

VDFR 350-1 Appendix G

PROGRAM OF INSTRUCTION (POI) AND LESSON PLANS **(LPs) 1-1**

(Reference: Army TR 350-70)

Virginia Defense Force

NCO TRAINING: ADVANCED LEADERSHIP COURSE **Version January 2022**

Table of Contents

POI Cover/Table of Contents.....	1-1
Approval Date/Version	
 Preface.....	2-1
Purpose	
Approval Authority	
Training Location(s)	
Collaboration	
Instructions for Minor Changes and Additions	
 Course Scope.....	2-2
Courses List	
Student Learning Outcomes	
Program Learning Outcomes	
Core Abilities	
Competencies	
 Course Prerequisite.....	2-3
Academic Hours	
Class Sizes	
Academic Prerequisites	
 Special Information	2-4
 Instructor Resources	

Training Aids
Additional Training Assistants
Equipment Needed
Materials Needed
Safety and Risk Assessment

How to Use this POI2-5

Instructor Guidance.....2-6

Course Guidance2-7

PREFACE 2-1

PURPOSE

Per “VDF Regulation 350-1, VDF Training Management, this outlines the VDF Advanced Leadership Course (ALC) -- POI and LPs. (REF: AR 350-1, Chap 3, para 3-44)

APPROVAL AUTHORITY: VDF G-3 **CONCURRENCE:** VDF CG

TRAINING LOCATIONS

Online for FEMA courses & preparation, home station Unit Training Assemblies (UTA) and Multiple Unit Training Assemblies (MUTA), Ft. Pickett, VA, for Final Exams.

COLLABORATION

VDF Force headquarters (FORHQ) G3 Training Support Office staff will provide instructors, references, and equipment, when needed, for training.

MINOR CHANGES AND ADDITIONS

Materials will be reviewed annually. Copies must be placed with the VDF archive to protect continuity of operations.

COURSE SCOPE 2-2

Phase I, first 12 months

- Distant Learning (DL)
 1. FEMA courses completion:
 - IS 240: Leadership and Influence
 - IS 242: Effective Communication
 - IS 244: Developing and Managing Volunteers (Final course in FEMA Professional Development Series Certificate)
 - IS 1300: Introduction to Continuity of Operations
 - IS 2200: Basic Emergency Operations Center Functions
- Drill & Ceremony
 1. Online manual study, monthly practical exercise at home station with E-6 / E-7 approximately 30 min.
 2. Practical Exam at home station with E-7 / E-8

3. Final Exam at RTI MUTA

Phase II, Second 12 months

- Months 1-7: Advanced Leadership Course Sections:
 - Army NCO Leadership: Duty, Responsibility, & Authority, with a focus on leadership and technical skills required to prepare Soldiers selected for promotion to staff sergeant to effectively lead squad and platoon size units.
- Months 8-12: ALC Final (Old BNCOC exam)
Final Exam

B. Drill & Ceremony preparatory training is located on the VDF web site at (“VDF 105 Drill and Ceremonies (including Formations)):
http://vdf.virginia.gov/vdfresources/vdf_training/#Basic%20Training. FEMA IS courses are found on the EMI website: <https://training.fema.gov/emi.aspx> IET in-person training will occur at each VDF Force MUTA. The In-Person instruction will be a combination of classroom and practical application as described in the LP.

PROGRAM AND STUDENT LEARNING OUTCOMES

The above training is intended to train the students in advanced NCO leadership knowledge.

CORE ABILITIES

Operational knowledge of the class subjects above.

COMPETENCIES

Individuals should complete the FEMA IS courses online at the FEMA web site.

COURSE PREREQUISITE 2-3

ACADEMIC HOURS

- A. Phase I: approximately 40 hours
- B. Phase II: approximately 40 hours

CLASS SIZE - INSTRUCTOR / STUDENT RATIO

- A. Distance Learning is self-directed.

