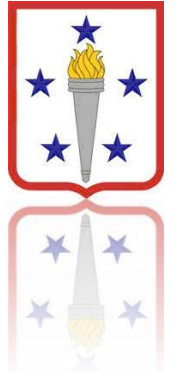


# *Noncommissioned Officer Academy*



## *Student NCO Guide*



23 June 2017

*United States Army Soldier Support Institute  
NCO Academy Student-NCO Guide*



## 1. WELCOME:

a. **Welcome to the Noncommissioned Officer (NCO) Academy**, Fort Jackson, South Carolina. The Noncommissioned Officer Academy Student NCO Guide provides future Student-NCOs with a one-source document that highlights essential prerequisites, administration requirements, important information, as well as, clearly defines the standards of appearance, conduct, and military courtesy required for every Noncommissioned Officer assigned or attached to this institution. The Noncommissioned Officer Academy will be the standard-bearer for the Army in the establishment and enforcement of any and all standards. The Noncommissioned Officer Academy standards are an enforcement or an enhancement of Army standards. These standards will never violate Army standards or common expectations for conduct, appearance, and military bearing. The Noncommissioned Officer Academy will continue to lead the way in the development, establishment, and enforcement of standards for the entire Army.

### b. **Reporting**

(1) Report to the Welcome Center, Intercontinental Hotel Group (IHG), located at 7550 Benning Road for lodging accommodations.

(2) NCOA cadre or Student-NCO leadership will be located at the IHG front desk between 1400-1800 hours on Sundays for Day 1 reporting instructions once your room assignment has been made (or if stationed at Fort Jackson). For any emergency situations and/or delays, please contact the NCO Academy Cadre at (803) 413-8625. On any holidays, report on the last non-duty day (i.e. holidays observed on Fridays and Mondays, Monday is the last non-duty day and class starts on Tuesday). If a student arrives after 1800, a memorandum from the NCO Academy will be provided upon hotel check-in with the next morning's instructions.

**2. RESPONSIBILITY.** A Soldier's appearance and conduct is a command responsibility. Noncommissioned officers are responsible to commanders for the appearance, conduct, and training of individual Soldiers. Every Noncommissioned Officer assigned or attached to the NCO Academy has the duty to execute all tasks to standard, take pride in his or her appearance, as well as be fully committed to learn and self-develop while at the academy.

**3. VALUES AND MILITARY COURTESY.** While at the NCO Academy, all NCOs will be guided by the Army Values, the Warrior Ethos, the Soldier's Creed, and the NCO Creed in everything they do. By applying the values represented in these documents, a NCO can select a proper course of action for any situation. Living the Army Values, the Warrior Ethos, the Soldier's Creed, and the NCO Creed is a 24 hour-a-day duty and obligation. A NCO will always allow his or her performance to speak for itself. Professionalism is our hallmark and the standard.

#### 4. BASIC POLICIES.

a. **Salutes.** Student-NCOs will greet superior officers with a sharp salute and say "Embrace the Challenge, Sir/Ma'am" when outdoors. Student-NCOs will give the greeting of the day when passing all members of the NCO Academy Cadre and senior ranking NCOs: "Embrace the Challenge". When a Soldier recognizes an officer or NCO senior in grade in civilian clothes, he or she will render a verbal greeting of the day. Salutes will not be exchanged during PT while running, or in civilian clothes; however, the verbal greeting will be exchanged in passing. Student-NCOs will make way for seniors at all times.

b. **Attention / Parade Rest.** Student-NCOs will stand at attention for all officers and parade rest for all members of the NCO Academy Cadre and NCOs senior ranking to themselves. When a Company Commander or higher enters the work or living area, the command "attention" will be called. When a 1SG, SGM, or CSM enters the same areas, the command "at ease" will be called. All of the above applies for individual rooms. If a NCO is alone in a room, they will silently assume the position of attention or parade rest. When the Battalion Commander, the Battalion CSM, or higher enters the Dining Facility, the Head Count or first Soldier to see them will command "at ease".

c. **Battle Buddy.** The battle buddy team is a tradition that dates back to the earliest of times and is the best system for looking out for one another. Leaders will ensure all Student-NCOs are paired with another NCO from his or her small group. NCOs should always operate as a two-man team, on or off duty.

d. **Paper and Pen.** Student-NCOs will always be prepared to take notes.

e. **Cadence.** Cadence calling is a tradition that dates back to the earliest of times; a tradition that will be carried on while at the academy during all unit or section movements from one place to another. All cadence calling will be clean and will not be derogatory or offensive towards gender, other units, or individual lifestyles. Cadences will not encourage war atrocities.

