

U.S. Army Soldier Support Institute Noncommissioned Officer Academy



Advanced Leader Course Senior Leader Course Student Guide



18 December 2018



WELCOME

Welcome to the Soldier Support Institute (SSI) Noncommissioned Officer Academy (NCOA), Fort Jackson, South Carolina. This Student Guide provides a one-source document that highlights essential prerequisites, administrative requirements, and important information that clearly defines the standards of appearance, conduct, and military courtesy required while in attendance.

MISSION

The SSI NCO Academy develops highly adaptive Force Sustainment Leaders enabling the Army to Fight and Win.

VISION

The Army's number one premier educational and training organization.

PREREQUISITES

Students must meet the following prerequisites to attend a Noncommissioned Officer Education System (NCOES) course at the NCOA:

- a. Reservation in ATRRS with "R" (reserved seat) status code.
- b. Meet physical readiness standards IAW AR 350-1, Army Training and Leader Development, and body composition standards IAW AR 600-9, Army Body Composition Program.
- c. No temporary profile.
- d. Approved MOS Administrative Retention Review (MAR2) proceedings recommending retention (permanent profile with "3" or "4" for any PULHES factor), if necessary.
- e. Periodic Health Assessment (PHA) IAW AR 40-501 current within the last 12 months.
- f. For ALC: Completed Basic Leader Course (BLC) and Structured Self Development (SSD) Level 2.
- g. For SLC: Completed Advanced Leader Course (ALC) and Structured Self Development (SSD) Level 3.

ADMINISTRATIVE REQUIREMENTS

The following information will be required for course attendance and completed prior to your arrival. You will need to save the required documents and then email (encrypted) them to your .mil@mail.mil account. Also, save a copy of the signed forms to a CD and bring it with you.

- Reserved students will receive an email within 15 days of the start date guiding you to login to SharePoint and add your in-processing information. You must login to the site (https://army.deps.mil/Army/CMDS/CASCOM_SSI_NCOA) using your **DOD EMAIL** Certificate and complete the New Student information.
- Save a copy of your orders. Save as: 03 Rank Last Name Orders
 - DA Form 1610 if attending the NCOA, then returning back to your assigned duty station.
 - Attachment orders if locally assigned to the Fort Jackson, SC area.
 - PCS orders if traveling TDY en-route to your next duty assignment.
- Complete and save the One Army School System Unit Pre-Execution Checklist (attached). Save as: 04 Rank Last Name Pre-execution checklist
- Save a copy of your DA Form 3349 Permanent Profile (if applicable).
Save as: 05 Rank Last Name Profile
- Save a copy of your MAR2 results (P3 & P4 permanent profiles, if applicable).
Save as: 06 Rank Last Name MAR2
- Complete and save the USASSI NCOA Information Systems User Agreement (attached). Save as: 07 Rank Last Name Information Systems User Agreement
- Complete and save the Private Owned Weapons (POW) Registration (attached). Save as: 08 Rank Last Name POW Registration
- Save a copy of your DA Form 705 Army Physical Fitness Test Scorecard completed within 60 days of course start date.
Save as: 09 Rank Last Name Unit DA 705
- Save a copy of your DA Form 5500/5501 Body Fat Content Worksheet (if applicable) completed within 60 days of course start date.
Save as: 10 Rank Last Name Unit 5500 (or 5501)
- Save a copy of your Individual Medical Readiness (IMR) Record found in AKO; if over 40, you must provide the over 40 physical as well.
Save as: 11 Rank Last Name IMR
- Save a copy of your current Enlisted Record Brief.
Save as: 12 Rank Last Name ERB
- Save a copy of your DD Form 93 Record of Emergency Data completed within last year of scheduled graduation date. Save as: 13 Rank Last Name DD Form 93
- Save a copy of your Form 8286 Servicemember's Group Life Insurance Election and Certificate completed within last year of scheduled graduation date.
Save as: 14 Rank Last Name SGLI

- Save a copy of your 1059 from Basic Leader Course (if attending ALC), and Advanced Leader Course (if attending SLC).
Save as: 15 Rank Last Name BLC 1059 (or ALC 1059)
- Read the Mandatory Use of DTS/CTO for Lodging Reservations (attached).
- Read the U. S. Army Soldier Support Institute (SSI) Training Travel Guidance (attached).
- Read the [NCOA Policy Letters](#) found under Student Information.
- Be familiar with NCOES standards IAW AR 350-1, Army Training and Leader Development (attached).
- Be familiar with AG Proponent updates via milBook
<https://www.milsuite.mil/book/docs/DOC-456291>.
- Create an Army Career Tracker (ACT) account found here
<https://actnow.army.mil/>.
- AG: Join S1 Net here <https://www.milsuite.mil/s1net>
When you reach the S1NET home page look for the “Join S1NET” widget on the left and click it. Approval is automatic.
- FM: Join FM Net here <https://www.milsuite.mil/book/community/spaces/afms>
When you reach the Army Financial Management School Community page, look for the “Join” widget on the left and click it. Approval is automatic.

Again, once you have completed the forms and saved them, encrypt and email documents to yourself; save a copy to CD to bring with you. You will receive further instructions once you arrive. Failure to provide documents within 72 hours after arrival may result in course dismissal.

