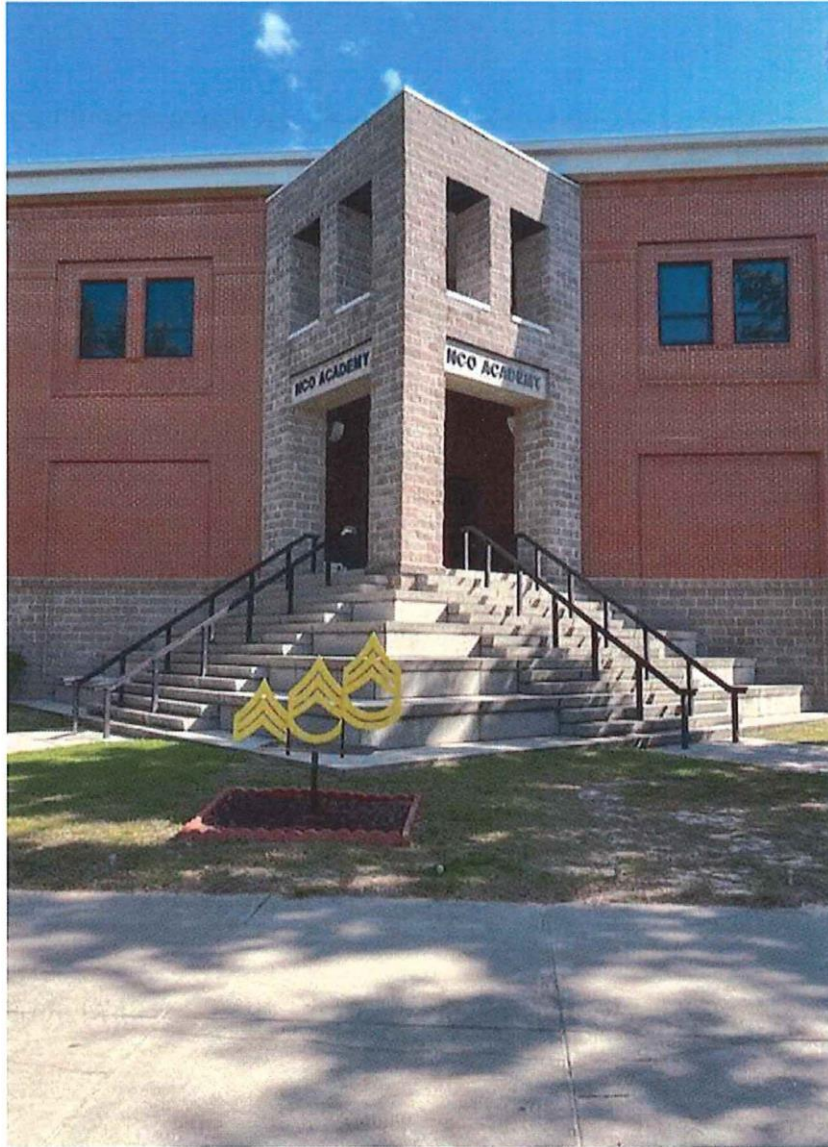


U.S. Army Soldier Support Institute Noncommissioned Officer Academy



Advanced Leader Course Senior Leader Course

Student Guide

14 November 2023



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 to Phase 1 & 2 of the Academy.

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

Student NCOs must meet the following prerequisites to attend a Noncommissioned Officer Professional Military Education (PME) course at the NCOA:

1. Reservation in ATRRS with "R" (reserved seat) status code. If your status changes from RESERVED to WAIT or CANCEL status, you will receive an email from HRC's official email notification.
2. 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, Army Directive 2023-11 and ALARACT 046-2023.
3. No temporary profile.
4. Approved MOS Administrative Retention Review (MAR2) proceedings recommending retention (permanent profile with "3" or "4" for any PULHES factor), if necessary.
5. Periodic Health Assessment (PHA) IAW AR 40-501 current within the last 12 months.
6. For ALC: Completed Basic Leaders Course (BLC) and Structured Self Development (SSD) or Distributed Leaders Course (DLC) Level 2 and Phase I of ALC effective 1 October 2022.
7. For SLC: Completed Advanced Leaders Course (ALC) and Structured Self Development (SSD) or Distributed Leaders Course (DLC) Level 3 and Phase I of SLC effective 1 October 2022.

