3000	v22.0	Administrative Actions	13	13
Module C - NCO Common Core Competencies (ALC-NCO C3)				
400-A212	v2.5	Contemporary Issues	4	30
400-A212A	v2.5	Military Equal Opportunity**		
400-A212B	v2.5	Financial Readiness**		
400-A212C	v2.5	SHARP**		
400-A208	v2.5	Military Briefing	6	
400-A210	v2.5	Training Management	3	
400-A209	v2.5	Holistic Health and Fitness (H2F)	2	
400-A201	v2.5	Army Discipline and Standards	2	
400-A202	v2.5	The Army Leader	3	
400-A204	v2.5	Build Trust in Teams	2	
400-A207	v2.5	Coaching, Counseling, and Mentorship	7	
400-A213	v2.5	Talent Management	1	
Module D - Technical Skills Training				
514-3021	v22.0	Musical Mentorship (FTSD)	5	96
514-3022	v22.0	The Military Review Ceremony	21	
514-3008	v22.0	Perform as Band Support Section Support NCO	7	
514-3007	v22.0	Lead Music Performance Team Rehearsals	57	
514-3006	v22.0	Apply Entertainment Concepts for a MPT	6	
Phase Total				139
Academic Hours				126

\*\*Contemporary Issues

Contemporary Issues lessons are entered in TDC as stand-alone lessons (for time purposes only), however, they are NOT to be attached to ALC POIs. A212 is the holder of hours for these lessons.

When developed and approved, the following lessons will fall under the Contemporary Issues (4 academic hours of A212):

A212A/TBD – Military Equal Opportunity, 1 hour

A212C/TBD – SHARP, 1 hour

## Army Band ALC (AC and RC) Phase 1 Sample Course Schedule

		Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
Synchronous	Hr 1	Course overview	Persuasive Essay	Lead MPT Rehearsals	Military Review Ceremony	The Army's Maintenance Program	Entertainment Concepts	Lead MPT Rehearsals
	Hr 2				Musical Mentorship			
	Hr 3	Research and Case Studies		Mission Orders and MDMP	Lead MPT Rehearsals	Mission Orders and MDMP	Lead MPT Rehearsals	CRM Resilience
	Hr 4			Mission Orders and MDMP			Musical Mentorship	
Asynchronous	Hr 5	Research and Case Studies	Persuasive Essay	Mission Orders and MDMP	Lead MPT Rehearsals	The Army's Maintenance Program	Mission Orders and MDMP	Entertainment Concepts
	Hr 6			Mission Orders and MDMP		Lead MPT Rehearsals		
	Hr 7	Lead MPT Rehearsals		Military Review Ceremony		Musical Mentorship		
	Hr 8					Musical Mentorship		
Due outs		Work on Case Study MPT Blackboard Post	Work on Essay	Work on Essay MDMP Discussion board Prepare MDMP Brief Work on Mentorship PE	Persuasive Essay Due Prepare MDMP Brief Work on Mentorship PE	Maintenance 5988E Mentorship PE due	MRT HW MDMP OPORD Worksheet MDMP Discussion Board MDMP Check on Learning	

