



**National Defense University**

**KEYSTONE PROGRAM**  
**Command Senior Enlisted**  
**Leader Course**

**EMERC**  
**Working Group**  
31 January 2006

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# KEYSTONE Program Evolution



- NCO JPME background
- Core competencies development
- Keystone JOM After Action Reports
- EPMEP Learning Area and Learning Objectives Basis
- COCOM CSEL Survey



# CJCS Vision for Joint Officer Development

“... [leaders] must be strategically minded, critical thinkers, and skilled joint warfighters that allow them to lead a joint force...this posits the requirement to identify and inculcate a set of joint leader competencies and skills....”

...competency refers to the higher level of **assessing learning outcomes described by specific knowledge, skill, ability and attitude (KSAA).**”

Gen Peter Pace, Nov 05  
Chairman, Joint Chiefs of Staff



# Strategy

- **Use the EPMEP as the requirements baseline**
- **Use Capstone model of executive education as learning tool.**
- **Use 4-day KEYSTONE JOM as benchmark building the development of skills across the 10-day program**
- **Link KSAA to lessons and lessons to organizations**
- **The KEYSTONE Program must incorporate significant change over next 5-years:**
  - Develop a cadre' of senior “joint NCOs”
  - Set benchmarks for Service Senior NCO PME
  - Maintain linkage to CAPSTONE
    - Networking, bonding, service acculturation
- **Implement KEYSTONE through a 4-phased approach**



# Limitations

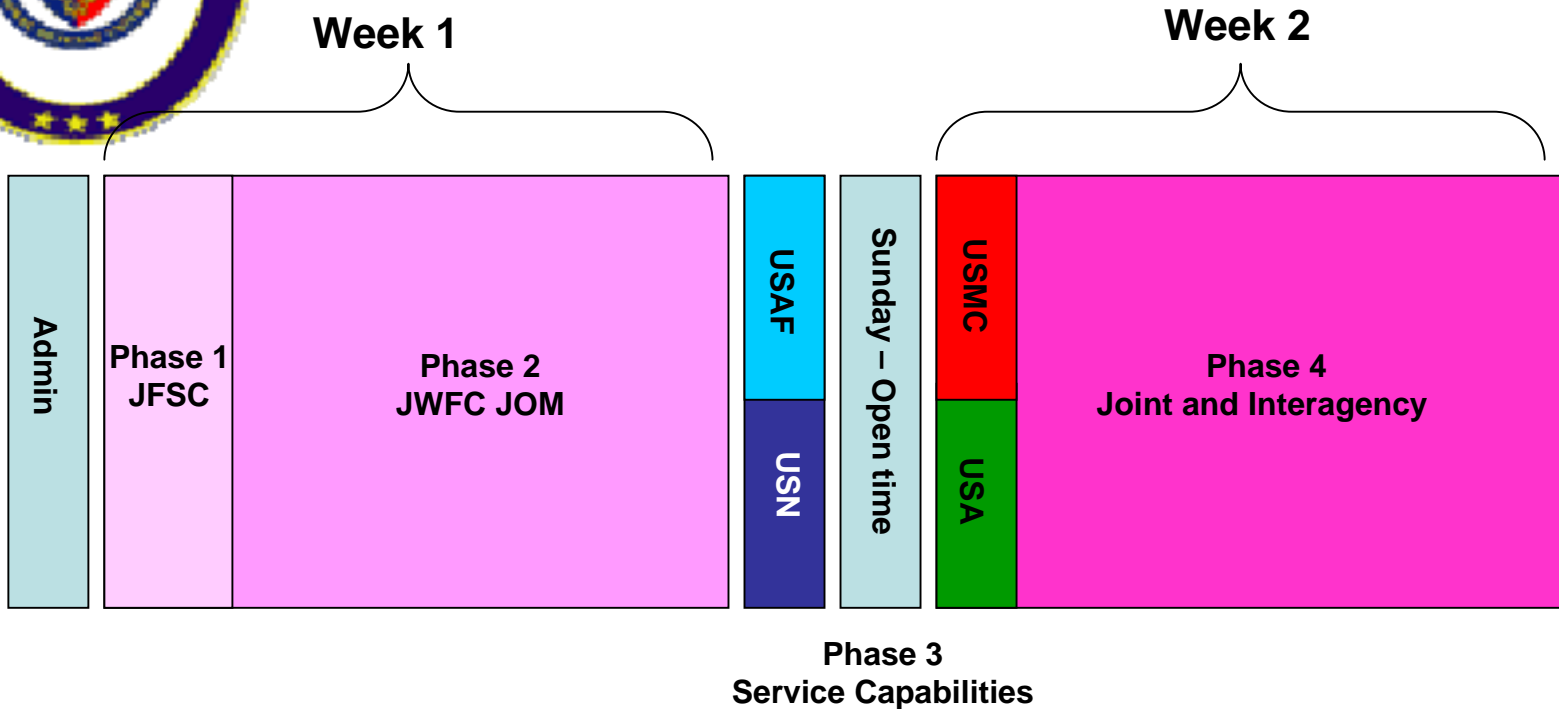
- **There are no Service or Joint programs for Joint NCO/Enlisted Management**
- **The Service NCO PME programs do not have joint courseware ... nor PAJE-like accreditation program**
- **The current Service NCO “pipelines” are producing NCOs with LIMITED joint knowledge, skills, abilities, or attitudes**

