

Department of the Army
Headquarters, Maneuver Support Center of Excellence
Noncommissioned Officers Academy
14030 MSCoE Loop, Suite 2520
Fort Leonard Wood, Missouri 65473

NCOA Pamphlet 623-2



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STUDENT GUIDE

SUBJECT: Welcome Letter from the Commandant

1. Congratulations on being selected to attend the Maneuver Support Center of Excellence (MSCoE) Noncommissioned Officers Academy (NCOA). The Army's most diverse NCOA and is home to the Engineer (12B, C, H, N, P, T, Y), Chemical, Biological, Radiological and Nuclear (74D), Military Police (31B, D, E, K) Advanced and Senior Leader Courses, the Construction Equipment Repairer (91L) Advanced Leader Course, and the Warrior Leader Course.
2. Mission statement: The NCOA educates, trains, and develops Enlisted Warriors and Leaders by effectively delivering high quality, innovative, relevant, and diverse professional military education in support of the Army's current and future unified land operations.
3. NCOs are selected to attend Noncommissioned Officer Education System (NCOES) courses based on their exceptional past performance and potential. The institutional training and education is the first pillar of leader development, which is significant for career progression and usually precede significant new levels of operational assignments and strengthen your self-development endeavors. I challenge you to maximize this professional development opportunity by applying yourself completely and further increasing your potential. The NCOA cadre is dedicated to the success of each Student that is enrolled in one of our courses. In turn, we expect that same level of commitment from each Student.
4. Our goal is continue to be the Army's premier NCOA by providing top-quality Small Group Leaders that provide world-class relevant and realistic training, professional military education, and a 21st century technology-based learning environment to the most adaptive, innovative, and agile Enlisted Warriors and Leaders that are able to support current and future operations.
5. **NCOs Lead the Way!**

/---Original Signed---/
A. LARISSA ZELADAPAREDES
CSM, USA

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Creed of the Noncommissioned Officer

No one is more professional than I. I am a noncommissioned officer, a leader of Soldiers. As a noncommissioned officer, I realize that I am a member of a time honored corps, which is known as "**The Backbone of the Army.**" I am proud of the Corps of noncommissioned officers and will at all times conduct myself so as to bring credit upon the Corps, the military service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my Soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a noncommissioned officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, noncommissioned officers, leaders!

CHAPTER 1 - GENERAL ADMINISTRATION

1-1. TRANSPORTATION/DRIVING DIRECTIONS:

a. Transportation is the responsibility of each student. If students are NOT driving, it is recommended that they fly directly to Fort Leonard Wood, airport code is "TBN."

b. **From St. Louis (East)** - Drive west bound on I-44 from the I-270 loop about 135 miles. Exit interstate on 161. At the stop light turn left onto Missouri Avenue. Drive approximately 3 miles at the end of the public road will be the Fort Leonard Wood Main gate. Proceed through the checkpoint on Missouri Avenue through the third traffic light. Stay straight onto Constitution Avenue after the third light. Turn right onto W. 4th Street; Dillard Hall, Building 470, is located on the right side of the road.

c. **From Springfield (West)** - Drive Northeast on West Kearney, turn left onto US-160 Northwest Bypass and merge eastbound onto I-44. Drive approximately 86 miles west towards St. Louis. Exit on 161 and make a right onto Missouri Avenue at the stop light. Drive approximately 3 miles at the end of the public road will be the Fort Leonard Wood Main gate. Proceed through the checkpoint on Missouri Avenue through the third traffic light. Stay straight onto Constitution Avenue after the third light. Turn right onto W. 4th Street; Dillard Hall, Building 470, is located on the right side of the road.

1-2. REPORTING REQUIRMENTS (REPORT DATE – TRAINING DAY ZERO): All Students in a TDY status (not FLW residents) must report to InterContinental Hotels Group (IHG), (573) 329-3704, <http://www.ihg.com/hotels/us/en/reservation>, IHG Lodging Office, Candlewood Suites, 4990 Nebraska Ave, Commercial, Bldg 2020, 573-586-4784/5/6, or 1-800-677-8356 to procure lodging. All Students must visit the NCOA Website at <http://www.wood.army.mil/newweb/NCOA/index.htm> and for course specific, click on "Courses" tab, and select the desired course.

a. Students reporting before the course report date will be responsible for obtaining lodging. Lodging with IHG will begin on the REPORT date and will conclude on the END date.

b. Students attending the NCOA must meet APFT and Army Body Composition standards of AR 350-1 and AR 600-9. If Student fails, one re-test will be administered IAW the Individual Student Assessment Plan (ISAP).

c. Students that are TDY en route to Fort Leonard Wood must sign in to their gaining unit prior to class start date.