REPORTING

- a. Report to the Welcome Center, InterContinental Hotels Group (IHG), located at 7550 Benning Road for lodging accommodations on the report date as indicated on the Army Training Requirements and Resource System (ATRRS) for respective class. If the report date is a day before a federal or training holiday, report on the last non-duty day (for example, report day is Sunday, but Monday is a federal holiday, report day will now be Monday; start day of course is Tuesday).
- b. Students will sign-in to the NCOA via IHG between the hours of 1200-1800 hours. If a student arrives after 1800, a memorandum from the NCOA will be provided upon hotel check-in with the next morning's instructions. Contact your Senior Small Group Leader ([Senior SGL](#)) for all emergency situations and/or delays.

DEFENSE TRAVEL SERVICES (DTS)

The NCOA does not handle DTS matters for students. All DTS matters will be handled by the unit DTS manager. Go [here](#) to see how to set up DTS to print DD Forms

BILLETING

a. All students not assigned to Fort Jackson will lodge in the IHG 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. Students will only reside in an off-post contracted hotel if on-post lodging is not available; the IHG office will make the decision.

b. Students who reside within a 50 mile radius of Fort Jackson will not be entitled to travel allowances or per diem payments, will not reside in the temporary lodging, and will be required to commute to Fort Jackson daily.

MEALS

On Day 1, all students (except for those who are stationed at Fort Jackson) will have their Common Access Card (CAC) coded with a Meal Entitlement Code (MEC) that will determine the Soldier's meal entitlement by automatically reading the MEC. This will determine a CAC holder's meal entitlement. Government dining facilities are available and directed seven days per week at no cost to Soldiers per the attached U. S. Army Soldier Support Institute (SSI) Training Travel Guidance (attached).

Although there are many dining facilities on Fort Jackson, the 369th Dining Facility located at 2160 Sumter Avenue, building 2302, is designated for the NCOA students. Hours of operation are Monday-Friday 0700-0830; 1130-1300, and 1700-1830; Saturday-Sunday brunch 0700-1230.

TRANSPORTATION

*****We highly recommend that students are authorized a rental car or use of POV for the duration of the course. The distance to and from lodging, school and dining facilities is approximately 12 miles daily. Students should coordinate with their units to ensure a POV or rental car is authorized prior to reporting to school.**

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 fare of \$4.00. The taxi will charge an additional \$2.00 per mile when traveling off the installation. Students are not authorized compensation for in-and-around mileage.

b. Military assistance is available at the Columbia Metropolitan Airport Monday-Friday 0800-2100, and Saturday-Sunday 0800-2000 at the United Services Organization (USO). They can be reached at 803-822-7953.

PASSES AND LEAVE

a. Travel outside the Fort Jackson area requires an approved pass from the NCOA 1SG. 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, student-NCOs may not travel any further than 450 miles one-way.

b. Students are not authorized to take leave during the duration of the course.

GETTING AROUND FORT JACKSON

See attached maps of Fort Jackson.

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 Monday-Friday 1330-1500. The Mail room is closed on weekends and holidays. Please use the format below for your address while enrolled at the NCOA:

RANK, NAME
US Army Soldier Support Institute
NCO Academy
10000 Hampton Parkway
SLC/ALC SGL: MOS: Class #
Fort Jackson, SC 29207-7025

IMPORTANT TELEPHONE NUMBERS

Fort Jackson Commercial Prefix: 803-751-XXXX
DSN Prefix: 734-XXXX
Senior SGL: 803-751-8755/3136
S1: 803-751-3130
Fax: 803-751-8020
SSI Staff Duty NCO: 803-319-1013
Billeting: 877-711-8326
Provost Marshal: 803-751-3115
Transportation Port Call: 803-751-5128

PRE-ARRIVAL READ-AHEADS

The following information is provided to you as familiarization prior to the start of your course.

42A ALC: https://ssilrc.army.mil/?_sft_branch=adjutant-general&_sft_course=hr-specialist-alc

42A SLC: https://ssilrc.army.mil/?_sft_branch=adjutant-general&_sft_course=hr-specialist-slc

36B ALC: https://ssilrc.army.mil/?page_id=17

36B SLC: https://ssilrc.army.mil/?page_id=17

56M ALC: The Arbinger Institute. *Leadership and Self-Deception, Thinking Outside the Box*, Berrett-Koehler (can be previewed online)

56M SLC: Sinek S. (2014). *Leaders Eat Last*, Penguin Random House (can be previewed online)

WRITTEN ASSIGNMENTS

You will be required to complete several writing assignments while attending the NCOA. All papers will be in American Psychological Association (APA) format and written IAW AR 25-50. Each CMF will have the option to write a Leadership Essay.

EVALUATIONS

All students will serve and be evaluated in leadership positions. Potential leadership positions are: Squad Leader, Platoon Sergeant, and Student First Sergeant (while on mission platoon). Students will also be evaluated on [PRT](#) and [Drill and Ceremony](#).

WEATHER

South Carolina weather is extremely hot and humid in the summer and cold in the winter. Weather also fluctuates unpredictably during the spring and fall. Temperatures may range from 85 to 100 degrees during spring and summer months. Fall and winter months range between 20 to 70 degrees during fall and winter months (OCT-APR). You will receive hot weather training when you arrive, but it is every leaders responsibility to watch out for one another at all times. If you have had previous heat or cold related injuries, be sure to let your SGL know.

