



The 168th Regiment Regional Training Institute NCOA Warrior Leader Course STUDENT GUIDE

The 168th Regiment NCO Academy Student Guide

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Proponent: The proponent for this student guide is the Commandant, 168th Regiment (RTI) Warrior Leader Course (WLC).

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World Wide Web: This student guide can be downloaded from the Fort Carson home page at <http://www.carson.army.mil/units/wlc>

Send comments and/or recommendations for changes or additions to the proponent listed above. Comments are welcome either written, e-mail, or telephonically.

Purpose: The purpose of this student guide is to provide a single-source document outlining policies and procedures for students reporting to and attending the WLC. All students must carefully read this guide; students are responsible for being familiar with its contents and for compliance within 24 hours after arrival to WLC. Failure to comply with the policies or procedures contained herein could result in an early release from the Academy.

Distribution: One copy per student is provided on the first day of the WLC training cycle along with other course related equipment and material.

Student Guide Approval: This student guide has been approved by the Commandant of WLC.

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DEPARTMENT OF THE ARMY
168th Regiment (Regional Training Institute)
8721 Hamrock Road, Building 9121
Fort Carson CO 80913-4019

RTI-CDR

01 January 2015

MEMORANDUM FOR Incoming Warrior Leader Course Students (WLC)

SUBJECT: Welcome Letter

1. On behalf of the cadre of the 168th Regiment (Regional Training Institute), it is my pleasure to welcome you to the WLC at Fort Carson.
2. This is a leadership development school designed for Soldiers whose performance has indicated their potential for advancement and increased responsibility. Your selection to attend this course is tangible evidence of your professional ability and the confidence placed in you by your leaders. Your successful completion of this course will demonstrate that their confidence was well placed.
3. This Academy has no challenges or obstacles that students cannot achieve. With this in mind, prepare yourself with a positive mental attitude and the confidence that you can and will graduate. You will be provided the training and motivation, purpose and direction to accomplish the course. The cadre will teach, coach and mentor you in every way to achieve and maintain graduation standards.
4. This student guide is designed to assist you to understand the operation and administration of the school. You will avoid any unnecessary mistakes by studying it carefully. The standards of the 168th Regiment (RTI) are high. We expect you to have a positive attitude and conduct yourself as professionals at all times.
5. I extend my congratulations on being selected to attend the Warrior Leader Course and hope your stay is professionally rewarding.

JAMES A. BUNCH
CSM, COARNG
COMMANDING



The 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.



NCO CREED

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

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

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

In-Processing Guidance

1. Students will report in IPFU/APFU.
 - a. Active Duty personnel will report at 05:15 on Day 1 (Friday) for In-Processing.
 - b. National Guard and Army reserve personnel will report not later than 18:00 on Day 0 (Thursday) on their Travel Day for barracks check-in and linen issue. NCO Academy bus will pick up barracks personnel for In-Processing for the next day (Day 1).
 - c. Students will be considered a “No Show” if they are not present for Roll Call at 05:30 on Day 1, regardless of component (Active Duty, National Guard, Army Reserve).
2. Students must bring a black ink pen and have in their possession:
 - a. DA Form 4187 (Only if Soldier’s Active Duty unit did not turn in to Schools NCO prior to the start of WLC). UIC must be on the orders, Unit Name and location, Unit Representative and Unit Phone Number.
 - b. DD Form 1610 (Army Reserves or National Guard Soldiers). UIC must be on the orders, Unit Name and location, Unit Representative and Unit Phone Number.
 - c. Pre-execution Checklist (Walk-Ons only – completely filled out and signed).
 - d. DA Form 3349 Physical Profile (Signed). P3/P4 permanent profiles must have MMRB results.
 - e. Identification Card (with working PIN).
 - f. Identification Tags on required chains.
 - g. Meal Card (Active Duty Only – Orders for Reserves and National Guard).
 - h. TA-50 from WLC packing list.
 - i. POV Inspection and Army Trips Safety Worksheets if driving.
 - j. Flight Itinerary or Bus Itinerary.
 - k. Documentation of SSD1 completion.
3. Sponsors are restricted from the in processing area (multi-purpose room) on Day 1. Park in designated areas only. Sponsors may enter the Academy building and remain in the DFAC area during in-processing.
4. Students will be in compliance with Army Regulation 670-1 prior to arriving at the Academy. This includes, but is not limited to, grooming standards, uniform appearance and fit, and authorized footwear.
5. If a student is missing any items (TA-50, profile, etc.), their sponsor will be provided time to get these items.

