

# The Noncommissioned Officer Guide

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**HEADQUARTERS, DEPARTMENT OF THE ARMY**

**"Sergeants must inspire Soldiers to be more than they ever thought they could be."  
- CSM James A. (Art) Johnson**

## **Chapter 2**

### **Be, Know, Do**

#### 2.1. NCO Common Core Competencies (NCO C<sup>3</sup>).

**NCO Common Core Competencies:** Six major topic areas (Readiness, Leadership, Training Management, Communication, Operations, and Program Management) taught in NCO Professional Military Education (PME) are common to all Noncommissioned Officers regardless of Military Occupational Specialty (MOS), rank, or position. NCO common core competency topics support the four Army Learning Areas, includes subjects that are sequential and progressive, and build on skills, knowledge, and abilities of every NCO by enhancing a shared understanding required to operate effectively as a professional member of a ready and lethal force.

### **READINESS**

NCOs are responsible for Soldier readiness and play a key role in unit readiness. This competency includes: inspections, comprehensive Soldier fitness (physical, spiritual, emotional, social, and family), equipment maintenance, Soldier for Life-Transition Assistance Program (SFL-TAP), resiliency, Medical Protection System (MEDPROS), and financial readiness.

### **LEADERSHIP**

The Army relies on NCOs capable of conducting daily operations, executing complex tactical operations, and making intent-driven decisions. NCOs must lead by example and model characteristics of the Army Profession. This competency includes: servant leadership, counseling, coaching and mentoring, the Army ethic, Army values, and character development. It also includes a thorough understanding of the leadership requirements model (attributes and competencies), critical thinking, and problem solving.

### **TRAINING MANAGEMENT**

NCOs are directly responsible for training individual Soldiers, crews, and small teams. The Army training principles provide a broad but essential foundation to guide NCO leaders as they plan, prepare, execute, and assess sustained and effective training. This competency includes: risk management, preparing an 8-step outline, conducting individual training, and the art and science of training from squad to brigade level.

## **COMMUNICATION**

Competent leaders depend on good communication. Leaders cannot lead, supervise, counsel, coach, mentor, or build teams without the ability to communicate clearly. This competency includes: verbal (public speaking & military briefings), written (English and Grammar), active listening, facilitation, negotiations, social media, digital communications, and media engagement.

## **OPERATIONS**

Mission command is the Army's approach to command and control that empowers subordinate decision making and decentralized execution appropriate to the situation. This competency includes: large-scale combat operations, multi-domain operations (cyber, land, sea, air, & space), Joint operations, operational & mission variables, Troop Leading Procedures (TLP), Military Decision Making Process (MDMP), warfighting functions/combat power, operational terms & symbols, operational contract support, and DoD strategies.

## **PROGRAM MANAGEMENT**

NCOs assist their officer counterparts in managing Army programs that help Soldiers and Families. This competency includes: The Army Safety Program, Army Learning Management Systems (ALMS), Army Career Tracker (ACT), Army Training Management System (ATMS), Talent Management, Army Maintenance Program, Army Community Services (ACS), Information Management, Command Supply Discipline Program (CSDP), Integrated Personnel and Pay System-Army (IPPS-A), and the Army Force Management Model (How the Army Runs).

**"It is the Noncommissioned Officer to whom the Soldier first turns to when he/she needs information, counsel, or other help. Squad Leaders, Platoon Sergeants, and First Sergeants create the leadership environment in which today's Army concepts thrive or expire. The quality of the Noncommissioned Officer Corps determines in large measure the quality of the Army."**

**- 4th SMA Leon L. Van Autreve**

## **The Role of the Sergeant Major of the Army**



### **2.2. The Sergeant Major of the Army (SMA).**

The SMA is the senior enlisted position of the Army, serving as the senior enlisted adviser and consultant to the Secretary of the Army and the Chief of Staff of the Army. The SMA is appointed to serve as the voice of the NCO corps to address the issues of enlisted Soldiers to all officers.