f. **Morning Parade / Pre-Combat Inspections.** Morning parade is a NCO-led program under the 1SG's supervision that reinforces discipline, instills attention to detail, and enhances NCO professionalism. The primary categories of morning parades are inspections, PCIs, squad/section dismounted drill, and the dissemination of information. Student-NCO Leadership will conduct daily morning parade inspections to reinforce the standards of AR 670-1.

g. **Personal Appearance.** Proper wear of the Army uniform and personal appearance is a matter of personal pride for all Soldiers, while it is a clear indicator of esprit de corps and morale within a unit. Most importantly, Soldiers have an individual responsibility for ensuring their appearance reflects the highest level of professionalism. All students will maintain high levels of military appearance during their tenure at the NCO Academy.

h. **Haircut Standard.** The requirement for hair standards is necessary to maintain uniformity within a military population. Many hairstyles are acceptable, as long as they are neat and conservative. It is the responsibility of leaders at all levels to exercise good judgment when enforcing Army policy. All Student-NCOs will comply with hair policies covered in AR 670-1 while in any military uniform, or in civilian clothes on duty.

i. **Shaving.** Student-NCOs will shave prior to the first formation on duty days. Males will keep their face clean-shaven when in uniform, or in civilian clothes on duty. NCOs in long-term medical care will adhere to the same standards unless in violation of a medical profile or physically unable to do so.

j. **Civilian Attire.** All Student-NCOs will be expected to maintain a professional appearance at all times, including in civilian clothes. Civilian clothes will fit properly and present a neat, clean, and generally conservative appearance. Trousers will be worn around the waist and undershorts will never be visible. Undergarments will not be worn as outer garments. Uniform items and civilian clothing will not be worn together except as provided in AR 670-1. Clothing will not contain derogatory or profane language, lewd pictures or slogans.

k. **Identification Tags.** Student-NCOs will wear two identification (ID) tags with the long and short chain while in uniform, except when conducting PT. ID tags will be worn around the neck inside the T-shirt and not exposed. A religious medallion may be worn on the ID tags. A medical alert tag will be worn in conjunction with the ID tags for applicable personnel. 550 cord will not be used as a substitute for the breakaway chain.

l. **Water Consumption.** Water consumption is a must during your institutional training at the NCO Academy, resulting in Student-NCOs having to carry a canteen at all times. When your water intake does not equal your output, you can become dehydrated. Fluid losses are accentuated in warmer climates such as Fort Jackson, during strenuous exercise, in high altitudes, and in older adults, whose sense of thirst may not be as sharp.

## **5. ORGANIZATION:**

a. The NCO Academy is an instructional institution under the United States Army Training and Doctrine Command (TRADOC).

b. The NCO Academy consists of the headquarters element, which includes the Commandant, Deputy Commandant, S-1, S-3, and S-4.

c. The operational cadre consists of Advanced Leaders Course (ALC) and Senior Leaders Course (SLC) First Sergeant, Senior Small Group Leaders (SSGLs) and Small Group Leaders (SGLs) who are responsible for your accountability, discipline, institutional training, development, and welfare.

**6. MISSION:** Assist in developing highly adaptive, broadened, as well as resilient Force Sustainment leaders through rigorous professional military education, combined with infusing the Army's doctrine and values into every Noncommissioned Officer with the ultimate goal of ensuring that the future Army forces are prepared to win in a complex and unpredictable world.

**7. VISION.** A premier educational and training organization that develops highly adaptable leaders to enhance unit readiness and enable Commanders to win in a complex and unpredictable world.

**8. PRIORITIES.**

- a. Develop a premier educational and training organization.
- b. Develop Army Leadership.
- c. Develop a climate to bridge the gap between institutional training and unified land operations.

**9. PREREQUISITES:** Student-NCOs must meet the following prerequisites to attend an NCOES course at the NCO Academy:

- a. Provide Unit Pre-Execution Checklist, TRADOC Form 350-18-2-R-E, dated April 2016, completely filled out and signed by their unit commander or acting commander with assumption of command orders attached.
- b. Be in ATRRS with an "R" (reserved seat) status code.
- c. Meet height/weight/tape standards in accordance with Army Regulation (AR) 600-9, Army Body Composition, 28 Jun 13 and AR 350-1, Army Training and Leader Development, 19 Aug 14.
- d. Have no temporary profile.
- e. Have in possession, a copy of the approved MOS/Medical Retention Board (MMRB) proceedings recommending retention (permanent profile with "3" or "4" for any PULHES factor), if necessary.
- f. Have a current Periodic Health Assessment (PHA) within the last year IAW AR 40-501 for course enrollment.
- g. Have a copy of DA Form 1059 for WLC, Common Core/Structured Self Development 2 Certificate, and Accident Avoidance Card (for ALC students), and a copy of DA Form 1059 for ALC and Accident Avoidance Card (for SLC students).
- h. Have an active government travel charge card to ensure incidental expenses.