HYDRATION

Heat casualties and fatalities occur on a regular basis due to lack of hydration. You are required to have a canteen full of water at the first formation each morning. We highly recommend for you to bring your own canteen as it will be mandatory at Physical Readiness Training (PRT).

CRIME PREVENTION AND PHYSICAL SECURITY

Personal valuables, to include excess baggage and government property, will be properly secured. Privately owned vehicles are susceptible to theft and break-ins. Do not leave personal property visible while your vehicle is unattended.

WEAPONS

Students are not permitted to bring privately owned weapons to Fort Jackson unless in a TDY in-route status. If you are in a TDY en-route status and plan to bring a firearm, notify your SGL immediately upon arrival. Your weapon and ammunition will be registered with the Provost Marshal's Office and stored in the NCO Academy's

arms room throughout the duration of your respective course.

ORGANIZATION

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

b. The NCOA consists of a headquarters element, which includes the Commandant, Deputy Commandant, First Sergeant, Chief of Training and Staff elements.

c. The operational Cadre consists of Advanced Leader Course (ALC) and Senior Leader Course (SLC) Senior SGL and SGLs who are responsible for your accountability, discipline, institutional training, development and welfare.

NCO SUPPORT CHANNEL

a. Students must make full use of the NCO support channel in filing complaints, making suggestions, or seeking assistance with an issue.

b. Students will exhaust all issues at the lowest level before elevating to the next higher position in the support channel.

OPEN DOOR POLICY

a. The First Sergeant, Chief of Training, Senior SGL, and SGLs are available to students on a continuous basis.

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

c. The Commandant and Deputy Commandant are available to all students. Students desiring to see the Commandant or Deputy Commandant will notify SGLs to make appointments.

BASIC POLICIES

You are required to read all of the NCOA policy memorandums found under Student Information here: <http://www.ssi.army.mil/ncoa/default.htm>. You will sign a statement of understanding once you arrive.

a. The only authorized student parking is the front SSI parking lot located on Lee Road across from building 10000 in rows 9-20.

b. Students will render the proper salute to officers and greet them with the NCOA motto, "Embrace the Challenge, Sir/Ma'am" when outdoors. Salutes will not be exchanged during PT while running, or in civilian clothes; however, the verbal greeting will be exchanged in passing.

c. Students will assume the position of attention for all officers, and parade rest for NCOA Cadre and Staff, as well as Noncommissioned officers senior in rank.

d. Platoon Sergeants will ensure all students travel in Battle Buddy teams when away from the classroom.

e. 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. Personal Appearance. All students will maintain a professional appearance. Proper wear of the Army uniform and personal appearance is a matter of pride in all Soldiers, while it is a clear indicator of esprit-de-corps and morale within a unit.

g. Hair and Fingernail Standards. All students will comply with hair and fingernail standards outlined in AR 670-1 Wear and Appearance of the Uniform and DA Pam 670-1 Guide to the Wear and Appearance of the Uniform.

h. Civilian Attire. All students are expected to maintain a professional appearance at all times, on and off duty. 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 authorized by AR 670-1. Clothing will not contain derogatory, offensive, or profane language, lewd pictures nor slogans.

i. Identification Tags. Students will wear two identification (ID) tags with the long and short chain while in uniform. The 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. The steel break-away chain is the only authorized chain for ID tags. (The only time ID Tags will not be worn is when it may cause a safety hazard).

POSSIBLE COURSE DISMISSAL CRITERIA

Good order and discipline must be maintained within the NCOA. Additionally, the essence of military courtesy is mutual respect and all students 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.

a. Students will be considered for dismissal from the course for the following reasons:

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 Honor Code System.
5. Any conduct unbecoming of a Noncommissioned Officer.
6. Absent from appointed place of duty, e.g. formation/classes etc.
7. 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, resulting in an injury or illness and/or loss of training time.
9. Creating or contributing to an unhealthy classroom climate.
10. SHARP or EO policy violations.
11. Inappropriate and unprofessional verbal comments.
12. Any actions that brings discredit to the NCOA, 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 (verbal or physical assault).
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.
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 (passing them on to other students).

b. Academic dismissals are based upon failure to achieve a GO on any performance evaluation within two attempts and are considered adverse IAW AR 600-8-19. Students failing a required NCOES course for cause or academic reason will be removed from the promotion standing list, will not return to an NCOES course for a period of six months, and will receive an Academic Evaluation Report (DA Form 1059) with adverse comments.

c. Administrative Disenrollment: Administrative release from the 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 will be eligible for course reenrollment 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. The student will be eligible for course reenrollment as soon as the situation is resolved. IAW AR 350-1, 3-15 e., student dismissals that are considered for motivational, disciplinary or academic reasons have the right to appeal.

**Refer to NCO Academy Policy Memorandum [# 36](#) - Student-NCOs Disenrollment, Dismissals, Removals, and Appeal Process.

REMOVALS

In accordance with AR 350-1 (attached), paragraphs 3-13 *c* (3) and *d* (4), in cases where students fail the initial APFT and subsequent APFT retest or initial Height and Weight screening and subsequent retest, will be removed from the course.