## **The Role of the Command Sergeant Major and Sergeant Major**



### **2.3. The Command Sergeant Major (CSM).**

The CSM is the senior NCO in the command at battalion and higher levels. The CSM carries out, and enforces, policies and standards on performance, training, appearance and conduct of the organization. The CSM is the principal advisor to the commander, giving advice and making recommendations to the commander and staff in matters pertaining to the organization. The CSM is responsible for enlisted talent management and ensures all aspects of the NCO C<sup>3</sup> are present in the operational domain.



### **The Sergeant Major (SGM).**

The SGM is the key enlisted member of staff elements at battalion and higher levels. The SGM's experience and abilities are often equal to that of the unit CSM, but their direct leadership influence is limited in scope to those directly in their charge. The SGM is key in the training and operations planning process, leveraging their experience and vast technical and tactical knowledge to advise the staff and the Operations Officer. The SGM is a subject matter expert in their field, primary advisor on policy development, analytical reviewer of regulatory guidance and often fulfills the duties of the CSM in the incumbent's absence.

### **The Enlisted Commandant.**

Department of the Army selected CSMs will serve as an enlisted Commandant at NCO Academies. These CSMs exercise command and control over all elements assigned or attached to the academy. 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.

While the duties and responsibilities may vary, the core competencies required of the CSM and SGM are synonymous. Those competencies include, but are not limited to:

#### **Readiness**

- 1) Apply Standards for training proficiency and report training data accurately.
- 2) Conduct continuous performance assessments of organizations to ensure effective management of opportunities (self-development, leadership development, NCOPDS, and functional courses).
- 3) Focus on key training objectives.
- 4) Coordinate and sustain a reception and integration program.
- 5) Determine effectiveness of all policies and practices affecting readiness; manage the process.
- 6) Manage the personnel and individual training components of the Unit Status Reporting (USR).
- 7) Leverage current and proposed initiatives (ESB, EIB, EFMB, ACFT) to drive readiness.
- 8) Promote relationships with supporting organizations that support readiness.
- 9) Manage Human Resources in order to maintain directed levels of individual readiness.

## **Leadership**

- 1) Possess the courage and moral strength to do the right thing consistent with the Army Values.
- 2) Execute enlisted talent management utilizing Soldier knowledge, skills, and behaviors.
- 3) Understand Mission Command to execute the Commander's intent through disciplined initiative.
- 4) Extend influence inside and outside the organization through negotiation and utilizing social intelligence (self-awareness, self-management, social awareness, and social skills).
- 5) Develop agile and adaptive leaders who solve problems using critical and creative thinking to sustain an organizational culture that enables Mission Command.
- 6) Mentor staff NCOs and officers, continually develop their skills to build a stronger staff and planning cell.
- 7) Be present and engaged with the unit's training and operations, provide clear and unbiased feedback to staff and planners.
- 8) Identify and provide solutions to problems or issues affecting the unit.
- 9) Drive the NCO development process.

## **Training Management**

- 1) Foster an organizational learning culture where opportunities for growth and improvement are enduring.
- 2) Eliminate or minimize training distractions; discipline the training management process.
- 3) Verify completed training is codified in the system of record.
- 4) Conduct After Action Reviews and capture lessons learned.
- 5) Collaborate efforts and resources to allow for cross-training and continuity.
- 6) Ensure training meets the commander's intent, mission requirements, and Soldier's abilities.
- 7) Ensure the implementation and proper conduct of key and essential training events such as the ACFT, individual and collective training.
- 8) Enforce the 8-Step Training Model.
- 9) Implement and enforce policies and standards on training.
- 10) Identify, plan, coordinate and protect training.

## **Communications**

- 1) Ensure common operating picture thru unity of effort, greater efficiency, and increased accountability.
- 2) Communicate strategic and operational level policy to the tactical level.
- 3) Coordinate staff efforts by assessing and adjusting information sharing as needed, based off of capability gaps or weaknesses as identified.
- 4) Advise the commander in the development and employment of redundant communications systems (PACE plan).