1-3. IN-PROCESSING REQUIREMENTS (START DATE – TRAINING DAY ONE):

a. Students will report to the Thurman Hall of the Maneuver Support Center of Excellence (MSCoE) Building, BLDG #3203, room 1521 or another designated room within Thurman Hall that will be posted on the door of room 1521. Here are the report

times: MP SLC, Engineer ALC, and BLC - 0430 hours; Engineer SLC and CBRN ALC - 0500 hours; CBRN SLC and MP ALC - 0530. 1 November to 31 April, the uniform is full winter IPFU: Jacket, Pants, Shorts, Long Sleeve T-Shirt, Foliage Micro Fleece Cap and Gloves. No spandex will be worn for this formation as height and weight screening will be conducted during in-processing. The APFT will be administered on Training Day Two.

b. **Students will bring the following documents for in-processing:**

1. **Common Access Card (Military ID Card)**
2. **ID Tags**
3. **Writing pad and black ink pen**
4. **One copy of DD Form 1610**
5. **One copy of orders**
6. **Original DA Form 31, only for TDY en route and plan to take leave after completing the course.**
7. **One copy of ERB**
8. **Two (2) copies of pre-execution checklist (signed by your commander) by going to MNCOA website “Forms” tab** – In accordance with TRADOC Regulation 350-18, the Pre-execution Checklist (PEC) is a pre-enrollment requirement for all Total Army School System (TASS) Courses within the NCOA. It must be signed within 30 days prior to reporting to the NCOA. The PEC will be used to validate various pre-requisites; those include but are not limited to the requirements listed below.
9. **One copy of DA Form 705**
10. **One copy of DA Form 5500 or 5501 (if applicable)**
11. **One copy of DA Form 3349, permanent profile (if applicable)** – Students must be able to meet the physical requirements of their respective course. If you have a P3/P4 you must have a copy of MMRB results. Students are not permitted to attend NCOES with a temporary profile (exception-Students with temporary profiles due to participation in OIF/OEF).
12. **One copy of Cardio Vascular Screening Program (CVSP)/EKG (if applicable)** – Students age 40 and over will be evaluated for coronary heart disease risk factors as part of their periodic health assessment. The medical procedures for the CVSP are outlined in AR 40–501. It is the Student’s responsibility to ensure that the CVSP is conducted as close to the 40th birthday as possible and as promptly as

medical facilities permit. Students age 40 and over will additionally provide proof of completion of this requirement upon arrival to their respective NCOES Course.

13. One copy of Multi-Source Assessment and Feedback (MSAF) 360° Individual Feedback Report – IAW AR 350-1, appendix K, paragraph d (2), students scheduled to attend selected PME courses (ALC and SLC) will be notified through ATRRS to participate in a Multi-Source Assessment and Feedback (MSAF). The minimum requirements for the MSAF is for the student to be assessed by three superiors, three peers, and five subordinates at least 45 days prior to arrival to the identified course. Failure to provide proof of completion will result in written counseling and removal from academic honors.

14. One copy of required SSD completion

(a) SSD I: Required for Warrior Leader Course starting 1 April 2013. All students must provide proof of completion for this course on the start date. Failure to do so could result in a denied enrollment.

(b) SSD II: Required for Advanced Leader Courses Starting 1 October 2014. All students must provide proof of completion for this course on the start date. Failure to do so could result in a denied enrollment.

(c) SSD III: Required for Senior Leader Courses Starting 1 June 2013. All students must provide proof of completion for this course on the start date. Failure to do so could result in a denied enrollment.

15. One copy of Student Leader Risk Reduction Tool (SLRRT) by going to MNCOA website “Forms” tab – This tool is designed to help NCOA cadre identify potential risks among their Students. If a Student has a concern or problem, provide him/her with options (suggestions are provided under "Leader Action" for each issue or concern), ensure that you follow up with him/her, and continue to address the plan of action as necessary. Document any pertinent issues or concern and the associated action plan on the Developmental Counseling Form, DA Form 4856. Leaders should consult with legal counsel if Article 31 rights may apply. As a reminder, it is the responsibility of the first line supervisor to complete the SLRRT.