ADMINISTRATIVE REQUIREMENTS

The following information will be required for course attendance and must be completed prior to your arrival. You will need to save the required documents and

then email (encrypted) to your Army 365 email account.

Failure to provide documents within 72 hours after arrival will result in course dismissal.

□ All Student NCOs will receive an email within 15 days of the start date. The below documents will be sent to your SGL via email prior to day 1.

□ Save a copy of your orders. Save as: 01 Rank Last Name Orders.

■ DA Form 1610 if attending the NCOA, TDY and return 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 TRADOC Form 350-18-2-R-E Pre-Execution Checklist (attached). Save as: 02 Rank Last Name Pre-execution checklist.

□ Save a copy of your DA Form 3349 Permanent Profile (if applicable). Save as: 03 Rank Last Name Profile.

□ Complete and save the USASSI NCOA Information Systems User Agreement (attached). Save as: 04 Rank Last Name Information Systems User Agreement.

□ Complete and save the Privately Owned Weapons (POW) Registration (attached). Save as: 05 Rank Last Name POW Registration.

□ Save a copy of your DA Form 705 ACFT Scorecard completed within **30** days of course start date. Save as: 06 Rank Last Name Unit DA 705.

□ Save a copy of your DA Form 5500/5501 Body Fat Content Worksheet (if applicable) completed within **30** days of course start date. Save as: 07 Rank Last Name Unit 5500 (or 5501).

□ Save a copy of your current Soldier Talent Profile. Save as: 08 Rank Last Name SRB or STP.

□ Save a copy of your DD Form 93 Record of Emergency Data completed within last year of scheduled graduation date. Save as: 09 Rank Last Name DD Form 93.

□ Save a copy of your SGLV 8286 Servicemembers' Group Life Insurance Election (SGLI) and Certificate completed within last year of scheduled graduation date. Save as: 10 Rank Last Name SGLI.

□ Save a copy of your HR PRO DL (42A courses) and MILPAY DL completion certificate. Save as: 11 Rank Last Name HR PRO DL or MILPAY DL.

□ Save a copy of your Cyber Awareness Certificate. Save as: 12 Rank Last Name Cyber Awareness. Dated no more than 12 months from expected graduation date. The only accepted Cyber Awareness certificate is from the Fort Godon Cyber Security Training Center found at <https://cs.signal.army.mil/login.asp>.

□ Save a copy of your Student NCO Questionnaire. Save as: 13 Rank Last Name

□ Read the [NCOA Policy Letters](#) found under Student Information.

□ Be familiar with AG Proponent updates via milBook. <https://www.milsuite.mil/book/docs/DOC-456291>.

□ 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.

□ 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.

□ Ensure that you are a graduate of Phase I of ALC/SLC prior to arriving to Phase II; if not, you will be dismissed from the course.

GRADUATION REQUIREMENTS

IPPS-A R3 (42A SLC/ALC)

1. IPPS-A R3 HR Professional DL Training It is a graduation requirement for all students to complete the IPPS-A R3 HR Professional DL training prior to their arrival. Please get with your unit's TRA's if you do not have access to register for the training. Steps to enroll in R3 HR Professional – DL **use google chrome as the search engine**

- a. Please access the IPPS-A training site link: <https://ipps-a.army.mil>
- b. Login on the top right
- c. Select certificate and click ok
- d. At the "Self Service" landing page, click the IPPS-A Hands-on Training tile.
- e. Type in R3 HR Professional
- f. Move mouse pointer to the right and click >> Do Not Click Advanced Search
- g. Click on the R3 HR Professional- blue hyperlink. In the upper right-hand corner, click register

Military Pay Training (42A SLC/ALC)

2. Utilize the link provided and attached instructions to complete this requirement. (<https://ssi.ellc.learn.army.mil/>) Use google chrome as the web browser. Reminder, your completion certificate is part of your day 1 required documents for your respective

course.

DEFENSE TRAVEL SERVICES (DTS)

The NCOA does not handle DTS matters for Student NCOs. All DTS matters will be handled at the unit level.