B. Preferred instructor/student ratio is 1/15.

ACADEMIC PREREQUISITES

A. ALC: BLC, unless prior service entrance at E-5

B. Students must separately complete the FEMA coursework online at the EMI web site. Students are encouraged to take D&C web-based training to prepare for in-person exams.

SPECIAL INFORMATION 2-4

INSTRUCTOR RESOURCES

Instructors are issued instructional slide packs and any student reading materials 60 days before the scheduled class. The Professional Military Education (PME) staff will coordinate classrooms, classroom equipment, and written handouts, with G3 as needed.

TRAINING AIDS AND MATERIALS/EQUIPMENT NEEDED

(1) Slide pack and supplemental materials; (2) A/V equipment, computer, as required; (3) White board, poster board, and markers to list ideas; (4) Student handout material to support the lesson; and (5) Facilitator note cards: Material to support facilitated discussions of video case exercises.

FACILITIES/TRAINING AREA

Classroom and parade ground (hardtop or grass).

ADDITIONAL TRAINING ASSISTANTS

Needed to teach drill procedures and leadership scenarios.

SAFETY AND RISK ASSESSMENT

Classroom environment, except marching. Parade ground should be surveyed for uneven areas and those should be marked no-go.

INSTRUCTOR GUIDANCE 2-5

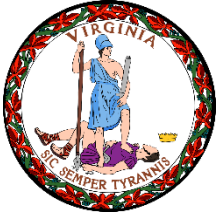
a. Prepare: (1) Locate your training site; (2) Review slides for familiarization; (3) Review references; (4) Print lesson; (5) Notify VDF staff of student study assignments to be promulgated; (6) Develop student handouts; and (7) Print out student handouts before class or ask for VDF staff assistance.

b. Rehearse. Rehearse your role in the education and training session.

c. Reconnoiter. Inspect the classroom or training area, and equipment readiness/availability at least 12 hours prior. Coordinate with VDF staff if you cannot do it. Never assume the venue will be ready.

d. Conduct. (1) Distribute student handouts; (2) Present the learning package and give talking points with associated slides as you progress through the presentation; (3) Be prepared to use NCOs on a rotating basis to teach portions of the class; (4) Prepare questions for the students which would include the test questions you develop for the PME staff; (5) Get your group involved by asking the discussion questions and facilitate further discussion; (6) If time allows and appropriate, lead the students in a reflective practice exercise to answer the following questions: (a) What? (What learning concerning occurred during the education and training session?); (b) So what? (Why does it matter?); (c) Now what? (How will I use this information/new knowledge and apply it to my situation/unit/ organization?)

e. Follow up: (1) If an exam covering your material does not yet exist, develop 5-10 test questions from your instruction (multiple choice/fill-in-the-blanks/true or false) and deliver to PME staff; (2) ensure students have class and/or course feedback forms and hand them in; (3) ensure a class observer form like that below is viable for class visitors; (4) Provide PME staff feedback for improving slides/other aspects of instruction; (5) review student and visitor feedback provided by PME staff.



Classroom Observation Form

Date of Observation:

Class Observed:

Observer:

Observee:

Directions: After the classroom observation, the observer and observee should discuss the questions on this form. On this form, the observer should write about the classroom observation, but may also write about the conversation as well by including some of the observations, ideas, objectives, etc. of the observee.

1. What was the purpose of the lesson you observed?

2. What parts of the class seemed to particularly enhance the learning process? What strengths does the instructor exhibit?

3. What instructional options were discussed as a result of the observations? (What options would the instructor like to explore?)