## **10. ADMINISTRATIVE REQUIREMENTS:**

a. SGLs will maintain a Student-NCO file for all attending ALC/SLC students. Each Student-NCO is required to report with:

(1) APFT Scorecard, DA Form 705 within 60 days of course start date and Body Fat Content Worksheet, DA Form 5500 or DA 5501, if required.

(2) At least 2 copies of orders or DD Form 1610/DTS. Reproduction facilities are limited and will not be available during in processing.

(3) Basic issue of clothing – see packing list and paragraph 15 of this guide.

(4) ID tags, ID card, hearing protection and eye protection glasses.

(5) Civilian Driver License, proof of vehicle insurance and/or Driver's DA Form 348.

(6) Copy of ERB/SRB.

(7) Copy of MMRB for P3 or P4 profiles and DA Form 3349, Physical Profile (if applicable).

(8) Copy of SGLI Form, SGLV-8286 and DD Form 93, Record of Emergency Data completed within the last year.

b. Failure to provide documents within 72 hours may result in disenrollment from the course.

## **11. SMALL GROUP LEADER (SGL):**

a. Each small group is assigned a SGL who will remain with the group throughout the entire course. The functions and duties of these individuals are constructive in nature. The SGL is the immediate supervisor of all Student-NCOs, regardless of rank.

b. The SGL will make assessments and perform counselings of all members of his/her small group. SGLs will use assessments and counselings to prepare academic evaluation reports prior to graduation.

c. Small Group Instruction/Army Learning Concept 2015 is the means of delivering training which places the responsibility for learning on the Student-NCO through participation in small groups facilitated by Small Group Leaders. It also uses small group processes, methods and techniques to stimulate learning by leveraging technology without sacrificing standards so we can provide credible, rigorous, relevant training and education for our force of NCOs.

## **12. NCO SUPPORT CHANNEL:**

a. Student-NCOs must make full use of the Student-NCO and cadre NCO Support Channel in registering complaints, making suggestions, or seeking assistance with an issue.

b. Student-NCOs will exhaust all possibilities at one level before elevating to the next higher in the chain of command.

## **13. OPEN DOOR POLICY:**

a. The First Sergeant, SSGL, SGL of your course are available to student-NCOs on a continuous basis.

b. Student-NCOs desiring to present complaints, request information, or assistance will do so through the SGL.

c. The Commandant and Deputy Commandant are available to all student-NCOs. Student-NCOs desiring to see the Commandant or Deputy Commandant will notify SGLs to make appointments.

## **14. BILLETING:**

a. All Student-NCOs not assigned to Fort Jackson will lodge on Fort Jackson. The cost for billeting is figured into your TDY rate. Each room is configured as a one-person room and is equipped with a private latrine, TV with cable, internet, microwave, and phone. Some Student-NCOs may reside off post in a contract hotel if on-post quarters are not available. The Housing/Lodging office will make the decision.

b. Student-NCOs who reside within a 50 mile radius of Fort Jackson will not be entitled to travel allowances or per diem payments. NCOs in this category will not live in the billets and will commute to Fort Jackson daily.

**15. MEALS:** On Day 1, all Student-NCOs, except for those who are stationed at Fort Jackson, will be issued a meal card. Government dining facilities are available on post. Therefore, Student-NCOs are not authorized per diem at the commercial meal rate other than weekends and Federal holidays for Fort Jackson.

## **16. TRANSPORTATION:**

a. Travel by taxi between the airport and Fort Jackson may be up to \$32.00 for one to four passengers. Transportation to and from the airport includes commercial buses, limousines and taxis. The cost of taxi service within the Fort Jackson area is a standard \$4.00. The taxi will charge an additional \$2.00 per mile when traveling off the installation. The Student-NCOs must have orders authorizing in/around mileage in order to receive monetary compensation.

b. The Military Assistance Desk is available at the airport from 1700-0100, Monday-Friday. You may contact the Military Assistance Desk at (803) 822-8147.

c. Reimbursement for in and around mileage (POV only) should be limited to 12.7 miles per day on Fort Jackson. Fuel is reimbursable for rental cars; however, you must save your receipts.