MEALS

Although there are many dining facilities on Fort Jackson, the Drill Sergeant Academy Dining Facility (DFAC) is designated for NCOA Student NCOs. The designated hours for the SSI personnel will be provided to you by your SGL weekly. Student NCOs are allowed to wear civilian attire to the Dining Facility, but it must be clean and appropriate. Tops will have sleeves and will cover the entire torso and back. Shorts and skirts will be no shorter than the APFU shorts. All students will be enrolled in Meal Entitlement Code (MEC) and are directed to dine at the DFAC. The exception are Student NCOs stationed at Fort Jackson.

BILLETING

a. All Student NCOs, not assigned to Fort Jackson, will lodge in the IHG on Fort Jackson. The cost for billeting is figured covered by MTSA funds, already coordinated by the NCOA. Each room is configured as a one-person room and is equipped with a private bathroom, TV with cable, internet, microwave, and phone. Student NCOs will only reside in an off-post contracted hotel if on-post lodging is not available; the IHG office will make the decision.

b. Student NCOs who resides 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.

TRANSPORTATION

1. There is no dedicated government transportation available from the airport to Fort Jackson. Travel between the airport and Fort Jackson cost will vary. Transportation to and from the airport is the Student NCOs responsibility and includes commercial buses, limousines and taxis. A Military Assistance Desk is available at the airport from 1700-0100. Columbia Metropolitan Airport, Columbia, SC, is located 25 miles from Fort Jackson. There is a United Service Organizations (USO) located inside the air terminal. During the period that the USO is not operational, the individual should call the SSI Staff Duty Officer for assistance at (803) 319-1013.

2. Pay special attention to the Ft. Jackson Map Key Locations attachment on the Welcome Letter to get an idea of the Ft. Jackson area. Be advised that the roads marked in red on this map are closed Monday-Friday from 0600-0700. DO NOT DRIVE a vehicle on those marked roads during that time or you will receive a ticket from the Fort Jackson Military Police.

NOTE: We highly recommend that Student NCOs are authorized a rental car or use of a POV for the duration of the course. The distance between lodging and the dining facility is approximately 12 miles daily. Student NCOs should coordinate with their units to ensure a POV or rental car is authorized prior to reporting to school.

PASSES AND LEAVE

- a. Travel outside the Fort Jackson area requires (50 miles) an approved pass from the NCOA 1SG. Student NCOs are not allowed to travel more than 250 miles one way.
- b. Student NCOs are not authorized to take leave during the duration of the course.

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 29207-7050

TELEPHONE NUMBERS

Fort Jackson Commercial Prefix: 803-751-XXXX
DSN Prefix: 734-XXXX
Senior SGL: 803-751-8755/3136
S1: 803-751-3050
SSI Staff Duty NCO: 803-319-1013
Provost Marshal: 803-751-3115
Transportation Port Call: 803-751-5128

WRITTEN ASSIGNMENTS

You will be required to complete several writing assignments while attending the NCOA. Papers will be in American Psychological Association (APA), AR 25-50 and/or DA PAM 25-52 format. Each CMF will have the option to write a Leadership Essay.

EVALUATIONS

All Student NCOs will serve and be evaluated in leadership positions. Leadership positions are Squad Leader, Platoon Sergeant, and Student NCO First Sergeant (while on mission platoon). If you volunteer or are selected to assume a Squad Leader, Platoon Sergeant or Student First Sergeant position, be prepared to call cadence. This responsibility will not be outsourced to another student when marching unless advised by an SGL. Student NCOs will also be evaluated on PRT (ALC and SLC) and Drill and Ceremony (ALC only).

WEATHER

South Carolina's 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. You will receive hot or cold weather training as applicable when you arrive, but it is the responsibility of every leader to always watch out for one another. If you have had previous heat or cold weather-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 you 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 at all times. Privately owned vehicles are susceptible to theft and break-ins. Do not leave personal property visible while your vehicle is unattended.

WEAPONS

Student NCOs are not permitted to bring privately owned weapons to Fort Jackson unless in a TDY enroute status. If you are in a TDY enroute status and plan to bring a firearm, notify your SGL immediately upon arrival. Your weapon and ammunition will be registered with the Provost Marshals 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 including the Commandant, Deputy Commandant, First Sergeant, and Staff elements.

