



THE NCO LEADERSHIP CENTER OF EXCELLENCE

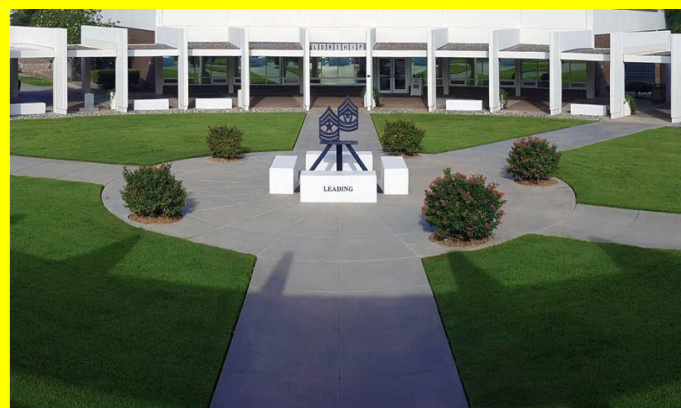
Commandant's Incentivizing Developmental Opportunities Recognition Program (CIDORP), FY23

Institutional

Operational

Self-Development

Army Civilian Career Program



Leaders Build Lethality We Develop Leaders!

Version: 2



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Executive Summary

The Commandant's Incentivizing Developmental Opportunities Recognition Program (CIDORP) is a voluntary program designed to provide both staff and faculty personnel with incentives for maximizing professional development opportunities on a quarterly and annual basis. The program applies to all military and Army Civilian Personnel assigned to the NCOLCoE. It is important to note that mandatory institutional training and certifications are excluded from this program and will not be considered for incentives.

In support of the program, the Developmental Opportunities Program Guide, provides the necessary instructions, tools, and documents needed to effectively manage the program at the directorate level. The program guide is coupled with a "One Stop Shop" uniquely designed automated program spreadsheet that can facilitate the program across a wide range of diverse certification requirements. Holistically, the program guide also provides guidelines for assigning developmental opportunities points, course selection criteria, incentivizing candidates, tiered level award recommendations, directorate allocations, and lastly, pertinent submission timelines.

Finally, the bedrock of the Program is nested within three major lines of efforts: Developmental Opportunities (Self-focused), Directorate Priorities (Organizational-focused), and Individual Performance (Duty-Focused). Combined, these three lines of efforts provides the maximum and ideal opportunities for incentivizing leader development opportunities while sustaining daily operational tempo. It is highly recommended that the program guide be disseminated to the widest audience for the purpose of understanding the particulars of the program, and, for possible implementation as a developmental counseling tool in support of the Individual Development Plan (IDP).

Step 2: Instructions for Assigning Incentive Points:

As shown below, there are three categories in which a candidate can earn incentive points:

- Green Category: Developmental Opportunities Courses (unlimited points)
- Gold Category: Directorate/Department Priority Courses (20 points quarterly and 80 points annually)
- Blue Category: Duty Performance “tie breaker” points only (2 points in order to determine a directorate winner, and 1 point for the purpose of not exceeding directorate allocations)

4. **Green Category (Self-Focused)** courses are selected at the discretion of a candidate and could be taken in any combination earning unlimited points in any category.

a. Using simple arithmetic, assign 1 point for every full week a course was conducted (Monday thru Friday). A course that was conducted for less than a week will be assigned 0.2 points each day.

b. For accessing green courses, see the Developmental Opportunities Website Course Listing at: <https://www.ncolcoe.army.mil/Dev-Opportunities/>

Figure 1: Developmental Opportunity Example Points Matrix

Course Type	Course Categories	Points Per Day	Points Per Week		Course Example	Duration	Earned points
MIL	Operational Development	.02	1		Digital Master Gunner Course	3 weeks	3
CIV	Army Civilian Career	.02	1		Acquisition Management Course	1 Hour	0.2
ALL	Self-Development	.02	1		Manager Development Course	1 Week	1
ALL	Institutional Development	.02	1		Project Athena Workshop	3 days	0.6