- 5) Understand the target audience and effectively communicate the message to echo the commander's intent and inspire those audiences.
- 6) Monitor and enforce the unit's digital communications SOPs. Utilizes engaging communication techniques and messages to ensure open communication, solicit feedback from the staff, and remain approachable to foster a positive command environment that supports organizational growth through open and candid communication.
- 7) Assess and advise the impacts of policy and initiatives on the organization.
- 8) Engage key stakeholders and foster strong relationships with agencies within the community to build teams and expand the unit's sphere of influence.
- 9) Build relationships with peer units and higher headquarters to champion the unit up and out.

### **Operations**

- 1) Understand the operational environment.
- 2) Employ Mission Command principles and support the Commander's priorities.
- 3) Extend the operational reach of the Commander in all aspects, from leadership, to planning, and operations.
- 4) Identify gaps in both the organization and the plan, then leverage resources to overcome them.
- 5) Engage throughout the planning process – Influence planning efforts to reflect reality and true training goals.
- 6) Validate unit sustainment practices and participate in sustainment rehearsals.
- 7) Leverage time and resources to plan, prepare, execute, and assess training.
- 8) Enforce and the command's SOPs.
- 9) Have a directed focus on the battlefield and in garrison.
- 10) Ensure leaders are accountable and responsible for the proficiency of their subordinates (Soldiers and Army Civilians) to prepare to conduct its wartime mission.
- 11) Prioritize resources and ensure subordinate unit requirements are met.

### **Program Management**

- 1) Shape leaders through talent management efforts that develop NCOs through educational and training opportunities.
- 2) Enforce effective use of available time to support unit increases in proficiency; actively champion the balance of work/life balance for Soldiers and leaders.
- 3) Support commander's programs and facilitate Army programs through accountability practices (UPL, AOAP, Retention).
- 4) Integrate teams to optimize unit performance with programs and practices.
- 5) Understand the vision, objectives, and goals of higher headquarters; advise the Commander in developing supporting efforts and policy.
- 6) Develops, mentors, and manages talent two levels down, based on organizational requirements and assists in subordinates career progression.
- 7) Implement and maintain organizational Leader Professional Development programs.
- 8) Promote the unit's heraldry and history.

## The Role of the First Sergeant and Master Sergeant

2.4. General Baron Von Steuben, a key advisor to George Washington, outlined the duties of NCOs such as the Sergeant Major, Quartermaster Sergeant, and other key NCOs, but it was the company First Sergeant to which he directed most of his attention. According to Von Steuben, First Sergeants must be "intimately acquainted with the character of every Soldier in the company and should take great pains to impress upon their minds the indispensable necessity of the strictest obedience as the foundation of order and regularity."



### The First Sergeant (1SG).

The 1SG is the senior enlisted advisor to the Commander at the Company/Troop/Battery level. 1SGs are responsible for maintaining and enforcing standards, ensuring training objectives are met, developing the Soldiers in the unit, all administrative functions, and ensuring the health, welfare, and morale of the unit and their Families. The 1SG serves as a coordinator for training and resources, as well as the lead integrator with outside organizations and entities. The 1SG is the standard bearer for their organization and serves as a role model for all Soldiers, NCOs and Officers.



### The Master Sergeant (MSG).

The MSG serves as a key enlisted member of staff elements at battalion or higher levels. Although not charged with leadership responsibilities equal to that of a 1SG, the MSG's level of experience makes them an invaluable member of the staff for input on policy development, training development, and enforcing standards and discipline within the organization.

As with the SGM/CSM, the duties and responsibilities of the 1SG and MSG will vary, however, the core competencies are synonymous. Those competencies include, but are not limited to:

#### Readiness

- 1) Assist the commander in prioritizing AR 350-1 training; enforce the unit's training program.
- 2) Supervise and guide the unit's medical readiness (MEDPROS); establish positive relationships with medical providers.
- 3) Support and enforce the Integrated Disability System.