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

NCO SUPPORT CHANNEL

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

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

OPEN DOOR POLICY

a. The SGLs, Senior SGLs, and First Sergeant are available to Student NCOs on a continuous basis.

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

c. The Deputy Commandant has an open-door policy. Student NCOs desiring to see the Deputy Commandant will notify their SGL to make an appointment.

d. The Commandant has an open-door policy. Student NCOs desiring to see the Commandant will notify their SGL to make an appointment.

BASIC POLICIES

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

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

2. Student NCOs 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.

3. Student NCOs 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.

4. Platoon Sergeants will ensure all Student NCOs travel in battle-buddy teams when away from the classroom.

5. 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.

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

7. Civilian Attire. All Student NCOs are expected to always maintain a professional appearance, 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.

8. Identification Tags. Student NCOs 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.

COURSE DISMISSAL CRITERIA

Good order and discipline must be maintained within the NCOA. Additionally, the essence of military courtesy is mutual respect, and all Student NCOs 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. Unwarranted behavior that brings discredit to the NCOA, NCO Corps, or the Army may result in dismissal from the course.

1. Student NCOs will be considered for dismissal from the course for the following reasons:

- a. SHARP or EO policy violations.
- b. Violations of the Student Honor Code System.
- c. Conviction under the provisions of the Uniform Code of Military Justice or conviction in civilian court (except for minor traffic violations).
- d. Violations of Academy policies or Army Regulations.
- e. Any conduct unbecoming of a Noncommissioned Officer.
- f. Absent from appointed place of duty, e.g., formation/classes etc.
- g. Receiving excessive adverse counseling; three or more is considered a habitual offender and is grounds for recommended dismissal from the course.
- h. Any unsafe action that endangers self or another Student NCO, resulting in an injury or illness and/or loss of training time.

- i. Creating or contributing to an unhealthy classroom climate.
- j. Lack of self-discipline or motivation.
- k. Inappropriate and unprofessional verbal comments.
- l. DWI/DUI or reckless driving, including speeding.
- m. Any alcohol-related incident, either on or off-post.
- n. Fighting (verbal or physical assault).
- o. Use of illegal substances or use of another person's prescription.
- p. Shoplifting/theft.
- q. Trainee abuse.
- r. Disrespect to any Cadre member or fellow Student NCO.
- s. CID/MP Investigations.
- t. Lying (false statements-written or verbal falsifying government records).
- u. Cheating, to include copying test questions and/or answers into your personal notes (passing them on to other Student NCOs).

2. Academic Disenrollment: Academic dismissals are based upon failure to achieve a GO on any performance evaluation within two attempts. Student NCOs failing a required NCOPDS course for any of the above cause or academic reason will be dismissed from the promotion standing list, will not return to an NCOPDS course for a period of six months, and will receive an Academic Evaluation Report (DA Form 1059) with adverse comments.

3. 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 NCO will be eligible for course reenrollment as soon as the situation is resolved.

4. 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 NCO will be eligible for course reenrollment as soon as the situation is resolved.

5. In accordance with AR 350-1, 3-15 e., Student NCO dismissals that are considered for motivational, disciplinary, or academic reasons have the right to appeal.

NOTE: Refer to NCO Academy Policy Memorandum# 32 – Student NCOs Disenrollment, Dismissals, Removals, and Appeal Process.

DISMISSAL

1. Per AR 350-1, Army Training and Leaders Development, Soldiers attending military institutional training courses, in either PCS or TDY status, which require a preparation of a DA Form 1059 (Service School Academic Evaluation Report) will be administered height and weight screening as a mandatory course requirement.

2. Soldiers attending military institutional training courses are only allowed one height and weight re-screening. The Academy will conduct a re-screening seven days from the initial height and weight screening. Soldiers who fail to meet the body composition standards of AR 600-9, Army Directive 2023-11, Army Directive 2023-08 and Appendix 5 ABCP Flow Chart (attached to the welcome letter) will be dismissed from the course. Soldiers dismissed from the course for this reason will receive a DA Form 1059 with adverse comments.

ABSENTEES

1. An absence of up to two hours will be approved by the SGL.

2. Any absence greater than two hours, not to exceed one day, must be approved by the NCOA First Sergeant with prior notification.

