



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
NONCOMMISSIONED OFFICER ACADEMY
10,000 HAMPTON PARKWAY
FORT JACKSON SC 29207-7025

ATSG-NC

12 August 2016

MEMORANDUM FOR All NCO Academy Cadre and Students

SUBJECT: NCO Academy Policy Memorandum #1 - Policy Files

1. References:

a. TRADOC Regulation 350-10, Institutional Leader Training and Education, 12 August 2002.

c. TRADOC Regulation 350-18, The Army School System (TASS), 21 July 2010.

d. Senior Small Group Leader/Small Group Leader (SSGL/SGL) Guide, 10 August 2016

2. Army Regulation 350-1 and TRADOC Regulation 350-10 specify policies and procedures for Noncommissioned Officer Academies. All cadre will review this policy file and the above references. First line leaders will ensure the cadre they supervise are familiar with all policies and procedures.

3. The NCO Academy S1 will maintain the policy file. Forward any recommendations or comments through the NCO Academy S1 for my review.

4. All policies regulated by CSM JORGE C. ESCOBEDO will remain in effect until officially relieved.

5. If there is a conflict in guidance between the reference and the policy memorandum, the reference takes precedence. This policy memorandum supersedes all previously dated memorandums.

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



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MEMORANDUM FOR All NCO Academy Cadre and Students

SUBJECT: NCO Academy Policy Memorandum #2 - Open Door Policy

1. I am available to discuss any issues with cadre and/or students. Notify the command group administrative specialist of the need to schedule an appointment and it will be done in a timely manner.
2. I advise the Soldier to first address the issue(s) with each successive level of the chain of command in order to ensure good order and discipline and effective communication within the NCO Academy.
3. It is my intent to provide every Soldier, cadre and students alike, the opportunity to personally address with me both personal and professional issues when the Soldier deems it appropriate.
4. Display this policy on all unit bulletin boards. Leaders will announce this policy periodically to subordinates to ensure widest dissemination.

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MEMORANDUM FOR All NCO Academy Cadre and Student-NCOs

SUBJECT: NCO Academy Policy Memorandum #3 – Commandant's Safety and Health Promotion Policy

1. The safety and health of our personnel, both on and off duty, is paramount. Safety awareness and the application of the Army's composite risk management process at all levels of command are the basic prerequisites for the prevention of accidental man power loss and property damage.
2. Our goal of providing a safe and healthy working and living environment to all NCO Academy military and civilian personnel is not only a legal but also a morale obligation and will be only achieved by leaders' and supervisors' direct engagement.
3. We must constantly practice safety in every phase of our daily activities. Safety is a command responsibility and as the Commandant, I expect all personnel to comply with the applicable safety standards. Safety means force protection and, therefore, it is essential to realize that an aggressive, comprehensive safety and prevention of accidents and property damage continues to require the attention of all of us. Leadership engagement, good example setting to cadre and student-NCOs, dedication and commitment to excellence are attributes required to make our Academy a safe place to work. Safety violations must not be tolerated. Should one occur, we will address with all the tools at our disposal, including considering all applicable civilian personnel sanctions and actions under the Uniform Code of Military Justice.
4. The integration of risk management into all on and off duty activities is imperative to the accomplishment of safe and realistic training. Every NCO Academy military and civilian personnel has a personal responsibility to make safety a primary consideration in all of their actions.
5. Points of contact - Safety NCO, SFC Andrew Jones, commercial (803) 751-8784.

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MEMORANDUM FOR NCO Academy Cadre or Student-NCOs on Temporary duty to the Noncommissioned Officer Academy

SUBJECT: NCO Academy Policy Memorandum #4 – Commandant's Critical Information Reporting (CCIR) Requirements

1. Purpose: This memorandum establishes the NCO Academy Commandant's CCIR. The information concerning events listed in the attached enclosure must be reported as stipulated immediately after they occur or if it is anticipated that they will occur.
2. Scope: This policy applies to all military and civilian personnel assigned to the NCO Academy.
3. CCIR: The enclosed reporting matrix outlines incidents that require reporting to the NCO Academy Commandant and includes those that are also considered to be a Serious Incident. The matrix identifies the event, wake-up criteria, and reporting timeline. In addition to the identified incidents, all should report any incident they believe may cause negative publicity to the United States or those they believe should be reported to the Commandant.
4. Reporting: All events must also be reported through the NCO Academy S3 in order to allow for timely reporting to Soldier Support Institute G3 and dissemination to the appropriate sections. When reporting, adhere to the enclosed format. Immediate Precedence incidents must be reported to the NCO Academy Commandant with a cc to the SSI G3 Operations. No CCIR is required for incidents not outlined in this policy; however, a routine email to the NCOA Commandant may be appropriate.

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SUBJECT: NCO Academy Policy Memorandum #4 – Commandant's Critical Information Reporting (CCIR) Requirements

5. Commandant and Senior personnel will familiarize themselves with the CCIR and ensure compliance throughout this command.
6. Point of Contact for this action is the NCOA S3, 803-751-8812.

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO

3 Encls

1. NCOA Commandant's (CCIR) Matrix CSM, USA
2. Soldier Support Institute CCIR Example Commandant
3. SHARP CCIR Example



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MEMORANDUM FOR All NCO Academy Cadre and Student-NCOs

SUBJECT: NCO Academy Policy Memorandum #5 - Equal Opportunity Policy

1. Reference memorandum, USASSI, subject: Policy Memorandum #3-0 – Equal Opportunity, 30 December 2015.
2. The NCOA will provide equal opportunity and fair treatment to all Soldiers, civilian employees, and their Families without regard to race, color, religion, gender, or national origin.
 - a. This policy:
 - (1) Applies both on and off post, during duty and non-duty hours.
 - (2) Extends to Soldiers, civilian employees, and their Families.
 - (3) Applies to working, living, and recreational environments (including both on-post and off-post housing).
 - b. The NCOA will not access, classify, train, assign, promote, or otherwise manage on the basis of race, color, religion, gender, or national origin.
3. Leaders at all levels are responsible for ensuring equal opportunity complaints are addressed and resolved immediately using the chain of command. Appointed NCO Academy Equal Opportunity Representatives will assist the chain of command and advise the Commandant on any issue involving equal opportunity or sexual harassment.
4. The readiness and accomplishment of our mission depends on a climate that fosters and is conducive to equal opportunity; we will develop and sustain this climate in the Academy. Therefore, I advise strongly each of you to report any discrimination to which you are subjected to or observe. Every Soldier is entitled to a professional work environment free of harassment, prejudice and intimidation; I will tolerate nothing less.

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SUBJECT: NCO Academy Policy Memorandum #5 Equal Opportunity Policy

5. For complaint procedures see Policy Memorandum #7 (NCO Academy).
6. Point of contact is the SSI EO Advisor SFC Blanca Odaniel, commercial (803) 751-4591.

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MEMORANDUM FOR All NCO Academy Cadre and Student-NCOs

SUBJECT: NCO Academy Policy Memorandum #6 - Sexual Harassment & Assault Response and Prevention (SHARP)

1. References:

a. Army Regulation 600-20, Army Command Policy, 6 November 2014

b. Memorandum, USASSI, Subject: Policy Memorandum #3-4 Sexual Harassment, 30 December 2015.

2. Sexual harassment can affect anyone, anywhere not just in the work place. It detracts from a positive unit climate that promotes personal growth and teamwork, both vital to mission/combat readiness.

3. Sexual harassment is a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

a. Submission to, or rejection of, such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, career.

b. Submission to, or rejection of, such conduct by a person is made on the basis for career or employment decisions affecting that person.

c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive work environment.

4. All Soldiers and civilians are entitled to prompt and thorough redress of sexual harassment complaints without fear of reprisal. The chain of command is the primary channel for handling and correcting allegations of sexual harassment.

5. Everyone in the NCO Academy is responsible for resolving and reporting acts of sexual harassment.

6. All Soldiers and civilians should report all cases of sexual harassment/ assault through their UVA. Depending on the nature of the complaint, civilians may be referred to the Post EEO for further assistance. Importantly, individuals who report sexual harassment/assault (to include witnesses) will be protected from threats of acts of reprisal. Threats or acts of reprisal should immediately be reported to the Chain of Command and the Post IG (751-5580). The DoD IG hotline is also available at (800) 424-9098 or DSN 664-8799.

7. Sexual assault (rape, sodomy, and indecent assault) is defined as intentional sexual contact, characterized by use of force, physical threat, or abuse of authority or when the victim does not or cannot consent. Sexual assault can occur without regard to gender, spousal relationship or age of victim.

8. Leaders must ensure the rights of sexual assault victims are protected. The victim has the option to decide if a restricted or unrestricted report will be used.

a. Restricted reporting allows sexual assault victims the confidentiality to disclose the details of the assault to specifically identified individuals and receive medical treatment and counseling without triggering the investigative process. Restricted reporting sources are: Sexual Assault Response coordinator (SHARP), SFC Lester Clancy, 803-751-8777 or Chaplain, or healthcare provider.

b. Unrestricted reporting initiates the official investigative process in addition to providing sexual assault victims with medical treatment and counseling. Unrestricted reporting sources are the SHARP, SFC Lester Clancy, 803-751-8777 or chain of command – recommend contacting the UVA first. Details regarding the incident will be limited to only those personnel who have a legitimate need to know.

c. Victims have the following rights:

(1) The option of restricted or unrestricted reporting.

(2) The right to be treated with dignity, fairness, and respect.

(3) The right to be reasonably protected from the accused offender.

(4) The right to ensure that their physical safety, emotional security, and medical treatment needs are met.

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SUBJECT: NCO Academy Policy Memorandum #6 - Sexual Harassment & Assault Response and Prevention (SHARP)

(5) The right to consent in writing to the release of information to nonofficial parties about the incident.

(6) The right to have their privacy protected by limiting information to “need to know” personnel.

(7) The right to not experience reprisal as a result to reporting the incident.

(8) The right to feedback on the case status, if unrestricted reporting.

(a) 14 days after the initial report.

(b) Monthly reports thereafter until final disposition.

(c) Follow up 45 days after final disposition.

(d) Report should cover current status of ongoing investigative, medical, legal or command proceedings regarding the assault.

(9) The rights are provided in Department of Defense Instruction 1030.2, Victim and Witness Assistance Procedures, dated June 4, 2004.

8. Sexual assault prevention is key to the success of this program. Our leaders will endeavor to maintain an environment free of sexual assault and in the event of a sexual assault encourage reporting. Leaders will ensure that Sexual Assault Response and Prevention Program training is conducted annually and focuses on prevention, risk-factor awareness, reporting procedures, victim’s rights and support resources.

9. Point of Contact is the NCO Academy SHARP, SFC Lester Clancy, 803-751-8777.

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MEMORANDUM FOR All NCO Academy Cadre and Student-NCOs

SUBJECT: NCO Academy Policy Memorandum #7 - Complaint Procedures

1. Reference Army Regulation 600-20, Army Command Policy, 6 November 2014.
2. Procedures.
 - a. Individual Rights. Soldiers, civilians, and their Family members have the right to:
 - (1) Present a complaint to the command without fear of intimidation, reprisal, or harassment.
 - (2) Communicate to the command their complaints.
 - (3) Receive assistance when submitting a complaint.
 - (4) Receive training on the Army's Equal Opportunity complaint and appeals process.
 - b. Individual Responsibilities.
 - (1) Attempt to resolve a complaint by first informing the alleged offender that the behavior must stop (depending on the severity of the offense, this may not always be plausible).
 - (2) Advise the command of the specifics of sexual harassment and discrimination complaints and provide the command an opportunity to take appropriate action to rectify/resolve the issue.
 - (3) Submit only legitimate complaints and exercise caution against unfounded allegations.
 - c. Informal/Formal Complaints.
 - (1) Complainants have the option of filing a formal or informal complaint.

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SUBJECT: NCO Academy Policy Memorandum #7 - Complaint Procedures

(2) An informal complaint is any complaint a Soldier, civilian, or Family member does not wish to file in writing. Informal complaints may be resolved directly by the individual, with the help of another person, or the chain of command. Typically, informal complaints can be resolved through discussion, problem identification, and clarification of the issues.

(3) A formal complaint is any complaint a Soldier, civilian, or Family member will file by submitting a sworn statement on a DA Form 7279-R (Equal Opportunity Complaint Form). With the exception of EO complaints filed with the IG, formal EO complaints are filed in writing using a DA Form 7279-R. These complaints are filed with the chain of command or one of the alternative agencies listed in paragraph 3 below. Except in limited circumstances, no one will guarantee or promise confidentiality. Complaints filed with the IG will be processed as Inspector General Action Requests in accordance with AR 20-1, Inspector General Activities and Procedures, rather than procedures outlined in AR 600-20.

3. I highly encourage all cadre and student-NCOs to use the chain of command first to rectify grievances or complaints of discrimination and sexual harassment. I urge everyone to use their chain of command to resolve complaints and to attempt to resolve complaints at the lowest level possible. Address all problems that cannot be resolved at the lowest level through the chain of command. Additional staff offices available to provide assistance in resolving potential conflicts consist of Inspector General (IG), Chaplain, Provost Marshal, Staff Judge Advocate (SJA), Medical Facility, Housing or at the Equal Opportunity Staff Office (EOSO). The Equal Employment Opportunity Office will handle all complaints by civilian personnel alleging discrimination.

4. Complainants have 60 calendar days from the date of the alleged incident to file a formal complaint. The Commandant will pursue complaints received after 60 days at Commandant's discretion.