- 4) Promote and establish relationships with supporting organizations that assist in organizational readiness.
- 5) Advise the commander on Uniform Code of Military Justice actions and manage the execution of the administration process.
- 6) Implement and manage the unit physical readiness program.
- 7) Enforce and support the Soldier for Life Transition Assistance Program.
- 8) Manage the Unit Commander's Financial Report.

### **Leadership**

- 1) Live and demonstrate the attributes and competencies of the leadership requirements model.
- 2) Exhibit and maintain an atmosphere of respect, adaptability, and resilience.
- 3) Assess, create, and foster an ethical and positive culture and climate within the organization.
- 4) Extend influence within and beyond the chain of command to build relationships.
- 5) Prioritize presence at training and determine daily the most important place to be within the organization.
- 6) Communicate and drive the commander's vision and intent by serving as the conduit between the commander and Soldiers.
- 7) Recognize disciplined initiative within the commander's intent through competency based talent management.
- 8) Strengthen the characteristics of trust, honorable service, military expertise and esprit de corps through stewardship of the Army Profession.
- 9) Coach and foster servant leadership through effective counseling and development.

### **Training Management**

- 1) Develop an organizational learning culture where opportunities for growth and development are enduring.
- 2) Design, implement, and manage an NCO leader development program and coach junior officers.
- 3) Provide oversight to the training management process.
- 4) Direct the input of completed training data into the system of record DTMS.
- 5) Identify and communicate resource needs to allow for training and cross-training proficiency.
- 6) Understand and participate in the operations process.
- 7) Monitor and evaluate individual and collective training in accordance with the unit's approved METL.
- 8) Drive the implementation of the 8-Step Training Model.
- 9) Recommend, implement, and enforce policies and standards in training.

## **Communications**

- 1) Utilize both oral and written products to effectively communicate ideas, viewpoints, and military correspondence.
- 2) Demonstrate confidence and presence when speaking publicly to present ideas logically and clearly.
- 3) Employ active listening and the components of communication to solve problems and achieve results.
- 4) Translate military briefings to the appropriate stakeholders to create shared understanding.
- 5) Understand organizational level policy and apply at the direct level.
- 6) Exercise and enforce emotional intelligence (self-awareness, self-management, social awareness, social skill).

## **Operations**

- 1) Understand the operational environment.
- 2) Exercise and support the Commander's priorities and enable mission command.
- 3) Extend the operational reach of the Commander in all aspects, from leadership to planning and operations.
- 4) Analyze operational gaps in both the organization and the plan; leverage the shortfalls by providing the appropriate resources and guidance to achieve positive results.
- 5) Engage throughout the planning process to ensure training objectives are well defined and achieved.
- 6) Validate unit sustainment practices and direct sustainment rehearsals.
- 7) Understand Army doctrine associated with mission command and operations.
- 8) Endorse and enforce the command's SOPs.
- 9) Advise commanders and staff; direct the NCO support channel in all operations.
- 10) Leaders must be accountable and responsible for their subordinates proficiency in conducting their wartime missions.

## **Program Management**

- 1) Train and educate subordinates on Army and organizational programs.
- 2) Assist in developing and maintaining a training calendar to create predictability for service members and enable comprehensive Soldier and Family fitness.
- 3) Execute talent management.
- 4) Lead information dissemination within the unit.
- 5) Oversee social media platforms and online conduct.
- 6) Assist and enforce the standards associated with unit maintenance programs.