ABSENTEES

Students must obtain permission from their SGL prior to any absences from training (medical and dental purposes only); however no more than 5% of academic training hours can be missed. Students 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) for each Career Management Field (CMF); this specifically equates to 12 academic hours for 42A, 8 academic hours for 36B, 4 hours for 56M. The NCOA senior leadership will review each situation on a case-by-case basis.

SMALL GROUP LEADER

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 students, regardless of rank.

b. The SGL will make assessments and counsel all members of their small group. SGLs will use assessments and documented counseling to prepare academic evaluation reports prior to graduation.

FACILITATION

Small Group Instruction/Army Learning Model is the means of delivering training which places the responsibility for learning on the student through participation in small groups facilitated by small group leaders. Small group processes, methods and techniques are used to stimulate learning by leveraging technology without sacrificing standards in order to provide credible, rigorous, and relevant training/education.

PHYSICAL READINESS AND HEIGHT AND WEIGHT REQUIREMENTS FOR MILITARY INSTITUTIONAL TRAINING

IAW AR 350-1, paragraph 3-13: Soldiers attending ALC or SLC will be administered a height and weight screening and the record Army Physical Fitness Test (APFT). Only one height and weight rescreening or APFT retest is allowed for test failures. The rescreening or retest will be administered no earlier than seven days and no later than 24 days after the initial failure. Students who fail to meet the standards at the APFT and ABCP retest will be removed from their course.

SICK CALL PROCEDURES

Students requesting sick-call will report to the first formation in duty uniform (OCP/ACU) and will ensure their Student-NCO support channel and SGL are aware of their intent. Students will report to the Troop Medical Clinic located on Hill Street and Marion Avenue (adjacent to Moncrief Army Health Clinic) for sick-call. Sick call is from 0730 to 1800. Students will report to their SGL upon completion of sick call appointment with documentation from the medical clinic. SGL should be alerted immediately if condition requires emergency or off-post services. Only emergency medical and dental care is authorized during training.

CLOTHING REQUIREMENTS

Students are required to have all items listed on the [packing list](#). Wear of the Army Physical Fitness Uniform (APFU) at off-post establishments, AAFES main exchange, barber shops, military 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 APFU after 0900 is prohibited on Fort Jackson unless engaged in physical fitness enhancement or special conditioning programs. Students will not wear any military uniform off-post after 1900 unless otherwise authorized. Black gloves are the only authorized gloves for wear with the OCP, ACU or APFU.

FORMATIONS

The Student-NCO Support Channel will conduct formations at times indicated on the training schedule, and at any other time so directed by the cadre and/or NCOA senior leadership.

MARCHING TROOPS IN FORMATION

a. Students 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. Students in formation will have priority of movement along streets and roads at all times. When not in formation and walking to and from the NCOA, students will walk clear of roadways whenever possible, using the cross-walks, shoulders, sidewalks, and designated footpaths.

CLASSROOM CONDUCT

a. 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.

b. All drinks will be in a spill-proof container. No food is permitted in the classrooms. Students are allowed to consume food in designated break areas. Trash and recyclable items will be properly stored in appropriate waste containers and recycle bins located both inside and outside the classrooms.

c. Mobile devices are not authorized for usage in the classroom, unless otherwise approved by the SGL.

SENSITIVE ITEMS SECURITY

During the course, students may handle sensitive items such as communication equipment, weapons etc. Students in possession of sensitive items/equipment are responsible for assigned equipment and will not leave any items unsecured.

MISSION PLATOON/DETAIL ROSTER

Students will perform various assigned tasks while attending the NCOA (SSI staff duty, flag detail, clean-up, etc.) IAW AR 220-45 (Duty Rosters).

CULMINATING TRAINING EVENT (CTE)

The CTE is a graduation requirement which is an authentic exercise that combines the aspects of a Staff Exercise (STAFFEX) and Field Training Exercise (FTX) into a single event.

GRADING PROCEDURES

NCO Academy Policy Memorandum #25 - Test Administration Statement, standardizes the NCO Academy grading procedures for scoring tests and evaluations, re-tests, and academic dismissals.

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

b. Re-tests. Students will be administered an initial test and only one retest per TLO. All retests are scored as a "Go" or "No-Go", resulting in a minimum passing score

recorded for retest. **No second retest is authorized unless extenuating circumstances exist, IAW TRADOC REGULATION 350-10.** The Commandant is the final approval/disapproval authority for appeals.

GRADUATION HONORS

Graduating students may be recognized with five honors: Commandant's List, Distinguished Honor Graduate, Distinguished Leadership Award Recipient, Iron Person Award and Leadership Essay Award.

a. Commandant's List: Consists of those students whose overall course achievement is significantly above the course standards. The Commandants List will not exceed 20 percent of the cycle. Students must meet the following prerequisites for consideration of Commandant's List placement:

1. Have an academic Grade Point Average (GPA) 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, in writing, that they are receiving a negative counseling and are no longer eligible for graduation honors.

4. Must receive a minimum of three superior ratings on their Academic Evaluation Report, Block 12; one of which **must** be in leadership.

5. Score 270 or above on the APFT, with a minimum of 90 points in each event.

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

c. Distinguished Leadership Award Recipient: Awarded to the student who has best represented the leadership traits and competencies outlined in ADRP 6-22, as selected by peers. Must meet the following prerequisites:

1. Must receive a minimum of three superior ratings on their Academic Evaluation Report, Block 12; one of which **must** be in leadership.