5. The complainant has the right to appeal the action to the next higher commander. If an investigation fails to reveal all relevant facts to substantiate allegations, or actions taken by the command were insufficient to resolve the complaint. Subjects can appeal to their next higher commander, if relevant facts to prove his or her innocence were not revealed. Individuals will present all appeals in writing within 7 calendar days following notification of results of an investigation.

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SUBJECT: NCO Academy Policy Memorandum #7 - Complaint Procedures

6. Reprisal is a serious issue and its effects are devastating to unit cohesion, morale, and the command climate. I will ensure Soldiers, civilians, and their Family members filing EO complaints are protected from reprisal or retaliation. Report all acts or threats of reprisal will be immediately to the Department of Defense (DOD) IG at 1-800-424-9098 or www.dodig.osd.mil/HOTLINE. If allegations of reprisal are made to any agency authorized to receive formal complaints, the agency should refer the complaint to the DOD IG.

7. Point of contact is the SSI EO Advisor SFC Blanca Odaniel, commercial (803) 751-4591.

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MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: Policy Memorandum #8 - Senior Subordinate Relationships

1. At the heart of an effective Army lies a series of customs and time-proven relationships between Soldiers of different ranks that provide the foundation for discipline, good order and high moral. AR 600-20, which is mandatory reading by all members of this Academy and our noncommissioned officer student-NCOs, provides a wealth of important guidance and standards for proper conduct.
2. Our training mission poses special challenges and places unique regulatory requirements on maintaining proper relationships as well between student-NCOs and permanent party cadre. Special guidance for both on and off-duty associations, which is applicable to all student-NCOs and cadre, is contained in SSI Regulation 600-3, (Student and Permanent Party Personnel Relationships).
3. Commandant, First Sergeants, Senior Small Group Leaders, Small Group Leaders, Staff, and members of our chain-of-command are responsible for enforcing proper senior subordinate relationships, and the equally important task of developing our subordinates and student-NCOs in these key aspects of our profession.
4. Individuals encountering improper conduct should immediately bring the matter to the attention of those concerned followed by their chain of command, Commandant or the Inspector General if the perceived relationship is not severed.
5. Point of contact for periodic review of this policy is the Commandant, DSN 734-3010 or commercial (803) 751-3010.

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MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #9 - Cadre Training Requirements

1. The NCO Academy training schedule is published six weeks out by the S3. First line leaders need to ensure a copy is posted in the particular work areas.
2. Work Day. Standard duty day is 0830-1700 (Monday-Saturday). Cadre and staff duties should be prepared to execute until mission is complete.
3. Physical Fitness Training. Organized Physical Training (PT) is conducted five days per week from 0545/0800. Everyone assigned will participate in physical training. Cadre will not interfere with the student-NCO leaders during organized PT unless specifically assigned SGL duties.
4. Army Physical Fitness Test (APFT). The APFT is scheduled during the months of October and April with the exact dates locked-in six weeks out. The S3 NCOIC is responsible for testing all cadre personnel. We will weigh-in 100% of those present for APFT to include those with profiles exempting them from taking the APFT on that day. Anyone missing the initial APFT due to profile, LV, TDY, etc., will be expected to complete the next make-up APFT or immediately after profile ends.
5. Weapons Qualification. We will qualify once per year. The S3 NCOIC will, at least schedule our range and pre-marksmanship training based on mission requirements six weeks out.
6. All mandatory training not conducted by the Soldier Support Institute (SSI) will be done on Thursdays 1200-1300. The S3 will coordinate with the SLC and ALC First Sergeant, for a primary and alternate instructor for all classes to be taught.
7. Instructor Training. All Noncommissioned Officers selected to instruct at the Academy must possess an "8" identifier. Once assigned, each Small Group Leader (SGL) or Senior Small Group Leader (SSGL) must attend FDP1, FDP2, and the Army Basic Instructor Course (ABIC). 1SG will only assign class responsibility to SGLs after they have proven their competency by working as assistants to other SGLs. No SGLs

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SUBJECT: NCO Academy Policy Memorandum #9 - Cadre Training Requirements

duties will be performed prior to newly arriving cadre completing 100% of all inprocessing and those items previously mentioned above. All newly assigned cadre must teach one full block of instruction in front of the Commandant, Deputy Commandant, First Sergeant & SSGL. Group Leader (SSGL), must attend the Army Basic Instructor Course (ABIC), and the Intermediate Facilitator Skills Course (IFSC). 1SG will only assign class responsibility to SGLs after they have proven their competency by working as assistants to other SGLs. No SGLs duties will be performed prior to newly arriving cadre completing 100% of all inprocessing and those items previously mentioned above.

8. Instructor Training Evaluation First Sergeants, or SSGLs will evaluate each SGL once per quarter. Evaluators will use the SGL certification checklist (FJ Form 350-100-2) to track individual training. SGLs are responsible for mastering all instructional material for ALC and SLC (as applicable). The completed checklist will be forwarded to the Commandant for review and then filed in the S3.

9. All Soldiers assigned to the Academy will inprocess through the Academy's S1. The Soldier will receive an internal inprocessing checklist. All items must be signed-off within 10 business days and be completed prior to being assigned any official duties within the Academy. All Soldiers will also be expected to inprocess the installation and Soldier Support Institute within these same 10 business days.

10. Point of contact is the NCO Academy S3, commercial (803) 751-8812.

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CSM, USA
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MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #10 – Small Group Leader (SGL) Recognition Program

1. Purpose. To outline the SGL incentive/recognition program. The program recognizes SGLs who make significant contributions towards the successful accomplishment of our mission.
2. One SGL will be selected as “SGL of the Quarter” during each quarter of the fiscal year. Selection and nomination procedures are outlined below.
 - a. The Senior SGL will evaluate each of their SGLs quarterly. The Senior SGL will use FJ Form 350-100-2 (Encl 1) to conduct their evaluations.
 - b. The Senior SGL will evaluate SGLs on how well their classes are conducted. The results are a direct reflection of the SGL’s guidance and mentorship to his/her student NCO. In addition, the form will be used to evaluate the SGL’s ability to facilitate the class discussion.
 - c. The Senior SGL will make a nomination to the First Sergeant by the third working day of the last month of the quarter (e.g., December, March, June, and September). Senior SGLs may also compete for this honor. The First Sergeant will evaluate those individuals they rate, and may nominate as well.
 - d. During the first two weeks of the last month of the quarter, the First Sergeant will select their nominees, and forward them to the Commandant. All evaluations will be attached as enclosures.
 - e. During the last two weeks of the quarter, a board consisting of five reps (Commandant, Deputy Commandant, ALC 1SG, SLC 1SG and a senior SGL) will evaluate the ALC and SLC nominees and select the SGL of the Quarter.

3. Selection of SGL of the Year:

- a. In September, the four winners of SGL of the Quarter will appear before a selection board chaired by the Commandant.
- b. The board will consider the total Soldier, but emphasis will focus on the knowledge of their duties and responsibilities as SGLs.

4. Recognition Awards:

a. SGL of the Quarter.

- (1) One three-day pass.
- (2) Nomination for the Army Achievement Medal.
- (3) Plaque and notation on the NCO Academy “Roll of Honors” board.

b. SGL of the year.

- (1) One four-day pass.
- (2) Nomination for the Army Commendation Medal.
- (3) Other awards TBD by NCO Academy Commandant.

5. Point of contact is the Deputy Commandant, commercial (803) 751-3012.

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MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #12 – NCO Counseling/NCOERS

1. Counseling is the key in developing our junior leaders by permitting the creation of leaders who possess the attributes and competencies identified in the “Leader Requirements Model” of ADP and ADRP 6-22. Achieving such, a task requires every leader be counseled by their Rater and Senior Rater with no exceptions. In addition critical, command teams must develop programs to reverse poor counseling trends, while simultaneously emphasizing the importance of “two levels down” counseling and mentoring, which aligns with our Mission Command Philosophy. Additionally, The Army Career Tracker (ACT) and MSAF 360 suite are effective tools in assessing individuals and provide targeted feedback for counseling.

2. Leader development is a long-term progressive process comprised of: combined training, education and experience which assist in preparing our leaders for the demands of future assignments and assist in understanding today’s complex environment to better lead Army, joint, interagency, and multinational task forces and teams. A comprehensive and aggressive counseling program is critical to this process and we must remain committed to providing accurate feedback in order develop innovative, adaptive, and flexible leader capable of meeting the demands of today’s complex environment and uncertain future.

3. Proper counseling is the cornerstone of developing tomorrow leaders. Developing our junior leaders to their fullest potential requires collective efforts by all, combined with complete leader engagement and aggressive leadership at every level. Listed below are varieties of tested and proven practices needed for a successful counseling program.

a. All raters must conduct face to face initial counseling within 30 days after the beginning of the rating period and quarterly thereafter IAW Army Regulation 623-3 Paragraph 1-8e. All records of counseling will remain on file.

b. Integration and Reception Counseling should be accomplish within 24 hours of a Soldier’s arrival, with the intent of welcoming the Soldier to the organization, combined with outlining standards, expectations, chain of command, off limits areas, specific policies, host nation conduct, structure, mission and organizational history. Lastly, such counseling session should address Soldier and Family needs combined with ensuring proper completion of in-processing within the organization and outside agencies.

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SUBJECT: NCO Academy Policy Memorandum #12 – NCO Counseling/NCOERS

c. Initial counseling is critical and should be executed upon the completion of in-processing and assignment to the platoon, squad, or section. The primary intent of initial counseling is to provide the Soldier with assigned duties, as well as job description, outlining specific duties, along with responsibilities of their newly apportioned duty position. Additional intent of an initial counseling session is to discuss required performances in order to achieve success, followed by self-development opportunities, culminating with the establishment of short and long personal and professional goals.

d. Performance and professional growth counseling is the review of a subordinate's duty performance during a specified period, focusing on the subordinate's strengths, areas to improve, and potential. Effective performance and professional growth counseling addresses subject areas such as performance, accomplishments, civilian or military schooling, future duty assignments, special programs, available training support resources, reenlistment options, promotion opportunities, as well as personal and professional goals.

e. Crisis or precautionary counseling focuses on the subordinate's immediate short-term needs, while identifying potential high risk Soldiers as a result of a period of shock after receiving negative news, such as: the notification of the death of a loved one or dramatic changing events such administrative, non-judicial, and judicial punishment. Consistently, the Army continues to lose troopers to fatal incidents that the majority of the time are clearly "high risk" but not readily identified by either their first line supervisor or their Company Commander. We must know our Soldiers! The primary tool for us to do this is formal and informal counseling. A tested and proven practice on identifying potential high risk Soldiers is the US Army Soldier and Leader Risk Reduction Tool (SLRRT), which is the Army's current personnel risk assessment tool. SLRRT is the centerpiece for the questioning methodology and the foundation of the counseling approach, proving an "If, Then" framework to assist the leader in both identifying risk and mitigating it through action.

4. Soldiers are the heart and soul of the US Army as they are our most precious asset, as such developing them should be our number one priority. Requiring proper counseling is the cornerstone for successfully producing tomorrow's leaders. This is why it is critical that counseling be listed on training schedules as close to the end of the month as possible, or develops as a part of the recovery or resent plan. Furthermore, Senior Small Group Leaders (SSGLs) and First Sergeant have the obligation to review select counseling packets monthly, with NCO Academy Deputy Commandant and Commandant conducting periodic inspections.

5. A suspense cover letter will accompany all NCOERs. It is essential we meet our suspense dates. Our objective is zero late NCOERs!

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SUBJECT: NCO Academy Policy Memorandum #12 – NCO Counseling/NCOERS

6. NCOER bullets will be written using the past tense. The best bullets begin with possessive pronouns (his/her) or action words (verbs). All Soldiers will have at least one appointed duty annotated in part IIIe of the DA Form 2166-8. Bullet(s) addressing performance in this area will be annotated in part IV of the NCOER.
7. Completed NCOERS will be turned into the Senior Rater NLT 14 calendar days prior to the end date of the NCOER. Note worthy accomplishments that occur during the last two weeks of the rating period can be entered on the NCOER as necessary. The NCOER will be turned into the Commandant for draft review after the ending date of rating period. Completed (with signatures) will be completed NLT the first week after the rating period has ended.
8. Clearly, our ability to fulfill the mission of the Army in this time of transition, complex, uncertainty, and austerity is dependent upon our collective effectiveness at operationalizing our leader development strategy. Ultimately, we must all be “all-in” to fully develop the leadership potential of our great Army by developing a commitment to implement a comprehensive and aggressive counseling program and reversing poor counseling trends, while emphasizing the importance of “two levels down” counseling. Questions: Board members will prepare a specified number of questions based upon respective Board Memorandums of Instruction (MOIs) for each of their assigned subjects which must be pulled directly from doctrinal resources. Furthermore, board members will prepare one additional situational/scenario based question as prescribed. The intent is for board members to spout off random questions in “rapid-fire” succession, challenging candidates to answer doctrinal and situational/scenario based questions in a quick and accurate manner.
6. Point of contact is the Commandant, commercial (803) 751-3010.

