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# **1. GENERAL**

## **1.1. GENERAL:**

Purpose: This guide outlines applicable policies and procedures for students reporting to the 640<sup>th</sup> Regt (RTI) Non-commissioned Officers Academy. All students must carefully read this Student Guide. Students are responsible for being familiar with this guide and for complying with its contents within 24 hours after arrival at the NCO Academy. Within the same 24 hours all students must read all Policy Letters posted on the bulletin boards located in the training areas (buildings 302, 304, H1). Failure to comply with the policies or procedures contained herein and posted will result in disciplinary actions or dismissal.

## **1.2. PROGRAM OF INSTRUCTION:**

The United States Army Sergeants Major Academy initiated and developed the POI's used at this Regional Training Institute.

## **1.3. ORGANIZATION:**

The Institute Staff consists of:

- Commandant
- First Sergeant
- Administration Section
- Instructor Section
- Maintenance Section
- Medical Section
- Operations Section
- Supply Section

## **1.4. CHAIN OF COMMAND / NCO SUPPORT CHANNEL:**

As a student, your chain of command is:

- Student
- Student Leader
- Small Group Leader (SGL)
- Senior Small Group Leader (SSGL)
- Course Manager
- Common Leader Training Branch Chief
- First Sergeant
- Commandant

## **1.5. LOCATION/ADDRESS:**

**The mailing address for Utah Regional Training Institute is:**

HQ 640<sup>th</sup> Regt RTI

17800 Camp Williams Road

Riverton, UT 84065-4999

**While stationed here your address is:**

SGT JOHN DOE (Course you are attending)

640<sup>th</sup> Regiment (Class Number)

17800 Camp Williams Road

Riverton, UT 84065-4999

## **1.6. TELEPHONE NUMBERS:**

Commercial: Staff Duty (801) 253-5442 or Admin. 5735

DSN 766-5735

FAX (801) 253-5372/DSN 766-5372

**The use of Cell Phones and Pagers are NOT allowed under any circumstances in the Training Areas while in attendance at the RTI. This includes the Field Training Areas. Use of the above is limited to off duty hours in the billet areas only.**

## **1.7. STANDARDS:**

### **1.7. a. Academics**

(1) The determination of satisfactory completion of the course rests with the instructor and the Institute, based upon satisfactory completion of each subject area. For detailed graduation requirements refer to specific course information located in the index. A soldier who is rated a NO-GO on a written examination will receive retraining and re-testing. The minimum passing score for written examinations is 70%. A maximum of one retest per examination may be administered.

(2) With the exception of PLDC, an Honor or Distinguished Graduate is not designated, nor will there be an order of merit ranking.

(3) Infractions of the Honor Code, (see para. 3.1), discipline problems, demonstrated lack of motivation, and an inability to meet course standards are causes for dismissal from the course.

(4) Each student enrolled will receive an Academic Evaluation Report, DA Form 1059, in accordance with AR 623-1.

(5) Each student must maintain the Army's weight and physical fitness standards as prescribed by AR 350-10, AR 351-1, and AR 600-9.

(6) The following items are required for enrollment:

- Students must report with a completed Unit Pre-Execution Checklist (PEC) (signed by the Unit Commander) as contained in TRADOC Regulation 350-18. Students reporting without a completed and signed Unit PEC will have 72 hours to complete the checklist, non-compliance may result in dismissal. In addition, students must also bring any approved waivers or documentation that is required in addition to the PEC.
- All students who report with a physical profile DA Form 3349 must be able to fully participate in all training events. Profiles that do not allow marching, field related training, or the aerobic event for the APFT will not be enrolled. We will not enroll students who have a TEMPORARY PROFILE.

(7) Students who are pregnant, or may have reason to believe, that they are pregnant will not be enrolled in their respective course. Students who are found to be pregnant after enrollment will be dis-enrolled from they're respective course for medical reasons.

(8) For academic requirements specific to your course, see specific information in your course section.

(9) Right to appeal, (refer to para 3.17.)

## **2. PROCEDURES**

### **2.1. DUTY HOURS:**

Normal duty hours are 0500 to 2000. Due to the amount of required training, it is necessary on occasion to train after hours. You may also have home work and study hall requirements after hours. During the second week of training, PLDC is in the field for four (4) days and two (2) nights. Commandants Time will be used to accomplish tasks as required by the Commandant that will benefit the Academy, student moral and well being.

## **2.2. FINANCE/BANKING:**

**2.2.a.** 640<sup>th</sup> RTI IS NOT RESPONSIBLE FOR STUDENT PAYROLLS. Home Unit has that responsibility. Contact your Unit as soon as possible after returning to your home station.

**2.2.b.** 640<sup>th</sup> RTI IS NOT RESPONSIBLE FOR SUBMITTING TRAVEL PAY. Home Unit is responsible for travel vouchers. Contact your Unit as soon as possible after returning home.

**2.2.c.** You should bring sufficient funds to cover personal expenses for the duration of the course (A suggested amount is \$50.00 minimum PLDC and \$150.00 for billeting for ANCOC/BNCOC). Do not plan on getting a loan while here, as we do not have the resources, nor will the Army Relief Fund make a loan available to personnel on short ADT tours - even if it is an emergency.

**2.2.d.** Post PX has an ATM for student use.

**2.2.e.** Because of past experiences, we encourage you not to loan money to other students.

## **2.3. LAUNDRY:**

The laundry facilities are located in Bldg. 607. The laundry facilities on post are adequate considering the number of students needing to use them.

## **2.4. MAIL:**

You can deposit any out going mail at BLDG. 302 or in the mailbox by BLDG 706. We receive incoming mail at approximately 1400 each duty day. Your squad's mail is given to your instructors for appropriate distribution.

## **2.5. OUT- PROCESSING:**

**2.5.a.** In order to graduate, you must make sure all Institute property is returned, i.e. lessons, regulations, manuals, equipment, etc before graduation rehearsal. You are subject to a statement of charges if equipment is not returned.

**2.5.b.** It is your responsibility to turn in all hand-receipted property. You must turn in your bedding and/or keys before departure. Those staying in post billets will need a statement or receipt showing your billeting bill has been paid in order to out-process.

**2.5.c.** All PLDC must be at the accountability formation immediately following clearance of the billets on Graduation morning, unless excused by the commandant.

**2.5.d.** PLDC departure arrangements will not be made any earlier than 1030 hrs on the Saturday after Graduation without approval from the Commandant. ANCOC / BNCOC will not be made any earlier than 1330 hrs on the Thursday following Graduation.

## **2.6. PASSES:**

**Passes are only granted provided the following conditions are met:**

**2.6.a.** During the normal duty week pass may be granted on a case by case basis with appropriate justification.

**2.6.b.** Your instructors must give permission and sign a "Request to Sign Out Form" which is given to the SDNCO when you sign out.

**2.6.c.** Senior NCOES courses, (BNCOC, ANCOC, & 1SG course) do not require a written permission slip from the instructor however they must sign out and back in..

**2.6.d.** IN ALL CASES you must sign out with the SDNCO/CQ in BLDG. 304. and IN ALL CASES, you must sign in prior to 2200. **ALL STUDENTS MUST SLEEP IN ASSIGNED BILLETING. IF YOU VIOLATE THE ABOVE CONDITIONS YOU ARE AWOL AND WILL BE DROPPED FROM THE COURSE.**

## **2.7. PHYSICAL FITNESS:**

**2.7.a.** You must take and pass an Institute administered APFT Monday morning of the first week. Students not meeting the APFT standards will be re-tested no sooner than 7 days from the original APFT. The APFT retest will be video recorded.

**2.7.b.** Physical fitness is inherent to the training conducted. You are required to participate in all physical training activities, i.e., PT Sessions, Foot Marches, Patrolling, Land Navigation, etc.

## **2.8. POST EXCHANGE/BARBER:**

The PX on post is open on a limited basis. A schedule showing hours of operation is posted on the building. The barber is open Mondays, Tuesdays, and Thursdays from 1430 to 1800 hours.

## **2.9. STAFF DUTY NCO (SDNCO):**

**2.8.a.** A Staff Duty NCO is on duty each day that students are in residence. You can locate the staff duty in BLDG 304, room 102, (801) 253-5442).

**2.8.b.** The SDNCO is the Commander's representative and you will treat them with due respect. Derogatory conduct toward the SDNCO will result in disciplinary action.

## **2.10. VISITORS:**

**2.10.a.** Members of your unit/command are welcome to visit the Institute. You must coordinate a visit through the First Sergeant or respective course Branch Chief.

**2.10.b.** Civilian visitors report to Institute Headquarters (BLDG. 302). We will notify the student concerned.

**2.10.c.** We do not allow visitors in the training areas without cadre escort.

**2.10.d.** Although we encourage family visiting students at the RTI, we discourage them from staying overnight due to lack of family facilities.

## **2.11. Billeting:**

**2.11.a.** PLDC—Open Bay Billets

**2.11.b.** BNCOC, ANCOG, FSC - Bachelor Enlisted Quarters cost is \$6.00-\$12.00 per day depending on semi or private occupancy and on your building location. Students for these courses will be required to pay for billeting. The cost of the BEQ is reimbursable when you file your travel voucher. These are government quarters.

## **2.12. RECOGNITION:**

Student recognition is based on course requirements; refer to each course for specific awards and requirements.

## **2.13. MESSING:**

Messing is provided through a civilian contractor. Students attending all courses of instruction are provided meals at no cost and are required to eat in the Dining Facility.

# **3. STUDENT CONDUCT**

**3.1. HONOR CODE:** The concept of the honor code is, NCOs do not lie, cheat, or steal. They do not bring discredit upon themselves, the NCO Corps, or the organization they represent. While at the Institute the following points constitute the honor code:

**3.1.a.** NCOs always tell the truth and keep their word without hesitation. An NCOs WORD is their BOND.

**3.1.b.** NCOs do not quibble, cavil, or use evasive remarks.

**3.1.c.** NCOs are honest in all their efforts, and always give 100%.

**3.1.d.** NCOs respect the property and the rights of others.

**3.1.e.** Students will uphold and enforce all policies/standards contained in this student guide.

**3.1.f. Students found in violation of the Honor Code will be dismissed!**

### **3.2. MILITARY BEARING:**

Your military bearing is expected to be of the highest standards. No slouching, leaning against buildings, and when in the presence of Senior NCOs, you will be at parade rest until told to do otherwise. You will not address personnel by their first names. The only acceptable response to a question will include "Sergeant" in the response, i.e. "Yes, Sergeant" or "No Sergeant".