Army Bands NCOA (AC) Sample Schedule																			
Week 1		Monday		Tuesday		Wednesday		Thursday		Friday		Saturday							
Time		ALC	SLC	ALC	SLC	ALC	SLC	ALC	SLC 20-002	ALC	SLC	ALC	SLC						
0630	0620	NO TRAINING SCHEDULED		NO TRAINING SCHEDULED		NO TRAINING SCHEDULED		NO TRAINING SCHEDULED		NO TRAINING SCHEDULED									
0630	0720																		
0730	0820																		
0830	0920																		
0930	1020																		
1030	1120																		
1130	1210																		
1220	1310																		
1320	1410																		
1420	1510																		
1520	1610																		
1620	1750																		
1800	1850																		
1900	1950																		
Personal Hygiene/Breakfast		Personal Hygiene/Breakfast		Personal Hygiene/Breakfast		Personal Hygiene/Breakfast		Personal Hygiene/Breakfast		Personal Hygiene/Breakfast		Personal Hygiene/Breakfast							
In-Processing / Briefings		In-Processing / Briefings		In-Processing / Briefings		In-Processing / Briefings		In-Processing / Briefings		In-Processing / Briefings		In-Processing / Briefings							
A202: The Army Leader		S302: The Ethical Leader		A202: The Army Leader		S302: The Ethical Leader		A202: The Army Leader		S302: The Ethical Leader		A202: The Army Leader							
Lunch		Lunch		Lunch		Lunch		Lunch		Lunch		Lunch							
Military Review Ceremony		TMB		Military Review Ceremony		TMB		Military Review Ceremony		TMB		Military Review Ceremony							
Lead MPT Rehearsals		Manage MPT Rehearsals		Lead MPT Rehearsals		Manage MPT Rehearsals		Lead MPT Rehearsals		Manage MPT Rehearsals		Lead MPT Rehearsals							
ACFT Brief (C206)		ACFT Brief (C206)		ACFT Brief (C206)		ACFT Brief (C206)		ACFT Brief (C206)		ACFT Brief (C206)		ACFT Brief (C206)							
Dinner		Dinner		Dinner		Dinner		Dinner		Dinner		Dinner							
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Army Bands NCOA (RC) Sample Schedule																	
		Sunday		Monday		Tuesday		Wednesday		Thursday		Friday		Saturday			
Time		ALC	SLC	ALC	SLC	ALC	SLC	ALC	SLC	ALC	SLC	ALC	SLC	ALC	SLC		
0500	0620	NO TRAINING SCHEDULED		NO TRAINING SCHEDULED				ALC 24-004 ACFT 0500 (Sulinsky Field)	ACFT Prep								
0630	0720					Personal Hygiene/Breakfast		ALC 24-002 ACFT 0715 (Sulinsky Field)	Personal Hygiene	Weigh-In (0600)	Weigh-In (0645)	Squad PRT		Personal Hygiene/Breakfast			
0730	0820					In-Processing / Briefings (Classrooms)				Personal Hygiene/Breakfast		Personal Hygiene/Breakfast		Lead MPT	Manage Support Req		
0830	0920					Military Review Ceremony	TMB	Lead MPT	Personal Hygiene	Military Review Ceremony	S302: The Ethical Leader	A208: Military Briefings	S312: Military Briefings	Military Review Ceremony	DEV EC		
0930	1020						TMB										
1030	1120					Lunch		Lunch		Lunch		Lunch		Lunch			
1130	1210					Lead MPT	S314: Training Management	A209: Holistic Health and Fitness	S313: Holistic Health and Fitness	Rehearsal Tech Masterclass (C206)		Military Review Ceremony	TMB	Lab Band (D-108/124, C-206/208)			
1220	1310					ACFT Brief (D124)		Military Review Ceremony	S301: Inf. Audiences	A207: Coach., Couns., Ment / S303: Fdbk, Coach, Ment (C-206)		A201: Discipline and Standards	TMB	S313: Holistic Health and	Apply EC	S304: Ldrshp. Case Study	
1320	1410					9X Briefing (D124)		A207: S303: Athena									
1420	1510							Dinner		Dinner		Dinner		Dinner			
1520	1610					Lead MPT	BSSSS NCO	IID	Manage MPT Reh	Lab Band (D-108/124, C-206/208)		Lab Band (D-108/124, C-206/208)		Musical Mentorship		Publicity	
1620	1750					MPT Planning Time											
1800	1850																
1900	1950																