**\*\*\*It is highly recommended that all Student-NCOs be authorized a rental car or use of POV for the duration of the course. The distance to and from lodging, school and dining facilities may present a challenge.**

## **17. PHYSICAL READINESS AND HEIGHT AND WEIGHT REQUIREMENTS FOR MILITARY INSTITUTIONAL TRAINING:**

a. In accordance with Army Regulation 350-1, Army Training and Leader Development, dated 19 August 2014, every Student-NCO is required to successfully complete the APFT and Height/Weight screening. The NCO Academy will administer an initial APFT and Height/Weight screening for all Student-NCOs within the first week. Student-NCOs are allowed one APFT retest and/or Height/Weight re-screening no earlier than 7 days after the initial failure of the APFT and or Height/Weight screening. AR 350-1, para. 3-13 c and d, clearly notates the requirement that a Soldier pass an APFT or Height/Weight screening while attending a school such as the NCO Academy. This paragraph requires the removal of students who fail two APFTs or two Height and Weight screenings and does not allow for an appeal. The referred DA Form 1059 and DA Form 647-1 will be provided to the Student-NCO prior to removal. The DA Form 1059 will be annotated in block 11d "failed to achieve course standards" and include comments in block 14 explaining the reason why the Student-NCO was removed from the course.

b. Also, refer to NCOA Policy # 23 as related to Graduation Honors, NCOA Policy # 36 dealing with Student-NCOs Disenrollment, Dismissals and Appeal Process, as well as, NCOA Policy # 37 further describing Height and Weight requirements for Military Institutional Training.

## **18. SICK CALL PROCEDURES:**

a. Student-NCOs requesting to visit the TMC for sick-call will report to the first formation in duty uniform (ACU/OCP/Multi Cam) and will ensure their Student-NCO chain of command as well as their SGL are aware of their intent to proceed to sick call. Student-NCOs will report to the Troop Medical Clinic located at Hill Street and Marion Avenue which is adjacent to Moncrief Army Community Hospital for sick-call. Sick call is from 0730 to 1800. All Student-NCOs will report to their SGL upon the completion of sick call with documentation from the medical clinic. Should any Student-NCO require weekend emergency services or should an incident take place off post, that Student-NCO or representative must contact their SGL as soon as possible. The Student-NCO must follow up via sick-call on the first available working day.



b. Only emergency medical and dental care is authorized during training as Student-NCOs are allowed to miss a maximum of 5% of the CMF POI instruction.

**19. CLOTHING REQUIREMENTS:** Upon arrival, all Student-NCOs are required to have in their possession the items listed on the packing list based on the Career Management Field Program of Instruction (CMF POI) (see enclosure). If Student-NCO's school dates fall between 1 May and 30 September, the Student-NCO is not required to bring winter attire (i.e. field jacket, gloves). Wear of Improved Physical Fitness Uniform (IPFU) or Army Physical Fitness Uniform (APFU) at off-post establishments, AAFES main exchange, barber shops, clothing sales store, commissary, bowling centers or theater is prohibited. Brief stops at the gas station, shoppette, and laundry annexes are authorized. Additionally, wearing the IPFU/APFU after 0900 is prohibited on Fort Jackson unless engaged in physical fitness enhancement or remedial PT. Student-NCOs will not wear any military uniform off-post after 1900 unless otherwise authorized.

**20. FORMATION:** The Student-NCO chain of command will conduct formations at times indicated on the training schedule, and at any other time so directed by the cadre and chain of command.

**21. MARCHING TROOPS IN FORMATION:**

a. Student-NCOs will reinforce leadership and drill and ceremony skills by marching troops to and from all formations unless directed to drive. Post road guards twenty feet in front of the formation and the crossing area to stop all traffic.

b. Student-NCOs in formation will have priority of movement along streets and roads at all times. When not in formation and walking to and from the NCO Academy, Student-NCOs will walk clear of roadways whenever possible, using the cross walk, shoulders, sidewalks, and footpaths. At no time will a Student-NCO ever be caught walking on an unauthorized path (i.e. grass).

**22. CLASSROOM INSTRUCTION:**

a. Conduct in the classrooms:

(1) Smoking and the use of any smokeless tobacco products in any installation building is prohibited. Designated smoking areas are identified and their location will be shown to you by your SGL during in-processing.

(2) Only authorized drinks will be allowed in the class during the block of instruction. Those drinks are water, coffee, and tea. All drinks will be in a closed container. No food is permitted in the classrooms. Student-NCOs are allowed to take food and eat in the designated break areas. Student-NCOs will use appropriate waste containers located both inside and outside the classrooms.