### **3.3. APPEARANCE:**

You are required to maintain personal appearance standards in accordance with AR 670-1. Haircuts and mustaches are worn according to AR 670-1. BDU's are pressed (irons and ironing boards are available), boots highly shined while in garrison, no hands in pockets, etc. Headgear will be worn as prescribed. The beret is the organizational headgear for this school house. The BDU cap is the head gear for all field training exercises.

### **3.4. CONDUCT:**

**3.4.a.** Students assigned to the Institute will conduct themselves as NCOs at all times, on or off duty, on or off post. Any conduct that is unbecoming of an NCO or that is in **violation of the following areas will be grounds for dismissal.**

(1) Public displays of affection or fraternization between students, students and staff or civilian support personnel while on orders with the RTI. (See Para. 3.14)

(2) Disrespectful or insubordinate conduct, disobeying lawful orders (written or oral) of any staff member or of another student assigned to a leadership position.

(3) Violations of the sexual harassment or equal opportunity. Policies are posted on the bulletin boards in all classrooms and in most billeting areas.

(4) Fighting.

(5) Honor code violations as previously stated.

(6) Abuse of alcohol or use/possession of illegal drugs. Disorderly conduct of any kind to include arrest for DUI, possession of alcohol in or around the billets or any other than designated areas will not be allowed.

(7) Use of tobacco products within government buildings or other than designated areas. (See Para 3.8)

(8) Possession of private firearms, live ammunition, or pyrotechnics. The term "Possession" includes self, billets, or POVs. (See Para 4.1.g)

(9) Theft or damage of government, public, or private property.

(10) Leaving post without a pass, failure to sign out/in with the SDNCO.

(11) Failing to be at the appointed place at the appointed time (this includes committee meetings for graduation, etc.)

(12) Failure to perform assigned/additional duties.

(13) Failure to perform as a team member in Platoon and or Squad activities.

(14) Gambling of any kind.

**3.4.b.** Violation of any of the above mentioned areas will be reviewed on a case by case basis.

### **3.5. COUNSELING AND COMPLAINTS:**

**3.5.a.** Your chain of command is available for these items. However, you will attempt to handle all problems at the lowest level possible. If you do not get a satisfactory response then you go up the Chain of Command. This includes personal problems of a nature that are causing academic problems.

**3.5.b.** If you have the desire to file a complaint, you will state the problem in writing and route it through the Chain of Command. If possible, we ask that you provide us with a recommended solution to the problem.

### **3.6. DISCIPLINARY ACTION:**

As a student, you are subject to the rules and regulations of the 640<sup>th</sup> Reg. (RTI) as set forth in this section. All disciplinary action is handled on a case by case basis with the Commandant as the final authority.

### **3.7. ALCOHOLIC BEVERAGES AND CONTROLLED SUBSTANCES:**

ABSOLUTELY NO ALCOHOLIC BEVERAGES are allowed in or around any building (with the exception of the NCO Club and post billeting) at any time. This applies to Regimental facilities only (i.e. classrooms and open bay billeting). Alcohol consumption will be done in moderation. Use or possession of controlled substances on post is

forbidden. If you are found violating any or all of the above mentioned, you are subject to immediate dismissal and/or actions under the UCMJ.

### **3.8. TOBACCO USAGE:**

There will be no use of tobacco products in the classrooms, billets, or other institute buildings. This also includes smokeless tobacco products.

### **3.9. FORMATIONS:**

**3.9.a.** As designated in the training schedule.

**3.9.b.** When directed by the Commandant or his representative.

**3.9.c.** Students will be in formation at least five minutes prior to scheduled formation times.

**3.9.d.** Conduct in formations: There is no talking (except for jodies), no gum or tobacco chewing, no non-conservative eyewear (including sunglasses). Sunglasses may be worn in formation only if you have a legitimate profile, and they are prescription.

**3.9.e.** When marching you are at the position of attention, you do not talk, make on the spot corrections, or the like. All comments will be held until given at ease or rest. You should limit comments and conduct them in the After Action Review format.

### **3.10. MAINTENANCE OF AREAS:**

You will maintain assigned areas while at the Institute (billets, training areas, training rooms, etc.). During duty hours billets will be in a ready for inspection posture at all times. Each Squad Instructor, Student Leader and the First Sergeant conducts daily inspections of assigned areas, to insure compliance with existing SOPs. Questions will be directed through the Chain of Command.

### **3.11. POV's:**

Students are not authorized to use their privately owned vehicles on post for any reason. Driving to and from training, to and from the mess hall, or to sign out/in is not authorized. If used for pass, you will drive your POV directly from the parking area to your off post destination and return to the parking area. The only exception to this rule is for those courses billeted in the South East corner of post and are allowed to park at the billets. They may drive their vehicle to bldg. 304 to sign out/in but must park only in the parking lot south of building 304. Do not use government vehicles to drive to or from the classroom. Parking is allowed in designated areas only.

### **3.12. NCO CLUB:**

The NCO Club is available based on SGL's approval. **IF YOU ARE ON ACADEMIC PROBATION, (FAILURE OF THE INITIAL EXAM) YOU ARE NOT ALLOWED CLUB PRIVILEGES UNTIL SUCH TIME AS YOUR ACADEMIC STANDING HAS IMPROVED.** When you are allowed access to the club, you are required to leave at the time designated by the SGL. Violation of this policy is grounds for dismissal.

### **3.13 OFF LIMITS:**

The female billeting area, (Bldg. 4110, & 808), is off limits to all male personnel. The male billeting area, (BLDG. 413, 628,629, & 630), is off limits to all female personnel. Exceptions are formal inspections conducted by the Squad instructors.

### **3.14. STUDENT/STAFF RELATIONSHIPS:**

These relationships are strictly formal at all times. Fraternalization between students and staff is **NOT** authorized and will **NOT** be tolerated under any circumstances. Relationships between students will be of a professional nature at all times.

### **3.15. SICK CALL:**

Sick call is conducted per the schedule posted on the bulletin board in each classroom. Before going to sick call you obtain a DD Form 689 (Sick Slip) from the Course Manager, or their representative, and then take it to the Troop Medical Clinic (BLDG. 620). You return the sick slip to the Course Manager, or their representative, immediately upon completion of sick call. Medical personnel will not see students who do not obtain a sick slip first. After the designated sick call times, the TMC will provide treatment only for emergencies or if you are in obvious pain. After duty hours and on weekends you must contact the SDNCO in BLDG 304 at (801) 253-5442.

### **3.16. SECURITY:**

**3.16.a.** Camp Williams is a full time, multi-service, training facility and as such, security is a prime concern. It is imperative that you lock all buildings when not in use. Also, the keys to the bays will unlock only the doors leading directly into that particular bay. The foyers must also remain locked at all times. **Lock billets when unoccupied.** Do not block open the main foyer doors or bay doors when leaving the billets.

**3.16.b.** It is your responsibility to safeguard all valuables and personal equipment. Do not leave valuable items or equipment unsecured as a temptation for a thief. Valuables may be secured in Building 502 (RTI Supply).

**3.16.c.** In open bays, wall lockers are provided for your security. Make sure they remain locked at all times when you are not in the immediate vicinity. Do not use high security

locks. If you lose your keys or lock them in your locker, the SDNCO in BLDG. 304 has a set of bolt cutters.

### **3.17. APPEALS:**

Students recommended for release from the course for adverse reasons (misconduct, academics (including APFT failures, etc) are entitled to have the recommendation for elimination referred to a Disinterested SGM who will make the final decision as to the students status. AR 350-1 provides specific guidance on the appeals process.

## **4.SAFETY**

### **4.1. SAFETY:**

Safety is everybody's responsibility. Anytime you observe a safety violation do not hesitate to make on-the-spot corrections. The Adjutant General of Utah will back any person who attempts to correct a safety violation. As military leaders, SAFETY starts with you. During your stay at Camp Williams, you will observe the following rules:

**4.1.a** The speed limit on post is 20 MPH, and in the maneuver area is 30 MPH. When troops are marching in the area, the speed limit is 5 MPH.

**4.1.b** Whether you are in a military vehicle or civilian one, you must use the seat belts.

**4.1.c** At no time will you load or unload from a 2.5-ton truck with the tailgate up. **You will not jump from the truck.**

**4.1.d** You will not move a military combat vehicle that is equipped with safety straps until they are in place

**4.1.e** At **NO TIME** will you, as a student, be allowed to employ pyrotechnics of any kind.

**4.1.f** Weapons, even though equipped with blank firing devices, are still potentially dangerous if used unwisely. Never point a loaded or unloaded weapon at personnel at any time. When using the weapon during missions, never fire the weapon within ten meters of other personnel. When the weapon is not in use it will be on SAFE and appropriately cleared. At no time will you have a weapon, which has blank ammunition in it, in a garrison environment.

**4.1.g** **You are not authorized to bring personal weapons, live ammunition, pyrotechnics or blank ammunition onto post.** If you have any of the above-mentioned items in your possession, you should immediately turn them into 640<sup>th</sup> RTI Supply (BLDG. 502) or Headquarters (BLDG. 302). Failure to do so will result in your immediate dismissal from the course and/or CRIMINAL PROSECUTION.

**4.4.h** Fire is always a danger. Be sure to read the fire evacuation plans posted in all buildings. There is absolutely **"NO SMOKING"** except in designated areas.

## **4.2. Energy Conservation:**

**4.2.a** When the billets are not in use the thermostats should be set at 60 degrees.

**4.2.b** Turn the lights off when they are not in use.

## **4.3. Wildlife:**

Camp Williams has an abundant variety of wildlife. Please do not disturb it while you are here. TICKS: If you have a tick imbedded in your skin, DO NOT ATTEMPT TO REMOVE IT YOURSELF. The full time medical staff on post will remove it for you. SPIDERS: During your training you will be briefed on spiders and the accompanying symptoms of a bite.

# **5. PLDC COURSE INFORMATION**

## **5.1. GENERAL INFORMATION:**

The Primary Leadership Development Course (PLDC) is a 15-day resident course. PLDC produces competent junior NCO's who are qualified team/section/squad leaders, trainers of leaders and warfighting skills, evaluators and counselors, conductors and participants in individual and collective training, performer and teachers of leader skills, knowledge, and attitudes. PLDC instills self-discipline, professional ethics, and establishes the foundation for further training and leader development. PLDC is conducted in a challenging, live-in, leadership-intensive, Non-commissioned Officer Academy environment.

## **5.2. CURRICULUM PLAN:**

The course has six (6) blocks of instruction:

Leadership, Verbal Communication, Resource Management, Training Management, Professional Skills, and Military Studies.

## **5.3. ACADEMIC SUBJECTS:**

There are 148 hours of academic subjects in PLDC-RC. (See PLDC Course Map, 5.11.).