2. Have an academic GPA of 85% or above.

3. Have no negative counseling statements.

d. Iron Person: Awarded to the student who has demonstrated exceptional physical fitness. Attaining the highest APFT score in the class with a minimum score of 300 points; use of the extended scale authorized. Students with a permanent profile are ineligible IAW Policy Memorandum [#23](#).

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

GRADUATION

Graduation ceremonies will normally commence at 1000 hours, but times 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.**

PROPONENT

The NCOA Commandant is the proponent for the NCO Academy Student Guide. Any questions or concerns should be directed to the Senior SGL at 803-751-8755/8769.

\\ORIGINAL SIGNED\\

CHANTEL Y. SENA-DIAZ
CSM, USA
Commandant

NCOA PACKING LIST

Refer to DA PAM 670-1, 4-3 for a complete list of authorized OCP or ACU accessories
You will have 72 hours to correct missing gear deficiencies

ITEM OF ISSUE	MALES	FEMALES
APFU JACKET (OCT-APR)	1	1
ACH	1	1
APFU PANTS (OCT-APR)	1	1
APFU TRUNKS	2	2
APFU T-SHIRT LONG SLV (OCT-APR)	2	2
APFU T-SHIRT SHORT SLV	2	2
ASSAULT PACK	1	1
ASU TO INCLUDE ALL ACCESSORIES	1	1
BELT, WEB, TAN / COYOTE BROWN	1	1
BERET	1	1
BOOTS, COMBAT	2	2
BOOTS, JUMP (AIRBORNE SOLDIERS)	1	1
BUCKLE, BRASS DRESS BELT	1	1
CAMELBACK	1	1
CANTEEN, 1 QUART	1	1
COAT, ACU/OCP	4	4
EYEPRO	1	1
GLOVES, LEATHER, BLACK OR GREEN	1	1
GORTEX, PARKA, ACU / OCP (OCT-APR)	1	1
ID TAGS (w/allergy tags if applicable)	1	1
MICRO FLEECE CAP, BLACK (OCT-APR)	1	1
PATROL CAP, ACU/OCP	1	1
POUCH, CANTEEN 1 QUART	1	1
POUCH, M4 THREE MAG	2	2
RUCK SACK	1	1
RUNNING SHOES	1	1
SET, FIGHTING LOAD (LBE/FLC)	1	1
SHOES, DRESS, BLACK	1	1
SLEEP SYSTEM	1	1
SOCKS, DRESS, BLACK	1	1
SOCKS, GREEN / BLACK	*	*
TROUSERS, ACU/OCP	4	4
UNDERSHIRT, TAN / COYOTE BROWN	*	*
UNDERSHIRT, WHITE	1	0
WET WEATHER TOP AND BOTTOMS	1	1

- (*) ASTERISK REPRESENTS UNDETERMIND AMOUNT; BRING AS YOU SEE FIT
- ARMY SERVICE UNIFORM IS REQUIRED FOR THIS COURSE!
- IF INDIVIDUALS DO NOT HAVE ITEMS ON THEIR MILITARY ISSUE LIST, CONTACT YOUR UNIT SUPPLY REPRESENTATIVE TO HAVE THEM ISSUED FROM YOUR INSTALLATION

Students are required to know the NCO Creed, Soldiers Creed and the Army Song. They will be recited several times daily in class and in formations.

The Creed of the Noncommissioned Officer

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

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

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

Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

The Army Song

March along, sing our song, with the Army of the free

Count the brave, count the true, who have fought to victory

We're the Army and proud of our name

We're the Army and proudly proclaim

First to fight for the right,

And to build the Nation's might,

And The Army Goes Rolling Along

Proud of all we have done,

Fighting till the battle's won,

And the Army Goes Rolling Along.

Then it's Hi! Hi! Hey!

The Army's on its way.

Count off the cadence loud and strong

For where e'er we go,

You will always know

That The Army Goes Rolling Along

DRILL AND CEREMONY

Students will be required to know basic Drill and Ceremony movements IAW FM 3-12.5

“Troops who march in an irregular and disorderly manner are always in great danger of being defeated.” -Vegetius: *De re militari*: A.D. 378

4-1. POSITION OF ATTENTION

Two commands can be used to put personnel at the Position of Attention:

FALL IN - Used to assemble a formation or return it to its original configuration. The two-part command for Attention is used for Soldiers at a rest position. Assume the Position of Attention on the command **FALL IN** or the command **Squad (Platoon)**

ATTENTION - To assume this position, bring the heels together sharply on line, with the toes pointing out equally, forming a 45-degree angle. Rest the weight of the body evenly on the heels and balls of both feet. Keep the legs straight without locking the knees. Hold the body erect with the hips level, chest lifted and arched, and the shoulders square. Keep the head erect and face straight to the front with the chin drawn in so that alignment of the head and neck is vertical. Let the arms hang straight without stiffness. Curl the fingers so that the tips of the thumbs are alongside and touching the first joint of the forefingers. Keep the thumbs straight along the seams of the trouser leg with the first joint of the fingers touching the trousers.

Remain silent and do not move unless otherwise directed.