## The Role of the Sergeant First Class



### 2.5. The Sergeant First Class (SFC).

The SFC may serve in a variety of positions from Platoon Sergeant to NCOIC, or as a member of the staff at battalion or brigade levels. The Platoon Sergeant is the senior NCO at the platoon level and primary advisor to the Platoon Leader. They are responsible for the continued professional development and mentoring of the Platoon Leader. The Platoon Sergeant is primarily responsible for the health, welfare, training, and development of the Soldiers in their charge. They are the first level of NCO that has input into the unit's Mission Essential Task List and train collective tasks at the platoon level. The SFC who is an NCOIC on staff uses their extensive experience and knowledge base to provide input to their superiors for purposes of planning or executing operations. They may also be called upon to train Soldiers on both collective and individual tasks.

While the duties and responsibilities may vary based on assigned position, the core competencies required of the SFC remain constant. Those competencies include, but are not limited to:

#### **Readiness**

- 1) Prioritize readiness across the formation by forecasting future shortfalls and gaps created by equipment and personnel changes.
- 2) Pro-actively address Soldier issues that will affect unit readiness.
- 3) Assess and manage readiness across the platoon.
- 4) Understand and teach the impact of Soldier's individual readiness on the unit.
- 5) Manage an effective readiness tracking system.
- 6) Engage with unit's medical providers and Army agencies to resolve individual Soldier's readiness issues.

#### **Leadership**

- 1) Utilize Mission Command to execute the Commander's and Platoon Leader's intent through disciplined initiative empowering subordinate leaders.
- 2) Advise leaders of Soldier's talents and capabilities.
- 3) Coach and counsel the NCOs in the platoon, as well as advising and mentoring the Platoon Leader.
- 4) Possess the courage and moral strength to do and teach the right thing within the Army Values.

- 5) Foster a positive and respectful culture within the platoon that supports the Chain of Command (COC).
- 6) Develop adaptive and agile Soldiers that learn “how to think” vs “what to think” – promote critical and creative thinking in subordinate leaders.
- 7) Create a climate of discipline and standards through effective training that creates mental toughness, unit cohesion, bonding, and a spirit of teamwork.
- 8) Create and maintain a command climate through mutual respect between senior and subordinate personnel by utilizing fairness, justice, and equality for all Soldiers, regardless of race, religion, color, gender, or national origin.

### **Training Management**

- 1) Ensure training is properly planned, resourced, rehearsed, and executed.
- 2) Ensure subordinate leaders conduct proper physical readiness training and have a training plan for the APFT and the ACFT.
- 3) Ensure Soldiers know and understand Commander’s intent, mission requirements, and the reason for the training event(s).
- 4) Understand, teach, and implement the 8-Step Training Model.
- 5) Set and enforce standards during all training events.
- 6) Tailor training to develop subordinate leaders keeping within the scope of Mission Command philosophy.
- 7) Eliminate or minimize training detractors, discipline the training management process.
- 8) Understand how to utilize ATN, METL Crosswalk, and individual task selection to develop a training plan.

### **Communications**

- 1) Provide direction, guidance, and clear priorities that support the commander’s intent.
- 2) Effectively communicates during planning, preparation, and execution.
- 3) Publicly praise good performance and privately reprimand substandard performance.
- 4) Leverage communication methods and technologies.
- 5) Understand social media communication platforms and reinforce discipline within the platoon.
- 6) Provide clear feedback when reviewing subordinate’s evaluations, award submissions, and training plans.
- 7) Continually develop and improve written communication skills.

### **Operations**

- 1) Assess the operational environment, leveraging knowledge and experience to understand how it will affect accomplishment of the unit’s mission.
- 2) Employ the principles of Mission Command IOT support the commander’s intent.
- 3) Synchronize time and resources in order to plan, prepare, execute, and assess operations.
- 4) Possess a direct focus on successful mission accomplishment.

- 5) Utilize the Military Decision Making Process (MDMP) to resolve complex problems, and present valid courses of action to the Platoon Leader and commander.
- 6) Advise the Platoon Leader and commander on prudent and acceptable levels of risk during training and operations.
- 7) Advise S3/G3 and FUOPS planners in the development of operations and training plans.