## **5.4. EXAMINATIONS:**

**5.4.a** We administer five examinations during the course:

- (1) Three written (one map reading)
- (2) One land navigation performance (hands -on)
- (3) APFT

**5.4.b** Other graduation requirements include:

- (1) Evaluation of leadership in a garrison environment (to include student-lead PT/D&C).
- (2) Evaluation of leadership in a field environment.
- (3) Evaluation of student led training in the classroom.
- (4) Full participation in the FTX.

## **5.5 STANDARDS:**

**5.5.a** The determination as to whether you satisfactorily completed the course rests with the Cadre and Institute Commandant. This is based upon how you complete each of the subject areas.

**5.5.b** You must achieve a 70% passing score on all exams, with the exception of the Land Navigation performance exam, which requires a passing score of 75%. If you receive a "NO-GO", we will retrain and retest you. We administer a maximum of one retest per exam/evaluation. If you do not receive a "GO" during the retest we mark your records accordingly and dismiss you from the course.

**5.5.c** When you have an authorized absence from training, it is your responsibility to stay abreast of the subject matter. If you miss four hours of training you may be dismissed from the course. If circumstances beyond your control arise (i.e., sickness) the Commandant may determine if you have sufficient tactical and technical proficiency to graduate.

## **5.6. TRAINING METHOD:**

At the 640<sup>th</sup> RTI we use the small group method to train PLDC (two instructors per sixteen students). Squads are based on a mixture of backgrounds and professional experience (i.e., combat arms, combat support and combat service support). You will maintain group integrity throughout the course, in class, physical training, movements, messing, field training and all other activities.

## 5.7. STUDY HALL:

Study halls are available in the training rooms each evening until 2230. Any necessary texts and materials are available from your Small Group Leaders (SGL's) upon request.

## 5.8. COUNSELING:

Your assigned SGL is responsible for academic and leadership development counseling to determine the cause of academic or attitude problems. You may request SGL assistance at any time

## 5.9. CADRE INSTRUCTORS:

**5.5.a** As your role models, the cadre instructors/facilitators lead by example and share your hardships in the field.

**5.5.a** They wear the same uniform as you, including load-bearing equipment.

**5.5.a** We do not use separate cadre as "TAC" NCO's nor do we practice "TAC" stress techniques.

## 5.10. FIELD DUTY HOURS:

During the second week of training, you are in the field for three (3) days and two (2) nights. Training and rest hours are based upon mission accomplishment and other conditions.

## 5.11. PLDC COURSE MAP:

### PLDC COURSE OVERVIEW

PFN	Lesson Title	Hours
L221	Introduction to Army Leadership	1
L222	What a Leader must Be, Know, Do	3
L223	The Human Dimension Role in Leadership Development	4
L224	The Four Direct Leadership Skills	4
L225	The Three Direct Leadership Actions	3

L226	Maintain Discipline	4
L227	Enforce the Equal Opportunity Program	3
L228	Conduct Developmental Counseling	5
L229	Financial Management	2
L230	The Army Writing Style	
L231	Commandant's Orientation	1
L232	Introduction to PLDC	2
L233	History of the NCO	2
T221	Risk Management	2
T222	After Action Review	2
T223	Training the Force	10
T224	Physical Fitness	10
T228	Drill and Ceremony	4
T229	Wear and Appearance of the Uniform	4
T230	Supervise PMCS	2
T231	Supply Procedures	1
T240	PLDC Army Suicide Prevention Program (Awareness)	2
W221	Map Reading	13
W222	Combat Orders	4
W223	Conduct Movement	6
W224	Occupy an Assembly Area	4
W225	Combat Operations	5
W226	Land Navigation	12
W227	PLDC Situational Training Exercise	24

	<b>Examinations and Performance Evaluations</b>	
WE01	Written Examination 1	2.5
W221	Land Navigation Course Performance Evaluation	4
W223	Individual Training Performance Evaluation	4
W224	Physical Fitness Training Performance Evaluation	4
W228	Drill and Ceremony Performance Evaluation	1
LSEVAL	Demonstrated Leadership Performance Evaluation (Garrison)	
LSEVAL	Demonstrated Leadership Performance Evaluation (Tactical Environment)	
APFT	Army Physical Fitness Test	

## **5.12. STUDENT RECOGNITION:**

PLDC students will receive an award for an academic average over 97% with no negative counseling. A CSM Certificates for students who score above 290 on the AFPT and for students who score over 300 will receives a certificate and coin.

# **6. BASIC NON-COMMISSIONED OFFICER COURSE**

## **6.1. GENERAL INFORMATION:**

The Basic Non-commissioned Officer represents the second level of the Army Non-Commissioned Officer Professional Military Education, under the Non-Commissioned

Officer Education System (NCOES). This guide addresses Phase 1 (Common Leader Training) only. Phase 1 is a Stand Alone (TATS configured) 12 day resident course, with 1 additional day for travel, consisting of 72 hours of instruction.

BNCOC training is demanding and is based on an 8-hour classroom day. This course provides training in leadership skills, which are common to all skill level 3 Non-Commissioned Officers. The course is designed in an intensive manner. The instructional content is built around a central theme: Learn the leader skills to fight, win, and survive on the Air Land Battlefield to counter the Threat.

## **6.2. PURPOSE:**

To prepare Staff Sergeants and selected promotable Sergeants to perform the duties and execute the responsibilities of noncommissioned officers. To use the small group instruction process to teach the theory and principles of battle focused common core training and war-fighting skills required to lead a squad/section-size element in combat.

## **6.3. SCOPE:**

Trains only Staff Sergeants and selected promotable Sergeants in leadership skills, NCO duties, responsibilities and authority, and how to conduct performance-oriented training. The course produces battle competent NCOs who are qualified squad/section sergeants, team/section leaders, evaluators, counselors, conductors or participants in individual and collective training, and performers/teachers of leader skills, knowledge, and attitudes. The course is non-MOS specific, taught in a live-in environment using small group instruction, cadre personnel assess the students' leadership potential and evaluate their ability to apply lessons learned to effectively lead in a tactical environment. BNCOC provides opportunity for education, to learn war-fighting skills, and to gain experience.

## **6.4. COURSE GRADUATION REQUIREMENTS:**

To achieve course graduation requirements, the student must score 70 percent or better on the written examinations and achieve a "GO" on the performance evaluations:

- E303, Written Examination.
- E302, Graphics and Overlays Exam.
- E301, Army Physical Fitness Test.
- Military Briefing Evaluation.

## 6.5. CURRICULUM PLAN:

The curriculum is divided into six blocks of instruction: Leadership Skills, Training Skills, and War-fighting Skills. Students are placed in various leadership positions and evaluated throughout the course.

## 6.6. COURSE MAP:

No.	PFN	Lesson Title	Hours
		In-processing/Weigh-In	
	E301	Army Physical Fitness Test (APFT)	
		Introduction to BNCOC	
1	L321	Implement Measures to Reduce Combat Stress	2
2	L322	Develop Subordinate Leaders in a Squad	4
3	L323	Motivate Subordinates to Improve Performance	2
4	L324	Apply Leadership Fundamentals to Create a Climate that Fosters Ethical Behavior	2
5	L326	Communicate Effectively in a Given Situation	2
6	L327	Enforce the Equal Opportunity Program	1
7	L328	Counsel Subordinates	5
8	L329	Financial Management	2
9	L330	The Army Writing Style	2
10	L331	Conduct A Military Briefing	5
11	L333	The Noncommissioned Officer Evaluation Reporting System: Rater Qualifications/Responsibilities	2
12	L334	The Army's Homosexual Policy	1
13	T321	The Risk Management Process	2
14	T323	Implement Training Management at the Squad Level	2
15	T325	Develop Tactical Resupply	1

16	T330	Supervise Squad-Level PMCS	1
17	T340	Suicide Prevention	2
18	W321	Graphics and Overlays	8
19	W322	Plans, Orders, and Annexes	2
20	W323	Troop Leading Procedures	3
21	W324	NBC Operations	2
22	W325	Squad Tactical Operations	10
23	W326	Intelligence and Electronic Warfare (IEW) Operations	2
24	W330	Joint Operations	1
25	E303	Written Examination	3
	E303	Written Examination Retest	0
26	E302	Graphics and Overlays Exam	3
	E302	Graphics and Overlays Exam Retest	0
		Graduation	0
		Total Hours:	72
		<b>Note:</b> Administer the APFT during the first 72 hours of the course.	

### 6.7. PROGRAM OF INSTRUCTION:

The United States Army Sergeants Major Academy initiated and developed the POI used at the RTI.

### 6.8. STANDARDS:

Appendix D (Student Evaluation Plan, pages SH-1-1 thru SH-3-1) as per the CMP/POI.

### **BNCOG Student Evaluation Plan:**

### **6.8.a. Purpose and Scope**

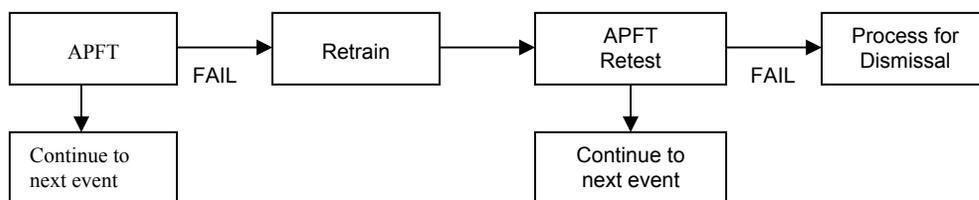
(1) This Student Evaluation Plan (SEP) establishes student responsibilities and course requirements for graduation.

(2) This SEP identifies the requirements for course evaluations and performance standards, general standards (height and weight, APFT, etc.), counseling, retraining and re-testing, relief, academic performance ratings, grievances and redress procedures, and challenging training.

(3) The purpose of this course is to prepare selected promotable sergeants and staff sergeants to perform the duties and execute the responsibilities of noncommissioned officers. It teaches the theory and principles of battle focused common core training and war-fighting skills required to lead a squad/section-sized element in combat, using the small group instruction process.