NOTE: This position is assumed by enlisted Soldiers when addressing officers, or when officers are addressing officers of superior rank.

4-2. REST POSITIONS AT THE HALT

Any of the positions of rest may be commanded and executed from the Position of Attention.

a. **Parade Rest.** Is commanded only from the Position of Attention. The command for this movement is **Parade, REST**.

(1) On the command of execution **REST**, move the left foot about 10 inches to the left of the right foot. Keep the legs straight without locking the knees, resting the weight of the body equally on the heels and balls of the feet.

(2) Simultaneously, place the hands at the small of the back and centered on the belt. Keep the fingers of both hands extended and joined, interlocking the thumbs so that the palm of the right hand is outward.

(3) Keep the head and eyes as in the Position of Attention. **Remain silent and do not move unless otherwise directed.** Stand at Ease, At Ease, and Rest may be executed from this position.

NOTE: Enlisted Soldiers assume this position when addressing all noncommissioned officers or when noncommissioned officers address noncommissioned officers of superior rank.

b. **Stand At Ease.** The command for this movement is **Stand at, EASE**. On the command of execution **EASE**, execute Parade Rest, but turn the head and eyes directly toward the person in charge of the formation. At Ease or Rest may be executed from this position.

c. **At Ease.** The command for this movement is **AT EASE**. On the command **AT EASE**, the Soldier may move; **however, he must remain standing and silent with his right foot in place.** The Soldier may relax his arms with the thumbs interlaced. Rest may be executed

from this position.

d. **Rest.** The command for this movement is **REST**. On the command **REST**, the Soldier may move, talk, smoke, or drink unless otherwise directed. He must remain standing with his right foot in place. **AT EASE** must be executed from this position to allow Soldiers to secure canteens, other equipment, and so forth.

NOTE: On the preparatory command for Attention, immediately assume Parade Rest when at the position of Stand at Ease, At Ease, or Rest. If, for some reason, a subordinate element is already at attention, the members of the element remain so and do not execute parade rest on the preparatory command, nor does the subordinate leader give a supplementary command.

4-5. BASIC MARCHING INFORMATION

This basic marching information pertains to all marching movements.

- a. All marching movements executed from the Halt are initiated from the Position of Attention.
- b. Except for Route Step March and At Ease March, all marching movements are executed while marching at Attention. Marching at Attention is the combination of the Position of Attention and the procedures for the prescribed step executed simultaneously.
- c. When executed from the Halt, all steps except Right Step begin with the left foot.
- d. For short-distance marching movements, the commander may designate the number of steps forward, backward, or sideward by giving the appropriate command: **One step to the right (left), MARCH**; or, **Two steps backward (forward), MARCH**. On the command of execution **MARCH**, step off with the appropriate foot, and halt automatically after completing the number of steps designated. Unless otherwise specified, when directed to execute steps forward, the steps will be 30-inch steps.
- e. All marching movements are executed in the cadence of Quick Time (120 steps per minute), except the 30-inch step, which may be executed in the cadence of 180 steps per minute on the command **Double Time, MARCH**.
- f. A step is the prescribed distance from one heel to the other heel of a marching Soldier.
- g. All 15-inch steps are executed for a short distance only.

8-9. CLOSING THE DISTANCE BETWEEN PLATOONS

This movement is only executed when the company is in column with the platoons in column and has been faced to the right for marching with the first sergeant and platoon sergeants at their posts.

- a. The first sergeant directs **CLOSE ON THE LEADING PLATOON**. The leading platoon sergeant commands **STAND FAST**. The leading platoon sergeant then faces to the left as in marching and marches, inclining as necessary, to the trail of the company.
- b. The succeeding platoon's platoon sergeant marches his platoon forward and commands **Mark Time, MARCH**. He ensures that he gives the command of execution **MARCH** when the squad leaders are three steps from the last Soldier in the leading platoon so that the Soldiers of the succeeding platoon begin marching in place at the correct distance.
- c. While Marking Time in formation, the Soldiers adjust position to ensure proper alignment and cover. The proper distance between Soldiers while marching is one arm's length plus 6 inches (approximately 36 inches). If necessary, the squad leaders take the appropriate number of steps to close any gaps should the trail of the leading platoon be uneven. The rest of the formation adjusts as necessary.
- d. After sensing that the members of the platoon have obtained proper alignment and cover, the platoon sergeant commands **Platoon, HALT**. After commanding the platoon to

Halt, the platoon sergeant faces to the left as in marching and marches, inclining as necessary, to the trail of the company.

e. The remaining platoons execute in the same manner as the succeeding platoon in order from front to rear. The platoon sergeants wait until the platoon sergeant to their front gives the command **Mark Time, MARCH**, before giving the command **Forward, MARCH**.

f. The platoon sergeants form at the trail of the company one step to the rear and evenly spaced. The platoon sergeants are now part of the formation. If the first sergeant wants exact cover and alignment, he commands **COVER**. The first sergeant remains at his post and marches the company.

Proper Alignment

NOTE: While marking time in formation, the Soldier adjusts position to ensure proper alignment and cover. **The proper distance between Soldiers while marching is one arm's length plus 6 inches** (approximately 40 inches).