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CSM, USA
Commandant



REPLY TO
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DEPARTMENT OF THE ARMY
NONCOMMISSIONED OFFICER ACADEMY
10,000 HAMPTON PARKWAY
FORT JACKSON SC 29207-7025

ATSG-NC

12 August 2016

MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #13 - Sponsorship

1. All incoming Soldiers are contacted by the First Sergeant and sponsor prior to their arrival. The movement of a Soldier, especially with family, to a new assignment can be a trying experience. Initial impressions of a unit are gained from tones and responsiveness of letters sent to newly assigned Soldiers and the manner in which they and their Families are cared for upon arrival. A thorough sponsorship program will aid in sustaining a positive climate for those assigned to the Academy.
2. Upon receiving notification of incoming personnel, the S1 NCOIC will immediately notify respective SLC/ALC 1SG or Commandant (staff). The 1SG will then identify a Soldier or staff member to act as a sponsor. The sponsor and 1SG will compose a welcome letter and forward to the S1. The S1 will send the letter (with the correct mailing address) within 10 days of receiving initial notification.
3. The sponsor is the key element in this program. They should be selected as early as possible from the company or section to which the incoming Soldier will be assigned. Normally the sponsor should be of equal or higher rank of the incoming Soldier and should have enough time on station to be familiar with FT Jackson and the surrounding area.
4. The S1 will compose a welcome letter for all newly assigned Soldiers endorsed by the Deputy and Commandant. This letter will be mailed as stated above. The S1 NCOIC will maintain a copy of the Deputy and Commandant's welcome letters and the SSGL will maintain a copy of the SLC/ALC welcome letters. If a letter is returned for incorrect address, the S1 will verify the address with the Soldier Support Institute's G1 and attempt to make contact by mail or telephonic communication with the arriving Soldier until a correct address is obtained.
5. Point of contact is the Deputy Commandant at 803-751-3012 or DSN 734-3012.

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



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MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #14 – Better Opportunities for Single and Unaccompanied Soldier (BOSS) Program

1. Reference. DA Circular 608-06-1, Better Opportunities for Single Soldiers Program, 17 October 2006.
2. Purpose. Intent in implementing this policy is to provide guidance and establish policy for the BOSS Program. The objective is to establish a working committee of single and unaccompanied Soldiers to improve the quality of life for Soldiers that provides meaningful activities while stationed here at the Academy.
3. Background. The BOSS Program supports the chain of command by identifying quality of life issues and concerns, and by providing recommendations to the chain of command.
4. Discussion.
 - a. SLC/ALC 1SG will appoint primary and alternate BOSS representatives and ensure their attendance at scheduled BOSS committee meetings. The BOSS Program will be included in all academy newcomers briefings. BOSS representatives will be given time to participate in local BOSS meetings to solicit ideas and raise issues for presentation at area BOSS committee meetings. Leaders will support the BOSS program and activities.
 - b. BOSS representative Soldiers should be model Soldiers with access to the academy's leadership. Seek opportunities to provide incentives to encourage BOSS participation.
5. Point of contact is the Deputy Commandant, DSN 734-3012 or commercial (803) 751-3012.

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12 August 2016

MEMORANDUM FOR All NCO Academy Cadre and Student-NCOs

SUBJECT: NCO Academy Policy Memorandum #15 – Leave and Pass Policy

1. Reference Army Regulation (AR) 600-8-10, Leaves and Passes, 15 February 2006.
2. This policy applies to all Soldiers assigned, attached, or on temporary duty to the NCO Academy. All previous editions of this policy are superseded.
3. Pass Policy. Cadre do not need to submit a pass request if they are traveling within 200 miles of Fort Jackson. However, if the Soldier is traveling beyond a 250 mile radius, they will submit a DA Form 31 with a Travel Risk Planning System Assessment Form (TRiPS) or flight itinerary through the supervisor for command approval. It is important to remember that the frequent use of leave will make a positive contribution to the constraints of the operational mission, the morale, performance level, and motivation of the organization.
 - a. Three and four-day passes will be granted as special recognition for exceptional performance of duty. There are numerous opportunities for NCO Academy cadre to EXCEED STANDARDS in order to request or receive a pass. It must be understood that the passes will not serve as an excuse for cadre to not take the required amount of leave (30 days) during a fiscal year (1 Oct thru 30 Sep). Cadre will not lose leave at the beginning of the new FY.
4. Student NCO Pass Policy:
 - a. The SLC and ALC First Sergeant have approval authority for student-NCO passes.
 - b. If a student-NCO is absent from their assigned quarters overnight a pass request must be submitted.
 - c. Mission Platoon personnel are not authorized a weekend pass. Emergencies and extenuating circumstances will be handled on a case-by-case basis.
 - d. On a regular 2-day weekend, student-NCOs may not travel any further than 250 miles one-way. On a 3-day or 4-day weekend, students-NCOs may not travel any further than 450 miles one-way.

e. Student-NCOs who have purchased a round-trip airplane, bus, or train ticket have no mileage limitations on travel plans. A copy of the travel itinerary must be submitted with pass request and be approved (prior to purchasing ticket) by their SGL.

5. Ordinary Leave.

a. The Commandant has retained approval authority for cadre leave requests under 30 days and excluding PTDY (these request must be approved by the 369th AG Bn Commander). It is important to remember that the frequent use of leave will make a positive contribution to the constraints of the operational mission, the morale, performance level, and motivation of the organization.

b. All requests for ordinary leave originate with the requesting Soldier, are approved through the Soldier's supervisor, Commandant, 369th Commander or SSI Commander, as appropriate. It is the supervisor's responsibility to ensure the Soldier completed TRiPS assessment and has a current Privately Own Vehicle (POV) inspection, if traveling by POV. A copy must be forwarded to the Commandant with the request. Additionally, supervisors will ensure leave requests are forwarded timely through the Academy S1 to the 369th BN S1 for processing.

c. Approved leave requests will be forwarded from the Academy to the 369th BN S1 NLT five working days prior to the start date for final processing. Except for OCONUS and PCS leave request, all Trips assessments will be maintained at the Academy, readily available for the 369th Commander's review.

d. All cadre assigned or attached taking ordinary leave or pass may call 24 hours a day to extension (803) 751-3762 to sign out/in. if no answer, please leave a detailed message, state rank and name, unit, date and time, reason for calling.

e. It is the individual Soldier's responsibility to notify and obtain approval from the Commandant for any changes to the originally scheduled departure date, return date, and cancellation or extension of leave. Any changes must be brought to the attention of the NCO Academy S1 NLT 0900 on the first duty day following actual date of return. Also changes to leave start and/or end dates, and cancellation or extension of leave, the Commandant will notify the 369th BN S1 at 803-751-3774 of all approved changes to leave dates.

5. Cadre Sign-out Procedures:

a. Soldiers failing to sign in or off leave will be charged for the time period shown on the DA 31. Soldiers will sign out or in on the actual star/end date annotated on the DA Form 31 IAW AR 600-8-10, paragraph 12-3 & table 12-5. Soldiers are not allowed to sign out at Close of Business (COB) the day before their leave starts.

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SUBJECT: NCO Academy Policy Memorandum #15 – Leave and Pass Policy

b. Copy 2 of the approved DA Form 31 with control number will be available at the NCO Academy S1 one day prior to scheduled date of departure. (Exception – Soldiers departing on a non-duty day may obtain a copy of their DA Form 31 on the last duty day prior to scheduled departure date.)

c. Cadre will not depart on leave without a copy of the approved DA Form 31.

6. Student-NCOs Sign-out Procedures:

a. Student-NCO leadership will consolidate all approved pass forms for their platoon and place in a manila folder clearly labeled with course and class number(s) (i.e. SLC 42A, Class 001).

b. Student-NCOs are required to sign out with their SGLs upon departure and to sign in with the SDNCO NLT 1900 upon return from pass. Sign-out time will be at the discretion of the SGL.

c. Student-NCO leadership will ensure compliance with paragraph 6(b) above and report all violations to respective SGLs immediately.

7. Vehicle Inspections/Risk Matrix: Any cadre or student-NCO departing on pass or leave will submit a vehicle inspection sheet and POV Risk Matrix if traveling over 150 miles or more one way. These will be approved by their immediate supervisor.

8. PCS Leave/Permissive Temporary Duty/Transition Permissive Temporary Duty

a. All Soldiers that are PCSing are required to sign out/in off leave with the 369th BN S1 (Bldg 3360) during the duty day and with the Soldier Support Institute (SSI) Staff Duty (Bldg 10,000) after duty hours. The SSI SDO/NCO contact numbers are 751-3635 or 3683.

b. The 369th Commander is the approval authority for Permissive Temporary Duty (PTDY) Not To Exceed (NTE) 10 days.

c. Transition PTDY over 10 days is not an automatic entitlement and requires approval of the SSI CG. Transition PTDY must be fully justified by the Soldier IAW AR 600-8-10, paragraph 5-35a and b and TRADOC Transition PTDY Policy. Submit transition PTDY NLT 30 days prior to the effective date.

9. OCONUS Leave

a. Request for OCONUS (Outside the Continental United States) leave will be submitted to the 369th BN S1 NLT 40 days prior to the requested leave date. The time period for submission should be followed to allow timely processing from the 369th BN through the Fort Jackson Human Resource Management Center located in the Strom Thurmond Building.

b. A requesting leave to travel OCONUS, excluding Hawaii, Alaska, Puerto Rico, Virgin Islands, Guam, American Samoa and Northern Mariana Islands, at a minimum will submit the following documents to the 369th BN S1 NLT 40 days prior to the requested leave start date:

- (1) DA Form 4187 approved by the Commandant
- (2) DA Form 31 for approval by the 369th BN Commander
- (3) AT Awareness Certificate signed by the requesting individual and the S2/S3
- (4) Flight itinerary (**DO NOT purchase a ticket without granted approval of leave request; however Soldiers can provide a draft copy of their flight itinerary with their packet**).

c. Prior to planning leave to a country classified by the State Department as hostile to the United States, or a country experiencing severe terrorist activity or internal unrest, the Soldier should contact the 369th BN S2/S3 or log on to <https://www.fcg.pentagon.mil> and <http://www.travel.state.gov> to obtain an estimate of the lead time required to obtain permission to visit the desired country, and any special processing requirement. The Soldier will also contact Ms. Euli Toatley (Personnel Operations) at 751-6652, to ensure they have all required documents.

10. Process for Leave /Pass

a. Processing time for all Leave/Passes will be no more than **five working days**. The Academy have 48 hours to submit documents to the TSB BN for processing. 369th BN has 72 hours to process all documents and forward them back to the Soldier or submit to Strom Thurmond.

b. The Academy will use the 369th S1 Share Point page to track all documents. If the document is not logged in within 24 working hours, contact the 369th BN S1 office.

c. Leave/Pass begins and terminates on post, at the duty location, or at the location from where the Soldier normally commutes to duty IAW AR 600-8-10 paragraph 5-27d.

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SUBJECT: NCO Academy Policy Memorandum #15 – Leave and Pass Policy

d. OCONUS leave (this does not include CONUS PCS leave to an OCONUS duty station), leave over 30 days, and advance leave of 8 days or more will be approved by the 369th BN Commander.

11. Failure to comply with the provisions of this policy may have a negative impact on a Soldier's leave balance and may subject the Soldier to potential administrative or disciplinary action(s).

12. Point of contact is the NCO Academy S1, commercial (803) 751-3130.

2 Encls

1. Cadre Request for Pass
2. Student Request for Pass

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



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12 August 2016

MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #16 - Physical Fitness Incentive Program

1. A Soldier's level of physical fitness has a direct impact on the unit's injury overall readiness. Therefore, we must strive for excellence through effective and challenging physical training. Good physical training programs reduce and increase productivity and mental alertness. In the NCO Academy, we will develop physical fitness programs to improve and sustain fitness levels for all our Soldiers/NCOs.

2. The following are the PT incentives:

a. Any Cadre member demonstrating a drastic increase at least 30 points in overall score on the APFT will earn the Academy Certificate of Achievement and a three day pass (must be used prior to next APFT).

b. Any Cadre member scoring 270 or more on the APFT (minimum of 90 points per event) will earn the Physical Fitness Badge, Academy certificate of achievement, and a three day pass (must be used prior to next APFT).

c. Any Cadre member scoring 290 points or more on the APFT (minimum of 90 points in each event) will earn the Physical Fitness Badge, Academy certificate of achievement, and a four-day pass instead (must be used prior to next APFT).

d. Any Cadre member scoring 300 points (or more) on the APFT will earn the incentives listed in "c" above, and the Commandants Coin of Excellence.

3. Point of contact is the Deputy Commandant, commercial (803) 751-3012.

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
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12 August 2016

MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #17 - Reenlistment Incentives

1. The Army develops a competent ready-made force through retention of quality Soldiers. Reenlistment is earned through good performance and encourage all Soldiers to consider reenlistment in the Army.
2. The following incentives are available for Soldiers who reenlist:
 - a. Time off for the remainder of the duty day after the oath has been administered.
 - b. A four-day pass. Soldier must take pass within 90 days of reenlistment.
 - c. Exempt from duty roster. Soldier exempt from duty roster for 30 days starting on the day of reenlistment.
3. Point of contact is the NCO Academy Reenlistment NCO, commercial (803) 751-1696.

//ORIGINAL SIGNED//
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12 August 2016

MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #18 – End of Day Security Checks, Energy Conservation and Internet Use/Security

1. Reference:

- a. AR 380-5, Department of the Army Information Security Program, 29 Sept 00.
- b. DA PAM 205-1 Energy Conservation guidelines for the Operation of Controlled Humidity Awareness.

2. Purpose. To establish End-of-Day Security Procedures for offices and buildings assigned to the NCO Academy.

3. Responsibilities. Senior SGL (SSGL) and Staff NCOICs will ensure compliance with the following guidelines at Close of Business (CoB) each day:

- a. Dispose of unclassified sensitive data (i.e., documents with social security numbers and "FOR OFFICIAL USE ONLY" classification) in appropriate containers.
- b. Empty trash cans.
- c. Close and lock windows and blinds.
- d. Unplug appliances.
- e. Clear desks of paper and leave in an orderly fashion.
- f. Secure sensitive information.
- g. Turn off computers, printers, and lights.
- h. Turn on firelights.
- i. Lock entrance/exit doors.