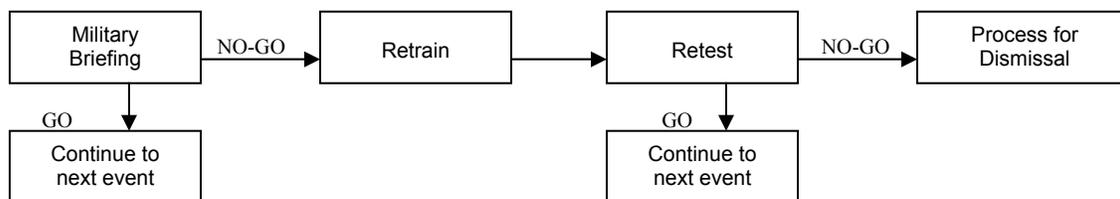
**6.8.b. Academic Grading and Test Plan:** Student evaluations will be both written and performance based. Initial failures will result in retraining and one retest. A detailed explanation of the Academic Evaluation Report (AER) ratings is in paragraph 5. The major categories of evaluation are:

(1) **Army Physical Fitness Test (APFT) (E301).** Soldiers attending this course must take and pass the APFT prior to the end of the course. Students will take the standard APFT within the first 72 hours of arrival. Soldiers with permanent profiles will take the APFT with alternate test events; the APFT must include an aerobic event. **The passing grade is 180 points (60 points per event) and is a graduation requirement.** Students who fail the initial test will retest between day 7 and day 12 after the initial APFT. Students who fail the APFT retest will be dismissed for failure to meet APFT standards. Soldiers failing the initial APFT and found medically unqualified to retest within the required period of time will receive a medical dismissal. The following flowchart graphically depicts the flow process for the APFT.



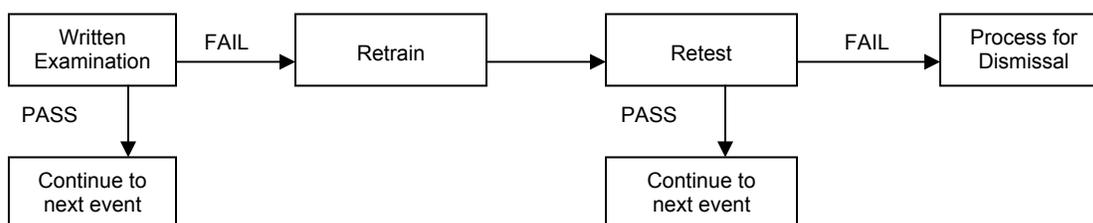
(2) **Military Briefing Evaluation.** The Military Briefing Performance Evaluation requires the student to demonstrate an ability to properly conduct a military briefing in accordance with Lesson L331, Conduct a Military Briefing. Students must Plan, prepare, and conduct An Information Briefing that quickly and clearly conveys the bottom line. Students have six minutes (plus or minus – two minutes) to present the briefing. Students must receive a overall “GO” to pass. This is a graduation requirement. Students who fail the initial evaluation will undergo remedial/refresher training and be

given one retest. The academy will dismiss from the course any student who fails the retest for failure to meet course standards. The following flowchart graphically depicts the flow process for the Military Briefing.



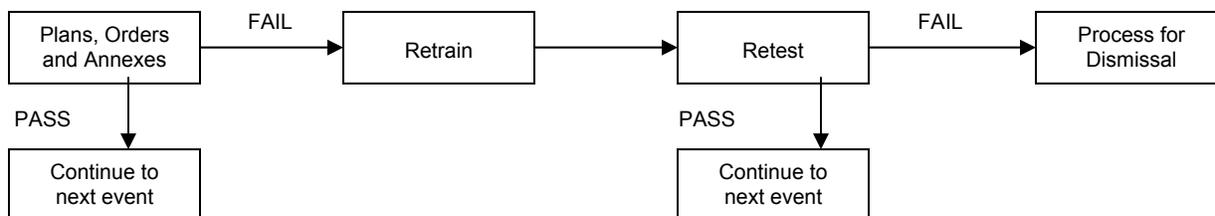
Students earning a final NO-GO on this academic performance evaluation activity will receive an "Unsatisfactory" rating in oral communication on their DA Form 1059. The Chain of Command will refer students who fail the re-evaluation to the Academy Commandant for academic relief consideration.

**(3) Written Examinations (E303).** The Written Examination is an open book, performance-based multiple choice examination that requires the student to select the best correct answer by applying knowledge to solve problems in an environment that simulates the soldier's duty position. Students may use their Advance Sheets, Practical Exercises, appropriate publications issued for the course, personal notes, and calculators. Students must demonstrate their knowledge of the subject or their research ability in finding the correct answer. The passing grade is 70 percent. **This is a graduation requirement.** Students who fail the initial examination will undergo remedial/refresher training and be given one retest. The academy will dismiss from the course any student who fails the retest for failure to meet course standards. The following flowchart graphically depicts the flow process for the Written Examination.



**(4) Graphics and Overlays Exam (E302).** The Graphics and Overlays Examination is an open book, performance-based multiple choice examination that requires the student to select the best correct answer by applying knowledge to demonstrate an understanding of military graphics and overlays. Students may use their Advance Sheets, Practical Exercises, appropriate publications issued for the course, personal notes, and calculators. Students must demonstrate their knowledge of the

subject or their research ability in finding the correct answer. This examination covers POI File W321 and W322. The passing grade is 70 percent. **This is a graduation requirement.** Students who fail the initial examination will undergo remedial/refresher training and be given one retest. The academy will dismiss from the course any student who fails the retest for failure to meet course standards. The following flowchart graphically depicts the flow process for the Graphics and Overlays Exam.

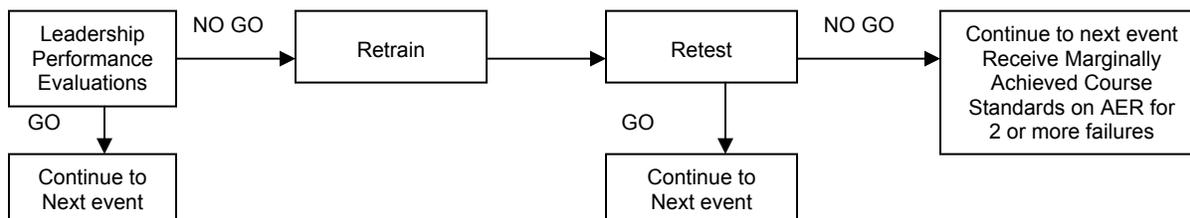


**(5) Leadership Performance Evaluations.** The Leadership Performance Evaluations are performance tests that require the student to lead soldiers in various activities and assume a leadership position in order to demonstrate their leadership ability and skills. There are FIVE leadership activities:

- Physical Fitness Training Session
- Drill and Ceremonies (D&C)
- Risk Assessment
- After Action Review (AAR)
- Student Discussion Leader (SDL)

The Leadership Performance Evaluations are not graduation requirements.

The SGL will counsel each student on their strengths, weaknesses, and ways to improve. There is no retest requirement for the Leadership Position Evaluation. The following flowchart graphically depicts the flow process for the Leadership Performance Evaluations.



The proponent for the Leadership Performance Evaluations is USASMA. Students earning a final "NO GO" on any two or more re-evaluations will receive a "Marginally Achieved Course Standards" on their Academic Evaluation Report (AER), DA form 1059. Students with final NO-GOs will continue to train.

## **6.9. GENERAL STANDARDS:**

**6.9.a. Minimum Achievements.** Students must complete all graded requirements/graduation requirements, all homework assignments, all Practical Exercises, and all Performance and Leadership Performance Evaluations. Students will attend all classes and training activities. Students will participate in all training activities and shall serve as Student Discussion Leaders (SDL's), where they will lead the discussion of certain classes. To graduate, students must complete each graduation requirement to the established standard. Failure to pass any of the graduation requirements will constitute failure to meet course standards and the student will not graduate. Students will only receive one retest.

**6.9.b. Standards of Conduct.** Students will conduct themselves in the manner expected of a noncommissioned officer. This includes demonstrating law abiding personal conduct and behavior, both on and off duty. The NCO Academy Commandant may relieve students from the course for any conduct or behavior that violates any, local, state, or federal law (including the Uniform Code of Military Justice), or for any conduct or behavior that violates any DOD, Army, or local regulation or policy. This includes, but is not limited to, substantiated cases of lying (oral or written, sworn or unsworn), cheating, plagiarism, and improper relationships, for example: (senior-subordinate or student-cadre). Students shall be at their appointed place of duty on time. Students demonstrating a pattern of lateness may receive dismissal. See paragraph 3e below for more information regarding relief actions.

**6.9.c. Weight Standards.** Students will weigh-in during in-processing. If a student exceeds the screening table weight, administer the tape. If he/she exceeds body fat standards of AR 600-9, the NCOA will deny enrollment. Additionally, the 640<sup>th</sup> will send a memorandum to the first General Officer in the student's chain of command. The NCOA Commandant may direct that a student weigh-in at any time during the course IAW AR 600-9. If the student exceeds the body fat standards of AR 600-9, the chain of command will refer the student to the Commandant or a designated representative for dis-enrollment consideration.

**6.9.d. Physical Fitness Standards.** Students must meet physical fitness standards outlined in AR 350-41. Students will take a record APFT. Students failing the initial APFT will not be eligible to receive a "Superior" rating in leadership on the DA Form 1059 (AER). (If the student fails the APFT retest, the chain of command will refer the student to the NCOA Commandant or a designated representative for dis-enrollment

consideration.) Additionally, the 640<sup>th</sup> will send a memorandum to the first General Officer in the student's chain of command. Students with permanent medical profiles will take part in daily PT within their profile limitations. Those students receiving an injury during PT which will preclude them from meeting minimum course requirements will be consider for administrative relief.

**6.9.e. Academic Retraining/Retesting.** The SGL formally counsels the student and coordinates retraining/retesting time during non-POI time. Following retraining, the student will be allowed one retest. Retests for written exams will occur within 24 hours of the initial failure. Performance retest should occur within 72 hours of the initial failure.

**6.9.f. Relief Actions.** We expect students to attend all class sessions, complete all assignments, and conduct themselves in a manner expected of a noncommissioned officer. The Commandant may relieve students from the course for failing to meet academic standards, or for administrative reasons, including misconduct.

**(1) Academic Relief.** Academic relief occurs when the student fails to meet the academic standards set forth in this SEP.

- Administrative Relief. Administrative relief occurs under circumstances which do not merit academic relief, but which otherwise support one or more of the following conclusions:
  - The student's personal conduct is such that the student's continuation in the course is not appropriate.
  - The student's continuation in the course will be prejudicial to the interests of other students in the class.
  - It is extremely unlikely that the student can successfully meet the standards established for graduation. Examples of the circumstances that may serve as a basis for administrative relief includes but are not limited to, the following:
    - Misconduct. Relief for misconduct occurs when the student engages in conduct or behavior that violates law, regulation, or policy (see the standards of conduct paragraph 3.4.a of this Student Evaluation Plan). No formal adjudication of guilt by a military or civilian court or by a commander under Article 15, UCMJ is necessary to support relief under this paragraph.
    - Missing more than four consecutive class hours as a result of excused absences due to injury, illness, or personal emergencies. The SGL will counsel any student who has missed more than four consecutive class hours. Forward the counseling statement through the chain of command to the Commandant for consideration for relief.