NCOA ALC/SLC Drill and Ceremony Evaluation Checklist

Rank: L. Name: Class: Date: Evaluator:

Execute the following commands properly

- Fall In
- Right Face
- Cover
- Recover
- Forward March
- Change step
- Rear March
- Rear March (command REAR MARCH twice to ensure the platoon is still marching toward the original destination)
- Column Right, March
- Column Left, March
- Column Half Right, March
- Column Half Left, March
- Left Flank, March
- Right Flank, March
- Mark Time, March
- Halt
- Left Face
- Right, Step, March
- Left Step, March
- Parade Rest
- Stand At Ease
- At Ease
- Rest
- Platoon, Attention
- *Open Ranks, March
- *At Close-Interval, Dress Right, Dress
- *Ready, Front
- *Close Ranks, March
- Present, Arms
- Order, Arms
- Fallout
- Did the Student Stay Centered on the Element?
- Did the Student Stay in Step?

*(SLC only)

Evaluation: 90% or greater- GOs (Superior) 80-89%-GOs (Satisfactory) 79% or less-
GOs (Unsat) **Score:** _____ / **33** _____%

Comments: _____

Student-NCO's Signature: _____

Evaluator's Signature: _____

How to set up DTS to print DD Forms

Login to DTS. Go to "Traveler Setup", then Form Preferences

Logged In As: James L Johnson [Help for this screen](#)



Official Travel | Official Travel - Others | **Traveler Setup** | Administrative

- Form Preferences
- Available Routing Lists
- User Preferences
- Rates Lookup
- Update Personal Profile

Welcome James L Johnson

Organization: DA570ATCS
 Org Access:
 Group Access:
 Permission:

My Signed Documents

Document Name	Current Status	Departure Date	Type
No documents found.			

Message Center

Army personnel needing additional assistance for Army specific issues should first contact their Organizational Defense Travel Administrator (ODTA) for DTS support; use the Contacts link on the DTS website to find your ODTA contact information (preferred), or contact the Department of the Army Tier 2.5 Help Desk at dfas.indianapolis-in.jft.mbx.in-army-dts-inquiries@mail.mil.

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TSA's expedited airport security screening program, TSA Precheck, is free for DoD civilians and Service members (including Reservists and National Guardsmen, and students at the U.S. Military Academy, the U.S. Naval Academy, the U.S. Coast Guard Academy, and the U.S. Air Force Academy). TSA Precheck allows travelers to keep on their shoes, belt, jacket, and leave laptops and 3-1-1 compliant liquids in carry-on bags when going through airport security. The program can be used for official business or leisure travel. Learn how you can participate at: <http://www.defensetravel.dod.mil/site/news.cfm?ID=18>.

What's New in DTS

Change "Authorizations", "Cash Advance", and "Voucher" to "Gov't + Form" option

Form Defaults

Following information represents the type of form and/or attachment that will print for the various document types (Voucher, Authorizations, Cash Advance).

Authorizations / Orders

Select all forms that apply. When printing a document, see footnote (*) below for explanation.

Print Full SSN: NO YES

Authorizations: Default Gov't + Form Gov't

Cash Advance: Default Gov't + Form Gov't None

Group Auth: Summary Summary & Individual

Itinerary Listing (Check this box if you want to print itinerary information for reservations.)

Voucher

Select all forms that apply. When printing a document, see footnote (*) below for explanation.

Print Full SSN: NO YES

Voucher: Default Gov't + Form Gov't

Receipt Checklist (Check this box if you want to print a page listing the receipts to be attached to a voucher)

Attachments

Following represent a specified section (block) on the corresponding form listed, to print the document name. Check all that apply.

Document History (Prints the electronic history of a document and shows each step in the electronic approval and/or processing of the document.)

Accounting Detail (Prints the subtotals of a document's expenses by accounting code and expense category.)

Privacy Act (Prints the Privacy Act Statement.)

Check the “Block 22 of DD1610” Option in the “Print Document Name” section

Print Document Name

Following represent "attachment" or additional pages that will print with the document.

Block 2 of SF1164 (Prints the document name on block 2 of form SF1164.)

Block 22 of DD1610 (Prints the document name on block 22 of form DD1610.)

Default Prints all the travel data in a comprehensive, easy-to-read format.

Govt+Form Prints the document information and government travel form on plain paper. The type of government travel forms printed vary from agency to agency.

Govt Prints the document on a pre-printed government form. Insert a government form into your printer and DTS "fills out" the form blocks.

None Cash Advance settings only. Turns off the printing of a cash advance.

Summary Prints the group authorization and one cash advance summary.

Summary & Individual Prints the group authorization, one cash advance summary, and a separate authorization and cash advance for each traveler in the group authorization.

Note: You must choose a form type in the Cash Advance field for a cash advance to print for each traveler.

[Save Form Defaults](#)

Save your options

Print Document Name

Following represent "attachment" or additional pages that will print with the document.

Block 2 of SF1164 (Prints the document name on block 2 of form SF1164.)

Block 22 of DD1610 (Prints the document name on block 22 of form DD1610.)

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Govt+Form Prints the document information and government travel form on plain paper. The type of government travel forms printed vary from agency to agency.

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None Cash Advance settings only. Turns off the printing of a cash advance.

Summary Prints the group authorization and one cash advance summary.