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SUBJECT: NCO Academy Policy Memorandum #18 – End of Day Security Checks, Energy Conservation and Internet Use/Security

4. Procedures.

a. The simple step of turning off electrical loads when not being used will conserve energy and money and in some instances can increase the lifetime of the equipment.

b. Use Standard Form 701 to ensure compliance (see enclosure). Use separate SF 701 for each office area that has entrance and exit doors. Place it next to the primary entrance/exit door.

c. The last person leaving the office for the day will ensure the inspection is completed prior to departing for the evening.

d. The SSGL and section NCOIC will review the SF 701 on the next duty day to ensure the section is in compliance.

e. Maintain the SF 701 on file within the section for one year.

5. Point of contact is the Deputy Commandant, commercial (803) 751-3012.

Encl

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



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12 August 2016

MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #19 – Non-Tactical Vehicle (NTV) Official Use Guidelines

1. References:

- a. AR 58-1, Management, Acquisition, and Use of Motor Vehicles, 10 August 2004.
- b. AR 600-55, The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing), 18 June 2007.
- c. AR 385-40, Accident Reporting and Records, 1 November 1994.
- d. AR 5-9, Area Support Responsibilities, 16 October 1998.

2. Purpose: This policy identifies responsibilities, procedures and policies for motor transport related activities within the garrison environment and during administrative movement to and from training areas on Fort Jackson.

3. Applicability: The policy establishes responsibility for all NCO Academy cadre members.

4. Policy: NTVs are for use in completing DoD missions (i.e., functions, activities or operations).

a. The use of Army owned or leased NTVs are for official purposes only. The DoD policy is to resolve questions on official use in favor of strict compliance with the law and regulations. Because each situation is fact-specific, consult with the Staff Judge Advocate (SJA) Office in case of doubt.

b. Determination of official use takes into account all factors, including whether the use is essential for successful completion of a DoD function, activity, action or operation, and whether the use is consistent with the purpose for which was acquired.

c. In accordance with the Secretary of the Army policy, the following uses of NTVs are not permissible:

(1) Personal errands or side trips for unofficial purposes by military personnel, civilian employees, or their family members.

(2) Transporting a spouse or visitors without an accompanying DoD sponsor on official business.

(3) Trips to the commissary, post exchange, laundry, cleaners, banks, Officer and Non-Commissioned Officers Clubs for personal convenience or for other reasons that would be questionable or reflect unfavorably on proper use of a government owned/leased vehicle are prohibited.

(4) Transportation to an official ceremony such as change of command, parade, promotion, retirement, unit activation/deactivation, field demonstration, funeral or other similar events in a personal (as opposed to official) capacity.

(a) Examples of personal capacity include personal friendship, family ties or prior professional relationship with the honoree or the unit. Under this analysis, it is not permissible to use government transportation to attend a farewell luncheon or similar event.

(b) In limited circumstances, I will approve transportation for general attendance at events of significant public interest after the request has been reviewed by me and the Deputy Commandant. When such travel is approved, it will be by mass transportation rather than individual vehicles.

(5) Transportation to private social functions: Transportation to official after-hours functions (e.g. official meetings, presentations, or speeches) requires prior approval from Deputy Commandant as an exception to policy. In addition, travel must begin and end at the normal place of duty.

d. Other specific statutory, DoD and Department of the Army guidance on official use:

(1) Transportation may not be provided solely for reasons of rank, position, prestige, or personal convenience.

(2) Transportation between home or place of duty and commercial or military terminals is generally not allowed unless the terminal is located where non-U.S. Government means of transportation (e.g., scheduled train or bus service) are unavailable. However, to meet the NCO Academy's requirements of sponsorship, retention, and quality of life, the Deputy Commander may allow sponsors to use NTVs to pick up Soldiers/civilians at

to pick up Soldiers/civilians at commercial or military terminals when they arrive.

(3) The general rule is that spouses or other Family members will not accompany government employees on official business at government expense. The spouse of a government employee may travel in an NTV when:

(a) Accompanying an official traveler to an official event when there is space available in the vehicle and the government incurs no additional cost (i.e., official passengers are not bumped and a larger vehicle is not used to make room for the spouse).

(b) Required for reasons of security.

(4) A spouse may travel at government expense in the spouse's own right when:

(a) Supporting an official volunteer program and the use of an NTV is part of the volunteer job description (such as a registered volunteer with a family support group or Army Community Service, when the volunteer job description includes the use of an NTV).

(b) Attending service-endorsed training courses or briefings (e.g. Pre-Command Course, Brigadier General Training Course, Anti-Terrorist Training Course).

5. All non-tactical motor vehicles will be dispatched from the S-3, S4 or the Commandant Admin Assistant using the TRADOC/FORCOM Form 573-R.

6. Operators are responsible for inspecting the vehicle at the time of dispatch. Dispatches are issued for multiple drivers. The driver to whom the vehicle is dispatched to must insure that all other operators have proper credentials.

7. The Commandant is responsible for proper security, control, general appearance and operator maintenance of NTVs while such vehicles are dispatched. Vehicle keys will be removed, vehicle locked, and keys turned in to the dispatcher.

8. The Commandant will ensure that sufficient permanent party military and civilian personnel are properly licensed to operate vehicles required in support of the NCO Academy's mission.

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SUBJECT: NCO Academy Policy Memorandum #19 – Non-Tactical Vehicle (NTV) Official Use Guidelines

9. PASSENGER CAPACITY: Non-tactical vehicles used to transport passengers will not exceed the following number (including operator) for the type of vehicle indicated below:

<u>TYPE VEHICLE SEATS</u>	<u>FRONT SEAT</u>	<u>CARGO SPACE/REAR</u>
Truck P/U	3	0
Van Carry-all <u>belt</u>	2	1 Passenger per seat
Bus (44 Pax)	1	44

10. COURTESY CREDIT CARDS: US Government (GSA) Credit Cards will be issued to users of non-tactical vehicles with a destination in excess of 75 miles from Fort Jackson, or as otherwise specifically authorized by the Motor Transport Officer. Ensure vendor will accept government credit cards before purchasing goods. Individuals in possession of these credit cards will be informed of the following restrictions:

- a. Only regular grade gasoline, diesel fuel, medium grade motor oil, transmission fluid, differential grease and brake fluid may be purchased using a credit card.
- b. Repair parts (e.g. fan belts, light bulbs, radiator caps, and gasoline caps) may be purchased when required for continued use of the vehicle.
- c. Government credit cards may not be used to pay for cleaning of vehicles unless the Motor Transport Officer specifically authorizes their use for washing. Use of government credit cards for waxing of vehicles is not authorized.
- d. Self -service will be used for all purchases. Use of full-service is prohibited.
- e. Credit cards will be safeguarded and returned to the issuing office with tissue copies of credit card purchases upon completion of authorized trip.
- f. Minor emergency roadside repairs may be accomplished at authorized or reputable garages not to exceed \$100. The operator will obtain an estimate of cost prior to the vendor proceeding with such repairs. Emergency roadside repair invoices will be properly completed indicating the GSA Tag number, legibly authenticated for the services performed, and annotated with the name of the vendor's representative who furnished the cost estimate. Such invoices will be furnished to the Motor Transport Branch accompanied by a statement of justification. Approval for repairs exceeding

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SUBJECT: NCO Academy Policy Memorandum #19 – Non-Tactical Vehicle (NTV) Official Use Guidelines

\$100 must be acquired from General Services Administration Regional Maintenance Control Center at telephone number indicated on the back of the credit card. Prior to calling for advice or direction, operators should know their current location, the specific problem and have an estimate of the repair cost.

g. Credit cards will be issued by the MTB Administrative Office during the hours of 0830-1500 Monday thru Friday. For weekends and holidays, cards will be issued the duty day prior to the weekend or holiday.

11. SUSPENSION AND REVOCATION OF DRIVER'S LICENSES/PRIVILEGES:

a. Commanders and the Installation Transportation Officer may suspend or revoke operators driving privileges at any time when:

(1) The operator's accident record indicates that he/she needs further training.

(2) The operator's competency appears to be impaired by physical defect/condition, or other limitations.

(3) The operator appears to be a potential risk because of unsafe acts.

(4) The operator is observed misusing or abusing a government vehicle.

(5) When an accident or incident occurs as defined in 13 below.

b. When an operator's driving privileges have been suspended, and after a review of the circumstances and a recommendation from the drivers supervisor, driving privileges may be reinstated if determined by the Installation Transportation Officer that reinstatement is merited.

12. SAFETY:

a. All drivers may achieve, but under no circumstances exceed posted speed limits.

b. Vehicles operating on non-paved roads will not exceed 20 mph. Speed will be reduced as required to operate the vehicle safely. Off-road (e.g. hard stands, bivouac areas) travel speed will not exceed 5 mph. Buses are only permitted to use North Tower, Salem and Winston Roads and off-road areas designated by the Motor Transport Officer.

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SUBJECT: NCO Academy Policy Memorandum #19 – Non-Tactical Vehicle (NTV) Official Use Guidelines

c. The tailgates will be in place and latches engaged on all commercial stake and platform vehicles during operation.

d. Personnel riding in the bed of vehicles will be seated and not leaning on the rear gates.

e. One-ton and dual wheeled rear axle vehicles will not be moved in reverse without a ground guide to direct the driver.

f. Maximum speed while passing troop formations is 10 mph. Formations should not be passed until the operator is motioned to pass by the leader of the formation.

g. Canvas must be secured at all times. Torn canvas will be repaired in a timely manner.

13. ACCIDENT/INCIDENT PROCEDURES:

a. A motor vehicle accident/incident may be described as a mishap involving a motor vehicle, its cargo or passengers resulting in any personal injury, property or vehicle damage.

b. When involved in an accident/incident the operator will:

(1) Render any possible assistance to the injured.

(2) Notify civil authorities if the accident occurred off post, or the Military Police when on the installation (MP# 803-751-3113/3114).

(3) Notify Operations Section, MTB (ext 5120/5211).

(4) Notify unit to which vehicle is assigned.

c. Complete GSA Accident Forms and submit to Operations Section, Motor Transport Branch, within one duty day of accident. Assistance with completion of these forms can be obtained from the Motor Transport Branch.

d. Do not express opinions, orally or in writing, or make official investigation report available to a claimant or to any representative of any non-government organization.

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SUBJECT: NCO Academy Policy Memorandum #19 – Non-Tactical Vehicle (NTV) Official Use Guidelines

e. Assist immediate supervisor in preparing SF Form 91 (Motor Vehicle Accident Report) and submit to the Motor Transport Officer. Written reports will be submitted within one duty day after the accident.

14. Operators of funeral detail vehicles shall be permanent party personnel. A minimum number of personnel and vehicles will be used in support of these requirements. Senior occupant will be responsible for the condition of the vehicle.

15. Mechanical failure or vehicle damage which is not the result of fair wear and tear or defective material or workmanship will be considered evidence of vehicle abuse. When evidence of abuse is discovered, the apparent abuse will be reported so that necessary investigation and disciplinary action may be taken. Procedures for the processing of damage statements/Reports of Survey:

a. When vehicle damage(s) is discovered, the supervisor of the individual responsible for the damage(s) will provide the Motor Transport Branch, a statement of circumstances surrounding the incident. This statement will indicate the supervisor's assessment of the cause of damage(s) and whether or not negligence is suspected or evident.

b. The Command or agency responsible for the vehicle will initiate and process a Report of Survey when necessary. Copies of completed Reports of Survey will be provided to MTB Operations.

16. Point of contact is the Deputy Commandant, DSN 734-3012 or commercial (803) 751-3012.

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



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ATSG-NC

12 August 2016

MEMORANDUM FOR NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #20 - Policy, Procedures, and Responsibilities for the Government Travel Charge Card (GTCC) Program

1. This policy letter is to remind all NCO Academy cadre on the appropriate and legal use of the government travel card which is included in the Army Travel Charge Card Program Responsibilities, Policies, and Procedures dated 14 May 2009.
2. The S-1 will ensure the Academy's in-and out processing procedures require cardholders to complete the Statement of Understanding Government Travel Card Program Agreement and process through the Soldier Support Institute Agency Program Coordinator (APC).
3. Leaders will ensure that Soldiers and civilian employees use the GTCC responsibly. By ensuring that our personnel use the card properly, we are supporting the Army's standard for reducing delinquencies.
4. The enclosed guidance updates existing Army policy and supersedes the March 9, 2006, Assistant Secretary of the Army (Financial Management and Comptroller) memorandum. It is to be used in conjunction with DOD Financial Management Regulation, Volume 9, Chapter 3.
5. Mrs. Donna Moore, Soldier Support Institute is our Agency Program Coordinator (APC) point of contact. She can be reached by phone at (803) 751-8017, or by email at donna.r.moore8.civ@mail.mil
6. Point of contact is the Deputy Commandant, DSN 734-3012 or commercial (803) 751-3012.

2 Encls

1. Army Travel Charge Card Program Memo Responsibilities, Policies, and procedures, 14 May 2009
2. Statement of Understanding GTCCP

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



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ATTENTION OF

DEPARTMENT OF THE ARMY
NONCOMMISSIONED OFFICER ACADEMY
10,000 HAMPTON PARKWAY
FORT JACKSON SC 29207-7025

ATSG-NC

12 August 2016

MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum # 21 - Inventory Procedures

1. References:

- a. AR 190-11, Physical Security Of Arms, Ammunition and Explosives, 15 Nov 06.
- b. AR 710-2, Inventory Management Supply Policy Below the Wholesale Level, 28 Mar 08.
- c. AR 735-5 Policies and Procedures for Property Accountability, 28 Feb 05.
- d. DA PAM 710-2-1, Using Unit Supply System (Manual Procedures), 31 Dec 97.