- Exceeding the body fat standards of AR 600-9 at any time during the course.
- Engaging in conduct or behavior which does not constitute a violation of any law, regulation, or policy, but which demonstrates a lack of the motivation, attitude, or other personal or professional trait that we can reasonably expect of a noncommissioned officer.

**(3) Processing Relief Actions.** Initiate and process relief actions according to the standards found in AR 350-1. All appeals to relief actions will be reviewed by the Staff Judge Advocate and referred for final action to a disinterested Sergeant Major (appointed by the first General Officer in the chain of command) not assigned to the NCO Academy.

**6.9.g. Counseling:** The SGL will conduct periodic counseling sessions with students throughout the course to review academic and performance progress and discuss professional development. The minimum counseling sessions conducted will be Initial, and End of Course. Formally counsel students for failing any of the Academic or Performance Evaluations/Exams. The End of Course counseling will cover their overall performance for the course and contain a developmental action plan. The End of Course Counseling will be the basis for comments on the DA form 1059 (AER). Conduct other counseling sessions as necessary. The SGL will complete a counseling form, DA Form 4856E, for every student formally counseled. All developmental counseling will be conducted IAW FM 22-100.

**(1)** SGL will formally counsel students whenever they fail to meet the standards for this course.

**(2)** SGL will formally counsel students whenever they fail to be at their appointed place of duty on time. SGL will refer students who are late a second time to the Senior Small Group Leader (SSGL). The SSGL may refer the student through the chain of command to the Commandant for relief consideration. The SGL may refer students who demonstrate a pattern of lateness (three or more) to the Commandant through the chain of command for relief consideration from the course.

## **6.10. Academic Performance:**

The SGL evaluates the student's academic performance and annotates it on a DA Form 4856 E, and on the Academic Evaluation Report (AER), DA Form 1059. Students earn evaluation ratings according to the following:

### **6.10.a. Performance Summary, AER, Block 13.**

**(1) "EXCEEDED COURSE STANDARDS"**- To exceed course standards, a student must:

- Receive a passing score on **INITIAL** written examination and Graphics and Overlay Exam with an overall average of 90 percent or higher.
- Receive an **INITIAL** "GO" on the Military Briefing evaluation.
- Receive an **INITIAL** "GO" on the Leadership Performance evaluation.
- Complete all Home Study assignments/independent study lessons and homework assignments on time.
- Participate fully in all BNCOC activities.
- Receive superior on three of four ratings, one of which must be item 14c, Leadership Ability, and no unsatisfactory ratings in block 14 of the student AER.
- Receive no negative counseling statements (other than academic).
- Pass the **INITIAL** APFT.
- Demonstrate the "Whole Soldier Concept" and display superior performance throughout the course.

**NOTE:** Limit the **"Exceeded Course Standards"** block to those students whom the Commandant considers deserving. No more than 20 percent of the class enrollment is authorized IAW AR 623-1, Academic Evaluation Report System. If more than 20 percent of student exceeds course standards, student academic scores will determine the outcome. Students may achieve all superior ratings on their DA Form 1059 and not exceed course standards.

**(2) "ACHIEVED COURSE STANDARDS"**- To achieve course standards, the student must:

- Pass the Written Examination and Graphics and Overlay Exam.
- Receive a "GO" on the Military Briefing Evaluation.
- Receive a "GO" in at least four of the five Leadership Performance Evaluations.
- Complete all Home study assignments/independent study lessons and home work assignments
- Participate fully in all BNCOC activities.
- Receive at least three SATISFACTORY or above ratings in the Demonstrated Abilities Block, (item14) of the DA Form 1059.

- Receive no more than **ONE** negative counseling statement (other than academic).

**(3) "MARGINALLY ACHIEVED COURSE STANDARDS"** - A student will marginally achieve course standards if any of the following apply:

- Receives a final "**NO GO**" on two or more Leadership Performance evaluations.
- Receives more than **TWO** negative counseling statements (other than academic).
- Receive no more than two UNSATISFACTORY (UNSAT) ratings in the Demonstrated Abilities Block (item 14) of the DA Form 1059.
- Fails to participate fully in all BNCOC activities.

**(4) "FAILED TO ACHIEVE COURSE STANDARDS"** - A student will fail to achieve course standards if any of the following apply:

- Receives less than 70 percent on the final Written examination or the Graphics and Overlays exam.
- Receives a final "**NO GO**" on the Military Briefing Evaluation.
- Fails to pass the APFT.
- Is relieved from the course for disciplinary reasons or violations of the standards of conduct outlined in paragraph 3a.
- Receives an unsatisfactory rating in three or more areas listed in block 14 of the AER, DA Form 1059.
- Fails to meet height and weight standards IAW AR 600-9 after enrollment.

**6.10.b. Item 14b - WRITTEN COMMUNICATION.** NCO Academies will not evaluate Written Communications

**6.10.c. Item 14b - ORAL COMMUNICATION.** Academies will base the Oral communication rating primarily on the Military Briefing Performance Evaluation. They will also consider the student's performance as Student Discussion Leader (SDL), and any other communication requirements during the course.

**(1) SUPERIOR** – To receive a "SUPERIOR" rating a student must receive a "GO" in all area's on the Military Briefing Performance Evaluation, no negative counseling statement from his/her performance as SDL, and no "NO-GO" rating on any oral communication requirements during the course.

**(2) SATISFACTORY** – To receive a "SATISFACTORY" rating a student must receive an overall "GO" rating on the Military Briefing Performance Evaluation, no negative counseling statement from his/her performance as SDL, and no "NO-GO" rating on any oral communication requirements during the course.

**(3) UNSATISFACTORY** – To receive an "UNSATISFACTORY" rating a student must receive more than ONE negative counseling statement for poor oral communication skills (e.g., excessive use of profanity, or poor voice control). Should a student receive a "NO-GO" rating for the Military Briefing Performance Evaluation, he/she shall receive a "FAIL TO ACHIEVE COURSE STANDARDS, and will not graduate.

**6.10.d. Item 14c - LEADERSHIP SKILLS.** Leadership ratings will be based primarily on the Leadership Performance Evaluations rating. They will also consider the student's performance while they served in any other position.

**(1) SUPERIOR** - To receive a "SUPERIOR" rating a student must receive a first time "GO" on all Leadership Performance Evaluations, and no negative counseling statements from his performance while in any other leadership positions.

**(2) SATISFACTORY-** To receive a "SATISFACTORY" rating a student must receive an overall "GO" rating on at least THREE of the Leadership Performance Evaluations, and no more than ONE negative counseling statements from his performance while in any other leadership positions.

**(3) UNSATISFACTORY-** To receive an "UNSATISFACTORY" rating a student must receive a "NO-GO" rating on two or more of the Leadership Performance Evaluations, and no more than TWO negative counseling statements from his/her performance while in any other leadership positions. A negative counseling statement for apathy, poor attitude, or failure to fully participate in training events will result in an **AUTOMATIC "UNSATISFACTORY"** rating.

**6.10.e. Item 14d - Contribution to Group Work:** Academies will base the Contribution to Group Work rating primarily on the student's participation in the lesson discussions and practical exercises.

**(1) SUPERIOR** -To receive a "SUPERIOR" rating a student must consistently enhance training by sharing his/her experiences, receive no negative counseling statements regarding class/group participation or failure to complete reading/homework assignments, or failure to prepare for class, contribute above and beyond that of fellow classmates, and receive an overall "SUPERIOR" rating for their contribution throughout the course.

**(2) SATISFACTORY** - TO receive a "SATISFACTORY" rating a student must actively participate in classroom discussions, and receive no more than ONE negative

counseling statement for poor class participation, disruptive behavior, or lack of participation.

**(3) UNSATISFACTORY** - To receive an "UNSATISFACTORY" rating a student must receive **Two** or more negative counseling statements for poor class participation, disruptive behavior, lack of participation, failure to complete reading/homework assignments.

**6.10.f. Item 14e - Research Ability** - Academies will base the Evaluation of Student's Research Ability rating primarily on the student's Written Examination and Graphics and Overlays Examination.

**(1) SUPERIOR** - TO receive a "SUPERIOR" rating a student must obtain a final Grade Point Average (GPA) of 90.00 percent or higher on the initial examination.

**(2) SATISFACTORY** - To receive a "SATISFACTORY" rating a student must obtain a final Grade Point Average (GPA) between 89 and 70 percent on the initial examination.

**(3) UNSATISFACTORY** - To receive an "UNSATISFACTORY" rating a student must receive less than 70 percent on the initial and subsequent retest on the written examination or the Graphics and Overlays Examination. The student may also receive two or more negative counseling statements for failure to complete reading/homework assignments or failure to prepare for classes.

## **6.11. Student Grievances and Redress:**

The NCO Academy Commandant established the following policies and procedures to protect soldiers' rights and to rectify inconsistencies in the evaluation of student performance.

**6.11.a.** Grievances that are purely academic in nature must first be discussed with the Small Group Leader (SGL), and then the Course Manager, whose decision is normally final.

**(1)** In cases where discrimination or violation of policy may be involved, the student should use the chain of command up to the NCOA Commandant to seek resolution of any and all issues.

**(2)** A student may seek the assistance of the Inspector General (IG) at any time. The student will inform the NCOA chain of command if he/she desires to see the IG during duty time.

## **6.12. Challenging Training:**

The Stand Alone Common Core TASS (Phase I) BNCOC does not have a test-out policy. Students may not get credit or take any test prior to receiving the training.

### **6.13. EXPLANATION OF TERMS FOUND IN THE TRAINING SCHEDULE:**

**6.13.a. Commandant's Time:** Commandants time is personal time used for personal preparation. This includes time for laundry, haircuts, uniform prep, shopping for supplies and assignment preparation, and religious services.

**6.13.b. Study Hall:** Study halls will be conducted in the classrooms at the discretion of the Senior Small Group Leader (SSGL), the Student Leader will be responsible for the conduct of the study hall and will be present during its duration.

**6.13.c. Remedial training:** Students receiving a No-Go on any written examination or any evaluated area will receive remedial training under the direction of the SGL. Remedial training will be conducted after the soldier has been counseled by the SGL. Once the soldier has received counseling concerning their NO-GO the SGL will select a peer trainer to work with the soldier. The SGL will brief the peer trainer on their responsibilities. The peer trainer will aid the soldier in reviewing, studying, and improving the weaknesses that were identified in the counseling session. Remedial training will be conducted to ensure that the soldier has a reasonable chance to meet the standard on the retest.