(3) Student-NCOs will not utilize cell phones or any other electronic devices (i.e. IPADs, tablets and E-Reads) within the classroom; only in designated student break areas.

**23. LEADERSHIP POSITIONS:** Student-NCOs will serve in leadership positions during the course. There are several positions in which you may serve. These positions include Team Leader, Squad Leader, Platoon Sergeant, and Student-NCO First Sergeant (while on mission platoon). Student-NCOs will also serve in leadership positions during the Culminating Training Event (CTE). Each Student-NCO will have the opportunity to be evaluated as a leader during the duration of the course.

**24. MISSION PLATOON/DETAIL ROSTER:** Student-NCOs will perform various details while attending the NCO Academy (SSI Staff Duty, Flag Detail, Clean-up details, etc.) IAW AR 220-45 (Duty Rosters).

**25. CULMINATING TRAINING EVENT (CTE).** The CTE is a graduation requirement. It is an authentic exercise that combines the aspects of a Staff Exercise (STAFFEX) and Field Training Exercise (FTX) into a single event.

**26. GRADUATION HONORS:** Noncommissioned Officers graduating from SLC and ALC may be recognized with five honors: Commandant's List, Distinguished Honor Graduate, Distinguished Leadership Award Recipient, Iron Person Award and Leadership Essay Award.

a. Honors Criteria: The Commandant's List consists of those Student-NCOs whose overall course achievement is significantly above the course standards. This list will not exceed 20 percent of the cycle. Student-NCOs must meet the following requirements for consideration of Commandant's List placement:

- (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 or Commandant have the authority to issue negative counseling statements.

(b) The cadre will inform the Student-NCO, in writing, that he or she is receiving a negative counseling and that they are no longer eligible for honors of any kind.

(4) Must receive a minimum of three superior ratings on their Academic Evaluation Report, Block 12. The Student-NCO must receive a superior in the area of Leadership.

- (5) To determine Commandant's List authorizations, round up or down as

follows: Cycle size is 14, 20 percent equals 2.8, this means three Student-NCOs may exceed course standards. Cycle size is 12, 20 percent equals 2.4, this means two Student-NCOs may exceed course standards.

(6) Meet APFT requirement:

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

(b) If the Student-NCO has a permanent profile which allows pushups, sit-ups, and the alternate event, add the pushup and sit-up score, obtain an average score, and apply that score to the alternate event. If the total is 250 or higher, the student is eligible. Student must score a minimum of 80 points on the pushup and sit-up event.

(c) If the Student-NCO has a permanent profile, which allows only the pushup or the sit-up event and the alternate event, multiply the pushup or sit-up score by three; if the total is 250 or higher and he or she has scored at least 80 points in the sit-up or push-up event, the student is eligible.

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

(e) If the Student-NCO has a permanent profile which allows only the alternate event, the Student-NCO is ineligible for the Commandant's List.

b. **Type of Awards:** The Student-NCO who has the highest academic average is also eligible for Commandant's List honors.

(1) Distinguished Honor Graduate: Highest GPA of those on the Commandant's List per cycle.

(2) Distinguished Leadership Award Recipient: Exemplary leadership ability selected by the Small Group Leader (peers in small group may nominate). Student-NCOs must receive a minimum of three superior ratings on their Academic Evaluation Report, Block 12, with one of them in the area of leadership; have an academic Grade Point Average (GPA) of 85% or better, cannot have any retests, have no negative counseling statements, pass the initial height and weight screening and APFT IAW Policy Memo # 23, score 250 or above and 80 or higher in each event. Award recipient will not receive exceeded course standards rating, unless eligible to be placed on the Commandant's List.

(3) Iron Person: Student-NCO must score 300 points to be considered for the award. All Student-NCOs will take the APFT. The Student-NCO who has demonstrated exceptional physical fitness by attaining the highest APFT score in the cycle, minimum of 300 points, is eligible for the Iron Person Award.

(4) **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:

(a) Have an academic average of 90 percent or above.

(b) Have no examination or evaluation failures.

(c) Have no negative counseling statements.

(d) 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.

(e) Score 250 or above on the APFT with a minimum of 80 points in each event. No retakes to secure honors. If the student has a permanent profile which allows pushups, situps, and the alternate event, add the pushup and situps score, obtain an average score, and apply that score to the alternate event. If the total is 250 or higher, the student is eligible. Student must score a minimum of 80 points on the pushup and situp event. 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. 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. If the student has a permanent profile which allows only the alternate event, the student is ineligible for the Commandant's List.