2. The NCO Academy S4 will coordinate and conduct the following inventories:

- a. Monthly Sensitive Items Inventory. This inventory is done monthly in accordance with the provisions of AR 190-11 and AR 710-2. The S-4 coordinates with the Commandant for a disinterested cadre member in the grade of SFC or above. The S-4 will brief the disinterested party on his/her responsibilities and then accompany them during the inspection.
- b. Monthly 10% Cyclic Inventory. The S-4 will inventory 10% of the total property lines on the TAS-C, Installation, and Organization hand receipts monthly. The Commandant will designate the group of property lines the S-4 will inventory. The Commandant will provide the entire year lay down in October, each year. The lay down will exempt the months of December, September, and March due to the 100% inventory requirements during those three months.
- c. Semi-annual 100% Inventory. Requires a complete 100% physical inventory of all NCO Academy property. This inventory will take place in September and March.
- d. Annual 100% Inventory. December is the month we will perform this requirement. Again, this inventory requires 100% physical inventory – not just a hand receipt scrub.

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SUBJECT: NCO Academy Policy Memorandum # 21 - Inventory Procedures

e. Change of Hand-Receipt and Sub Hand-Receipt Holders Inventory. The primary hand-receipt and the incoming hand-receipt holders will perform a 100% physical inventory of all equipment on the primary hand-receipt holder's hand-receipt. We will do everything in our power to perform this inventory 30 days prior to the PCS/ETS of the primary hand-receipt holder or sub hand-receipt holder. Report all discrepancies to the S4 for appropriate action. If a replacement has not been identified, the Commandant will designate an interim primary hand-receipt holder to conduct the change of hand-receipt inventory.

3. Point of contact is the NCO Academy S4, commercial (803) 751-3169.

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



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12 August 2016

MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #22 – Procedures for Random Selection of Soldiers for Urinalysis Testing

1. References:

Army Regulation 600-85, Army Substance Abuse Program (ASAP), dated 24 Mar 06

- a. Fort Jackson Circular 600-85, Alcohol and Drug Abuse Prevention Control Program, 12 Jul 02.
- b. Military Rule of Evidence (MRE) 313.

2. The primary method of random selection will be the Department of Defense Drug Testing Program (DTP). Currently, individuals are selected using ordinal and cardinal numbers. Once the DTP becomes fully operational, the following procedures will be implemented:

- a. Members are selected randomly. With the DoD drug testing program, a specified percentage or member count is used to generate random tests. The Commandant or primary Unit Prevention Leader (UPL) at the discretion of the Commandant will come to the Army Substance Abuse Program (ASAP), Building 3250, with an updated unit roster on a floppy disk or CD ROM to conduct the random selection procedure for that month. The Commandant and certified UPLs will be issued a user name and password by the Drug Testing Program (DTP). The options for conducting the random selection procedures are listed below:

- b. Randomization Via Percentage: The DTP can use the target percentage entered by the user on the Pool Management Screen to generate a percentage-based selection for testing. The program first creates a list of all personnel eligible for testing based upon the parameters on the testing wizard. For each person on the list, a random number is generated from a uniform distribution between 0 and 100. If this number is less than or equal to the target percentage, then that individual is selected for testing. The result is a randomly selected group of personnel that is relatively close to the target percentage entered by the user.

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SUBJECT: NCO Academy Policy Memorandum #22 – Procedures for Random Selection of Soldiers for Urinalysis Testing

c. Randomization Via Count: The DTP can use the target percentage entered by the user to generate a count-based selection list for testing. Under this method, the DTP again prepares a list of eligible personnel for testing. A random number is generated between 1 and the total number of personnel on the list. The program then uses the number to count down from the top of the list. The number in that position is selected and removed from the list. The process imitates the method of “pulling names out of a hat.”

d. Once 16% to 20% amount of the unit has been selected, the DTP will make available for printing the personnel to be tested (notification and work copy), the DD 2624s, bottle labels, and testing registers for all selected members.

e. All personnel selected for testing will be contacted by the chain of command. All selected are required to appear at the urinalysis site at the start time for the urinalysis and provide a specimen on the date indicated. The only individuals exempt from testing are those who are not present for duty because of TDY, Leave/pass, or hospitalization. All others present for duty will test, to include individuals on sick-call.

3. The following procedures currently govern the selection and testing of cadre for unit urinalysis inspections when less than 100 percent of the assigned population is tested:

a. On the first Tuesday of each month, the NCO Academy Unit Prevention Leader (UPL) will report to the NCO Academy Commandant for the purpose of selecting a drawer for that month’s random urinalysis testing.

b. The Commandant will select a cadre member in the NCO Academy to act as the drawer. The drawer will act as the responsible party for blindly drawing the numbered tags out of each container.

c. The urinalysis participants shall be selected in the following manner:

(1) THE ORDINAL NUMBER: The ordinal number is the number showing the position of the digit of the social security number which will be tested. The numbers one through nine (1-9) will be stenciled on separate identical key tags, shuffled, and placed in a hat, box, or similar item to conceal the numbers on each tag. The container will then be shaken vigorously and the drawer will blindly draw one tag out of the container. Without looking at or showing the tag to anyone, the drawer will place the tag in an envelope.

The envelope will then be sealed with his/her initials and date on the seal. The front of the envelope will be marked "ordinal number".

(2) The remaining tags will be placed in a sealed envelope without being viewed. This envelope will be marked as extra tags. The drawer will initial and date the sealed envelope.

(3) THE CARDINAL NUMBER: The cardinal number is the actual testing number (example: 0, 4, 7). The numbers zero through nine will be written on identical key tags, shuffled, and placed in a hat, box, or similar item to conceal the numbers on each tag. The container will be shaken vigorously. The drawer will then blindly draw one tag out of the container. Without looking at or showing the tag to anyone, the drawer will place the tag in a sealed envelope. The drawer will then place his/her initials and date on the seal. The front of the envelope will be marked "cardinal number".

(4) THE ALTERNATE CARDINAL NUMBER: To ensure the selection process results in at least 10% of the unit being selected for urinalysis testing, selection of an alternate cardinal number will transpire. The container will be shaken vigorously. The drawer will blindly draw one tag out of the container. Without looking at or showing the tag to anyone, the drawer will place the tag in an envelope. The drawer will then seal the envelope and place his/her initials and date on the seal. The front of the envelope will be marked "alternate cardinal number".

(5) The drawer will place the remaining tags in a sealed envelope without looking at them. The drawer will sign and date the seal.

(6) The sealed envelopes will then be given to the designated representative (established by memorandum) who will keep them in a locked container.

d. Cadre urinalysis:

(1) The date of the monthly urinalysis shall be selected by the Commandant. It will not be disclosed to anyone other than the Army Substance Abuse Program (ASAP) for coordination purposes. The UPL must personally schedule the sweep to confirm. The UPL will not release the date of the urinalysis sweep to anyone other than ASAP prior to 0001 the day of the sweep.

(2) No less than two days prior to the sweep, the UPL will obtain a copy of the alpha roster and a copy of the current leave report (used to identify those individuals who will be on leave during the sweep), the DD 2624s, bottle labels, and testing registers for all selected members. Two days prior to sweep day, the UPL will open the envelopes

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SUBJECT: NCO Academy Policy Memorandum #22 – Procedures for Random Selection of Soldiers for Urinalysis Testing

which contain the ordinal and cardinal numbers. Individuals whose ordinal digit of their social security number (SSN) matches the cardinal number are selected for urinalysis testing. If at least 10 percent of the cadre has not been selected, the UPL will then open the third envelope. If at least 10 percent of the cadre is still not represented, the Staff Duty NCO will pull a fourth number.

(3) When 10 percent of the cadre is selected, the UPL will type a memorandum for the Commandant's signature. The memorandum will include the date, time, location of the urinalysis, and a list of the individuals selected for urinalysis testing (include the individual's name, rank, and SSN) and names/ranks of the observers. The Commandant will ensure all observers are responsible and mature NCOs. The observers will be chosen by the UPL, and approved by the Commandant. On the morning of the sweep, the UADC will hand carry the signed memorandum to ASAP, building 3250, where the sweep will be conducted.

(4) After 0001 on the day of the sweep, the UPL will activate the alert roster by notifying the Deputy Commandant for staff personnel and the ALC/SLC 1SGs for Senior Small Group Leaders who will then contact each selected individual (participants and observers) using the alert notification procedures. All selected are required to appear at the urinalysis site at the start time for the urinalysis and provide a specimen on the date indicated.

4. Point of contact is the Deputy Commandant, commercial (803) 751-3012.

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



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12 August 2016

MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #23 - Graduation Honors

1. Noncommissioned Officers graduating from the Advanced Leaders Course and the Senior Leaders Course may be recognized with four honors: Commandant's List, Distinguished Honor Graduate, Distinguished Leadership Award Recipient, and the Iron Person Award.

a. Commandant's List: Soldiers whose overall course achievement is significantly above the standards of the course. This list will not exceed 20 percent of the class. Soldiers must meet the following requirements to be considered for Commandant's List honors:

- (1) Have an academic average of 90 percent or above.
- (2) Have no examination or evaluation failures.
- (3) Have no negative counseling statements.

(a) Only the SGL, Senior SGL, First Sergeant, Deputy Commandant, and Commandant have authority to issue negative counseling statements.

(b) The student must be informed, in writing, that he or she is receiving a negative counseling and that they are no longer eligible for Distinguished Honor Graduate, Commandant's List, or Leadership Award consideration.

(4) Must receive a minimum of three superior ratings on their Academic Evaluation Report Block 12. One of the superior ratings must be in the area of leadership.

(5) Score 250 or above on the APFT with a minimum of 80 points in each event. No retakes to secure honors.

(a) If the student has a permanent profile which allows pushups, situps, and the alternate event, add the pushup and situp score, obtain an average score, and apply that score to the alternate event. If the total is 250 or higher, the student is eligible.

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SUBJECT: NCO Academy Policy Memorandum #23 – Graduation Honors

Student must score a minimum of 80 points on the pushup and situp event.

(b) If the student has a permanent profile, which allows only the pushup or the situp event and the alternate event, multiply the pushup or sit-up score by three; if the total is 250 or higher, the student is eligible.

(c) If the student has a permanent profile which allows only the pushup or the situps and the 2-mile run; add the pushup or situp score and the 2-mile run score, obtain an average score, and apply that score to the event the Soldier did not take. Student must score a minimum of 80 points on the pushup or situp and 2-mile run event.

(d) If the student has a permanent profile which allows only the alternate event, the student is ineligible for the Commandant's List.

b. Distinguished Honor Graduate: The student who has the highest academic average and is also eligible for Commandant's List honors.

c. Distinguished Leadership Award Recipient: The student who has, by his or her performance, best represented the leadership traits and competencies outlined in ADRP 6-22 and meets or exceeds the following prerequisites:

(1) Must receive a minimum of three superior ratings on their Academic Evaluation Report Block 12, with one of them in the area of leadership.

(2) Have an academic Grade Point Average (GPA) of 85% or better.

(3) Have no negative counseling statements. **This does include academic retest counselings.**

(4) Score 250 or above on the APFT with a minimum of 80 points in each event.

(5) Award recipient will not receive exceeded course standards rating, unless eligible to be placed on the Commandant's List, see paragraph 1a(1-3) above.

NOTE: If, in the opinion of the SGL, no student has adequately distinguished him/herself so as to be worthy of recognition as a leader who has truly exceeded all standards and has performed in an exemplary manner, it is NOT a requirement that a DLA recipient be chosen! This will preclude a student being chosen simply because more deserving students may not have met all prerequisites, i.e. GPA, APFT score, etc.

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SUBJECT: NCO Academy Policy Memorandum #23 – Graduation Honors

d. **Iron Person Award:** The student who has demonstrated exceptional physical fitness by attaining the highest APFT score in the class, (minimum of 300 points or above [extended scale]), and is also eligible for Commandant's List honors. Students with a permanent physical profile are ineligible for the Iron Person Award.

2. Commandant's List honors are limited to the top 20 percent of any class. To determine Commandant's List authorizations, round up or down as follows:

a. Class size is 12, 20 percent equals 2.4, this means two students may exceed course standards.

b. Class size is 14, 20 percent equals 2.8, this means three students may exceed course standards.

3. This policy is effective immediately.

4. The proponent for review of this policy is the NCOA Deputy Commandant.

3 Encls

1. Leadership Award Voting Sheet
2. Graduation Honors Checklist
3. APFT Checklist

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



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12 August 2016

MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #24 - Standardization of Examination Reference Material Use for NCO Academy Student-NCOs

1. This policy memorandum governs the use of reference material during the administration of all examinations. There are no exceptions. Small Group Leaders (SGLs) will brief incoming student-NCOs on the first day of training using this memorandum to ensure all information is covered.
2. Student-NCOs may use any reference material available to them during the examination. Student-NCOs may use Army publications, and personal notes (written), calculator, computers and etc, the following restrictions apply:
3. All material used during examination must be the student-NCOs own. Student-NCOs may not use notes, summary sheets, or other material written or provided by someone else.
4. Proponent school examinations (Phase II):
 - a. Conduct proponent examinations IAW instructions found on the front and inside cover of the proponent school performance test booklet.
 - b. Paragraph 2 above applies towards proponent recoverable/nonrecoverable publications/materials.
5. Point of contact is the Deputy Commandant, commercial (803) 751-3012.