**6.13.d. Breakfast, Lunch, and Dinner:** Meals will be served during the hours posted in the Training Schedule, unless otherwise notified, in building 503 the dinning facility. Student Leaders are required to march their Squads to all meals. Due to the nature of funding for the contract mess, any missed meals will require a 48 hour notice.

**6.13.e. Out-processing and Billeting:** All students will have their Billeting paid for NLT COB on Friday of the first week of the course. You will not receive a diploma until your billeting bill has been paid.

**6.13.f. Dismiss / Sign-out / Travel:** No student will be dismissed prior to signing out with his or her instructor. No flight times will be earlier than 1300 on graduation day, without prior approval of the course manager. Room keys will be given to the bus driver or the billeting office. Proof of your bill being paid must be given to your SGL. Buses will leave the billeting area as per schedule, and POVs will be allowed to leave.

### **6.14. STUDENT RECOGNITION:**

We do not recognize an Honor Graduate for this course. A CSM Certificates for students who score above 290 on the AFPT.

## **7. ADVANCED NON-COMMISSIONED OFFICER COURSE**

### **7.1. GENERAL:**

The Advanced Non-commissioned Officer represents the fourth level of the Army Non-Commissioned Officer Professional Military Education, under the Non-Commissioned Officer Education System (NCOES). This guide addresses Phase 1 (Common Leader Training) only. Phase 1 is a Stand Alone (TATS configured) 12 day resident course, with 1 additional day for travel, consisting of 74 hours of instruction.

ANCOC training is demanding and is based on an 8-hour classroom day. This course provides training in leadership skills, which are common to all skill level 4 Non-Commissioned Officers. The course is designed in an intensive manner. The instructional content is built around a central theme: Learn the leader skills to fight, win, and survive on the Air Land Battlefield to counter the Threat.

### **7.2 PURPOSE:**

To prepare Sergeants First Class (SFC) and selected promotable Staff Sergeants (SSG) to perform the duties and execute the responsibilities of noncommissioned officers. To teach the theory and principles of battle focused common core training and war-fighting skills required to lead a platoon-size element in combat.

### **7.3 SCOPE:**

Trains only SFCs and selected promotable SSGs in leadership skills, NCO duties, responsibilities and authority, and how to conduct performance-oriented training. This course produces battle competent NCOs who are qualified squad/section sergeants, team/section leaders, evaluators, counselors, conductors or participants in individual and collective training, and performers/teachers of leader skills, knowledge, and attitudes. This course is non-MOS specific, taught in a live-in environment using small group instruction, cadre personnel assess the students' leadership potential and evaluate their ability to apply lessons learned to effectively lead in a tactical environment. ANCOC provides opportunity for education, to learn war-fighting skills, and to gain experience.

### **7.4 COURSE GRADUATION REQUIREMENTS:**

To achieve course graduation requirements, the student must score 70 percent or better on the written examinations and achieve a "GO" on the performance evaluations:

- E403, Written Examination.
- E402, Plans, Orders, and Annexes Exam.
- E401, Army Physical Fitness Test.
- Military Briefing Evaluation.
- Memorandum for Decision Evaluation

## 7.5 CURRICULUM PLAN:

The curriculum is divided into seven blocks of instruction: Leadership Skills, Training Skills, and War-fighting Skills. Students are placed in various leadership positions and evaluated throughout the course.

## 7.6 COURSE MAP:

No.	PFN	Lesson Title	Hours
		In-processing/Weigh-In	
		Introduction to ANCOC	
	E401	Army Physical Fitness Test (APFT) * (See Note)	0
1	L422	Develop Subordinate Leaders In a Platoon	3
2	L423	Motivate Subordinates to Accomplish Unit Mission	3
3	L424	Apply the Ethical Decision-Making Method at Small Unit Level	2
4	L425	Develop a Cohesive Platoon-Sized Organization	2
5	L426	Communicate Effectively As a Leader	2
6	L427	Enforce Equal Opportunity Program	2
7	L428	Counsel Subordinates	5
8	L429	Financial Management	2
9	L430	The Army Writing Style	2
10	L431	Brief to Inform, Persuade or Direct	5
11	L432	Write to Persuade a Decision Maker To Choose a Course of Action	2

12	L433	NCOER-Senior Rater Qualifications/Responsibilities	1
13	L434	The Army Homosexual Policy	1
14	T421	Risk Management	2
15	T423	Training Management In a Platoon	2
16	T424	Implement a Total Fitness Program In a Platoon	2
17	T427	Stress Management	2
18	T428	Conduct Search and Seizure	2
19	T430	Conduct Maintenance Operations For a Platoon	3
20	T431	Coordinate Platoon Deployment Readiness Activities	2
21	T440	Suicide Prevention	2
22	W421	Prepare a Standing Operating Procedure	2
23	W422	Plans, Orders, and Annexes	8
24	W423	Establish Organizational Field Sanitation	1
25	W424	Platoon Operations In An NBC Environment	2
26	W425	Platoon Tactical Operations	5
27	W430	Joint Operations	1
	E403	Written Examination	3
	E402	Plans, Orders, and Annexes Exam	3
		<b>Total Hours:</b>	<b>74</b>
		<b>Note:</b> Administer the APFT during the first 72 hours of the course.	

## 7.7 PROGRAM OF INSTRUCTION:

The United States Army Sergeants Major Academy initiated and developed the POI used at the RTI.

## 7.8 STANDARDS:

Appendix D (Student Evaluation Plan, pages SH-1-1 thru SH-3-1) as per the CMP/POI.

### ***ANCOC Student Evaluation Plan***

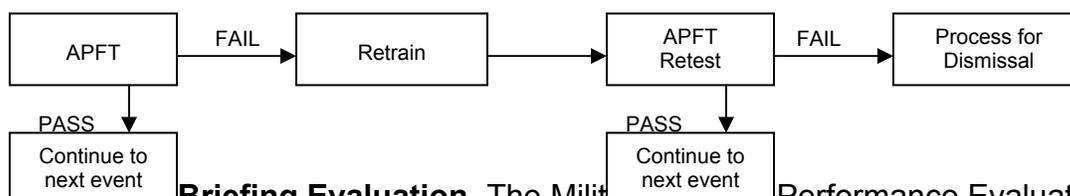
**7.8.a. Purpose and Scope:** This Student Evaluation Plan (SEP) establishes student responsibilities and course requirements for graduation.

This SEP identifies the requirements for course evaluations and performance standards, general standards (height and weight, APFT, etc.), counseling, retraining and re-testing, relief, academic performance ratings, grievances and redress procedures, and challenging training.

The purpose of this course is to prepare selected promotable sergeants and staff sergeants to perform the duties and execute the responsibilities of noncommissioned officers. It teaches the theory and principles of battle focused common core training and war-fighting skills required to lead a squad/section-sized element in combat, using the small group instruction process.

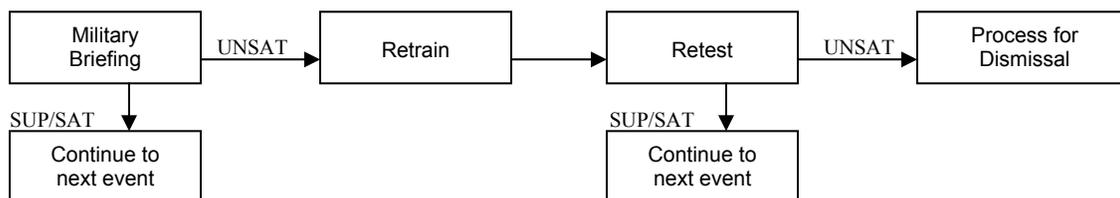
**7.8.b. Academic Grading and Test Plan:** Student evaluations will be both written and performance based. Initial failures will result in retraining and one retest. A detailed explanation of the Academic Evaluation Report (AER) ratings is in paragraph 5. The major categories of evaluation are:

**(1) Army Physical Fitness Test (APFT) (E401).** Soldiers attending this course must take and pass the APFT prior to the end of the course. Students will take the standard APFT within the first 72 hours of arrival. Soldiers with permanent profiles will take the APFT with alternate test events; the APFT must include an aerobic event. **The passing grade is 180 points (60 points per event) and is a graduation requirement.** Students who fail the initial test will retest between day 7 and day 12 after the initial APFT. Students who fail the APFT retest will be dismissed for failure to meet APFT standards. Soldiers failing the initial APFT and found medically unqualified to retest within the required period of time will receive a medical dismissal. The following flowchart graphically depicts the flow process for the APFT.



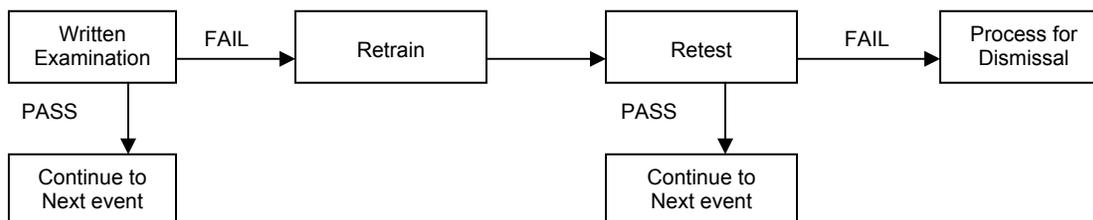
**Briefing Evaluation.** The Military Briefing Performance Evaluation requires the student to demonstrate an ability to properly conduct a military briefing in accordance with Lesson L431, Brief to Inform, Persuade or Direct. Students must Plan, prepare, and conduct a decision briefing that persuades a decision maker to select their course of action. Students have 8 to 10 minutes to complete the briefing. Students must

receive a “Superior or Satisfactory” to pass. This is a graduation requirement. Students who fail the initial evaluation will undergo remedial/refresher training and be given one retest. The academy will dismiss from the course any student who fails the retest for failure to meet course standards. The following flowchart graphically depicts the flow process for the Military Briefing.



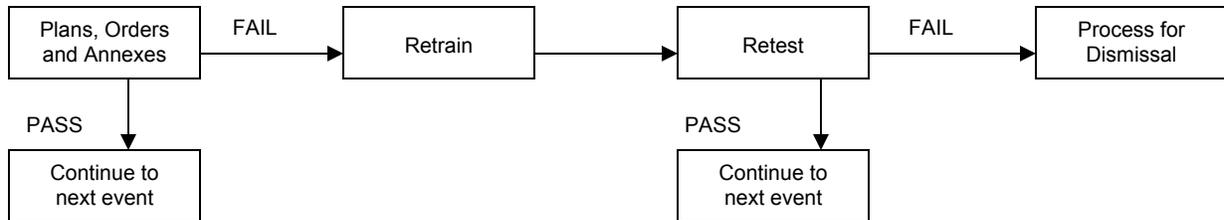
Students earning a final NO-GO on this academic performance evaluation activity will receive an "Unsatisfactory" rating in oral communication on their DA Form 1059. The Chain of Command will refer students who fail the re-evaluation to the Academy Commandant for academic relief consideration.

