



# International NCO Academy / INCOA

## Vision

The International NCO Academy (INCOA) aspires to be Europe's premier Research and Education hub for the NCO development, fostering innovation, inclusion, and multinational cooperation. It is committed to strengthening interoperability and supporting the needs of NATO and partner nations, while preparing a new generation of dedicated leaders capable of meeting current and future security concerns in an always more challenging operational environment. As the first international military command in Switzerland the INCOA is the perfect opportunity to support and enhance the Swiss Armed Forces cooperation efforts with international and multilateral partners, as well as support the development of interoperability competences within the Swiss NCO Corps.

## Mission Statement

The INCOA is dedicated to advancing the professional development of non-commissioned officers across NATO and partner nations by delivering world-class education, innovative research, and tailored training. As Europe's premier hub for NCO development, the INCOA fosters inclusion, multinational cooperation, and operational excellence. Our mission encompasses the entire NCO lifecycle, from recruitment and retention to retirement and transition. INCOA's integrated Research Institute drives thought leadership and innovation, while our Analysis and Lessons Learned Center ensures continuous improvement through rigorous evaluation of best practices. The Advising and Consultation Office offers expert guidance to stakeholders, supporting the improvement of NCO corps worldwide. Finally, the INCOA strengthens the Swiss Armed Forces' NCO Corps cooperation and interoperability competencies through specific courses.

# 2026



## Mission

- ◆ Deliver world-class NATO-aligned Education and Training for NCOs from NATO and partner nations.
- ◆ Operate a dedicated research institute focused on NCO development, doctrine, leadership, ethic and cultural awareness in military education.
- ◆ Serve as a center for collecting, analyzing, and disseminating lessons learned and best practices across multinational NCO corps.
- ◆ Provide tailored advice and consultation services to national and international stakeholders on NCO policy, structure, and development.
- ◆ Strengthen interoperability among NATO and partner nations through harmonized training, shared standards, and collaborative initiatives.
- ◆ Foster a culture of inclusion, diversity, and multinational collaboration within all academy activities.
- ◆ Instill ethical standards, critical thinking, and adaptive leadership skills in all participants.
- ◆ Partner with academic and military institutions to ensure quality management as well as develop relevant curricula, joint research projects and exchange programs.
- ◆ Enhancing Swiss Armed Forces' cooperation with multinational partners and supporting the development of interoperability competencies within the Swiss NCO Corps.

# 2026



## Short Strategy INCOA

### Competence model and Training

- ◆ Continuation of international leadership courses at intermediate and advanced levels. Opening of terminology training courses to foreign participants. Creation of new courses based on NATO and partner nations' needs.
- ◆ Creation and delivery of the Swiss Armed Forces' Basic Course for interoperability. Start of research work to respond to the NATO EVES policy.

### Cooperation and Networking

- ◆ Deepening cooperation with personnel-providing nations and creating the necessary foundations for welcoming foreign personnel into Swiss command structures.
- ◆ Establishment and implementation of the Governance structure as well as the Academic Council to ensure the implementation of the INCOA at the highest level of NATO's educational framework.
- ◆ Increase Switzerland's active participation in international and multilateral NCO related network to ensure supportive conditions for the long-term work of the INCOA.

### Standardization and Innovation

- ◆ Development of common doctrinal bases for member nations and partners in order to promote the overall improvement of the non-commissioned officer corps through training programs directly addressing identified needs.
- ◆ Creation of holistic training plans based on the most advanced teaching methods and technologies in order to make NCOs force multipliers at all levels.

### Communication and Positioning

- ◆ Proactive communication to explain the role and functioning of the INCOA within the Swiss Armed Forces to gain the understanding and support of the Swiss military community.
- ◆ Promotion within the professional Swiss NCO corps to enhance its appeal and thus ensure participation in courses and the succession plan.
- ◆ Sustainably strengthen the INCOA positioning as the European premier hub for the development, training, and promotion of the NCO corps in a multilateral context

# 2026