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



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12 August 2016

MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #25 - Test Administration Statement

1. References:

- a. Army Regulation 611-5, Personnel Selection and Classification Testing, 5 February 2008.
 - b. NCO Academy Test Control SOP, 1 Jan 12.
2. This policy memorandum clarifies procedures to follow when a student-NCO indicates he/she is unable to take an examination due to physical or mental circumstances.
3. The NCO Academy's modified DA Form 5160-R, Nov 82, Test Administration Statement (as shown at enclosure), will be used to indicate the student-NCO's ability to take an examination.
4. Immediately before the instructions are read, the Small Group Leader (SGL) will read the test administration statement to the student-NCOs. The SGL will ask if anyone feels they are physically or mentally incapable of taking the examination.
- a. If no one indicates a problem, the SGL will have the student-NCOs complete the form and initial as appropriate. The student-NCO's signed test administration statement will be maintained by the SGL until after graduation, then destroyed. If a student-NCO is eliminated from a course for any reason, the test administration statement becomes part of the elimination packet.
 - b. If a student-NCO indicates he or she is not physically or mentally able to test:
 - (1) Take the student-NCO to the Senior SGL (SSGL). If the SSGL is not available, take the student-NCO to the First Sergeant for that course (SLC/ALC).
 - (2) The SSGL or First Sergeant will have the student-NCO complete his or her statement of circumstances in one of the student-NCO counseling rooms and will attach

the statement of circumstances to the test administration statement. The student-NCO will remain in the counseling room until a decision is made concerning his or her ability to take the examination.

(3) The SSGL or First Sergeant will conduct an inquiry to determine the exact nature of the student-NCO's inability to complete the examination.

(4) If handled by the SSGL, they will then present the case to the First Sergeant. If the First Sergeant is unavailable, take the case to the Commandant.

(5) The First Sergeant will determine the validity of the case and bring a recommendation to the Commandant. The Commandant will make the final decision on what course of action to take.

(6) The First Sergeant and SSGL will counsel the student-NCO, determine when the student-NCO can take the examination, and coordinate with the Test Control Officer for a new testing time.

(7) Testing of the student-NCO will take place that day and prior to the next duty day's classes. The student-NCO will take a different version of the test than was given to the rest of the class. If the student-NCO is still unable to test, appropriate administrative action will be taken, which could include processing the student-NCO for either administrative or motivational release from the Academy.

5. Point of contact is the Deputy Commandant, commercial (803) 751-3012.

Encl
Test Administration Statement

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant

NONCOMMISSIONED OFFICER ACADEMY
Test Administration Statement

STUDENT NAME _____ RANK _____ CLASS NUMBER _____
(Last, First, MI)

SUBJECT: Preparation for Taking (COURSE TITLE) Examination Date _____ IAW
AR 611-5, Page 3-2, Fig 3-1 (DA Form 5160-R, Test Administration Statement)

I understand that I am not required to take the below named test, this date, provided there are extenuating circumstances such as fatigue, illness, emotional distress, family or financial problems etc., which may interfere with my performance in this test; and that the test will be administered at another time acceptable to me, the TCO concerned, and the Commandant.

INITIALS

1. I _____ (am/am not) prepared to Conduct Small Group Instruction. If I am not prepared, I will attach a written statement to this memorandum.

2. I _____ (am/am not) prepared to Conduct Platoon Level Drill and Ceremony. If I am not prepared, I will attach a written statement to this memorandum.

3. I _____ (am/am not) prepared to Conduct Platoon Level Inspection. If I am not prepared, I will attach a written statement to this memorandum.

4. I _____ (am/am not) prepared to Conduct Platoon Level Physical Fitness Training. If I am not prepared, I will attach a written statement to this memorandum. _____

5. I _____ (am/am not) prepared to Supervise PMCS. If I am not prepared, I will attach a written statement to this memorandum. _____

6. I _____ (am/am not) prepared to Conduct an After Action Review. If I am not prepared, I will attach a written statement to this memorandum. _____

Test Administration Statement Continued:

7. I _____ (am/am not) prepared to Conduct a

Weigh-in in a Simulated Unit Environment. If I am not prepared, I will attach a written statement to this memorandum.

8. I _____ (am/am not) prepared to Conduct a Risk Assessment While Leading Platoon Training. If I am not prepared, I will attach a written statement to this memorandum.

9. I _____ (am/am not) prepared to take the End of Common Leader Training Comprehensive Test. If I am not prepared, I will attach a written statement to this memorandum.

10. I _____ (am/am not) prepared to Conduct the Common Leader Combat Skills (CLCS) exam (minimum of 3 per student). If I am not prepared, I will attach a written statement to this memorandum.



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12 August 2016

MEMORANDUM FOR ALL NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #26 - Grading Procedures

1. References:

a. Army Regulation 350-1, Army Training and Education, 18 Dec 09.

b. TRADOC Regulation 350-10, Institutional Leader Education and Training, 12 August 2002.

2. This policy memorandum standardizes the NCO Academy's grading procedures for scoring tests and evaluations, approving second re-test, and academic dismissals.

3. Scoring tests and evaluations: Tests are scored in accordance with NCO Academy Test Control SOP. The minimum passing score for all examinations is 70 percent, except for SLC finance track examinations, which are 80 percent.

4. Re-tests:

a. Student-NCOs will get an initial test and only one re-test per subject.

b. Re-tests are scored as a "Go" or "No-Go". For GPA purposes, if the student-NCO passes a re-test, the test score will reflect 70 percent.

c. No second re-test is authorized unless extenuating circumstances exist. If these do exist, the student-NCO is entitled to an appeal process.

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SUBJECT: NCO Academy Policy Memorandum #26 - Grading Procedures

- d. The Commandant is the final approval/disapproval authority for appeals.
- 5. Point of contact is the Deputy Commandant, DSN 734-3012 or commercial (803) 751-3012.

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



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12 August 2016

MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #27 – Operational Security (OPSEC)

1. REFERENCE: AR 530-1(Operations Security, OPSEC), 26 Sept 14.
2. PURPOSE: To provide guidance to all Academy personnel and student-NCOs on incorporation of OPSEC practices into daily activities.
3. APPLICABILITY: This policy applies to all Department of the Army military (active component and reserve component), civilians and civilian contract personnel assigned to the Non Commissioned Officers Academy (NCOA), Fort Jackson, SC.
4. POLICY: Robust OPSEC practices and procedures will be integrated into the day-to-day operations of all NCOA activities. It is a security process that must be taken as seriously as the protection of classified information – one hinges on the other.
5. PROCEDURES:
 - a. All Army information products containing sensitive items but unclassified information (Critical Information, For Official Use Only (FOUO), Privacy Act Information, etc.) should not be discarded with regular refuse or paper recycling, but should be destroyed with a standard office shredder, tearing, burning or other method. “Critical Information” definition and examples are listed at the enclosure. All other information that is not considered sensitive but classified and is developed as part of our jobs should be disposed of appropriately.
 - b. FOUO information should be the standard marking for all unclassified products determined to be Critical Information by each directorate in coordination with the OPSEC Program Manager.
 - c. Whenever available, use Secure Telephone Units or Equipment (STU/STE) for voice traffic of even the most innocuous information.
 - d. All personnel will consult with their immediate supervisor prior to publishing or

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SUBJECT: NCO Academy Policy Memorandum #27- Operational Security (OPSEC)

posting in any public forum (including newspapers, journals, bulletin boards, the internet such as email, web-based chat rooms, logs or "blogs", or social websites or other forms of dissemination or documentation) information that might contain "Critical Information" or its indicators. Supervisors will advise personnel to ensure that "Critical Information" and indicators of "Critical Information" are not released. The NCOA OPSEC manager will advise supervisors on means to prevent the release of "Critical Information".

e. Information Assurance (IA) is a crucial element of the OPSEC process. IA establishes policies and assigns responsibilities for all uses and developers for achieving acceptable levels of IA in the engineering, implementation, operation, and maintenance for all information across the US Army Enterprise Info-structure. Do not store or transmit classified information on non-secure telecommunication systems. Official DoD telecommunications systems, including telephones, facsimile machines, computer networks, and modems are subject to monitoring at all times for telecommunications security purposes. All users will report security incidents to the Installation Security Manager (DPTMS) at (803) 751-7523/7524 and the Information Assurance Program Manager (Directorate of Information Management) at (803) 751-5333 as appropriate.

6. Point of contact is SFC Lester Clancy, OPSEC manager, commercial (803) 751-8777.

Encl

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant

Critical Information

1. Identification of Critical Information: Critical Information consists of specific facts about friendly intentions, capabilities and activities vitally needed by adversaries for them to plan and act effectively to guarantee failure or unacceptable consequences for friendly mission accomplishment. If we do not properly protect our critical information, someone who is interested in harming us or our operations may gather enough unclassified information to enable their plans. This information could be written documents or conversations overheard in social gatherings. The results could be devastating.

2. The following list includes examples of Critical Information topics, but does not represent an actual Critical Information List as defined in AR 530-1. This list is only to reinforce some types of information that OPSEC protects, including:

- Current and future operations
- Travel itineraries
- Usernames and passwords
- Access/Identification cards
- Personal identification information
- Entry/Exit procedures
- Capabilities and limitations
- Address and phone lists
- Attendance rosters
- Budget information, including procurement information or actions
- Building plans
- VIP/distinguished visitor schedules

3. During inprocessing of new arrivals the NCO Academy OPSEC Manager will ensure they are briefed on all Critical Information List as outlined in the Academy's OPSEC SOP.



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12 August 2016

MEMORANDUM FOR All NCO Academy Cadre and Student-NCOs

SUBJECT: NCO Academy Policy Memorandum #28 – Privately Owned Vehicle (POV), Risk Management

1. Privately owned vehicle accidents are the NUMBER ONE non-combat killer of Soldiers. Inattention, fatigue, substance abuse and failure to use seatbelts or motorcycle helmets are the five most deadly mistakes. The intent of this policy is to aid all in recognizing specific hazards associated with POV usage.
2. The U.S. Army Combat Readiness Center (CRC) has developed the automated Travel Risk Planning System (TRIPS) to help in identifying the hazards and safety controls associated with POV travel. The POV risk assessment is available on the CRC website. <https://crc.army.mil/tools/detail.asp?iData=66&iCat=452&iChannel=17&nChannel=Tools>
3. All cadre, civilian, and student-NCOs traveling by private, government or rental vehicles on official government travel orders and all military personnel traveling over 100 miles (radius from home/billeting) on leave or pass, will complete an online risk assessment. The completed risk assessment will be submitted to the supervisor and/or leader. The individual and supervisor and/or leader will sign the risk assessment. All subordinates with a risk factor of three or higher will be counseled in writing.
4. A formal risk assessment will be conducted for all training events utilizing the attached form as a standard risk assessment document for the NCO Academy. We will accept no risk unless the potential benefit outweighs the potential loss. Risk decisions must be made at the appropriate level and are based on the risk of an activity after application of appropriate control measures (residual risk).
5. In keeping with the Soldier Support Institute policy, the NCO Academy risk decisions will be made at the following levels:

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SUBJECT: NCO Academy Policy Memorandum #28 – Privately Own Vehicle (POV), Risk Management

- a. Extremely High Risk – Commanding General, SSI.
 - b. High Risk – Deputy Commander, SSI.
6. Point of contact - Safety NCO, SFC Andrew Jones, commercial (803) 751-8784.

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



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ATSG-NC

12 August 2016

MEMORANDUM FOR All NCO Academy Cadre and Student-NCOs

SUBJECT: NCO Academy Policy Memorandum #29 - Suicide Prevention

1. Reference: DA Pam 600-24, (Health Promotion, Risk Reduction, and Suicide Prevention), 17 Dec 09.

2. Suicide is an irreversible decision that horrifically affects the individual's Family, friends, associates, and unit. This tragic and traumatic loss disrupts unit cohesion and weakens unit morale. We can prevent this needless and tragic loss by learning to recognize suicide warning signs and by taking immediate action to ensure that everyone exhibiting suicidal signs gets help. Suicide prevention is the responsibility of every Soldier and civilian working at the Academy. All military and civilian leaders must learn to recognize and respond to suicidal behavior.

3. Commandant, Deputy Commandant and First Sergeants (1SGs) are responsible for ensuring that suicide awareness and prevention training is conducted for all military/civilian personnel at least annually, documenting that training in accordance with Army regulation. Deputy Commandant/1SGs should take full advantage of emergent approaches to suicide prevention and training such as the Army **ACE** (**A**sk your buddy, **C**are for your buddy, **E**scort your buddy) Intervention program. Intensive training programs for selected unit personnel provide skills for early recognition and intervention of suicidal behavior, and can effectively multiply the Academy's eyes and ears. Unit chaplains and ministry teams also provide a great resource for leaders in recognizing potential suicidal behaviors, as well as in leading/providing suicide prevention training.

4. When recognizing that a Soldier, Family member, or civilian is showing signs or thoughts or behaviors associated with suicide, the leader will promptly refer them to the servicing mental-health agency. Before taking this referral step, leaders should consult with their mental-health provider to ensure that their actions are consistent with appropriate policies. Once referred, the leader will ensure that the individual shows up for all scheduled appointments. The mental-health agency treating the member will keep the leader informed of the status, as appropriate and within the limitations of the Privacy Act and licensing requirements for mental-health providers. Upon release from a physician's

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SUBJECT: NCO Academy Policy Memorandum #29 - Suicide Prevention

direct care, leaders in the member's chain of command must be particularly attentive to their needs. This is a high risk period for the individual and requires that leaders show compassion and understanding.

5. Commandant, Deputy Commandant/1SGs are responsible for providing community support services to Academy Soldiers, civilian personnel, and Families that encompass suicide prevention, education, and response / treatment.