(5) NCO Academy Leadership Essay Award: The best leadership essay of the cycle; see Policy Letter # 31 for specifics.

**27. GRADING PROCEDURES:** Policy Letter 25, Test Administration, standardizes the NCO Academy grading procedures for scoring tests and evaluations, approving second re-tests, and academic dismissals.

a. Scoring tests and evaluations: Tests are scored in accordance with the NCO Academy Test Control SOP. Student-NCOs will obtain the minimum passing score for all examinations, determined by using each MOS' Individual Student Assessment Plan (ISAP). SGLs will cover the ISAP at the start of each course.

b. Re-tests:

(1) Student-NCOs will get an initial test and only one re-test per TLO.

(2) All 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 the minimum required score as stated in each ISAP.

(3) No second re-test is authorized **unless extenuating circumstances exist, IAW TRADOC REGULATION 350-10**. An appeal process is in place and SGLs will brief the Student-NCO during initial counseling.

(4) The Commandant is the final approval/disapproval authority for appeals.

**27. POSSIBLE DISMISSAL AND DISENROLLMENT CRITERIA:** 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. Lastly, Student-NCOs will be considered for dismissal from the course for the following reasons:

a. Disciplinary releases are reviewed by the Deputy Commandant on a case-by-case basis and are considered adverse in nature. The Commandant will determine release from the course based on the recommendation of the Deputy Commandant. Student-NCOs released for disciplinary reasons are not allowed to return to any NCOES course for a period of six months. Additionally, Soldiers eliminated for cause may be barred from reenlistment, receive non-judicial punishment, or be reclassified (Ref AR 350-1). Finally, the Soldier is removed from the promotion standing list (Ref AR 600- 8-19) and receives an AER with adverse comments. Disciplinary releases are appropriate when a Student-NCO's personal conduct is such that continuance in the course is not appropriate and may include (but is not limited to):

(1) Violations of Academy policies or Army regulations.

(2) Lack of self-discipline or motivation.

(3) Conviction under the provisions of the Uniform Code of Military Justice (UCMJ) or conviction in civilian court (except for minor traffic violations).

(4) Violations of the Student-NCOs Honor Code System.

(5) Any conduct unbecoming of a Noncommissioned Officer.

(6) Absent from appointed place of duty, i.e. formation/classes etc.

(7) A Student-NCO receiving excessive spot reports or adverse counseling (three or more) is considered a habitual offender and is recommended for release from the course.

- (8) Any unsafe action that endangers self or another Student-NCO, resulting in an injury or illness and/or loss of training time.
- (9) Creating or contributing an unhealthy classroom climate.
- (10) SHARP or EO policy violations.
- (11) Inappropriate and unprofessional verbal comments.
- (12) Any actions that brings discredit to the NCO Academy, NCO Corps, or the Army.
- (13) DWI/DUI or reckless driving, including speeding.
- (14) Any alcohol-related incident, either on or off-post.
- (15) Fighting (Assault/Verbal or Physical).
- (16) Use of illegal substances or use of another person's prescription.
- (17) Shoplifting/theft.
- (18) Trainee abuse.
- (19) Disrespect to any Cadre member or fellow Student-NCOs.
- (20) CID/MP Investigations.
- (21) Lying (false statements –written or verbal falsifying government records).
- (22) Cheating, to include copying test questions and/or answers into your personal notes and passing them on to other Student-NCOs.

b. Academic Dismissal: Academic release is based upon failure to achieve a GO on any performance evaluation within two attempts. Academic releases are considered adverse IAW AR 600-8-19. Soldiers failing required NCOES for cause or academic reason will be removed from the promotion standing list. Student-NCOs released for academic reasons are not allowed to return to any NCOES Course for a period of six months. Student-NCOs released for Academic reasons receive an AER with adverse comments.

c. Administrative Disenrollment: Administrative release from NCOA is reviewed by the Deputy Commandant on a case-by-case basis and is determined by the Commandant based on the Deputy Commandant's recommendations. Reasons for release include compassionate transfer, emergencies, unit recall or other reasons beyond the control of the Student-NCO. The Student-NCO is eligible to return to the course as soon as the situation is

resolved. Administrative releases are not adverse in nature. Released Student-NCOs may return to the course as soon as the situation is resolved.

d. **Medical Disenrollment:** Medical release is a type of administrative release and is reviewed by the Deputy Commandant on a case-by-case basis. The Commandant determines the release based on the recommendation of the Deputy Commandant. Reasons for a medical release include injury or illness resulting in unreasonable delay and/or loss of training time, or being prohibited from participating in any required training. Medical releases are not adverse in nature. Released Student-NCOs may return to the course as soon as the condition is resolved.

e. Also refer to NCOA Policy # 36 dealing with Student-NCOs Disenrollment, Dismissals Removals, and Appeal Process.