16. One copy of Safety Questionnaire by going to MNCOA website “Forms” tab – The NCOA Student Safety Questionnaire is used to identify special off duty activities that students may participate in while attending the Academy. The objective is to bring those activities to the attention of the Cadre in order to develop a solid risk assessment in order to prevent potential injury. As a reminder, it is the responsibility of the first line supervisor to complete the Safety Questionnaire.

17. One copy of Chain of Command Point of Contact (POC) Form by going to MNCOA website “Forms” tab – The form is utilized by the Academy Cadre for administrative purposes only. The information on the POC Form will be used by the

Course First Sergeant and/or Academy Commandant to contact the Student's Chain of Command in the event of academic, body composition/APFT failure, or course related deficiencies. As a reminder, it is the responsibility of the first line supervisor to complete the Chain of Command Form.

18. **One copy of HAZMAT Awareness Training (CBRN SLC/ALC)**
19. **One pair of M50 Protective Mask Optical Inserts (if applicable) (CBRN SLC/ALC)**
20. **One Copy of DA Form 1059s that show completion of phase(s) or graduation for SLC and/or ALC (CBRN SLC/ALC)**
21. **Complete the online Accident Avoidance Course at: <https://www.lms.army.mil/> (CBRN SLC/ALC)**
22. **Composite Risk Management Basic Course at: <https://safety.army.mil/> (CBRN SLC/ALC)**
23. **Show proof of valid POV/POM registration, insurance, driver's license with required endorsements, and Motorcycle Safety Foundation (MSF) card(s) (if applicable)**
24. **Show proof of valid ATV safety training certificate or ATV dealer safety training course certificate or letter (if applicable)**
25. **For National Guard and Reserve, if you are attending the course for 30 days or more you must file an AHRC form 3925 Certificate of Performance so you will need to bring the following documents:**
 - (a) **Original Marriage License**
 - (b) **Original Child Birth Certificates (if claimed as dependants)**
 - (c) **Original Spouse Birth Certificate (If married)**
 - (d) **One copy of Lease Agreement or Mortgage Document**

NOTE: Students will be issued a **meal card** from the NCOA S-1 during in-processing. SLC students that are TDY will be on Military Training Service Support (MTSS-5), which means meals are five (5) days per week with full meal per diem on weekends and Federal holidays. Guardsmen, Reservist, ALC, and BLC students that are TDY will be on Military Training Service Support (MTSS-7), which means meals are seven (7) days per week with no full meal per diem.

NOTE: MP and EN ALC Students in a non-TDY status will be required to sign a 4187 to stop and start their Basic Allowance for Subsistence for required field training exercise(s). **IAW the NCOA Packing List, CBRN ALC and BLC Students in a non-TDY status and a non-meal card holder** will be required to bring MREs for situational training exercise(s) STX(s) or will be required to sign a 4187 to stop and start their Basic Allowance for Subsistence for required STX(s).

1-4. DUTY UNIFORM:

a. The daily duty uniform for the NCOA is the Army Combat Uniform (ACU) with designated headgear. All Students will need their Class A Uniform or ASU during the course. Uniform and grooming standards will be strictly enforced as outlined in AR 670-1, DA PAM 670-1, and Fort Leonard Wood Policy Letter #18. A complete Improved Army Physical Fitness Uniform (IPFU) will be required IAW the NCOA training schedule. The appropriate uniform will be prescribed per the training schedule or by the Course First Sergeant depending on the type of training being conducted. The Fort Leonard Wood Military Clothing Sales Store may run low on various insignia and accouterments, therefore prior planning at home station will help assist students in wearing a proper uniform. Civilian clothes are allowed only on non-scheduled academic days and when specifically authorized for Commandant's time. You are required to attain and maintain a high standard of appearance at all times. There are no exceptions.

b. IAW the NCOA Packing List, all students are required to have two pair of boots; one pair must be Army Issued Boots. The second or subsequent pair of boots may be from the NCOA Policy Letter #32 (Authorized/Unauthorized Boots, **go to MNCOA website "Forms" tab**).

1-5. NCOA Packing List (go to MNCOA website "Forms" tab): An initial inventory of the packing list will be conducted on training day one (In-processing) at COB.