6. I charge each of you to become personally involved in preventing suicide and expect leaders at every level to ensure that people who need help get it and get it fast. I further challenge you to remove the stigma attached to seeking mental health services. The vigilance of our leaders, chaplains, and medical personnel is key to early detection of suicide risk.

7. The attached checklist is a guide to identify suicidal tendencies and what steps to take if symptoms are present. Whenever the behavior of someone indicates suicidal tendencies are present, it is your moral and military obligation to bring it to the attention of the chain of command and to assist whenever and however possible.

8. In and around the military, there are times when Soldiers, Families, and civilians are put in stressful situations. The leadership of this Academy must always be aware of these stresses and how to assist every Soldier, Family, and civilian here. Life is precious. We must always be cognizant of the signs and symptoms of suicide contemplation and what to do if it is noticed.

9. Point of contact - Safety NCO, SFC Andrew Jones, commercial (803) 751-8784.

3 Encls

1. Suicide Tendency Checklist
2. What to Do
3. What Not to Do

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant

Suicide Tendency Checklist

Verbalizations:

- Makes vague statements about how things look hopeless
- Are obsessed with death, talking about it frequently, listens to sad music or poetry
- Says they are a burden to others
- Talks about dying
- Talks about himself or herself as a failure

Behaviors:

- Poor personal appearance
- Talks slowly and with difficulty
- Shows trouble concentrating
- Doesn't work as well as he or she used to
- Seems either slowed down or hyper
- Withdrawn from friends or are already loners
- Abuses alcohol or drugs
- Adopts a daredevil attitude
- Has made a suicide plan or threat
- Has lost interest in things he or she used to enjoy
- Acquires a means with which to commit suicide

Life History:

- Has had friends or family member that has committed suicide
- Has tried to commit suicide in the past
- Has lost a parent, child, close family member or close friend
- Has unstable social relationships
- Has been impulsive in the past

What to Do

in the event you suspect a person of contemplating suicide

Take Threats Seriously. Trust your suspicions. It is easy to predict suicidal behavior when a person exhibits most of the factors in the checklist. However, the warning signs from many people are very subtle. Something like telling a loved one “goodbye” instead of “good night” may be the only clue.

Answer Cries for Help. Once you are inclined to believe someone may be contemplating suicide, you can help in several ways. The most important thing is to not hesitate. It is better to offer help early and be incorrect than to regret not doing so later. The first step is to offer support, understanding and compassion, no matter what the problem.

Confront the problem. If you suspect that a person is suicidal, begin by asking questions such as, “are you feeling depressed?” or, “have you been thinking about hurting yourself?” Be direct. Don’t be afraid to discuss suicide with the person. Getting him or her to talk about it is a step in a positive direction. Be a good listener. Don’t make moral judgments, act shocked or make light of the situation. Making comments such as “you should be grateful for what you have,” or pointing out, “you have it much better than most” may only deepen the sense of guilt the person already feels. Instead, discuss these things in a broader sense and give the person the feeling that you and others actually care.

Tell them YOU care. Persons who attempt suicide most often feel alone, worthless and unloved.

You can help by letting them know that he or she is not alone, that you are always there for them to talk to. Tell loved ones how much you care about them and offer your support and compassion. By assuring that person that some help is available, you are literally throwing him a lifeline. Remember, although a person may think he or she wants to die, he or she has an innate will to live and is hoping to be helped.

Remove access to likely suicide tools. Control access to weapons, medication or anything else he or she can use to commit suicide. This control should not be exhaustive and deliberately apparent, but means of impulsive serious selfharm should be monitored.

Get Professional Help. The most useful thing that you can do is to encourage that person who is considering suicide to get professional help immediately. If necessary, offer to go with or even take him or her to seek help. The Army community offers many sources of help such as Mental Health Services and the Hospital Emergency Room for immediate

intervention. When danger is less immediate, the Family Life Center and the Chaplains Corps offer compassionate counseling and services. Other sources of help include the Alcohol and Drug Counseling Centers, Army Community Services Center and the Chain of Command.

What NOT to Do

Do Not Leave (in the event you suspect a person of contemplating suicide) someone alone if you think the risk of suicide is imminent

Do Not Assume the person isn't the suicidal type. If in doubt, ask

Do Not Debate the morality of self destruction or talk about how it may hurt others. This may induce more guilt

Do Not Keep it a secret. Tell someone immediately what you suspect including CoC

Do Not Try to shock or challenge the person out of contemplation

Do Not Analyze the person's motives for wanting to commit suicide

Do Not Argue with the person



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
NONCOMMISSIONED OFFICER ACADEMY
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12 August 2016

MEMORANDUM FOR NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #30 Army Physical Readiness Training (PRT)

1. **References:**

- a. FM 7-22, Army Physical Readiness Training, Oct 12.
- b. AR 350-1, Army Training and Leader Development, 18 Dec 09.

2. **General.** In accordance with AR 350-1, all Soldiers will participate in either collective or individual 60 to 90 minute daily PRT sessions five times per week.

- a. All sessions will include the exercises, drills, and activities listed in the sustaining phase from FM 7-22.
- b. Normal PRT time is 0545 to 0800. First Sergeants will protect PRT time.
- c. Special Conditioning programs will be conducted IAW Chapter 6, FM 7-22. Soldiers on temporary or permanent physical profile will be evaluated and assigned to the battalion reconditioning program. First Sergeants will coordinate with the reconditioning program leader (RPL) for all matters concerning Soldiers in the reconditioning program.
- d. The APFT will be conducted IAW FM 7-22, Appendix A.
- e. AR 600-9 is the standard for conduct of the Army Weight Control Program (AWCP).

3. **Schedules.** First Sergeants will follow Chapter 5, FM 7-22, which contains a doctrinal template for the conduct of collective and individual PRT exercises, drills, and activities.

ATSG-NC

SUBJECT: NCO Academy Policy Memorandum #30 Army Physical Readiness Training (PRT)

a. The sustaining phase of PRT supports the Army Force Generation (ARFORGEN) model using reset, train/ready and available phases. The model is designed using a “structured progression of increased unit readiness over time”.

b. This results in recurring periods of availability of trained, ready, and cohesive units prepared for operational deployment as specified in the Army Campaign Plan.

c. The recurring structured progression of increasing unit readiness focuses on reset, train/ready and available phases IAW the operational readiness cycles. The result is full mission readiness.

d. Structured progression also allows units time to prepare for an operational deployment cycle and surge capability.

e. As shown in AR 350-1, active Army forces plan for one deployment every three years, while reserve forces plan for one deployment every six years. Active and reserve forces can be called from the ready force pool for a surge to meet strategic requirements.

f. Leaders must be prepared to move to any position along the ARFORGEN cycle. Core-METL (C-METL) or Directed-METL (D-METL) paths for units must prepare them to operate anywhere or anytime within the spectrum of conflict. With the potential to have shortened ARFORGEN cycles, leaders need to stay vigilant in planning and programming PRT.

4. The point of contact for this memorandum is the undersigned at, commercial (803) 751-3010.

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



REPLY TO
ATTENTION OF

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ATSG-NC

12 August 2016

MEMORANDUM FOR All NCO Academy Cadre and Students

SUBJECT: NCO Academy Policy Memorandum #31 – NCO Academy Leadership Essay Award

1. Noncommissioned Officers attending the Senior Leaders Course (SLC) and the Advanced Leaders Course (ALC) may be recognized with the NCO Academy Leadership Essay Award.
2. The NCO Academy Leadership Essay Award is awarded to the student NCO that produces the best essay paper pertaining to topics from ADRP 6-22. Only one awardee per class load. The top seven from each class load or the top three essay papers from the low density MOS are chosen by the Small Group Leader (SGL), Senior Small Group Leader (SSGL), and the First Sergeant. The Commandant selects essay winner.
3. Essay papers will meet the APA format guide liners for NCO Academy Leadership Essay.
 - a. APA: format may be found at: <https://owl.english.purdue.edu/owl/section/2/10/>
 - b. Length of Paper: Paper will consist of Title page, abstract, body, conclusion, and references. No less than three and no more than five pages. **Title page and reference pages do not count towards the paper length.**
 - c. Grading on content, punctuation, grammar, and basic APA format.
4. Essay papers are due on the 10th school day of any course.
5. Paper for consideration will not be returned to the student NCO.
6. Point of contact is the Deputy Commandant, commercial (803) 751-3012.

Encl

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant

The running head is a short title that appears at the top of the title page of a paper. The running head is typed flush left (all uppercase). The running head should not exceed 30 characters, including punctuation.

Paper title: Let's return to the "Full Spectrum" NCO
Organization: SSI, NCOA
Name: SFC John J. Jones
MOS & Class: 42A ALC
Class Number: 09-501
SGL: SFC Jack Williams

RUNNING HEAD: LET'S RETURN TO THE "FULL SPECTRUM" NCO

Introduction

The introduction begins on the line following the paper title, of page 2. Briefly outline the topic and major elements and issues. This area should serve as an introduction for the main body and conclusion of your paper. Typically, the word limit is between 100 and 200 words.

Body

The body of the paper begins after the introduction. Subsections of the body of the paper do not begin on new pages. Frame the subject of discussion while providing your thoughts and recommendations concerning the topic in a uniformed and organized manner. Use paragraphs to separate general areas of discussion. Provide information and recommendations based on research and/or personal experiences.

Conclusion

Briefly summarize your thoughts and ideas on the topic of the paper, to include any historical lessons learned. The conclusion restates the intent of the paper and can offer areas for further research.

References

Author's last name, first initial (date of publication). Title of article, book or review. Information concerning the sources (publisher, year, volume, website, etc.).

RUNNING HEAD: LET'S RETURN TO THE "FULL SPECTRUM" NCO

General Document Guidelines

Margins: One inch on all sides (top, bottom, left, right)

Font Size and Type: 12-pt. Times New Roman

Indent first sentence of each paragraph Line Spacing: Double-space throughout the paper, including the title page, introduction/abstract, body of the document, references, appendixes, footnotes, tables, and figures.

Spacing after Punctuation: Space once after commas, and semicolons within sentences, two spaces after colons and punctuation ending sentences.

Alignment: Flush left

Paragraph Indentation: 5-7 spaces

Active voice: As a general rule, use the active voice rather than the passive voice. For example, use "We predicted that ..." rather than "It was predicted that ..."

Order of Pages: Title page, Introduction/Abstract, Body, Conclusion, References, Appendixes, Tables, Figures.

Length: no less than three and no more than five pages. **Title page, appendixes, figures and reference pages do not count towards the length of the paper.**

RUNNING HEAD: LET'S RETURN TO THE "FULL SPECTRUM" NCO

References

References: All sources included in the References section must be cited in the body of the paper and all sources cited in the paper must be included in the References section.

Format: The references begin on the line following the References heading. Entries are organized alphabetically by surnames of first authors. Most reference entries are listed in the same order as specified in the source, commas separate all authors. When there are seven or more authors, list the first six and then use "et al." for remaining authors. If no author is identified, the title of the document begins the reference.

Year of Publication: In parentheses following authors, with a period following the closing parenthesis. If no date is identified, use "n.d." **Source Reference:** Includes title, journal, volume, pages (for journal article) or title, city of publication, publisher. Italicize titles of books, titles of periodicals, and periodical volume numbers. **Electronic Retrieval Information:** For sources that are available online, include electronic retrieval information following the basic elements of the source reference. Electronic retrieval information may include digital object identifiers (DOIs) or uniform resource locators (URLs). DOIs are unique alphanumeric identifiers that lead users to digital source material.

Text citations: Source material must be documented in the body of the paper by citing the author(s) and date(s) of the sources. The underlying principle is that ideas and words of others must be formally acknowledged.

Example: Wirth and Mitchell (1994) found that... **Note:** “*and*” is used when multiple authors are identified as part of the formal structure of the sentence.

RUNNING HEAD: LET'S RETURN TO THE "FULL SPECTRUM" NCO

When the authors of a source are *not* part of the formal structure of the sentence, both the authors and year of publication appear in parentheses.

Example: (Gartner, Larson, & Allen, 1991; Koenig, 1990; Levin & Vanderpool, 1991; Maton & Pargament, 1987; Paloma & Pendleton, 1991; Payne, Bergin, Bielema, & Jenkins, 1991).

Note: When several sources are cited parenthetically, they are ordered alphabetically by first authors' surnames and separated by semicolons. When a source that has two authors is cited, both authors are included every time the source is cited. When a source that has six or more authors is cited the first author's surname and "et al." is used every time the source is cited (including the first time). When a source that has three, four, or five authors is cited, all authors are included the first time the source is cited. When that source is cited again, the first author's surname and "et al." are used.

Example: (Payne, Bergin, Bielema, & Jenkins, 1991). Payne et al. (1991) showed that...

To cite a personal communication (including letters, emails, and telephone interviews), include initials, surname, and as exact a date as possible. Because a personal communication is not recoverable, it is not included in the References section.

Example: B. F. Skinner (personal communication, February 12, 1978) claimed ...

To cite a Web document use the author-date format. If no author is identified, use the first few words of the title in place of the author.

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Example: Degelman (2009) summarizes guidelines for the use of APA writing style.

To cite a Web document use the author-date format. If no date is provided, use "n.d." in place of the date.

Example: Degelman (n.d.) summarizes guidelines for the use of APA writing

To cite the Bible, provide the book, chapter, and verse. The first time the Bible is cited in the text, identify the version used.

Example: (Psalm 86:5, New International Version). **Note:** No entry in the References list is needed for the Bible.

Quotations: When a direct quotation is used, always include the author, year, and page number as part of the citation.