**28. REMOVALS:** In accordance with AR 350-1, para. 3-13 c and d, the following criteria applies for removals in cases where students fail two APFTs or two Height and Weight screenings, an appeal in this matter is not authorized by AR 350-1, para 3-13. In fact, AR 350-1, para 3-13 clearly notates the requirement that a Soldier pass an APFT or Height and Weight screening while attending a school such as the NCO Academy. This paragraph requires the removal of students who fail two APFTs or two Height and Weight screenings and does not allow for an appeal. Also refer to NCOA Policy # 37 further describing Height and Weight Requirements for Military Institutional Training.

**29. ABSENTEES:** Student-NCOs must obtain permission from their SGL prior to any absences from training (medical and dental purposes only). Student-NCOs, who obtain permission to leave, will ensure both their Student-NCO chain of command and SGL are aware of their departure, destination and return. Student-NCOs may be processed for elimination if the period of absence results in more than 5% (per CMF) loss of academic training hours in accordance with the USASSI, Individual Student Assessment Plan (ISAP) located in each Class Bulletin Book. CMF Human Resources/42A = 12 hours or 1.2 academic days, CMF Finance Management/36B = 8 hours or 1 academic day, CMF Chaplain Assistance/56M = 4 hours or 0.5 academic day. The chain of command will review each situation on a case-by-case basis.

**30. GRADUATION:** Graduation ceremonies will normally begin at 0900 hours but may vary based on the training schedule. **Do not make any departure travel arrangements until you have verified graduation times with your SGL during the first week.**

**31. SENSITIVE ITEMS SECURITY:** Periodically during the course, Student-NCOs will handle sensitive items. These items include communication equipment, weapons, etc. Student-NCOs in possession of sensitive equipment are accountable and liable for said items and will not leave any items unsecured at any time.

**32. CRIME PREVENTION AND PHYSICAL SECURITY:** Each Student-NCO is

responsible for crime prevention and physical security. Personal valuables, to include excess baggage and government property, will not be left unattended unless properly secured. Privately owned vehicles are susceptible to theft and break-ins. Do not leave your valuables visible while vehicle is unattended.

**33. WEAPONS: ONLY STUDENTS IN A TDY EN-ROUTE STATUS ARE AUTHORIZED TO BRING A FIREARM.** If you are in a TDY en-route status and plan to bring a firearm, you must notify your SGL immediately upon arrival. You must store your weapon and ammunition in the NCO Academy's arms room while attending your respective course.

**34. S-4 PROCEDURES:**

a. S4 will issue TA50 required for training to Student-NCOs traveling from overseas (i.e. Germany, Korea). Student-NCOs will sign for all property and equipment on DA Form 2062 prior to FTX.

b. Clearing S4:

(1) Student-NCO will clear S4 only when directed to do so by the cadre chain of command.

(2) If released for any reason prior to graduation, the Student-NCO will clear S4 by returning all items issued on hand receipt. After the Student-NCO has cleared S4, S4 will give the Student-NCO his/her original hand receipt. S4 will process a Statement of Charges, DA Form 362, for any lost items.

**35. WEATHER:** South Carolina weather is extremely hot in the summer and cold in the winter. It also fluctuates unpredictably during the spring and fall. Temperatures may range from 85 to 110 degrees in the summer months (MAY-SEP) and 20 to 50 degrees in the winter months (OCT-APR). Student-NCOs must bring appropriate clothing. Student-NCOs will have 72 hours to obtain any missing required clothing items IAW the NCOA Packing List. See enclosure.

**36. MANDATORY/RECOMMENDED READING/REFERENCE**

**MATERIAL:** Recommended reading and reference material for all courses is located on the Army Learning Management System (ALMS) and a quick link is located on the NCO Academy's AKO web page, <http://www.ssi.army.mil/ncoa/default.htm>

**37. MAILING ADDRESS:** The Mail Room is located on the second floor of the SSI Building at 10000 Hampton Parkway, Ft. Jackson SC 29207. Mail Room operating hours are 1330-1500 Monday through Friday. The Mail Room is closed on weekends and holidays.

Please use the format below for your address while enrolled at the NCO Academy.