Week 2	Sunday		Monday		Tuesday		Wednesday		Thursday		Friday		Saturday								
Time	ALC	SLC	ALC	SLC	ALC	SLC	ALC	SLC	ALC	SLC	ALC	SLC	ALC	SLC							
0500 - 0620					Personal Hygiene/Breakfast		Personal Hygiene/Breakfast		Personal Hygiene/Breakfast												
0630 - 0720	Military Review Ceremony	Develop EC	Personal Hygiene/Breakfast		IID		IID		Squad PRT		Personal Hygiene/Breakfast		Personal Hygiene/Breakfast								
0730 - 0820			A207: Coach, Couns, Ment / S303: Fdbk, Coach, Ment (D124)		Apply EC	Develop EC	Musical Mentorship	TMB Assess.	Personal Hygiene/Breakfast		A210: Training Management	Final Scenario Assessment	MPT (D-108/124, C-206/208)								
0830 - 0920	Breakfast				Military Review Ceremony		Perform as Band Support Section				Lead MPT		A207: Coach, Couns, Ment / S303: Fdbk, Coach, Ment (C206)								
0930 - 1020	Lead MPT	TMB	Military Review Ceremony	TMB	Military Review Ceremony	BSSSS NCO	MPT (D-108/124, C-206/208)		A202: The Army Leader	S310: Basic Principles of Negotiations			A213/S317: Tal. Mgmt (C206)								
1030 - 1120																					
1130 - 1210	Lunch		Lunch		Lunch		Lunch		Lunch		Lunch		Lunch								
1220 - 1310	MPT Planning Time		A212A: MEO	S316A: MEO	MPT (D-108/124, C-206/208)		A208: Mil. Briefing Assess.	S312: Military Briefings Assessment	Apply EC Assess	TMB Assess.	Perform as Band Support Section	Final Scenario Assessment	A212B/S316B: Finance (C206)								
1320 - 1410			Lab Band (D-108/124, C-206/208)								Military Review Ceremony Assess.		Perform as Band Support Section	BSSSS NCO							
1420 - 1510													A204: Build Trust in Teams		TMB	S316D: Conv. Nuclear Int.					
1520 - 1610	A202: The Army Leader	Develop Publicity Plan	A207/ S303: Athens								BSSSS NCO	Lead MPT									
1620 - 1750	Dinner		Dinner		Dinner		Dinner		Dinner				Dinner								
1800 - 1850	MPT Planning Time		Lead MPT	BSSSS NCO	Lead MPT	Manage Support Requirements	Perform as Band Support Section	Develop EC	MPT (D-108/124, C-206/208)		MPT Planning Time		MPT Planning Time								
1900 - 1950																					

Week 3	Sunday		Monday		Tuesday		Wednesday		Thursday	
Time	ALC	SLC	ALC	SLC	ALC	SLC	ALC	SLC	ALC	SLC
0530 - 0620			Personal Hygiene/Breakfast				Personal Hygiene/Breakfast		NO TRAINING SCHEDULED	
MPT Planning Time			Squad PRT / ACFT Reassessment		Weigh-in Reassessment					
0630 - 0720							Graduation Prep. (C-206)			
0730 - 0820					Graduation (C-206)					
0830 - 0920	Breakfast		Tech/Cue-to-Cue Rehearsals: MPT Mission Scenario Performances (D-108/124)		Personal Hygiene/Breakfast		Out-Processing (DA 1059s)			
0930 - 1020	Musical Mentorship	S314: Training Management			MPT Performances Backbrief (C206)		Hotel check-out			
1030 - 1120					A212/S316: Contemp. Issues: RC Ldrshp. Brief / CSM Outbrief (C-206)					
1130 - 1210	Lunch		Lunch		Lunch		Lunch			
1220 - 1310	A210: Training Management	S314: Training Management								
1320 - 1410	Perform at Band Support Station		MPT Mission Scenario Performances (D-108/124)		Instru. Turn In / Counseling / End-of-Course Surveys					
1420 - 1510	MPT Planning Time									
1520 - 1610			MPT AARs (D124/D104/C206/C208)		Additional Mace Skills					
1620 - 1750	Dinner		Dinner		Dinner					
1800 - 1850			Re-Assessments							
1900 - 1950			A212C/S316C: SHARP							

#### **4. Course Manager Qualifications**

The course manager must:

- a. Have completed the SLC and hold the rank of Master Sergeant or Sergeant First Class and be on Active Duty.
- b. Successfully complete the Cadre Training Course (CTC).
- c. Meet Army physical fitness standards IAW FM 7-22 and the Army Body Composition Program IAW AR 600-9.
- d. Complete the following courses as they become available: Common Faculty Development – Instructor Course (CFD-IC), Foundation Training Developer Course (FTDC) or Common Faculty Development – Developer Course (CFD-DC), and Training and Education Developers Middle Management Course (TEDMMC).
- e. Possess thorough knowledge of all courseware and program of instruction (POI) requirements.