Example: Patients receiving prayer had "less congestive heart failure" (Byrd, 1988, p.8).

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Example: Reference Page

Mitchell, R. 1986. The 101st Airborne Divisions Defense Against Bastogne. Retrieved April 21, 2007, from <http://cgsc.leavenworth.army.mil/carl/csi/Mitchell/MITCHELL.asp>.

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REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
NONCOMMISSIONED OFFICER ACADEMY
10,000 HAMPTON PARKWAY
FORT JACKSON SC 29207-7025

ATSG-NC

12 August 2016

MEMORANDUM FOR All Noncommissioned Officer Academy Cadre/Students

SUBJECT: Noncommissioned Officer Academy (NCOA) Policy Memorandum #32
Non-Academic Dismissal

1. Purpose: To establish non-academic dismissal procedures for the NCO Academy
2. Applicability: This policy applies to all personnel assigned or attached to the NCO Academy.
3. General: Good order and discipline must be maintained within the NCO Academy. Additionally, the essence of military courtesy is mutual respect and all Soldiers will be treated with dignity and respect. Insults, hazing, sexual harassment, sexual assault, or other types of maltreatment are unnecessary, unprofessional, and will not be tolerated, resulting in possible consideration for dismissal from the course. Personal behavior that brings discredit to the NCO Academy, NCO Corps, or the Army may also result in dismissal from the course.
4. Student-NCOs will also be consider for dismissal from the course for the following reasons:
 - a. Disciplinary Reasons: Student-NCOs may fall into the following categories for possible elimination, not all inclusive; lack of motivation, failure to report at appointed place of duty at the time prescribed, disciplinary reasons, or failure to meet course standards. The Academic Evaluation Report, DA Form 1059, will reflect the reason the student-NCO was released from the NCO Academy:
 - (1) DWI/DUI
 - (2) Reckless Driving
 - (3) Any alcohol-related incident, either on or off-post
 - (4) Driving without proper documentation, driving with a suspended License
 - (5) Fighting (Assault/Verbal or Physical)
 - (6) Use of illegal substances or use of another person's prescription

(7) Shoplifting/Theft

(8) Trainee Abuse

(9) Disrespect to any Cadre Member

(10) CID/MPI Investigations

(11) Lying (false statements –written or verbal falsifying government records)

(12) Cheating, to include copying test questions and/or answers into your personal notes and passing them on to other students

(13) Speeding in troops, housing or training areas

(14) Bringing firearms and/or illegal weapons

b. Other Valid Reasons. Disenrollment without prejudice may occur for illness, injury, compassionate transfer, or other reasons beyond the control of the individual. The student-NCO may re-enroll at the earliest possible convenience based on ATRRS availability.

c. Academic Deficiencies. Student-NCOs eliminated for academic deficiency will not reenter the course prior to six months after disenrollment date. HRC will make the reservation.

5. ALC and SLC First Sergeant will ensure that all personnel and students are aware of the provisions of this policy and that a copy is placed in each classroom.

6. The NCO Academy Commandant is the proponent for the NCO Academy Non-Academic Dismissal Policy. The NCO Academy will use the Army Values, the Warrior Ethos, the Soldier's Creed, the NCO Creed, attention to detail, discipline, and common sense when addressing and changing any standard.

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



REPLY TO
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12 August 2016

MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #33 – Instructor Development and Recognition Program (IDRP)

1. References:

a. Army Directive Memorandum 2013-27, Army Instructor Badges and Personnel Development Skill Identifiers for Instructors in the Non-Commissioned Officer Education System, 9 December 2013.

b. TRADOC Regulation 600-21, Non-Commissioned Officer Education System Instructor Development and Recognition Program, 10 July 2013.

2. Purpose. Describes the guidance, policies, and procedures for the implementation and management of the NCOA IDRP.

3. Intent. The IDRP program awards Army Instructor Badges to NCOES instructors who have completed basic instructor certification and training requirements that lead to increased proficiency levels as instructors. The IDRP is voluntary with no required timeline for progression through the levels.

4. Applicability. This policy applies to all Instructors assigned or attached to the Fort Jackson NCO Academy (NCOA).

5. Enrollment/Levels of the IDRP:

a. For enrollment in the program submit the following required documents: DA Form 705 (within the last six months), DA Form 5500/5501 (if required), Instructor Self Assessment Tool, and IDRP Volunteer Checklist.

b. Army Instructor Recognition and Badge (PDSI B1A) are:

(1) Meet all instructor requirements in AR 614-200.

(2) Have current passing APFT score. This cannot be waived because of temporary profile or pending MRB.

(3) Meet body composition requirements in AR 600-9.

(4) Complete TRADOC instructor certification requirements per TRADOC Regulation 350-70 and local requirements.

(5) Successfully teach at 140 hours of instruction as the primary instructor after completing TR 350-70 instructor certification requirements.

(6) Must not have a rating of three or more NO-GOs in Section 1 and must score 24 or higher in Section 2 (with no zero ratings) on the Instructor Observation Rubric, TF 600-21-1 for the last two consecutive evaluations (conducted at a minimum of 30 days apart).

c. Army Senior Instructor Badge (PDSI B2A) are:

(1) Meet all requirements for Army Instructor Recognition and Badge.

(2) Successfully teach at least 400 hours of instruction as the primary instructor after being awarded the Army Instructor Badge (Total instructor hours 480).

(3) Complete the following training: (1) Small Group Instructor Training Course (SGITC) or Intermediate Facilitation Skills Course (IFSC); (2) Systems Approach to Training Basic Course (SATBC) or Foundation Training Developer Course (FTDC).

(4) Must not have a rating of 3 or more NO-GOs in Section 1 and must score 32 or higher in Section 2 (with a rating of 2 or higher for at least 12 rating areas) and no areas rated zero on the Instructor Observation Rubric, TF 600-21-1-R-E for the last two evaluations (conducted at a minimum of 30 days apart).

(5) Redesign a lesson and score at least 70% on the Course/Lesson Design Checklist (This requirement is for redesign only, it is not necessary for the instructor to use the lesson in the classroom).

d. Army Master Instructor Badge (PDSI B3A) are:

(1) Meet all requirements for Army Senior Instructor Recognition and Badge.

(2) Successfully teach at least 400 hours of instruction as the primary instructor after being awarded the Senior Instructor Badge (Total instructor hours 880).

(3) Complete the following training: Faculty Development Program-1 (FDP1) or Advance Facilitator Skills Course (AFSC).

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SUBJECT: NCO Academy Policy Memorandum #33 – Instructor Development and Recognition Program (IDRP)

(4) Must not have a rating of 3 or more NO-GOs in Section 1 and must score 40 or higher in Section 2 (with a rating of 3 on at least 8 rating areas) and no areas rated zero on the Instructor Observation Rubric, TF 600-21-1 for the last two evaluations (conducted at a minimum of 30 days apart).

(5) Design a new lesson and score a minimum of 80% on the Course/Lesson Design Checklist. (This requirement is for design only, it is not necessary for the instructor to use or teach it in the classroom).

(6) Be recommended by the Master Instructor Selection Board on TF1023.

5. IDRP Procedures:

a. All instruction must be taught from NCOES validated program of Instruction (approved NCO Academy schedule). Prior to being evaluated, instructor will coordinate time with their supervisor and IDRP manager for evaluation.

b. Instructors must sustain minimum requirements to maintain badge. If an instructor falls below the minimum instructor observation score (Instructor: 24; Senior Instructor: 32; and Master Instructor: 48) during any six-month assessment period, counseling will occur including a developmental plan to remediate performance. If the instructor continues to perform unsatisfactorily over the next six months, then action is taken to rescind the instructor badge.

6. Additional NCO Academy Requirements:

a. The IDRP is a voluntary program designed to enhance and reward the NCOA instructors by selecting, training and managing the best. As such, instructors will complete all required training (see instructor certification checklist), observe/shadow one full class to master systems and curriculum. Upon completing the requirements the instructor is given the opportunity to voluntarily enroll into the IDRP. Once the voluntary counseling is completed and packet submitted hours will start accumulating towards the Army Instructor Badge.

7. Point of contact is the NCO Academy IDRP Manager, SFC Steven Thomas at (803) 751-8787.

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



REPLY TO
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**DEPARTMENT OF THE ARMY
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ATSG-NC

12 August 2016

MEMORANDUM FOR All Noncommissioned Officer Academy Cadre/Students

SUBJECT: Noncommissioned Officer Academy (NCOA) Policy Memorandum #34-
Leadership Assessment

1. Cadre assigned to the Noncommissioned Officer Academy will evaluate each student-noncommissioned officer (attending the Advanced Leaders Course and Senior Leaders Course) during the student-NCO's course tenure at the NCO Academy. Each student-NCO will receive an assessment based on their leadership abilities. The leadership abilities assessment will encompass leadership attributes; character, preservice, and intellect. Each student-NCO will also receive assessments based on their leadership competencies; lead, develop and achieve. Cadre will combine all assessments which will summate to an overall demonstrated ability rating under leadership skills (DA Form 1059).
2. Cadre will assess each student-NCO in the following areas.
 - a. Conduct and execution of Physical Readiness Training
 - b. Conduct and execution of Drill and Ceremony
 - c. Conduct and execution of Course Program of Instruction (classroom participation and motivation)
 - d. Conduct and execution of Leadership Role
 - e. Conduct and execution of the Total Soldier Concept
3. Each class will not exceed more than 24% of superior ratings in the leadership block on the student's academic evaluation report (DA Form 1059). To determine superior rating authorization, round up or down as follows:
 - a. Class size is 16, 24 percent equals 3.8. This means that four students may receive a superior rating in leadership.
 - b. Class size is 14, 24 percent equals 3.3. This means that three students may receive a superior rating in leadership.

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SUBJECT: NCO Academy Policy Memorandum #34- Leadership Assessment

4. This policy is effective immediately.
5. The proponent for review of this policy is the NCOA Deputy Commandant.

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant



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12 August 2016

MEMORANDUM FOR All NCO Academy Cadre

SUBJECT: NCO Academy Policy Memorandum #35 – NCO Academy Civilian Awards Program

1. Reference Army Regulation 672-20, Incentive Awards, dated 1 April 2014
2. This memorandum provides procedures and guidance for the FY16 civilian performance awards program. AR 672-20 provides specific forms of recognition available to managers along with applicable guidance concerning civilian incentive awards.
3. The spirit and intent of the incentive awards program is to give recognition for **high level** performance. Management should ensure that employees understand the purpose of the program and understand that monetary awards **should not** be perceived as an entitlement.
4. Performance awards may be awarded for any employee who completes a rating cycle in FY16. Eligible civilian employees may receive any one or combination of the following:
 - a. Monetary Awards. This includes monetary performance awards, Special Act, or Service awards (SA), and On-the-Spot (OTS) Cash awards.
 - (1) Monetary performance awards are capped at .96% of the aggregate pay for FY12 within SSI for FY16.
 - (2) Individual monetary awards are capped at 4%.
 - (3) OTS awards cannot exceed \$500.00. DA Form 1256 must be completed for OTS awards recommendation and sent to the RM for approval routing.
 - b. A quality Step Increase (OSI). OSI is a performance based award. An individual may NOT be awarded both a QSI and a monetary performance award. Based on regulatory guidance, Federal Wage system (FWS) employees are not eligible for QSIs. The QSI ceiling cannot exceed the percentage of pay spent in FY10 on QSIs.
 - c. Time OFF Awards (TOA). TOAs can be granted in increments of 1-40 hours for a single contribution with a maximum during a leave year of 80 hours. TOAs may be used

ATSG-NC

SUBJECT: NCO Academy Policy Memorandum #35 – NCO Academy Civilian Awards Program

alone or in combination with monetary or non-monetary awards to recognize **exceptional** Employee contributions. The TOA Guidance matrix is attached as a guide to assist in determining an appropriate level of TOA.

d. Honorary Awards. Honorary awards are non-monetary and are appropriate recognition for annual performance as a stand-alone award or in conjunction with one of the award types listed in subparagraphs a thru c above.

5. With awards capped at .096% of the aggregate, each organization recommender must stay within the respective award thresholds provided by the G8. Any concerns with awards being recommended for FY16 should be directed through the Chain of Command to the G8 POC.

6. All monetary awards, TOAs, and QSIs will be submitted through the G8 for review and approval by the approving authority identified in paragraph 7.

7. Performance awards will be routed through the G8 to the DCO for approval on all GS-14 employees & below. Approval for GS-15 award recommendations is the CASCOM DtCG. Performance Awards will be submitted through AUTONOA. The completed and approved performance evaluations including DA Form 7222 or 7223 with Part III completed to include the signature of the award approver will be uploaded in AUTONOA by the G8 staff.

8. Point of contact for this memorandum is the NCO Academy Deputy Commandant at (803) 751-3012.

2 Encls

1. Time Off Award Scale
2. Civilian Awards Hierarchy and Approval levels Chart

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant

MEMORANDUM FOR RECORD

SUBJECT: Visitor Book Information

1. Course Management Plans (CMPs), Program of Instructions (POIs), and Lesson Plans (LPs) for each of the stand alone technical track SLC/ALC courses are available in the NCO Academy S3, Room 1102
2. Documents are available for the following Military Occupational Specialties (MOS): 42A (Human Resource Specialist), 36B (Financial Management Technician), 56M (Chaplain Assistant), 79R (Recruiting), and 79S (Retention).
3. Point of contact is the NCO Academy S3, DSN 734-8812 or commercial (803) 751-8812.

//ORIGINAL SIGNED//
JORGE C. ESCOBEDO
CSM, USA
Commandant