1-6. DENIAL OF ENROLLMENT.

a. Soldiers flagged will not be selected, scheduled, or attend institutional training. Once Soldiers meet standards, they will be considered eligible for military schools and institutional training courses.

b. Soldiers with temporary profiles that are not a result of operational deployment preventing full participation in a course will be removed from school attendance consideration by their immediate Commander until the temporary profile is removed.

c. Soldiers fail to meet the course prerequisites.

d. Not complying with the re-enrollment procedures IAW AR 350-1 Chapter 3.

(1) All: APFT/Body Composition - para 13e

(2) SLC: Personal conduct, negative attitude, lack of motivation, or academic deficiency: para 15b(4)(c).

(3) ALC: Personal conduct, negative attitude, lack of motivation, or academic deficiency: para 15b(4)(b).

(4) BLC: Personal conduct, negative attitude, or lack of motivation - para 15f(3); academic deficiency: para 15b(4)(a).

NOTE: Disenrollment for medical, compassionate, separation or other reasons beyond the control of the individual will be made without prejudice. The student will be eligible to re-enroll as soon as conditions that led to disenrollment no longer exist.

e. Failure to meet requirements governed by AR 614-200 (4-6).

NOTE: Denial of Enrollment: It is the responsibility of the first line supervisor to complete from page two of the PEC. A Student's failure to provide missing items within 72 hours for any pre-requisite documentation, packing list articles, and/or additional items listed may result in denied enrollment by earning a written counseling. Denied Enrollment due to deficiency could adversely affect favorable action and/or promotion eligibility.

NOTE: Students who do not appear in ATRRS with a valid "**Reserved**" or "**Wait**" status **WILL NOT** be enrolled into the course. "**Wait**" Students are enrolled according to the course priority categories and only to fill "**No-Show**" slots.

1-7. PRIVATELY OWNED VEHICLES (POV): Student's POV must have proof of automobile insurance, current registration, and valid driver's license. No student will park in the main parking lot adjacent to the MSCoE complex. All students will park adjacent to their living quarters or in the gravel parking lot located between Tony's Dining Facility and the MSCoE complex. All vehicles will be inspected prior to Students departing on leave or pass.

1-8. PRIVATELY OWNED MOTORCYCLES (POM)/ALLTERRAIN VEHICLES (ATV): POM/ATV operators will be in compliance with AR 385-10 and NCOA Policy Letter #9. POM operators must meet post and MSF and Tires, Controls, Lights, Oil, Chassis, Stand (T-CLOCS) safety requirements. ATV operators will complete the ATV operator safety-training course via www.atvsafety.org or ATV dealer safety training course (certificate or letter is required). POM/ ATV operators will wear personal protective equipment (PPE). Students will park their POM only in designated parking spots and **NOT** in the white striped areas at the end of a parking row in the main parking lot. Students must have in their possession, while riding their POM – the MSF Card as outlined in AR 385-10 paragraph 11-7, motorcycle endorsement on their state issued driver's license, proof of insurance and their motorcycle registration. As a reminder, BRC1 is valid for one year from date of issue and BRC2 or MSRC is valid for five years from date of issue.

1-9. PRIVATELY OWNED FIREARMS: Students are NOT authorized to bring Privately Owned Weapons (POW) to the NCOA. This includes but not limited to personal firearms, ammunition, knives with a blade length over three (3") inches (or any lock blade knives/throwing knives), pyrotechnics, fireworks, bow and arrows, nunchaku, fighting instruments, taser, or taser equivalent, or pepper spray. **NOTE:** CID Agents are authorized to travel with their assigned weapons, however they must be secured in the hotel room safe. Agents are not authorized to carry their weapons to class.

1-10. STUDENT PAY:

a. The PARENT/LOSING UNIT has the responsibility for all pay issues. If Students fail to receive their pay on payday, the student should notify their unit for assistance and their Small Group Leader for situational awareness.

b. Reserve Students are required to attend a Reserve Finance Briefing in order to start their pay. This Reserve Finance Briefing is held every Monday at 1200 hours at building 470 in order to complete the necessary documentation.

1-11. MEDICAL AND DENTAL TREATMENT: Students needing to go on sick call will report to their SGL at first formation to receive a sick call slip. Students will be treated at the Victory Clinic located on W 16th Street from 0600 - 1030. Sick call slips will be returned to the SGL immediately upon returning from sick call. Students are not required to bring their health and dental records with them to the course. The uniform for sick call is ACU. Emergency treatment is available at the General Leonard Wood Army Community Hospital, 24 hours a day. Those students requiring emergency treatment will notify their SGL, preferably before and after seeking medical treatment.