#### **5. Course Manager Guidance**

The course manager is responsible for ensuring the training is presented as designed. Specifically, the course manager must-

- a. Ensure required training resources are available for presenting the training as scheduled.
- b. Ensure SGLs receive support, materials, and equipment required for presenting this training.
- c. Ensure staff and faculty are trained to present and manage this training.
- d. Continuously evaluate course effectiveness and efficiency, and provide appropriate feedback to the USASOM Director of Training and Directorate of Training and Doctrine Training Developers.
- e. Ensure staff, faculty, and students are aware of and comply with safety and environmental protection rules, regulations, laws, and course requirements.
- f. Ensure facilities, material, equipment, and systems required for presenting this instruction are properly maintained. Coordinate with the training section for support and facility maintenance. Coordinate training schedules with AIT and officer course managers when utilizing facilities, equipment, and additional instructors.
- g. Ensure required references are available.

h. Maintain the following records:

(1) Individual Training Record (ITR). SGLs will maintain an individual student record for each student IAW AR 350-1 and TR 350-18. Ensure that all lesson titles taught appear on the ITR. SGLs will also maintain the students' ITR in the Digital Training Management System.

(2) Grade Book. SGLs will maintain the course grade book for all students enrolled in the course.

(3) DA Form 4856. All counseling sessions will be properly annotated on a DA Form 4856 IAW AR 350-1 and TR 350-18.

(4) DA Form 1059. Each student will receive an Academic Evaluation Report documenting the conclusion of Phase 1 and Phase 2.

## **6. Instructor Certification Requirements for Small Group Leaders**

a. All ALC SGLs must have completed ALC and hold the rank of Staff Sergeant or above.

b. All SGLs must be on Active Duty and successfully complete the CTC and the CFD-IC.

c. All SGLs must meet Army physical fitness standards IAW FM 7-22 and the Army Body Composition Program according to AR 600-9.

d. All SGLs must successfully complete the USASOM instructor certification process as outlined in AR 614-200 and the Staff and Faculty Development Program Standard Operating Procedure.

## **7. Small Group Leader Guidance**

a. SGLs must be well-versed in the material prior to presenting the lessons. This is accomplished through a comprehensive review of course materials including this CMP, the Individual Student Assessment Plan (ISAP), and the contents of the Training Support Packages (lesson plans, practical exercises, assessment materials, student handouts, reference materials, and internal and external course evaluations).

b. SGLs will manage the instruction and maintain an environment conducive to student learning. In order to accomplish this, SGLs must monitor and control the learning sequence, schedule classes and instructors based on guidelines identified in this CMP and create an environment in which the student can learn by offering encouragement, recognition, and counseling.

c. SGLs will supervise and guide the learning process. This is done through checks

on learning, frequent reinforcement of training, and monitoring progress of assignments. SGLs will listen to student questions and provide answers in a timely and professional manner. Additionally, SGLs observe student work on practical exercises to help gauge comprehension.

d. Successful practice is the foundation for successful performance assessments. SGLs should provide feedback to all students immediately following all performance assessments. This allows for students who receive a NO GO to examine how they can improve and reinforces best practices for those who receive a GO.

e. SGLs should be alert to students having difficulty and intervene as appropriate. SGLs will monitor student progress to identify learning deficiencies. Deficiencies may occur in isolation or in combination with others and might originate with the student, learning environment, or other outside factors. Once learning problems are identified, SGLs must respond with corrective action to help the student remedy the deficiency. Remediation may be needed for some students. This could include additional training or simply answering student questions.

f. Prior to the start of the course, SGLs will distribute the student guide and ISAP to the students and explain the graduation requirements.

g. SGLs will ensure students are aware of and comply with safety and environmental protection rules, regulations, laws, and course requirements.