5. **Gold Category (Organization-Focused)** are courses that have been determined as directorate priority skills. The point value of each quarterly course is 10 points; and an annual course is 40 points. Directors of directorates are responsible for selecting and publishing 4 priority courses (2 quarterly, and 2 annual courses in support of FY

recognitions). Note that directorates can elect to change courses each quarter or keep the same courses if desired for the entire FY. Selected courses must directly support the directorate’s mission and is ideally "no more than" 12 weeks for quarterly, and no more than 12 months in length for annual courses.

a. Courses provided under the “Gold” category can be selected from the Developmental Opportunities Website or any external sources offering the requisite skills considered priority by that directorate. *Note: Directorate priority Courses will be credited under this category regardless of the source.*

b. Points earned for each priority category will be assigned as shown in Figure 2 (*Reminder: a course in the green category must be taken in order to participate in the incentive program*)

c. Individuals who have completed a directorate priority course(s) prior to enrollment, can elect to replace a course(s) with an alternate by obtaining Director's approval for selecting external replacements. *Note: Priority courses completed prior to enrollment periods will not be granted incentive points.*

d. Replacement course(s) must align with the duration length of the approved course being replaced. Proof of completion must be provided prior to the approval of a replacement course(s).

e. Incentive points earned for replacement course(s) will be weighted the same as the original course(s) replaced in support of the annual or quarterly recognition.

f. Courses that exceed the maximum quarterly points will be applied to the annual recognition.

Figure 2: Directorate Priority Course Examples

#	Directorate Course Categories	Points Per each Course	Course Example	Earned Points
1	Priority Course (Annual)	40	ISS 1750 Certification	40
2	Priority Course (Annual)	40	SPHR Certification	40
3	Priority Course (Quarterly)	10	IT MS Certification	10
4	Priority Course (Quarterly)	10	Supply Manager Certification	10

g. Points earned for “publishing” and “academic ranking” will be credited under the Directorate Priority Course Category listing and has its own points range due to the various level of both academic ranking and publishing. Points earned for publishing will be based on the word count of the manuscript, and academic ranking will be based on the level of ranking achieved.

h. Published manuscript must have been peer reviewed by a recognized publishing organization that reviews scholarly work or by an editing organization as the NCO Journal.

i. Points earned from Academic Ranking and Publishing are not required to be completed during the quarterly or annual recognition period. This stipulation was put in place due to the timeline required to complete these achievements.

Figure 3: Publishing and Academic Ranking Point Sheet Examples

	Publishing Category Word Count	Points		Academic Ranking	Points
1	100-200	1		Assistant Professor	1
2	201-300	2		Associate Professor	2
3	301-400	3		Professor	3
4	401-500	4			
5	501-above	5			

6. Blue Category (Candidate Performance): In the event of an annual or quarterly tie for “1st place recognition,” or for the purpose of not exceeding directorate “allocation requirements only,” directorates will evaluate performance contribution as a tie breaker to determine a clear and decisive quarterly or annual winner and for (whichever applicable) ensuring allocation requirements are not exceeded. Note: In cases whereby, there is a clear winner, and allocation thresholds are clearly met by use of “green” and “gold points,” blue category points “**will not**” be utilized in the selection criteria.

a. Candidates selected under this category, will be awarded 2 points for the purpose of determining 1st place directorate winners during a tie and 1 point for establishing directorate allocation cutoffs if necessary. If allocations are met based on limited participants, all participants will be recognized with the top scorer earning 1st place recognition.

b. Directorates are required for providing a 1 paragraph narrative that supports their decision, justification, and selection under this category. The narrative must be written in “Memorandum for Record” format and must accompany the final award recommendation list.

c. The term contributions for this category refers to relevant performance in support of the organization’s mission during a specified recognition period.

