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a detailed account of the u s army cadet command s activities from 2005 2016 provides a unique insight into the operations of the army s largest and prolific commissioning program analyzes the challenges the army faced in recruiting and training its future officer corps at the start of the 21st century when it found itself involved in two major wars and a global war on terror

this report documents the bolc ii cadre instructor certification program icp and the single site initial implementation conducted during fy 05 bolc entails a three phase process of officer initial entry training after phase i precommissioning all lieutenants receive a common core program phase ii focusing on leadership counseling and fieldcraft in a hands on field intensive environment phase iii focuses on branch specific officer training training observations from the icp indicated that a disproportionate amount of time was spent on individual skill training versus training the cadre on how to teach coach and mentor lieutenants critical soft skills training was either abbreviated or not conducted the training focus of the single site implementation mirrored that of the icp the lieutenants survey ratings showed significant improvements in how prepared they felt they were to lead a platoon in executing the warrior battle drills and their confidence in executing the warrior tasks following bolc ii however important gaps in leadership training were identified survey results showed that the bolc

training did not meet the lieutenants expectations of the course recommendations based in part on these findings have resulted in noticeable changes in the next icp and the two site initial implementation ari will continue to monitor these changes and their effects on both cadre preparation and the quality of leadership training received by lieutenants during bolc ii stinet

the enlisted promotion system the role of education progression to the nco ranks and more

the nco21 research program was undertaken to help the u s army plan for the impact of future demands on the noncommissioned officer nco corps the performance requirements and associated knowledge skills and aptitudes ksas expected of future successful ncos were used as a basis for developing tools that could be incorporated into an nco performance management system geared to 21st century job demands the predictor measures include the armed services vocational aptitude battery asvab assessment of individual motivation aim and biographical information questionnaire biq which are already used in the army for other purposes a written situational judgment test sjt the experience and activities record exact personnel file form pff21 and a semi structured interview were developed for this project two types of rating scale instruments were developed for gathering criterion data against which to validate evaluate the predictor measures the observed performance rating scales ask supervisors to rate soldiers on how well they perform in their current jobs the expected future performance rating scales ask supervisors to predict how their soldiers would perform in specific sets of conditions expected to be characteristic of future army requirements this report summarizes the nco21 research program and offers recommendations for army policy makers regarding use of the tools developed through this research

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the nco21 research program was undertaken to help the u s army plan for the impact of future demands on the noncommissioned officer nco corps the performance requirements and associated knowledge skills and aptitudes ksas expected of future successful ncos were used as a basis for developing tools that could be incorporated into an nco performance management system geared to 21st century job demands this report provides a user oriented overview of the nco21 project and the tools that it has produced dtic

this book contains essays by noam chomsky howard zinn dave dellinger staughton lynd and other antiwar activists including veterans it is in the vanguard of the new peace movement and deals with the united states government s militaristic response to the events of 9 11 p

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