### **Program Management**

- 1) Ensure platoon/section understand all requirements for qualification, certification and recertification for all required tasks.
- 2) Conduct continuous performance assessments to ensure the platoon meets the unit mission requirements.
- 3) Be personally accountable, and responsible for physical fitness readiness training programs.
- 4) Increase maintenance program efficiency by understanding and being actively involved in platoon level maintenance.
- 5) Understand DA Pam 600-25, NCO Professional Development Guide, to guide subordinates career progression within their CMF.
- 6) Ensure the platoon's individual and collective training records are accurately recorded in the proper system of record DTMS.

### **The Role of the Staff Sergeant**



#### **2.6. The Staff Sergeant (SSG).**

The SSG leads squads and sections and is a critical link in the NCO support channel. As a first line supervisor, SSGs live and work with Soldiers every day and are responsible for their health, welfare, and safety. These leaders ensure that their Soldiers meet standards in personal appearance and teach them to maintain and account for their individual and unit equipment and property. The SSG enforces standards, develops, and trains Soldiers in MOS skills and unit missions. SSGs secondary role is to support the chain of command through the NCO Support Channel.

The core competencies required of the SSG include, but are not limited to:

## **Readiness**

- 1) Understand and communicate the importance of readiness, the systems that track it, and the impacts it has on the mission.
- 2) Promote and support current and proposed initiatives (ESB, EIB, EFMB, ACFT) to drive readiness.
- 3) Understand, train, and assess individual, team, and squad tasks that fall within unit METL.
- 4) Develop squad training plans that support the unit METL and are nested with platoon and company training plans.
- 5) Understand the reception and integration process for individual Soldiers.
- 6) Integrate Army programs into unit readiness.

## **Leadership**

- 1) Actions and conduct consistently reflect the Army Values and Army Ethics; remain a role model for Soldiers.
- 2) Understanding the Mission Command Philosophy enables the execution of the commander's intent through disciplined initiative and decisive action.
- 3) Take opportunities to continually train Soldiers, share knowledge to develop subordinates for increased positions of responsibility.
- 4) Be the subject matter expert in their PMOS.
- 5) Know your Soldiers at a personal level to promote effective personal and professional counseling.
- 6) Employ adaptive thinking and problem solving skills to resolve conflicts and manage Soldier issues.
- 7) Understand and execute prudent risk management.

## **Training Management**

- 1) Build a learning organizational culture where opportunities for growth and improvement are encouraged.
- 2) Verify completed training is documented in the system of record DTMS.
- 3) Collaborate efforts and resources to allow for cross-training and continuity.
- 4) Ensure training meets the commander's intent, mission requirements, and enhances Soldier's abilities.
- 5) Execute training and remain engaged throughout the planning process.
- 6) Implement and enforce policies and standards on training and emphasize the 8-Step Training Model.
- 7) Lead tough, realistic, and challenging training.

## **Communications**

- 1) Tactical Communications – ability to use critical thinking and articulate thoughts in a tactical situation.
- 2) Employ active listening to gain a thorough understanding of CDR's intent, unit's mission, and challenges presented by the operational environment.
- 3) Communicate CDR's intent and operational objectives ensuring a shared understanding by subordinates.
- 4) Effective use of written communication when writing narratives, awards, evaluations and electronic communications.
- 5) Solicit feedback from subordinates or audience to ensure content is understood by all.
- 6) Use visual modeling to complement narratives; enhance shared understanding.

## **Operations**

- 1) Understand the commander's intent and employ principles of mission command to achieve it in the operational environment.
- 2) Understand unit capabilities and how to employ them.
- 3) Engaged throughout the planning process, assist in and be a part of the planning, preparation, execution, and assessment of training.
- 4) Understand and execute battle drills, command's SOPs, and local unit policies.
- 5) Be a combat multiplier utilizing systems; have a directed focus on the battlefield and in garrison (ATRRS manager, Battle Staff, MFT, RFMSS, TAMIS, DTMS).
- 6) Be a trainer to increase proficiency of their subordinates (Soldiers and Army Civilians) to prepare to conduct its wartime mission.