3. An absence that is greater than or equal to one training day must be approved by the NCOA Commandant with prior notification.

SMALL GROUP LEADER

1. Each small group is assigned an 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.

2. 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 NCO 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 to provide credible, rigorous, and relevant training/education.

PHYSICAL READINESS AND HEIGHT & WEIGHT REQUIREMENTS FOR MILITARY INSTITUTIONAL TRAINING

All Student NCOs attending the NCOA will provide a copy of a record ACFT, which will be

conducted at their parent unit no more than 30 days prior to attendance. All Student NCOs who attend the NCOA will be administered a record ACFT on day three of attendance at the Academy. Student NCOs will be allowed one ACFT retest. The retest will be administered seven days after the initial failure. Those who fail to meet the minimum requirements for the ACFT standards IAW ATP 7-22.01, after the second attempt, will be dismissed from the course. Students with a 540 ACFT score will have a Height & Weight screening and be waived on taping procedures. Failure to maintain a 540 ACFT score on the day three ACFT will result in Height, Weight and taping procedures followed the ACFT.

SICK CALL PROCEDURES

Student NCOs requesting sick-call will report to the first formation in duty uniform (ACU-OCP) and will ensure their Student Support Channel and SGL are aware of their intent. Student NCOs 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 hours are from 0730 to 1800. Student NCOs will report to their SGL upon completion of their sick call appointment with stamped documentation from the medical clinic. SGLs should be alerted immediately if a condition requires emergency or off-post services. Sick call slips will be signed by the NCOA 1SG.

CLOTHING REQUIREMENTS

Student NCOs are required to have all items listed on the packing list. An inspection will be conducted on day two. Student NCOs missing items will be counseled and provided 72 hours to provide the missing items. Failure to show the missing items will result in dismissal from the course. 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. You are not authorized to wear APFU in Starbucks at any time. Additionally, wearing the APFU after 0900 is prohibited on Fort Jackson unless engaged in physical fitness enhancement or special conditioning programs. Student NCOs will not wear any military uniform off-post after 1900 unless otherwise authorized.

MARCHING TROOPS IN FORMATION

1. 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 at the crossing area to stop all traffic.
2. Student NCOs in formation will always have priority of movement along streets and roads. When walking to and from the NCOA, when not in formation, Student NCOs will walk clear of roadways whenever possible, using the cross-walks, shoulders, sidewalks, and designated footpaths.

CLASSROOM CONDUCT

1. Smoking and the use of smokeless tobacco products is prohibited in any Fort Jackson building. Designated smoking areas are identified, and their location will be shown to you by your SGL during in-processing.
2. All drinks will be in a spill-proof container. No food is permitted in the

classrooms. Student NCOs 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 of the classrooms.

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

MISSION PLATOON AND DETAIL ROSTER

Student NCOs 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 #26 - Grading Procedures, standardizes the NCO Academy grading procedures for scoring tests and evaluations, re-tests, and academic dismissals.

1. 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). Student NCOs are required to read the entire ISAP at the start of each course (Attached to the welcome letter).

2. Re-tests. Student NCOs will be administered an initial test and only one re-test per TLO. All re-tests are scored as a "Go" or "No-Go", resulting in a minimum passing score recorded for re-test. **No second re-test is authorized unless extenuating circumstances exist.** The Commandant is the final approval/disapproval authority for appeals.

GRADUATION HONORS

Graduating Student NCOs may be recognized with five honors: Distinguished Honor Graduate, Commandant's List, Distinguished Leadership Award, Superior Academic Achievement and Leadership Essay Award. Please read the ISAP for your specific course to learn about each qualifying requirement.

- Only the SGL, Senior SGL, First Sergeant, Deputy Commandant or Commandant have the authority to issue negative counseling statements.
- The Cadre will inform the Student NCO, in writing, that he or she is receiving a negative counseling and that he or she is no longer eligible for graduation honors.

NOTE: A DLA recipient will not be selected if a Student NCO fails to adequately distinguish him- or herself to be worthy of recognition as a leader who has truly exceeded all standards and has

performed in an exemplary manner. This will preclude a Student NCO from being chosen simply because more deserving Student NCOs may not have met all prerequisites (e.g. GPA).