## Assumptions

Joint Enlisted Management concepts will complement the more matured Joint Officer Management programs.



# Keystone Concept



<u>Phase</u>	<u>Location</u>	<u>Learning Objectives</u>
Admin	Norfolk	In-process and assemble class
1	JFSC, Norfolk	Understand “jointness”; build the joint Fellows team
2	JWFC	Comprehend joint operational processes
3	TBD	Understand Service Capabilities
4	TBD	Apply joint, Service, and Interagency capabilities



# Summary

- All KSAA needed to achieve CSEL competencies requires a matured NCO JPME
- KEYSTONE 06-1 will implement a 10-day program based on pending staff approval via the DJS of the EPMEP... and prioritized CSEL KSAA
- KEYSTONE must evolve as the NCO JPME program develops a cadre of senior joint NCOs



# Backup slides





# Enlisted Professional Military Education Program ...CSEL Course

**Mission: Prepare Command Senior Enlisted Leaders for service in a flag officer joint headquarters and complement the General Officer/Flag Officer CAPSTONE Course.**

FINAL DRAFT CJCSI 1805.01B, Oct 05

## *National Military Capabilities*

- Value how Service-unique capabilities and limitations, employment, doctrine, and command structures are integrated to conduct effective joint operations
- Relate the military roles in support of the homeland security and information operations missions

## *Joint Doctrine*

- Value the interrelationship between Service doctrine and joint doctrine
- Comprehend the understanding of, and coordination of joint doctrine
- Comprehend the unified command plan

## *Joint Acquisition and Resourcing*

**Detail the KSAs for each EPMEP Learning Objective; survey CSEL to assess KSAA importance; develop KEYSTONE program requirements**

- Comprehend information operations doctrine
- Comprehend Service roles and missions
- Understand Homeland Security Presidential Directives (HLSPD)
- Understand interagency capabilities and cultures
- Understand legal and fiscal authorities and constraints
- Understand National Security Strategy (NSS) and National Military Strategy (NMS)
- Understand the National Response Plan
- Understand the NORTHCOM Concepts of Employment (CONEMP)
- Understand Title 32 authorities

- Comprehend functional and service component command organization, authorities, and responsibilities
- Know DoD organization as the result of National Security Act and amendments
- Know the "Forces For" document
- Understand roles and functions of the military departments
- Understand the force allocation process