## **Program Management**

- 1) Conduct performance assessments to ensure the squad meets unit mission requirements leverage knowledge and experience to manage issues and solve problems at the squad level.
- 2) Know where and how to use support agencies to enhance or maintain Soldier readiness (ACS, AER, JAG, EO, IG).
- 3) Manage and enforce equipment maintenance plans within the squad.
- 4) Ensure individual and squad collective training is recorded in appropriate system of record DTMS.
- 5) Support unit's heraldry, history, and local command's programs (NCO induction ceremony, FRG, BOSS).

## The Role of the Sergeant and the Corporal



### 2.7. The Sergeant (SGT).

The SGT leads teams as part of a squad, crew or section and is the first line of the NCO Support Channel. As a first line supervisor, SGTs have the most direct impact on Soldiers. SGTs live and work with Soldiers every day and are responsible for their health, welfare, and safety. The counseling, training, and care SGTs provide will determine the success of the unit's mission and issues that develop during home station operations. These leaders ensure their Soldiers meet standards in personal appearance, teach them to maintain and account for their individual, as well as, unit equipment.



### The Corporal (CPL).

The CPL was established in 1775 with the birth of the Army and the NCO corps. Along with the rank of sergeant, the corporal is the only rank that has never disappeared from the NCO corps. CPLs are the base of the NCO ranks, serving as leader of the smallest Army units, principally; teams leaders. Like sergeant, corporals are responsible for the individual training, personal appearance and cleanliness of their Soldiers. As the command sergeant major is known as the epitome of success in the NCO corps, the corporal is the beginning of the NCO corps. As the NCO corps is known as the backbone of the Army, the corporal is the backbone of the NCO corps.

The core competencies required of the SGT/CPL include, but are not limited to:

#### Readiness

- 1) Document and report individual and team training data accurately.
- 2) Conduct performance assessments and open and honest counseling of subordinates.
- 3) Focus on commander's key training objectives and own the individual training of your Soldiers' that supports readiness.
- 4) Know your Soldiers and how their individual readiness affects unit readiness.



## **Leadership**

- 1) Demonstrate the courage and moral strength to do the right thing consistent with the Army Values and the Army Ethics.
- 2) Develop Soldier knowledge, skills, and behaviors.
- 3) Understand mission command to execute the commander's intent through disciplined initiative and decisive action.
- 4) Take opportunities to grow as a leader and continually seek self-improvement and knowledge for higher levels of responsibility.

## **Training Management**

- 1) Follow Troop Leading Procedures and the 8-step Training Model to support the training management process.
- 2) Understand the commander's intent, mission requirements, and know Soldiers' abilities to achieve desired training outcomes.
- 3) Execution of key and essential training events such as the ACFT, individual, and collective training.
- 4) Follow and enforce policies and standards on training.
- 5) Lead effective, challenging, and realistic training.

## **Communications**

- 1) Understand and translate the commander's intent and ensure Soldiers understand the unit's mission.
- 2) Understand and enforce appropriate digital communications practices following OPSEC and social media policies.
- 3) Use effective communication and messages to support a positive environment and the Army profession.
- 4) Collaborate with other NCOs, coordinate resources, and cross-train Soldiers.

## **Operations**

- 1) Understand the operational environment and the commander's intent.
- 2) Provide feedback to supervisors which will influence planning efforts for realistic and attainable training goals.
- 3) Time management- consider resources to plan, prepare, execute, and assess training.
- 4) Ensure enlisted Soldiers' are accountable and responsible for their actions.

## **Program Management**

- 1) Employ time management to encourage work/life balance for your Soldiers.
- 2) Seek additional duties and support unit programs.
- 3) Understand the commander's vision and goals.
- 4) Research and use Army programs for Soldier care.