**(3) Written Examination (E403).** The Written Examination is an open book, performance-based multiple choice examination that requires the student to select the best correct answer by applying knowledge to solve problems in an environment that simulates the soldier’s duty position. Students may use their Advance Sheets, Practical Exercises, appropriate publications issued for the course, personal notes, and calculators. Students must demonstrate their knowledge of the subject or their research ability in finding the correct answer. The passing grade is 70 percent. **This is a graduation requirement.** Students who fail the initial examination will undergo remedial/refresher training and be given one retest. The academy will dismiss from the course any student who fails the retest for failure to meet course standards. The following flowchart graphically depicts the flow process for the Written Examination.

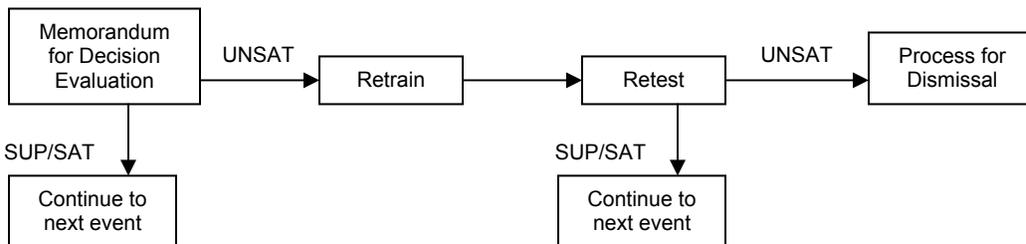


**(4) Plans, Orders, and Annexes (E402).** The plans, Orders, and Annexes Examination is an open book, performance-based multiple choice examination that requires the student to select the best correct answer by applying knowledge to demonstrate an understanding of Plans, Orders, and Annexes. Students may use their Advance Sheets, Practical Exercises, appropriate publications issued for the course, personal notes, and calculators. Students must demonstrate their knowledge of the subject or their research ability in finding the correct answer. The passing grade is 70 percent. **This is a graduation requirement.** Students who fail the initial examination

will undergo remedial/refresher training and be given one retest. The academy will dismiss from the course any student who fails the retest for failure to meet course standards. The following flowchart graphically depicts the flow process for the Plans, Orders, and Annexes Examination.



**(5) Memorandum for Decision Evaluation (432).** The Memorandum for Decision Evaluation measures the student’s ability to properly write a memorandum for decision. Students may use their Advance Sheets, Practical Exercises, appropriate publications issued for the course, personal notes, and calculators. This examination covers POI File L432. the passing grade is “Superior” or “Satisfactory.” This is a graduation requirement. Students who fail the initial examination will undergo remedial/refresher training and be given one retest. The academy will dismiss from the course any student who fails the retest for failure to meet course standards.

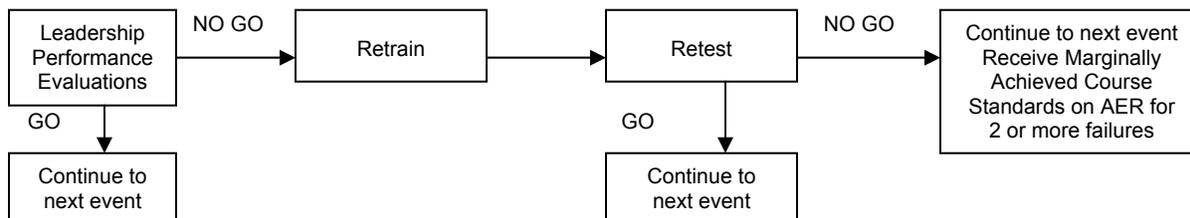


**(5) Leadership Performance Evaluations.** The Leadership Performance Evaluations are performance tests that require the student to lead soldiers in various activities and assume a leadership position in order to demonstrate their leadership ability and skills. There are FIVE leadership activities:

- Physical Fitness Training Session
- In-Ranks Inspection
- Risk Assessment
- After Action Review (AAR)
- Student Discussion Leader (SDL)

The Leadership Performance Evaluations are not graduation requirements.

The SGL will counsel each student on their strengths, weaknesses, and ways to improve. There is no retest requirement for the Leadership Position Evaluation. The following flowchart graphically depicts the flow process for the Leadership Performance Evaluations.



The proponent for the Leadership Performance Evaluations is USASMA. Students earning a final "NO GO" on any two or more re-evaluations will receive a "Marginally Achieved Course Standards" on their Academic Evaluation Report (AER), DA form 1059. Students with final NO-GOs will continue to train.

## 7.9. General Standards:

**7.9.a. Minimum Achievements.** Students must complete all graded requirements/graduation requirements, all homework assignments, all Practical Exercises, and all Performance and Leadership Performance Evaluations. Students will attend all classes and training activities. Students will participate in all training activities and shall serve as Student Discussion Leaders (SDL's), where they will lead the discussion of certain classes. To graduate, students must complete each graduation requirement to the established standard. Failure to pass any of the graduation requirements will constitute failure to meet course standards and the student will not graduate. Students will only receive one retest.

**7.9.b. Standards of Conduct.** Students will conduct themselves in the manner expected of a noncommissioned officer. This includes demonstrating law abiding personal conduct and behavior, both on and off duty. The NCO Academy Commandant may relieve students from the course for any conduct or behavior that violates any, local, state, or federal law (including the Uniform Code of Military Justice), or for any conduct or behavior that violates any DOD, Army, or local regulation or policy. This includes, but is not limited to, substantiated cases of lying (oral or written, sworn or unsworn), cheating, plagiarism, and improper relationships, for example: (senior-subordinate or student-cadre). Students shall be at their appointed place of duty on time. Students demonstrating a pattern of lateness may receive dismissal consideration. See Section 3, for more information.

**7.9.c. Weight Standards.** Students will weigh-in during in-processing. If a student exceeds the screening table weight, administer the tape. If he/she exceeds body fat standards of AR 600-9, the NCOA will deny enrollment. Additionally, send a memorandum to the first General Officer in the student's chain of command. The NCOA Commandant may direct that a student weigh-in at any time during the course IAW AR 600-9. If the student exceeds the body fat standards of AR 600-9, the chain of command will refer the student to the Commandant or a designated representative for dis-enrollment consideration.

**7.9.d. Physical Fitness Standards.** Students must meet physical fitness standards outlined in AR 350-41. Students will take an APFT within the first 72 hours. Individuals failing the initial APFT will take a subsequent record APFT not less than 7 days after the initial APFT. Students failing the initial APFT will not be eligible to receive a "Superior" rating in leadership on the DA Form 1059 (AER). If the student fails the subsequent record APFT, the chain of command will refer the student to the NCOA Commandant or a designated representative for dis-enrollment consideration. Additionally, send a memorandum to the first General Officer in the student's chain of command. Students with permanent medical profiles will take part in daily PT within their profile limitations. Those students receiving an injury during PT which will preclude them from meeting minimum course requirements will be consider for administrative relief.

**7.9.e. Academic Retraining/Retesting.** The SGL formally counsels the student and coordinates retraining/retesting time during non-POI time. Following retraining, the student will be allowed one retest. Retests for written exams will occur within 24 hours of the initial failure. Performance retest should occur within 72 hours of the initial failure.

**7.9.f. Relief Actions.** We expect students to attend all class sessions, complete all assignments, and conduct themselves in a manner expected of a noncommissioned officer. The Commandant may relieve students from the course for failing to meet academic standards, or for administrative reasons, including misconduct.

**(1) Academic Relief.** Academic relief occurs when the student fails to meet the academic standards set forth in this SEP.

- Administrative Relief. Administrative relief occurs under circumstances which do not merit academic relief, but which otherwise support one or more of the following conclusions:
- The student's personal conduct is such that the student's continuation in the course is not appropriate.
- The student's continuation in the course will be prejudicial to the interests of other students in the class.

- It is extremely unlikely that the student can successfully meet the standards established for graduation. Examples of the circumstances that may serve as a basis for administrative relief includes but are not limited to, the following:
  - Misconduct. Relief for misconduct occurs when the student engages in conduct or behavior that violates law, regulation, or policy (see the standards of conduct paragraph 3.4.a of this Student Evaluation Plan). No formal adjudication of guilt by a military or civilian court or by a commander under Article 15, UCMJ is necessary to support relief under this paragraph.
  - Missing more than four consecutive class hours as a result of excused absences due to injury, illness, or personal emergencies. The SGL will counsel any student who has missed more than four consecutive class hours. Forward the counseling statement through the chain of command to the Commandant for consideration for relief.
  - Exceeding the body fat standards of AR 600-9 at any time during the course.
  - Engaging in conduct or behavior which does not constitute a violation of any law, regulation, or policy, but which demonstrates a lack of the motivation, attitude, or other personal or professional trait that we can reasonably expect of a noncommissioned officer.

**(2) Processing Relief Actions.** Initiate and process relief actions according to the standards found in AR 350-1. All appeals to relief actions will be reviewed by the Staff Judge Advocate and referred for final action to a disinterested Sergeant Major (appointed by the first General Officer in the chain of command) not assigned to the NCO Academy.

**7.9.g. Counseling:** The SGL will conduct periodic counseling sessions with students throughout the course to review academic and performance progress and discuss professional development. The minimum counseling sessions conducted will be Initial, and End of Course. Formally counsel students for failing any of the Academic or Performance Evaluations/Exams. The End of Course counseling will cover their overall performance for the course and contain a developmental action plan. The End of Course Counseling will be the basis for comments on the DA form 1059 (AER). Conduct other counseling sessions as necessary. The SGL will complete a counseling form, DA Form 4856E, for every student formally counseled. All developmental counseling will be conducted IAW FM 22-100.

**(1)** SGL will formally counsel students whenever they fail to meet the standards for this course.

**(2)** SGL will formally counsel students whenever they fail to be at their appointed place of duty on time. SGL will refer students who are late a second time to the Senior Small Group Leader (SSGL). The SSGL may refer the student through the chain of

command to the Commandant for relief consideration. Students who demonstrate a pattern of lateness (three or more) times will be referred to the Commandant through the chain of command for relief consideration from the course.