h. SGLs will counsel all students at the beginning of the course regarding their academic rating chain, academic and non-academic expectations. Students will also be counseled during the course as needed to address any issues that may arise regarding academic performance or failure to meet course expectations.

i. SGLs will provide remediation for students having difficulty. In some cases, the SGL may find it necessary to provide more extensive remediation before proceeding. Remediation can be accomplished by providing additional instruction from the platform for the entire class or by utilization of peer instruction.

j. Course effectiveness and efficiency should be gauged continuously. Feedback should be provided to the course manager and course developer on a regular basis. Whether or not a course is meeting its objectives can be determined by how students are performing on the assessments. A “first time pass rate” can be found by studying student assessment records. SGLs should anticipate a 75 percent first time pass rate on all performance assessments. Additionally, students will be provided an opportunity to complete After Action Reviews and an EOCS. SGLs should encourage them to be candid and specific about issues, and to suggest potential solutions. SGLs should keep a permanent record of recurring problems, errors in materials, and suggestions for changes that occur during the course. The SGL has a pivotal role in improving the course and should make every effort to do so with the course training developer.



## **8. Student Guidance**

It is the responsibility of the student to learn and perform the learning objectives to the specified standard. This includes completing the homework assignments, completing practical exercises, and participating in training activities.

a. The student will be provided the ISAP and student guide before instruction starts. The use/importance of these items and student responsibilities must be thoroughly explained to the students.

b. Students will have the opportunity to provide constructive criticism concerning the efficiency and effectiveness of the training and training materials.

## **9. Assessment Administration Guidance**

a. This course is standards based. Assessments measure whether the student meets the required standards or established levels of performance. Students will be assessed individually according to those standards and not relative to the performance of other students. The GO score represents an acceptable standard for job performance. Therefore, a student cannot graduate from the course until they meet the stated standard for all assessments.

b. This course contains realistic, performance-based assessments. The assessments used in this course duplicate the actual job requirements as much as possible. Passing the assessment means the student is capable of performing adequately on the job.

c. This course allows time for remediation. The training program's design provides for early identification and resolution of student learning problems. The SGL can detect student learning deficiencies using checks on learning, practical exercises (PEs), and assessments. Once detected, SGLs can use a variety of reinforcement techniques to correct deficiencies.

## 10. Required References

References		
Number	Title	Date
ADP 6-0	Mission Command	31 Jul 2019
ADP 6-22	Army Leadership and the Profession	31 Jul 2019
ADP 7-0	Training	29 Apr 2024
AR 220-90	Army Bands	9 Nov 2016
AR 350-1	Army Training and Leader Development	10 Dec 2017
AR 600-9	The Army Body Composition Program	16 Jul 2019
AR 600-25	Salutes, Honors and Courtesy	10 Sep 2019
AR 600-100	Army Profession and Leadership Policy	13 May 2024
AR 623-3	Evaluation Reporting System	14 Jun 2019
AR 750-1	Army Materiel Maintenance Policy	2 Feb 2023
ATP 1-19	Army Bands	28 Jul 2021
ATP 4-33	Maintenance Operations	9 Jan 2024
ATP 5-19	Risk Management	9 Nov 2021
ATP 6-22.1	Providing Feedback: Coaching-Counseling-Mentoring	13 Feb 2024
ATP 6-22.6	Army Team Building	29 Oct 2015
FM 1-0	Human Resource Support	25 Aug 2021
FM 5-0	Planning and Orders Production	16 May 2022
FM 6-0	Commander and Staff Organization and Operations	16 May 2022
FM 6-22	Developing Leaders	1 Nov 2022
FM 7-0	Training	14 Jun 2021
FM 7-22	Holistic Health and Fitness	1 Oct 2020
TC 1-19.10	Army Ceremonial Music Performance	29 Jul 2022
TC 1-19.50	The Army Drum Major	20 Sep 2023
TC 1-19.52	Army Bands Leader Development	20 May 2021
TC 3-21.5	Drill and Ceremonies	3 May 2021
TC 7-22.7	The Noncommissioned Officer Guide	1 Jan 2020