



**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, 51<sup>ST</sup> EXPEDITIONARY SIGNAL BATTALION - ENHANCED**  
**CAMP BUEHRING, KUWAIT**  
**APO, AE 09330**

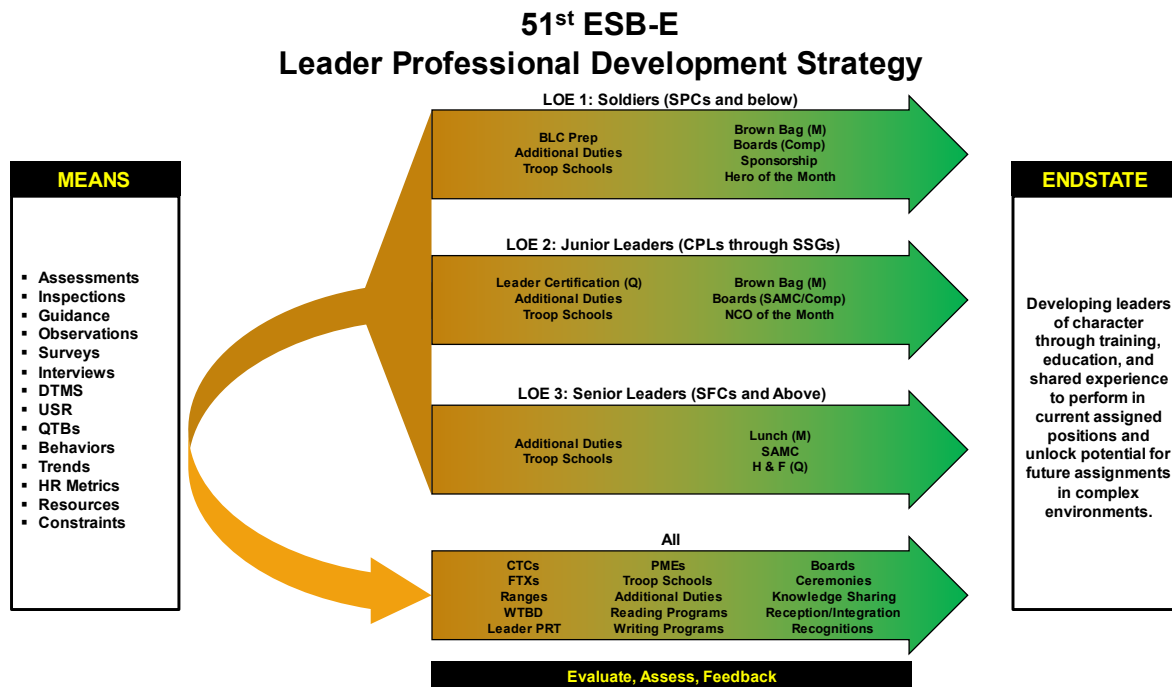
AFZH-SBN

3 November 2024

**MEMORANDUM FOR RECORD**

**SUBJECT: 51<sup>st</sup> Expeditionary Signal Battalion-Enhanced NCO Development Program**

1. Leader development is critical to the development of every NCO at every level, from our most junior NCO to our most senior NCO. Incorporating leader development in every environment can increase and improve the knowledge, skills, and behaviors of an NCO, equipping them with the abilities to overcome any challenge or obstacle. The 51<sup>st</sup> ESB-E builds its NCO development strategy with three lines of efforts (LOE). The first LOE focuses on junior Soldiers in the rank of SPC and below. The second LOE focuses on junior leaders in the ranks of CPL through SSG. The last LOE focuses on senior leaders in the rank of SFC through MSG/1SGs.



2. LOE One - Soldier: The first line of effort is to build and develop our future leaders. They begin by mastering the basics and establishing a foundation. As leaders, we must develop the basic skills that every leader must have prior to assuming the responsibility of a leader in our organization. We need to make every effort to close our current knowledge gap that may exist within our young sergeants.

3. LOE Two – Junior Leaders: Once the foundation is developed, in the second LOE we focus on refining our craft and building on our skills and knowledge as the middle managers/leaders. We will develop our junior leaders by, developing opportunities for leaders to grow and become experts. The goal is to equip our junior leaders with the experiences where they can use the learned skills and inculcate the knowledge and their will to succeed.

4. LOE Three Senior Leaders: In our final effort we focus on the continued development of our most senior NCOs within the organization. Focusing on the platoon sergeants and first sergeants, we must educate them on the bigger picture and how their critical leadership positions shape current and future formations. Senior leaders must continue to learn and evolve with technology and the Army to ensure they do not become legacy. These leaders must become the subject matter experts and master their craft.