Figure 4. Categories Points Matrix

	Recognition Period	Self-Develop	Organization	Performance
1 st	Quarterly	Unlimited	20	Tied Based
2 nd	Quarterly	Unlimited	20	Tied Based
3 rd	Quarterly	Unlimited	20	Tied Based
4 th	Quarterly	Unlimited	20	Tied Based
FY	Annual	Unlimited	80 / 160 (RO)	Tied Based

7. Quarterly Board Procedures: Quarterly and Annual Boards will occur each quarter based on timelines reflected below in concert with G3/5/7 coordination. The schedule below is subjected to change based on NCOLCoE priorities.

Figure 5: Submission Timeline Matrix

Quarter	Month	Packet Submission to G1	Final List to Commandant	Category
1 st	October	2 nd Wed of month 1600hrs	3 rd Wed of Month	Quarterly
2 nd	February	2 nd Wed of month 1600hrs	3 rd Wed of Month	Quarterly
3 rd	April	2 nd Wed of month 1600hrs	3 rd Wed of Month	Quarterly
4 th	July	2 nd Wed of month 1600hrs	3 rd Wed of Month	Quarterly
Annual	Sept	2 nd Wed of month 1600hrs	3 rd Wed of Month	Annual

a. The annual directorate recognition focuses on points accrued annually and is opened to all faculty and staff on the NCOLCoE.

b. Quarterly submissions will focus on developmental opportunities for the current quarter. Annual submissions will focus on yearly developmental opportunities points earned during the FY.

c. Candidates will be allowed to switch recognition program options (annual or quarterly), however, only during enrollment periods as reflected in quarterly MOIs.

Figure 6: Recognitions Program Options

Participants "Can" 🟢:	Participants: "Cannot" 🚫:
<ul style="list-style-type: none"> ▪ Participate in all quarterly recognition during the FY and be Awarded ▪ Roll-over all quarterly points earned in an annual recognition ▪ Be recognized as a winner if earned max points each quarterly recognition during the FY ▪ Elect to forfeit a quarterly award in the interest of rolling over points into an annual recognition 	<ul style="list-style-type: none"> ▪ Roll-over points Awarded for in a quarterly into an annual recognition ▪ Roll-over points earned from an annual into a quarterly recognition that does not align with the quarterly course submission timeline. ▪ Roll-over points from one FY to the next FY ▪ Receive points from mandatory training or certification courses ▪ Receive credit for course(s) not completed

d. The goal of these participation options is to provide motivation for those who either participated or were selected during the current FY to continue developing while also providing fair and equitable opportunities for those who have yet to compete during the FY.

8. Enrollment Process / Participants Must:

- a. Attend mandatory CIDORP overview briefing
- b. Be in good standing and not pending adverse actions
- c. Enroll in a minimum of one "Green Course" at the time of enrollment
- d. Adhere to enrollment timelines
- e. Sign volunteer agreement form at the time of enrollment. (Managed by Directorate Leads)

9. Directorate Lead Pre-Execution Checklist:

- a. Ensure criteria evaluation worksheet calculates correctly
- b. Ensure directorate is aware of developmental opportunities website
- c. Complete and post directorate priority course memorandum
- d. Verify candidates' course completion documents
- e. Evaluate candidates' duty performance

- f. Review directorate candidate allocation requirements

10. Directorate Lead Finalizing Selection Procedures Checklist:

- a. Ensure candidates' admin data are filled out correctly
- b. Verify all course completion documents
- c. Ensure candidates have taken at least 1 "green" course
- d. Ensure gold courses selected from developmental opportunity website are credited under the "gold" category.
- e. Ensure that category maximum values are not overwritten
- f. Establish cutline based on directorate allocations (See Blue Category)
- g. Assign duty performance points as a measurement to determine top performers (See Blue Category)
- h. Submit candidates identified above the allocation cutline to G1 on candidates' selection memo