Observer's Signature: _____ Date: _____

Observee's Signature: _____ Date: _____

COURSE LESSON PLANs 2-6

VIRGINIA DEFENSE FORCE

1. LESSON NUMBER AND TITLE: Advanced Leadership Course Training

2. CLASS TIME: 80.0 hours

3. HOW IT WILL BE TAUGHT:

a. BACKGROUND: Non-Commissioned Officer (NCO) Leadership is crucial to the success of the Virginia Defense Force (VDF), effective leaders are not born they are trained, re-trained, and trained again until they are ready confident to lead from the front. The Advanced Leadership Course (ALC) will be the second course of many leadership courses in the VDF Noncommissioned Officer Education System (NCOES). Upon promotion to E-5 the VDF Soldier automatically will be enrolled into ALC. The projected length of time to complete ALC is 24 months, at which time the VDF Soldier is eligible to compete for E-6.

b. CONDUCT: This class will be predominantly conducted in a classroom with chairs set in a conference mode. Training slides will be provided when instructor is identified. Provide, if possible, a large map of Virginia for explain unit and regions orientation. Students will be allowed to ask questions during the instruction. The preferable instructor is a seasoned non-commissioned officer, or in some cases, Officer Candidates validating their own training while monitored. Instructors will be provided the teaching materials 60 days in advance. The second aspect of the class is drill on a parade deck. This class has testable materials and the instructor should be familiar with the test questions/answers and emphasize those.

4. INSTRUCTIONAL INTENT: This class should provide students with an advanced functional literacy in military leadership, so the NCO can function at that advanced level in their units.

5. TRAINING OBJECTIVES: Enabling objective (core knowledge objectives) (if needed, one per distinct training activity, with Action/Condition/Standard) normally couched in student action. See TR 350-70, Chapter VI-6, Training Course design.

As a result of this instruction, the student must accomplish the following training objectives:

Action: Discuss advanced NCO leadership knowledge online & in-person, followed by applied drill.

Conditions: Self-directed study, interactive classroom and marching on a parade ground.

Standard: Be able to explain the advanced fundamentals of NCO leadership standards for the VDF

TERMINAL LEARNING OUTCOMES: At the completion of this period of instruction, the students should be familiar with the following:

OUTCOME #1: Explain advanced NCO leadership principles related to Duty, Authority, and Responsibility

OUTCOME #2: Describe, perform, and lead seminal marching and formation movements

OUTCOME #3: Be able to lead soldiers in standard VDF missions

Note: The primary instructor should review the test questions to ensure those teaching points are emphasized. At conclusion Review/Summarize, repeating the core knowledge.

7. REFERENCES: The instructor will use the following references, and may add additional ones upon discussion with VDF CMDT.

- a. Army Doctrine Publication (ADP 1): *The Army*, Chapter 2
- b. Army Doctrine Reference Publication (ADRP 1): *The Army Profession* (Initial Draft)
- c. Army Doctrine Reference Publication (ADRP 6-22): *Army Leadership*, Chapter 1

8. INSTRUCTIONAL MATERIAL ISSUED TO STUDENTS: Use of standard ALC In-Person Training Slides and Handouts. Prepared class handouts are optional and at the discretion of the designated instructor upon discussion with VDF G3.

9. This class is testable. The instructor should be familiar with the test questions/answers and emphasize those.

11. POI and Conduct of Instruction (divided over two calendar years):

Timeline (80 hours total)

Phase I, first 12 months

- Distant Learning (DL)
 - 2. FEMA courses completion:
 - IS 240: Leadership and Influence
 - IS 242: Effective Communication
 - IS 244: Developing and Managing Volunteers (Final course in FEMA Professional Development Series Certificate)
 - IS 1300: Introduction to Continuity of Operations
 - IS 2200: Basic Emergency Operations Center Functions
- Drill & Ceremony
 - 4. Online manual study, monthly practical exercise at home station with E-6 / E-7 approximately 30 min.
 - 5. Practical Exam at home station with E-7 / E-8
 - 6. Final Exam at RTI MUTA

Phase II, Second 12 months

- Months 1-7: Advanced Leadership Course Sections:
 - Army NCO Leadership: Duty, Responsibility, & Authority, with a focus on leadership and technical skills required to prepare Soldiers selected for promotion to staff sergeant to effectively lead squad and platoon size units.
- Months 8-12: ALC Final (Old BNCOC exam)
 - 1. Final Exam