



DEPARTMENT OF THE ARMY
UNITED STATES ARMY COMBINED ARMS SUPPORT COMMAND
2221 ADAMS AVENUE
FORT LEE, VIRGINIA 23801-2102

CASCOM Policy # 16-05
18 July 2016

ATCL-CG

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: US Army Combined Arms Support Command (CASCOM) Leader Development Program

1. References.

- a. Army Doctrine Publication (ADP) 6-22, Army Leadership, 10 Sep 2012.
- b. Army Doctrine Reference Publication (ADRP) 6-22, Army Leadership, 10 Sep 2012.

2. Purpose. To enhance the leader development opportunities currently offered to our junior leaders attending Professional Military Education (PME) at Army Logistics University (ALU) and Soldier Support Institute (SSI) through direct contact and open dialogue between available CASCOM senior leaders and our junior leader/student population. This effort, when coupled with the course curriculum, training/education, and current leader development initiatives, will enable CASCOM to develop the highly competent and effective leaders ready to assume the toughest positions upon graduation from PME.

3. Goals.

- a. To better prepare our junior leaders to assume command, staff, and other leadership positions. To provide senior leaders insights on the views, attitudes, interests, and knowledge levels of junior leaders through personal interaction. This interaction enhances the growth of the Army Profession and our future leaders.
- b. To develop junior leaders to better understand the Army and their roles and responsibilities. To enhance their classroom experiences and provide them insights on the challenges they will face.

4. Background.

a. Within the institutional domain, CASCOM develops leaders through three basic approaches: course content, formal and informal mentoring from instructors, and engagements with senior leaders. In terms of content, courses have specified outcomes/focus positions and lessons mapped to the achievement of those outcomes.

Instructors will continue to develop leaders through the purposeful guidance of the classroom through facilitated discussions and mentoring and coaching of students.

b. This policy focuses primarily on the third aspect of our institutional role - structured engagements with senior mentors. Army Doctrinal Publication (ADP) 6-22, Leadership, identifies "develops" as one of three Army leadership competencies. It is the responsibility of all Army leaders to develop themselves and others.

c. Junior leaders have an obligation to self-develop. As part of that obligation, they should seek the counsel of leaders who have a broader scope of experience. At the same time, senior leaders owe our junior leaders the opportunity to share experiences which may assist them in their development as the next generation of leaders.

5. Intent. It is my intent that CASCOM senior leaders will commit to assisting in the development of students within PME, specifically the Basic Officer Leader Course (BOLC), Warrant Officer Basic Course (WOBC), Warrant Officer Advanced Course (WOAC), Captains Career Course (CCC), Advanced Leaders Course (ALC) and Senior Leaders Course (SLC). This aspect of our leader development program allows us to take advantage of the unique situation within CASCOM, to include the Soldier Support Institute (SSI). This policy sets the framework necessary to guide the program. Annex A is the most important portion of this policy. It outlines the desired specific outcomes for each PME course in terms of the specific duty positions they should be able to fulfill upon graduation from their respective course; e.g., a captain graduating from the Logistics CCC (Log C3) should be prepared to assume the duties of a company commander, battalion S3, or battalion support operations office staff officer. In Annex A, the course content is cross-walked to the specific position and subsequently to the leader engagement topics for leader development discussions.

6. Roles and Responsibilities. Effective immediately, the following roles and responsibilities will be established:

a. The CASCOM Chief of Staff, Command Chief Warrant Officer, and Command Sergeant Major will coordinate with the ALU Commandant; Dean, Logistics Leader College (LLC); Commandant, Logistics Noncommissioned Officer Academy (LNCOA); and Dean, Technical Logistics College (TLC), respectively, to establish a list of colonels, lieutenant colonels, chief warrant officers, sergeants major, and master sergeants who meet the criteria to support this effort and who can be aligned with student classes. The CASCOM G1 will provide these leaders with a list of assigned personnel meeting the criteria and will update the list on a monthly basis. A similar arrangement will be established at SSI in accordance with direction from the SSI Commander and within the Civilian Logistics Career Management Office (CLCMO), the CLCMO director will establish procedures for civilians in the logistics intern program. Not every individual is suited for this mentorship role and, therefore, the senior leaders listed above will use their judgment and experience to identify the best qualified to participate in this program. Participation on the part of the senior mentor will be voluntary.

b. Where practical, every effort will be made to align colonels with Log C3, lieutenant colonels with BOLC, CW5s with WOAC, CW4s with WOBC, sergeants major with SLC, and master sergeants with ALC. CLCMO alignment will be coordinated with the functional chief representatives.

c. Course directors are responsible for providing the senior mentors with class demographics, suitable developmental topics, class schedules, recommended developmental opportunities (e.g., PT sessions, class orientations, brown-bag lunches, receipt of briefings, class socials, graduations, one-on-one mentoring opportunities), lesson content for the associated topics, and feedback from the class on engagement value.

d. CASCOM/SSI/CLCMO staff and senior mentors aligned with a class will make themselves available and work within the guidelines of this policy and requirements of ALU, SSI, and CLCMO.

7. Guidelines.

a. Senior mentors will in no way interfere with program of instruction (POI) requirements or time. They will respect the school chain of command and not counter any legal orders or policies.

b. Senior mentors will coordinate with class instructors on suitable topics. It is critical that standardized messages be communicated so junior leaders are not given conflicting developmental information. Annex A provides a list of course outcomes/focus positions, lessons/topic areas, and suitable engagement topics and will be updated as required but not less than semi-annually. This annex is the most important aspect of the program and, when followed, is a powerful catalyst for leader development and growth. Instructors will provide associated lesson material through Sustainment Unit One-Stop or other means, share the common message or theme for the topic, identify what may have already been covered adequately through other engagements, and help the senior mentors shape areas in which they can contribute to the development of the students and not become redundant with other portions of the course. Together they will work out the rules of engagement for the program's application to each specific class. If applicable, senior mentors may choose to use the Sustainment Virtual Playbook to spark conversation. This must be coordinated with the instructor to ensure lack of redundancy. In addition, senior mentors will work with course managers to ensure they comply with all relevant TRADOC guidance on interaction with students.

c. At the end of each class, instructors will solicit feedback on the interaction from the class and provide anonymous input to the senior mentor. Senior mentors should use this feedback to help shape future interactions. If note-worthy trends continue for a senior mentor, instructors will raise the issue through their academic chains to their commandants.

ATCL-CG
SUBJECT: CASCOM Leader Development Program

d. Whenever possible, engagements should include one-on-one sessions between the senior and junior leaders. Though the number of students may not always facilitate this, the intent is to foster individual mentoring opportunities to the extent possible.

8. This program is a single portion of the comprehensive leader development effort conducted within CASCOM educational institutions. Other senior leader engagements/programs are outlined in Annex B.



DARRELL K. WILLIAMS
Major General, U.S. Army
Commanding

DISTRIBUTION:
HQ CASCOM
Ordnance School
Quartermaster School
Transportation School
Army Logistics University
Soldier Support Institute