11. Award Recommendation Procedures:

- a. **IMPORTANT!** All award recommendations are subjected to CAC Suppl. 1 to AR 672-20 Incentive Awards (13 April 2016). Note that obtaining a specific number of points does not automatically guarantee a specific award or monetary value and are subjected to the discretion of the Commandant and availability of resources.
- b. Quarterly Award recommendations will be based on a tiered based approach. The individual earning the highest score in their respective directorate, will be recommended for a Quarterly "Tier 2, Category 1 Award (limited 1 per directorate). The remaining individuals on the cut list, will be recommended for a Quarterly "Tier 2, Category 2 Award (directorate runners-ups)."
- c. Annual Award recommendations will also be based on a tiered based approach. The Individual earning the highest score in their respective directorate will be recommended for an Annual "Tier 1 Award (limited 1 per directorate). The remaining individuals on the cut list will be recommended for a Tier 2 Category 1 Award (directorate runner-ups)."

Figure 7: Tiered Award Recommendation Chart

Quarterly Incentives

Directorate Winner	Directorate Runner-ups
CIVILIAN TIER 2 AWARDS: CAT 1	CIVILIAN TIER 2 AWARDS: CAT 2
Civilian Achievement Medal	Certificate of Appreciation
Monetary Award	Time-off Award
Coin from the Commandant	Chip from the Commandant
MILITARY TIER 1 AWARDS: CAT 1	MILITARY TIER 2 AWARDS: CAT 2
Army Achievement Medal	Certificate of Achievement
Coin from the Commandant	Chip from the Commandant
4-Day Weekend	3-Day Weekend

Annual Incentives

Directorate Winner	Directorate Runner-ups
CIVILIAN TIER 1 AWARDS	CIVILIAN TIER 2 AWARDS
Civilian Commendation Medal	Civilian Achievement Medal
Monetary Award	Time-off Award
Coin from the Commandant	Chip from the Commandant
MILITARY TIER 1 AWARDS	MILITARY TIER 2 AWARDS
Army Commendation Medal	Army Achievement Medal
4-Day Weekend	3-Day Weekend
Coin from the Commandant	Chip from the Commandant

12. Award Allocations:

Award Allocations: directorate allocations are based on the number of positions assigned to a directorate as to ensure that personnel assigned to larger directorates has the same selection frequency opportunities as smaller directorates. Below are the current allocation breakdown by directorates:

G- STAFF (6), SGA-A (16), NCOPDD (2), DCD (4), PGD (4), NCOA (10)

13. Putting it all together:

Step 1: G3/5/7 publishes pertinent timelines (with feedback from directorate leads)

Step 2: Directorates select quarterly priority courses, then informs the Commandant and workforce in accordance with timeline requirements (2 quarterly /2 annual courses)

Step 3: Directorate solicits volunteers then provide program overview to (both civilian and military candidates)

Step 4: Candidates select courses from the Developmental Opportunities Website (Note: Candidates must select a minimum of 1 course from the Developmental Opportunities Website to compete. (Mandatory courses are excluded from the program)