1-12. RELIGIOUS SERVICES: The Fort Leonard Wood area offers several religious services at different locations. Information on these locations and times can be obtained from the Fort Leonard Wood Office of Installation Chaplain website at <http://www.wood.army.mil/ch/>. Students will be afforded every opportunity to attend their religious service.

1-13. DINING FACILITY: Tony's Dining Facility is located at building 3223 adjacent to the Noncommissioned Officers Academy S1/S4 building. The hours of operation are **Monday-Friday** for breakfast, lunch and dinner. Breakfast is from 0630-0830; Lunch is from 1100-1300; and Dinner is from 1700-1900. The dining facility is closed on weekends and holidays. Students will be directed to utilize another dining facility when the Tony's Dining Facility is closed. Shuttle service is provided by IHG.

1-14. MAIL: IHG will accept UPS/FedEx packages that weigh 50 lbs or less and will store packages in their warehouse for seven (7) days. IHG will not accept perishable items with the exception of flowers. Students may receive U.S. Postal Service through the NCOA S-1 to course's mail handlers by using the following mailing address:

Rank and Full Name

Course Title and Class Number
Maneuver Support Center of Excellence
Noncommissioned Officers Academy
Fort Leonard Wood, MO 65473

1-15. LAUNDRY: Laundry rooms are located in each IHG community center. Washers and dryers are provided at no cost to students; however, laundry detergent is not provided. Students are responsible for their laundry while utilizing the laundry room.

1-16. VALUABLES/CRIME PREVENTION: You are reminded that the safekeeping of valuables is a personal responsibility. It is recommended that high dollar personal valuables not be brought to the Academy. Student's rooms should be secured at all times. Students should secure their vehicle at all times too in order to deter/prevent theft. In the event of a break-in or theft, the alleged victim (student) should immediately report the incident to the Military Police at 573-596-6141. Students will notify their SGL after calling the appropriate authorities.

1-17. NCOA CONTACT NUMBERS/OFFICES: The NCOA offices are located in Thurman Hall, Room 2520/2321/2042, and are off limits to students unless escorted by an NCOA staff member.

NCOA Operations (S-3)	573-563-7425
NCOA Staff Duty	573-528-1117 (Cell Phone)
ENG SLC	DSN 676-7435 Comm. 573-563-7435
ENG ALC	DSN 676-7436 Comm. 573-563-7436
CBRN SLC	DSN 676-7468 Comm. 573-563-7468
CBRN ALC	DSN 676-7469 Comm. 573-563-7469
MP SLC	DSN 676-7450 Comm. 573-563-7450
MP ALC	DSN 676-7451 Comm. 573-563-7451
BLC	DSN 676-7488 Comm. 573-563-7488

CHAPTER 2 - STUDENT ADMINISTRATION

2-1. STUDENT CONDUCT: IAW the NCOA ISAP, students will conduct themselves in a manner expected of a NCO. This includes demonstrating law abiding personal conduct and behavior, both on and off duty. The NCO Academy Commandant may release students from the course for any type of misconduct or behavior that violates local, state, or federal law, the UCMJ, DOD, Army, TRADOC, or MSCoE and FLW regulations or policies. This includes, but is not limited to substantiated honor code violations such as, cheating, any plagiarism, 25% quoted material, or improper relationships (i.e. senior-subordinate or cadre-student). Perform all work individually, unless otherwise instructed. Students shall be at their appointed place of duty on time, in the correct uniform, and with the proper equipment.

2-2. ABSENTEEISM:

a. AR 600-8-10, Leaves and Passes Regulation governs absences and applicable military leave regulations. The NCOA may consider Students who miss more than eight (8) hours of instruction for dismissal. Absences fall into three categories--urgent, routine, and other:

1. Urgent absences are those of a time-sensitive nature. They include, but are not limited to, family emergencies, sickness, injury, or any situation that normally requires emergency leave. Students who receive approval for urgent absences remain responsible for completing all assignments, projects, assessments and examinations. You will retain your grade point average and standing as of the time of the approved absence and will coordinate with your SGL in completing all requirements during their absence.

2. Routine absences are those planned absences that are not of a time-sensitive nature. These include TDYs, as well as absences from class for local appointments.