## **7.10 Academic Performance:**

The SGL evaluates the student's academic performance and annotates it on a DA Form 4856 E, and on the Academic Evaluation Report (AER), DA Form 1059. Students earn evaluation ratings according to the following:

### **7.10.a. Performance Summary, AER, Block 13.**

**(1)"EXCEEDED COURSE STANDARDS"-** To exceed course standards, a student must:

- Pass the **INITIAL** APFT.
- Receive a passing score on all **INITIAL** Written Examination and the Plans, Orders, and Annexes Exam with an overall average of 90 percent or higher.
- Receive an **INITIAL** "SUPERIOR" rating on Military Briefing Evaluation.
- Receive an **INITIAL** "SUPERIOR" rating on Memorandum for Decision Evaluation.
- Receive an **INITIAL** "GO" rating on all Leadership Performance Evaluations.
- Participate fully in all ANCOC activities.
- Receive at least three SUPERIOR ratings in the Demonstrated Abilities block (item 14) of the DA Form 1059 with one being in Leadership Skills, and no UNSATISFACTORY (UNSAT) ratings.
- Receive no negative counseling statements (other than academic).

NOTE: Limit the "Exceeded Course Standards" block to those students whom the Commandant considers deserving. No more than 20 percent of the class enrollment is authorized IAW AR 623-1, Academic Evaluation Report System. If more than 20 percent of student exceeds course standards, student academic scores will determine the outcome. Students may achieve all superior ratings on their DA Form 1059 and not exceed course standards.

**(2)"ACHIEVED COURSE STANDARDS"-** Student must:

- Pass the Written Examination and Plans, Orders, and Annexes Exam.

- Receive a "Satisfactory" rating on the Military Briefing Evaluation.
- Receive a "Satisfactory" rating on Memorandum for Decision Evaluation.
- Receive a "GO" on at least four of the five Leadership Performance Evaluations.
- Participate fully in all ANCOC activities.
- Receive at least three SATISFACTORY (SAT) or above rating in the Demonstrated Abilities Block (Item 14) of the DA Form 1059.
- Receive no more than **ONE** negative counseling statement (other than academic).

**(3)"MARGINALLY ACHIEVED COURSE STANDARDS"-** Student must:

- Receive a final "**NO GO**" on two or more Leadership Performance Evaluations.
- Receive no more than **TWO** negative counseling statements (other than academic).
- Receive no more than **TWO** UNSATISFACTORY (UNSAT) ratings in the Demonstrated Abilities block (Item 14) of the DA Form 1059.
- Fail to Participate fully in all ANCOC activities.

**(4)"FAILED TO ACHIEVE COURSE STANDARDS"-** Student will fail to achieve course standards if any of the following apply:

- Fails to meet height weight standards IAW AR 600-9 after enrollment
- Fails the APFT.
- Receives less than 70 percent on the Final Written Examination or Plans, Orders and Annexes Exam.
- Receives a final "UNSATISFACTORY" on the Military Briefing Evaluation.
- Receives an Overall "UNSATISFACTORY" rating on Memorandum for Decision Evaluation.
- Relieved from the course for disciplinary reasons or violations of the standards of conduct outlined in paragraph 3a.
- Receives an "UNSATISFACTORY" rating in **three** or more areas listed in block 14 of the AER, DA Form 1059.

**7.10.b. Item 14a – Written Communication:** Academies will base the Written Communication on the Memorandum for Decision.

**(1) SUPERIOR** - To receive a "SUPERIOR" rating a student must achieve fourteen or more superior ratings out of the fifteen possible areas for the Introduction, Body, and Conclusion. Students can receive no "UNSATISFACTORY" ratings.

**(2) SATISFACTORY** - To receive a "SATISFACTORY" rating a student must achieve eleven or more satisfactory ratings out of fifteen possible areas for the introduction, body, conclusion, and style.

**(3) UNSATISFACTORY** –To receive an "UNSATISFACTORY" rating a student must achieve five or more unsatisfactory ratings out of fifteen possible areas for the Introduction , Body, Conclusion, and Style. Students who turn the memorandum in late will receive an overall unsatisfactory rating. Should a student receive and "UNSATISFACTORY" rating for the Memorandum for Decision Evaluation, they shall receive a "FAIL TO ACHIEVE COURSE STANDARDS" and will not graduate.

**7.10.c. Item 14b - Oral Communication.** Academies will base the Oral Communication rating primarily on the Military Briefing Performance Evaluation. The SGL will also consider the student's performance as Student Discussion Leader (SDL), and any other activities involving oral communication.

**(1) SUPERIOR** -To receive a "SUPERIOR" rating a student must receive a "GO" in all areas on the Military Briefing Performance Evaluation, no negative counseling statement from their performance as SDL, and no "NO-GO" ratings in oral communication requirements during the course.

**(2) SATISFACTORY** - To receive a "SATISFACTORY" rating a student must receive and overall "GO" rating on the Military Briefing Performance Evaluation, no negative counseling statement from their performance as SDL, and no "NO-GO" ratings in oral communication requirements during the course.

**(3) UNSATISFACTORY** –To receive an "UNSATISFACTORY" rating a student must receive at least ONE negative counseling statement for poor oral communication skills (e.g., excessive use of profanity, or poor voice control). Should a student receive a "NO-GO" rating for the Military Briefing Performance Evaluation, they shall receive a "FAIL TO ACHIEVE COURSE STANDARDS, and will not graduate.

**7.10.d Item 14c - Leadership Ability:** Academies will base the leadership skills rating primarily on the Leadership Performance Evaluations rating. The SGL will also consider the student's performance while serving in any other leadership position.

**(1) SUPERIOR** - To receive a "SUPERIOR" rating a student must receive a first time "GO" on all Leadership Performance Evaluations, and no negative counseling statements from their performance while serving in other leadership positions.

**(2) SATISFACTORY** - To receive a "SATISFACTORY" rating a student must receive a "GO" on at least three of the Leadership Performance Evaluations, and no more than ONE negative counseling statement for their performance while in any other leadership position.

**(3) UNSATISFACTORY** - To receive an "UNSATISFACTORY" rating a student must receive a "NO-NO" rating on two or more of the Leadership Performance Evaluation, and TWO or more negative counseling statements from their performance while in any other leadership positions. A negative counseling statement for Apathy, poor attitude, or failure to fully participate in training events will result in an **AUTOMATIC** "UNSATISFACTORY" rating.

**7.10.e. Item 14d - Contribution to Group Work:** Academies will base the Contribution to Group Work rating primarily on the student's participation in the lesson discussions and practical exercises

**(1) SUPERIOR** - To receive a "SUPERIOR" rating a student must consistently enhance training by sharing their experiences, receive no negative counseling statements regarding class/group participation or failure to complete reading/homework assignments, or failure to prepare for class, contribute above and beyond that of fellow classmates, and receive an overall "SUPERIOR" rating for their contribution throughout the course.

**(2) SATISFACTORY** - TO receive a "SATISFACTORY" rating a student must actively participate in classroom discussions, and receive no more than **ONE** negative counseling statement for poor class participation, disruptive behavior, or lack of participation.

**(3) UNSATISFACTORY** - To receive an "UNSATISFACTORY" rating a student must receive **Two** or more negative counseling statements for poor class participation, disruptive behavior, lack of participation, failure to complete reading/homework assignments.

**7.10.e Item 14e - Research Ability.** Academies will base the Evaluation of Student's Research Ability rating primarily on the student's Written Examination and Plans, Orders, and Annexes Examination.

**(1) SUPERIOR** - TO receive a "SUPERIOR" rating a student must obtain a final Grade Point Average (GPA) of 90.00 percent or higher.

**(2) SATISFACTORY** – To receive a "SATISFACTORY" rating a student must obtain a final Grade Point Average (GPA) between 89 percent and 70 percent on the initial examinations.

**(3) UNSATISFACTORY** – To receive an "UNSATISFACTORY" rating a student must receive less than 70 percent on the initial and subsequent retest on the written

examination or the Plans, Orders, and Annexes Examination. One may also receive two or more negative counseling statements for failure to complete reading/homework assignments or failure to prepare for classes.

## **7.11 Student Grievances and Redress:**

**7.11.a** The NCO Academy Commandant established the following policies and procedures to protect soldiers' rights and to rectify inconsistencies in the evaluation of student performance.

(1) Grievances that are purely academic in nature must first be discussed with the Small Group Leader (SGL), and then the Course Manager, whose decision is normally final. In cases where discrimination or violation of policy may be involved, the student should use the chain of command up to the NCOA Commandant to seek resolution of any and all issues.

(2) A student may seek the assistance of the Inspector General (IG) at any time. The student will inform the NCOA chain of command if he/she desires to see the IG during duty time.

**7.12. Challenging Training:** Students may not get credit or take any test prior to receiving the training.

## **7.13. Explanation of Terms Found in the Training Schedule:**

**7.13.a. Commandant's Time:** Commandant's time is personal time used for personal preparation. This includes time for laundry, haircuts, uniform prep, shopping for supplies, assignment preparation, and religious services.

**7.13.b. Study Hall:** Study halls will be conducted in the classrooms at the discretion of the Senior Small Group Leader (SSGL), the Student Leader will be responsible for the conduct of the study hall and will be present during its duration.

**7.13.c. Remedial training:** Students receiving a No-Go on any written examination or any evaluated area will receive remedial training under the direction of the SGL. Remedial training will be conducted after the soldier has been counseled by the SGL. Once the soldier has received counseling concerning their NO-GO the SGL will select a peer trainer to work with the soldier. The SGL will brief the peer trainer on their responsibilities. The peer trainer will aid the soldier in reviewing, studying, and practicing the weaknesses that were identified in the counseling session. Remedial training will be conducted to ensure that the soldier has a reasonable chance to meet the standard on the retest.

**7.13.d. Breakfast, Lunch, and Dinner:** Meals will be served during the hours posted in the Training Schedule, unless otherwise notified, in building 503 the dining facility. Student Leaders are required to march their Platoons to all meals.

Due to the nature of funding the contract mess any missed meals will require a 48 hour notice.

**7.13.e. Out-processing and Billeting:** All students will have their Billeting paid for NLT COB on Friday of the first week of the course. You will not receive a diploma until your billeting bill has been paid.

**7.13.f. Dismiss / Sign-out / Travel:** No student will be dismissed prior to signing out with his or her instructor. No flight times will be earlier than 1300 on graduation day, without prior approval of the course manager. Room keys will be given to the bus driver or the billeting office. Proof of your bill being paid must be given to your SGL. Buses will leave the billeting area as per schedule, and POVs will be allowed to leave.

#### **7.14. STUDENT RECOGNITION:**

We do not recognize an Honor Graduate for this course. A CSM Certificates for students who score above 290 on the AFPT.