2. 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 1030 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 Deputy Commandant at 803-751-3012.

TRESIA HUELL
CSM, U.S. Army
Commandant

NCOA PACKING LIST

Refer to DA PAM 670-1, 4-3 for a complete list of authorized ASU/AGSU accessories.
Student NCOs will have 72 hours to correct missing gear deficiencies.

ITEM OF ISSUE	AMOUNT
APFU JACKET	1
APFU PANTS	1
APFU TRUNKS	4
APFU T-SHIRT LONG SLV	4
APFU T-SHIRT SHORT SLV	4
ASSAULT PACK	1
ASU/AGSU***	1
BELT, WEB, CAYOTE BROWN	1
BERET or SERVICE/GARRISON CAP	1
BOOTS, COMBAT	2
BOOTS, JUMP (AIRBORNE SOLDIERS)	1
CANTEEN, 1 QUART OR CAMELBACK**	1
ARMY COMBAT UNIFORM- OCP	4
EYEPRO (CLEAR)	1
GLOVES, LEATHER, BLACK	1 PAIR
GORTEX, PARKA, OCP	1
FLEECE CAYOTE BROWN	1
ID TAGS (W/ALLERGY TAGS IF APPLICABLE)	1 PAIR
MICRO FLEECE CAP, BLACK	1
PATROL CAP, OCP	1
POUCH, CANTEEN 1 QUART	1
POUCH, M4 THREE MAG	2
PONCHO LINER	1
RUNNING SHOES	1
SET, FIGHTING LOAD (FLC)	1
SHOES, DRESS, BLACK / BROWN	1
SOCKS, DRESS BLACK / BROWN	1
SOCKS, GREEN / BLACK / TAN	*
SUBDUED US FLAG	1
UNDERSHIRT, COYOTE BROWN	*
UNDERSHIRT, WHITE (MALES ONLY)	1
WET WEATHER TOP AND BOTTOMS	1 EACH
BUSINESS CASUAL ATTIRE AND SHOES	2
LAPTOP W / MIC / CAMERA / AUDIO	1
ETHERNET CABLE (optional)	1

NOTES:

- (*) Asterisk represents undetermined amount; bring as you see fit (no less than seven).
- (***) Jacket, Pants, Skirt (optional), Belt, LS Shirt (1 Oct – 30 Mar), SS Shirt (1 Apr– 30 Sep).
- The Army Service Uniform OR Army Green 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.

Student NCOs are required to know the NCO Creed, Soldier's Creed, and the Army Song. Student NCOs will be reciting these 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 Noncommissioned Officer, I realize that I am a member of a time-honored corps, which is known as "The Backbone of the Army." I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service, and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my 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

Student NCOs will be required to know basic Drill and Ceremony movements IAW TC 3-21.5 (Drill and Ceremonies).

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

4-3. 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**.
- **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 shoulders square. Keep the head erect and face straight to the front with the chin drawn in so 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. 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.

4-6. REST POSITIONS AT THE HALT: Any of the positions of rest may be commanded and executed from the *Position of Attention*.

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

- **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.

- **At Ease.** The command for this movement is *AT EASE*. On the command *AT EASE*, **Soldiers** may move; however, they must remain standing and silent with their right foot in place. Soldiers may relax their arms with the thumbs interlaced. *Rest* may be executed from this position.

- **Rest.** The command for this movement is *REST*. On the command *REST*, Soldiers may move, **talk**, or drink unless otherwise directed. They must remain standing with their right foot in place. **AT EASE** may 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.

4-17. BASIC MARCHING INFORMATION: This basic marching information pertains to all marching movements.

- All marching movements executed from the *Halt* are initiated from the Position of Attention.

- 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.

- When executed from the *Halt*, all steps except *Right Step* begin with the left foot.

- 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.

- 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**.

- A step is the prescribed distance from one heel to the other heel of a marching Soldier.

- All 15-inch steps are executed for a short distance only.

8-13. 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.

- 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.

- The succeeding platoon's platoon sergeant marches their platoon forward and commands **Mark Time, MARCH**. They ensure that they give 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.

- 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.

- 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.

- 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**.

- 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, they command **COVER**. The first sergeant remains at their post and marches the company.