3. Other absences include early release, unscheduled TDY.

b. All absences require approval through the SGL and 1SG. The 90-minute per week rule for absences, for circumstances other than stated above do not apply. All absences are subject to approval and occur on a case-by-case basis only. You will not miss academic hours for passes. SGLs and 1SGs will ensure the Student makes up missed course hours and material, with the execution of Study Hall.

2-3. PASS PRIVILEGES: The NCOA will not grant passes during the course except for mileage passes that are in conjunction with federal holidays, **not training holidays with the exception of Thanksgiving 4-day weekend**. Maximum travel distance by motor vehicle is 350 miles per day (e.g., 4-day pass must not exceed 1,400 total roundtrip miles). All eligible for pass will complete an online risk assessment and submit it with their pass requests. The web address is <https://cac.trips.safety.army.mil/login.aspx?ReturnUrl=%2f>. Each pass request must be accompanied with a DA 31, Online Risk Assessment (TRiPS), Vehicle Inspection, and Safety Pledge (from SGL).

2-4. CELL PHONES: Students may use their cell phones during non-training hours. **At no time are cell phones allowed in the classroom, particularly during testing.**

2-5. EQUAL OPPORTUNITY, SHARP, OR FRATERNIZATION: Students are encouraged to contact NCOA EOA at 573-596-0601/573-528-5056, if they have concerns regarding Equal Opportunity, SHARP, or Fraternization.

2-6. EYEWEAR/EYE PROTECTION: **Wearing of contact lenses is not authorized in the field environment.** All Students must bring APEL approved eyewear with clear

lenses for all field training events. An inventory will be conducted during your in-processing to determine accountability and serviceability.

2-7. TRAINING SCHEDULE: A copy of the training schedule will be posted on the bulletin board in each small group classroom and on Blackboard. A schedule will also be issued to each student Squad Leader, Platoon Sergeant, and/or First Sergeant to be maintained in their Leader's Book.

2-8. FORMATIONS:

a. BLC and ALC students will march in formation between the MSCoE Complex and the Tony's Dining Facility (BLDG # 3223).

b. Small Group Leaders (SGL) are in charge of any marching element moving outside of the Academy's grounds.

c. Senior SGLs (SSGLs) are responsible for the overall movement each training day.

2-9. CLASSROOM PROCEDURES: All classes will begin with a Creed, Song, or duties of the rank as appropriate by course. Classroom norms will be established by the SGL at the beginning of the course. A classroom leader will be appointed for each classroom and be responsible for greeting all visitors IAW SGL instructions. While the emphasis of the classroom conduct is to foster the best learning environment possible, students are expected to maintain their professionalism and military bearing at all times. Classrooms will be maintained in a high state of organization, cleanliness, and repair. Profanity, tobacco products (cigarettes/smokeless/electronic), pen drinking containers, and cell phone usage are prohibited in the classroom.

2-10. SAFETY:

a. Safe training and training safety are not synonymous. Safe training is achieved by integrating safety in the planning, development, and conduct of training. Leaders must commit to accomplishing mission without unnecessarily jeopardizing lives and equipment. They must recognize unsafe behavior while making prudent risk decisions, and developing operational processes to minimize hazards. Force protection must be an integral part of mission accomplishment by including risk assessment and risk management in the decision making process. Risk assessment/management eliminates unnecessary risk, minimizes fratricide, and avoids accidental injury to Students and damage to equipment. Force protection responsibilities continue around the clock, both on and off duty.

b. Training safety consists of three interlocking tiers:

1. The Course First Sergeant - validating soundness of training and evaluation plans for safety and resolving safety issues.

2. The Small Group Leader - identifying necessary actions by responsible individuals, establishing a system to monitor training safety, and focusing on adherence to standards.

3. The Individual - ensuring Student looks after them, others, and know how to recognize unsafe conditions and acts.

c. Weapons Safety: Weapons are secured in the NCOA's arms room when not being used during training. During field training, individual weapons, and sensitive items are accounted for at all times. There is a 100% accountability of sensitive items report to be submitted at 0600 and 1800 daily. Sensitive item reports are submitted before, during, and after any movement during the Situational Training Exercise (STX) or Field Training Exercise (FTX) within 30 minutes of the loss of the weapon or sensitive items, the Commandant is informed by 1SG. Students on guard duty are responsible for all equipment in Assembly Areas during the STX/FTX.