RANK, NAME  
US ARMY SOLDIER SUPPORT INSTITUTE  
NCO ACADEMY  
10000 HAMPTON PARKWAY  
SLC/ALC SGL: MOS: Class #  
FORT JACKSON, SC 29207-7025

**38. IMPORTANT TELEPHONE NUMBERS:**

Commercial Prefix: (803) 751-XXXX

DSN Prefix: 734-XXXX

S1: 3130 Fax: 8020

SSI Staff Duty NCO: 3635

Billeting: 9802

Provost Marshal: 3115

Transportation (Port Call): 5128

Other: See NCO Academy web page at  
<http://www.ssi.army.mil/ncoa/default.htm>

**39. OFFICIAL TELEPHONE:**

- a. Student-NCOs will not use official telephones for personal calls, only incoming emergency calls are accepted.
- b. Student-NCOs may make DSN calls during duty hours with the permission of the SGL.
- c. S1 will route telephone messages received for Student-NCOs through the appropriate SGL or hand carry depending on the urgency of the message.

**40. PROPONENT.** The NCO Academy Commandant is the proponent for the NCO Academy Students' Guide. 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.

2 Encls  
1. NCOA Packing List  
2. NCOA Policy Memos 1-37

JORGE C. ESCOBEDO  
CSM, USA  
Commandant

**NCOA PACKING LIST**

ITEM OF ISSUE	MALES	FEMALES
ACH HELMET W/ COVER AND STRAPS (**)	1	1
ASSAULT PACK	1	1
ASU TO INCLUDE ALL ACCESSORIES	1	1
BAG CLOTHING WATERPROOF (**)	1	1
BELT, WEB, TAN	1	1
BERET	1	1
BIVY COVER (8465-01-416-8517) (**)	1	1
BOOTS, COMBAT, TAN	2	2
BUCKLE, BRASS DRESS BELT	1	1
CANTEEN 1QT	1	1
CAMBELBACK (**)	1	1
CAP, ACU/OCP	1	1
COAT, ACU/OCP (OR RFU)	4	4
DRAWERS	*	*
EYEPRO	1	1
GLOVES, LEATHER, BLACK OR GREEN	1	1
GORTEX, PARKA, ACU (OCT-APR)	1	1
ID TAGS (w/allergy tags if applicable)	1	1
ID CARD	1	1
IPFU JACKET/ APFU JACKET (OCT-APR)	1	1
IPFU PANTS / APFU PANTS ( OCT-APR)	1	1
IPFU T-SHIRT LONG SLV/ APFU T-SHIRT LONG SLV (OCT-APR)	2	2
IPFU T-SHIRT SHORT SLV/ APFU T-SHIRT SHORT SLV	2	2
IPFU TRUNKS/ APFU TRUNKS	2	2
LAUNDRY BAG	1	1
MICRO FLEECE CAP (OCT-APR)	1	1
PADLOCK	2	2
PERSONAL HYGIENE ITEMS	1	1
POUCH, CANTEEN (**)	1	1
POUCH, M4 THREE MAG (**)	2	2
RUNNING SHOES	1	1
SLEEPING BAG, SET (**)	1	1
SLEEPING MAT (**)	1	1
SET, FIGHTING LOAD (**)	1	1
SHOES, DRESS, BLACK	1	1
SHOES, PUMP, BLACK	0	1
SOCKS, DRESS, BLACK	1	1

SOCKS, GREEN/TAN/BLACK	*	*
STUFF SACK, COMPRESS (8465-01-398-0685) (**)	1	1
TROUSER, ACU/OCP	4	4
UNDERSHIRT, TAN	*	*
UNDERSHIRT, WHITE	1	0
HEARING PROTECTION	1	1
WET WEATHER TOP	1	1
WET WEATHER BOTTOM	1	1
WEAPON CLEANING KIT (**)	1	1

**(\*) ASTERISK REPRESENTS AN UNDETERMINED AMOUNT  
BRING AS MANY AS YOU SEE FIT**

**(\*\*) DOUBLE ASTERIKS REPRESENTS 79R MOS, 79S MOS AND  
56M MOS (DO NOT REQUIRE THE ITEM)**

**1. ARMY SERVICE UNIFORM (ASU) ARE REQUIRED FOR  
COURSE!**

**2. IF INDIVIDUALS DO NOT HAVE ITEMS ON THEIR  
MILITARY ISSUE LIST, CONTACT YOUR UNIT SUPPLY  
REPRESENTATIVE TO GET THEM ISSUED FROM YOUR  
INSTALLATION CIF**

**3. SOLDIERS COMING FROM OVERSEAS WILL BE ISSUED  
TA-50 ITEMS**