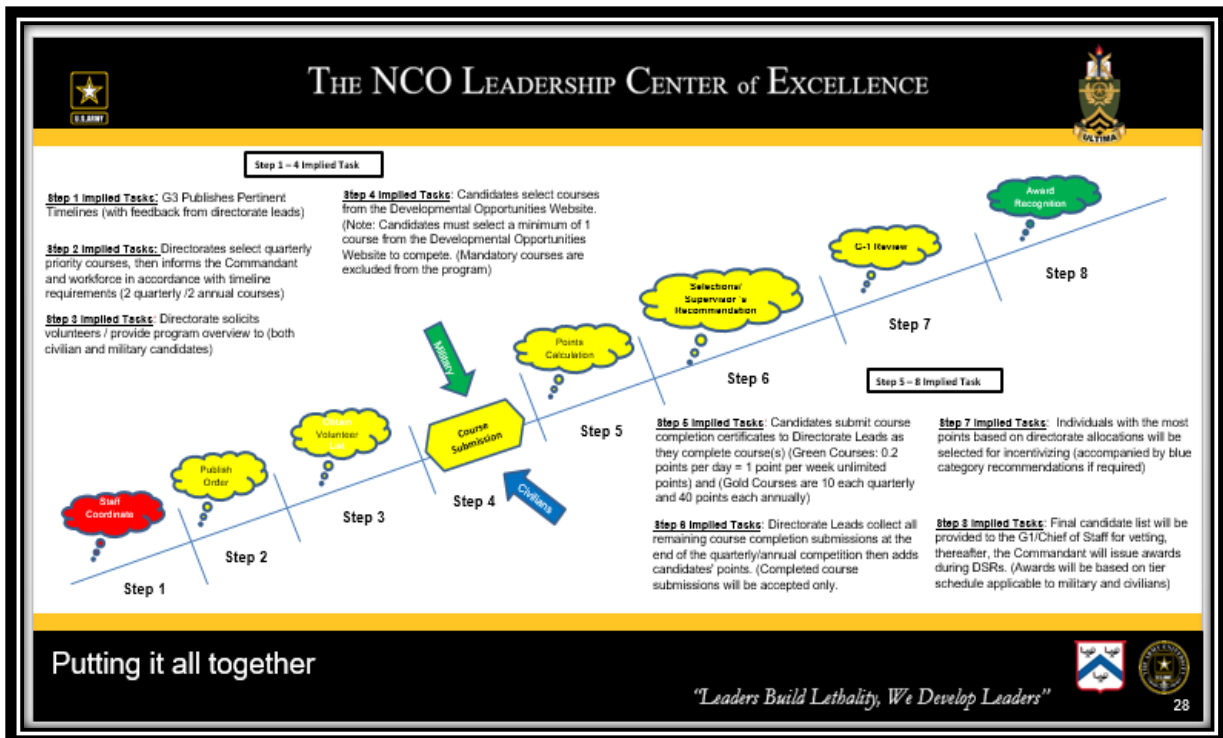
Step 5: Candidates submit course completion certificates to Directorate Leads as they complete course(s) (Green Courses: 0.2 points per day = 1 point per week/ can earn unlimited points) and (Gold Courses are 10 each quarterly and 40 points each annually)

Step 6: Directorate Leads collect all remaining course completion submissions at the end of the quarterly/annual competition then adds candidates' points. (Completed course submissions will be accepted only.)

Step 7: Individuals with the most points based on directorate allocations will be selected for incentivizing (accompanied by blue category recommendations if required)

Step 8: Final candidate list will be provided to the G1/Chief of Staff for vetting, thereafter, the Commandant will issue awards during DSRs. (Awards will be based on tier schedule applicable to military and civilians)

Figure 8: Program Step-by-Step Sidewalk Diagram



14. Administrative Requirements:

a. Directorates are responsible for forwarding award recommendations based on the corresponding tier level award criteria reflected above using the G1 memo provided in this reference manual.

b. The G1 will review all packets for the purpose of personnel actions then submit a final list to the Deputy Commandant, Chief of Staff, and Commandant.

c. Participants must be in good standing and "not" pending adverse actions prior to or while participating in the program. Individuals pending adverse actions will "not" be allowed to enroll and or removed from the program; however, can later participate once adverse actions have been concluded favorably.

d. Faculty and Staff Development Operations (FSDO) is responsible for providing program awareness to all newly assigned faculty and staff members attending professional development training to include a comprehensive overview of the NCO Leadership Center of Excellence Developmental Opportunities Website.

e. Command Communication is responsible for marketing the program with the assistance of directorates across the NCOLCoE with the intent of obtaining Army visibility through established publication outlets.

f. Selected candidates will be recognized at the NCOLCoE quarterly Distinguished Service & Recognition Ceremony IAW NCOLCOE Policy Memorandum #11 to highlight the achievements of the selected individuals.

g. NCO Academies residing outside the NCOLCoE Fort Bliss footprint are encouraged to develop or mirror a local program for their organization but are not required.

h. For any questions regarding information contained in this document, please contact the Faculty and Staff Development Operations Office.