2-11. OFF LIMIT AREAS: The Fort Leonard Wood Commanding General has established two off-limits to Soldiers. IAW Fort Leonard Wood Policy Letter #27, Mad Hatter's Emporium located at 644 Old Route 66, Suite A, Saint Robert, MO. Students will be notified when locations are added or deleted from the policy letter.

CHAPTER 3 - STUDENT ORGANIZATION

3-1. NCO SUPPORT CHANNEL: A student chain of command is designated and rotated periodically, allowing each student the opportunity to perform in leadership position(s). The student leaders are responsible for the actions of the students in his/her element. Student leaders exercise normal authority and responsibilities in the execution of their appointed command functions. Students will cooperate and obey the orders of those appointed above them. Failure to cooperate with or disobeying directives of the student Chain of Command may result in adverse actions such as dismissal from the course or adverse comments entered on the student's Academic Evaluation Report.

a. Academy NCO Chain of Command (from top down)

1. Commandant
2. Deputy Commandant
3. Chief of Training
4. Course First Sergeant
5. Senior Small Group Leader
6. Small Group Leader

b. Student NCO Chain of Command (from top down)

1. First Sergeant (if applicable)
2. Platoon Sergeant
3. Squad Leader
4. Team Leader
5. Other(s) as appointed by the SGL

3-2. STUDENT ROLE AND RESPONSIBILITIES: General student leadership responsibilities include:

- a. Attending all classes with their assigned small group.
- b. Organizing the student company for formation.
- c. Giving and receiving accurate accountability reports and accountability of students and sensitive items at all times
- d. Disseminating information down to the members of each team ensuring subordinate leaders are kept informed at all times.
- e. Movement of the company when directed by the training schedule.
- f. Maintaining areas of responsibility to include classrooms and outside/common areas.
- g. Reporting violations of instructions or policies to the SGL or SSGL as soon as possible.
- h. Briefing the new student leader when leadership positions change.

3-3. STUDENT FIRST SERGEANT: Students selected for this responsibility are chosen based upon their academic standing, initiative, motivation, and professionalism. In addition to the duties listed above, other responsibilities include:

- a. Responsible for the police and orderliness of the Academy area as a whole.
- b. Supervises students in the dining facility and ensures that students are not loitering.
- c. Other responsibilities as directed by the SSGL.
- d. Conducts formations and reports accountability to the Cadre IAW TC 3-21.5, par. 8-3d(1)a-d.

3-4. STUDENT PLATOON SERGEANT: The same selection criteria as prescribed for the student First Sergeant applies to the student platoon sergeants. Student platoon sergeants are assigned by the SSGLs. In addition to the duties listed under 3-5b, other responsibilities include:

- a. Ensuring platoon members are awake at first call and preparing for formation.
- b. Have 100% accountability of platoon members at all times.
- c. Performs additional duties as directed by their SSGL.
- d. Conducts formations and reports accountability to the student First Sergeant (if applicable) or the Cadre IAW TC 3-21.5, par. 7-2d

3-5. STUDENT SQUAD/TEAM LEADER DUTIES: Squad Leader/Team Leader positions are assigned and evaluated by the SGL. In addition to the duties listed under 3-2, other responsibilities include:

- a. Keeps the student NCO Support Channel informed of squad/team members who need help with problems.
- b. Checks each member of the squad/team at first call to ensure that they are awake and preparing for first formation.
- c. Checks the squad/team at all formations to ensure that all members are present, and in the proper uniform.
- d. Reports accountability to the Student Platoon Sergeant (if applicable) or the Cadre IAW TC 3-21.5, par. 7-2c.
- e. Have 100% accountability of squad/team members at all times.
- f. Performs additional duties as directed by cadre.

NOTE: All students must ensure that tasks are accomplished according to standards and strictly adhere to instructions from the student leadership. Students performing assignments in leadership positions must ensure that they are familiar with the duties required of the position to which they are assigned. Full cooperation of students is required at all times. **Disobedience or failure to respond to orders issued by a student leader could result in a disciplinary release from the course.** Students in leadership positions must bring any disobedience or noncompliance situation to the attention of their SGL.

3-6. COMPLAINTS AND GRIEVANCES: The Commandant has an open door policy (see NCOA Policy #1). The Course First Sergeant, SSGL and SGLs are available to provide counseling and can hear complaints and grievances at any time. Students with

personal problems or grievances should see their SGL first. Every effort will be made to solve student's problems at the lowest level.