Summary & Individual Prints the group authorization, one cash advance summary, and a separate authorization and cash advance for each traveler in the group authorization.

Note: You must choose a form type in the Cash Advance field for a cash advance to print for each traveler.

[Save Form Defaults](#)

Physical Readiness Training Evaluation Checklist for Endurance and Mobility Activities

Rank/Last Name: _____

MOS/Class#: _____

Date: _____

1. Extended Rectangular Formation	<u>Proper Command</u>		<u>Remarks</u>
	<u>Go</u>	<u>No Go</u>	
Attention/Extend to the left, March	_____	_____	
Arms downward, Move	_____	_____	
Left, Face	_____	_____	
Extend to the left, March	_____	_____	
Arms downward, Move	_____	_____	
Right, Face	_____	_____	
From front to rear, Count off	_____	_____	
Even numbers to the left, Uncover	_____	_____	
Assemble to the Right	_____	_____	
Score:			_____ / <u>18</u> (2 points each)

2. Preparation Drill	<u>Proper Command</u>		<u>Proper Execution</u>		<u>Remarks</u>
	<u>Go</u>	<u>No Go</u>	<u>Go</u>	<u>No Go</u>	
Bend and Reach	_____	_____	_____	_____	
Rear Lunge	_____	_____	_____	_____	
High Jumper	_____	_____	_____	_____	
Rower	_____	_____	_____	_____	
Squat Bender	_____	_____	_____	_____	
Windmill	_____	_____	_____	_____	
Forward Lunge	_____	_____	_____	_____	
Prone Row	_____	_____	_____	_____	
Bent Leg Body Twist	_____	_____	_____	_____	
Push Up	_____	_____	_____	_____	
Score:					_____ / <u>40</u> (2 points each)

3. Hip Stability Drill	<u>Proper Command</u>		<u>Proper Execution</u>		<u>Remarks</u>
	<u>Go</u>	<u>No Go</u>	<u>Go</u>	<u>No Go</u>	
Lateral Leg Raise	_____	_____	_____	_____	
Medial Leg Raise	_____	_____	_____	_____	
Bent Leg Lateral Raise	_____	_____	_____	_____	
Single Leg Tuck	_____	_____	_____	_____	
Single Leg-Over	_____	_____	_____	_____	
Score:					_____ / <u>20</u> (2 points each)

4. Movement Drill 1	<u>Proper Command</u>		<u>Proper Execution</u>		<u>Remarks</u>
	<u>Go</u>	<u>No Go</u>	<u>Go</u>	<u>No Go</u>	
Verticals	_____	_____	_____	_____	
Laterals	_____	_____	_____	_____	
Shuttle Sprint	_____	_____	_____	_____	
Score:					_____ / <u>6</u> (1 point each)

5. Movement Drill 2

	<u>Proper Command</u>		<u>Proper Execution</u>		<u>Remarks</u>
	<u>Go</u>	<u>No Go</u>	<u>Go</u>	<u>No Go</u>	
Power Skip	_____	_____	_____	_____	
Crossovers	_____	_____	_____	_____	
Crouch Run	_____	_____	_____	_____	

Score: ____ / 6 (1 point each)

6. Recovery Drill

	<u>Proper Command</u>		<u>Proper Execution</u>		<u>Remarks</u>
	<u>Go</u>	<u>No Go</u>	<u>Go</u>	<u>No Go</u>	
Overhead Arm Pull	_____	_____	_____	_____	
Rear lunge	_____	_____	_____	_____	
Extend and Flex	_____	_____	_____	_____	
Thigh Stretch	_____	_____	_____	_____	
Single Leg-Over	_____	_____	_____	_____	

Score: ____ / 20 (2 points each)

Score: ____ / 120 _____%

Evaluation: 90% or greater--GOs (Superior), 80-89% --GOs (Satisfactory), 79% or less-GOs (UnSat)

Student-NCO's Signature: _____

Evaluator's Signature: _____

Physical Readiness Training Evaluation Checklist for Strength and Mobility Activities

1. Extended Rectangular Formation – SEE ABOVE

2. Preparation Drill – SEE ABOVE

3. 4 For The Core

	<u>Proper Command</u>		<u>Proper Execution</u>		<u>Remarks</u>
	<u>Go</u>	<u>No Go</u>	<u>Go</u>	<u>No Go</u>	
Bent Leg Raise	_____	_____	_____	_____	
Side Bridge	_____	_____	_____	_____	
Back Bridge	_____	_____	_____	_____	
Quadraplex	_____	_____	_____	_____	

Score: ____ / 16 (2 points each)

4. Conditioning Drill 1

	<u>Proper Command</u>		<u>Proper Execution</u>		<u>Remarks</u>
	<u>Go</u>	<u>No Go</u>	<u>Go</u>	<u>No Go</u>	
Power Jump	_____	_____	_____	_____	
V Up	_____	_____	_____	_____	
Mountain Climber	_____	_____	_____	_____	
Leg Tuck and Twist	_____	_____	_____	_____	
Single Leg Push Up	_____	_____	_____	_____	

Score: ____ / 10 (1 point each)

5. Recovery Drill – SEE ABOVE

Evaluation: 90% or greater--GOs (Superior), 80-89% --GOs (Satisfactory), 79% or less--GOs (UnSat)

Score: _____/115 _____%