5. Developing our future leaders into expert leaders involves the incorporation of developmental opportunities. These opportunities must be professionally developed, strategically implemented, deliberately executed, and candidly evaluated. The Battalion will execute the following events to ensure leaders are given every opportunity to become experts.

a. Mercury Academy: Will consist of three levels, level one will focus on preparing Soldiers for BLC and the basic leadership skills a junior leader must have as a team leader. Level one will consist of a three-day course. Level two will focus on preparing sergeants and staff sergeants with the middle manager/leader skills a squad leader must have. Level two will consist of a two-day course. Level three will focus on the platoon sergeant level. This level will equip platoon sergeants with the skills needed to be successful as the first senior leader in the NCO support channel. Level three will consist of a two-day course. Each level will involve instruction, opportunity for practice, and an assessment to certify leaders at each level. Certification will be tracked by each company first sergeant and briefed weekly. The first course will be executed, modified, and validated in September 2024 and continue quarterly.

b. Brown Bag Lunches: Will provide developmental opportunities from the command sergeant major to leaders throughout the Battalion. These sessions will focus on sharing knowledge between leaders to improve ourselves and the organization. Each month an article will be selected from the NCO Journal for NCOs to read. Each NCO must be prepared to discuss the article selected during this event. The first Tuesday of every month will focus on sergeants, the second Tuesday of every month will focus on staff sergeants, and the third Tuesday will focus on sergeant first classes. First sergeants are responsible to ensure every leader is given the opportunity to attend. Each company will send two sergeants, two staff sergeants, and two sergeant first classes during each session. All exceptions must be approved by the battalion command sergeant major. During the deployment, this event will occur on MS Teams beginning in July 2024. As we redeploy, this event will continue in the battalion classroom.

c. NCOPDs: Battalion NCOPDs will occur the third Friday of each month unless changed by the battalion command sergeant major. Focus areas will be selected and approved by the battalion command sergeant major with input from the NCO support channel. All NCOPDs are the place of duty for every NCO and exceptions must be approved by the battalion command sergeant major. During deployment, primary source for NCOPDs will be through Microsoft Teams. As the battalion redeploys, NCOPDs will be conducted in a venue that can hold every NCO in the battalion. Below is the remaining schedule for FY24, FY25, and FY26. Instructors for NCOPD are the PLT SGTs, 1SGs, and the BN CSM. Primary and alternate instructors are responsible to back brief the command sergeant major NLT one week prior to the scheduled session.

(1) FY24:

21 June 2024 – Vision Board (P: CSM, A: HHC)  
19 July 2024 – Personal Finances (P: ACO, BCO)  
16 August 2024 – H2F Focus Nutrition (P: BCO, A: CSM)  
20 September 2024 – Effective/Constructive Feedback (P: CCO, A: ACO)

(2) FY25:

18 October 2024 – Award Writing (P: HHC, A: ACO)  
**22** November 2024 – NCOER Writing (P: CSM, A: BCO)  
20 December 2024 – Staff Duty/CQ Duties (P: ACO, CCO)  
17 January 2025 – H2F Focus Sleep (P: BCO, A: HHC)  
**25** February 2025 – Basic Writing Techniques (P: CCO, A: CSM)  
**19** March 2025 – Publishing/Stewardship (P: HHC, A: BCO)  
**24** April 2025 – H2F Focus Physical Fitness (P: CSM, A: CCO)  
16 May 2025 – Public Speaking (P: ACO, HHC)  
**26** June 2025 – Time Management (P: BCO, A: ACO)  
**18** July 2025 – H2F Focus Spiritual (P: CCO, A: BCO)  
**14** August 2025 – Preparing & Managing Correspondence (P: HHC, A: CCO)  
**19** September 2025 – Board Preparation (P: CSM, A: ACO)

(3) FY26:

**17** October 2025 – Centralized Promotion Process (P: ACO, CSM)  
**21** November 2025 – H2F Focus Mental (P: BCO, A: CCO)  
**18** December 2025 – Individual Development Plan (P: CCO, A: HHC)  
**16** January 2026 – Retirement/ETS/SFL-TAP (P: HHC, A: CSM)  
**20** February 2026 – Leadership Styles (P: CSM, A: BCO)  
**20** March 2026 – Communication Skills (P: ACO, CCO)

d. NCO Runs: The last Friday of every month will be reserved for an NCO run focused on improving fitness and cohesiveness within the NCO Corps. All NCOs not on profile will be required at each NCO run. Exceptions will only be approved by the

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battalion command sergeant major. NCO runs during our deployment will begin in August 2024 and continue throughout the deployment and redeployment to JBLM.

e. Reading Program: The battalion command sergeant major will select a quarterly book recommendation which will be given to certain leaders throughout the battalion. To ignite this program, each first sergeant was given a book to read in the second quarter of FY24. The intent, once they complete the book, is individuals will pass the book to another individual within the battalion for them to read.

f. Writing Program: Communicating in written form is critical for every leader. One way to assist with improving this skill is sharing our experiences and knowledge with other NCOs. Leaders are encouraged to share their expertise and experiences by publishing through platforms like the *NCO Journal*, *Army Communicator*, and *Military Review*. To lead this effort, I have and will continue to share my experiences with the Army by publishing a quarterly article in the *NCO Journal*. Every leader will be encouraged and challenged to do the same.

g. Sergeant Audie Murphy Club (SAMC) Study Program: SAMC boards are conducted quarterly, and the goal is to send one candidate from the Battalion to each quarterly board. To prepare candidates, the BN CSM will host a weekly study group on MS Teams every Tuesday at 1400 during our deployment. As we return to JBLM, study groups will be held in the Battalion classroom.

6. The point of contact for this memorandum is the undersigned at 520-450-0664, or [billy.j.atkinson2.mil@army.mil](mailto:billy.j.atkinson2.mil@army.mil).

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