CHAPTER 1 GENERAL INFORMATION

1-1. COURSE OVERVIEW: The Warrior Leader Course (WLC) is the institutional first step in the Noncommissioned Officer Education System (NCOES). The WLC is a 22-day Program of Instruction (POI) which is non-MOS specific, taught in a non-live-in environment using classroom instruction with practical application, followed by hands-on performance-oriented training culminating with an extensive situational training exercise (STX). The WLC produces competent junior NCOs who are qualified team/section/squad leaders, trainers of leader and warfighting skills. The NCOA graduates are teachers of leader tasks, knowledge and attributes; they are evaluators and counselors who conduct and participate in individual and collective training. WLC instills self-discipline, professional ethics and establishes the foundation for follow-on training in leader development.

1-2. CURRICULUM: The POI contains three blocks of instruction: Leadership Skills, Training Skills, and Warfighting Skills. The United States Army Sergeants Major Academy (USASMA) has designed an educational philosophy to challenge the students through a thorough academic regime. The WLC tests students' comprehension of the subject matter by using train-the-trainer techniques and performance evaluations. The POI enhances those skills with which students are familiar and develops new skills that students will need in the performance of their future NCO duties.

1-3. DUTY UNIFORM: The duty uniform for the WLC is the Army Combat Uniform in Universal Camouflage Pattern (ACU) with Patrol Cap or The Army Combat Uniform in Operational Camouflage Pattern. Army Combat Uniform in Universal Camouflage Pattern Can is worn during transition until 30 September 2019. The Army Combat Uniform in Operational Camouflage Pattern can be worn 1 July 2015. Mandatory possession date of 1 October 2019 when the entire Army will be in the Operational Camouflage Pattern (NOTE: ASU's will be worn for graduation). Uniform and grooming standards will be enforced per AR 670-1. A complete Improved Army Physical Fitness Uniform (IPFU) or Army Physical Fitness Uniform (APFU). Is required IAW the NCOA training schedule.

1-4. PRIVATELY OWNED VEHICLES (POV): All POVs must meet post and state safety inspection and installation registration requirements. When students are allowed to go home, the use of a POV is authorized. Once POVs are parked for the day, students are not allowed to go back to their POV unless permission is given by the WLC leadership. POVs must be available for inspection by the Cadre day three of the course. POV inspections will be conducted prior to day three if a weekend occurs prior to day three of the course.

1-5. CELL PHONES: Students may bring personal cell phones; however, they can only be used on the students' evening personal time and/or in the designated break areas. Cell phones may be carried and used as necessary when directed by WLC leadership. **AT NO TIME ARE CELL PHONES ALLOWED DURING TESTING.**

1-6. STUDENT PAY: The **PARENT UNIT** has the responsibility for all pay issues. Should you fail to receive your pay on payday, notify your sponsor, Small Group Leader (SGL), and/or parent unit for assistance.

1-7. VALUABLES: You are reminded that the safekeeping of valuables is a personal responsibility. It is recommended that high dollar personal valuables not be brought to the Academy.

1-8. LAUNDRY: Laundry rooms are located in all floors of the buildings. Washers and dryers are provided for student convenience. **Only liquid detergent will be used.** Do not bring powder detergent. Powder detergents clog and damage the machines.

1-9. OFFICES: All NCOA offices are **OFF LIMITS** to students except when directed to report by the NCOA Leadership.

1-10. VISITATION: Unit chain of command and sponsors are highly encouraged to visit students; however, due to the fast-pace of the course, prior authorization from the Deputy Commandant or Course Manger.

1-11. ENROLLMENT REQUIRMENTS:

- a. Soldiers attending the NCOA will report for class enrollment in the IPFU or APFU.
- b. Soldiers attending the NCOA must meet body fat composition standards of AR 600-9. If Soldier fails HT/WT screening, one re-test will be administered no earlier than seven days after initial screening. Soldiers still failing to meet body fat composition standards will be recommended for dismissal.
- c. Soldiers must have all profiles approved by the NCOA Commandant prior to enrollment. Questions should be directed to WLC Student Operations/Administration
- d. Soldiers will be required to have a meal card that is issued to them by their unit S-1.
- e. Structured Self Development 1 Completion (DA Form 87) Certificate of Training.

1-12. PHYSICAL REQUIRMENTS: Students must be able to meet the following physical requirements during the course:

- a. Pass APFT.
- b. Conduct, demonstrate, and lead physical readiness training.
- c. Negotiate rough terrain under varying climatic conditions.
- d. Walk a minimum of 3200 meters with IOTV and MOLLE equipment for a minimum of three hours.
- e. Lift and carry all required packing list items (OCIE and CTA 50-900) for short distances.
- f. Carry a 48 pound combat load that contains mission essential equipment (weapon, helmet, uniform, LCE included in 48 lbs).
- g. Lift and carry fuel, water, ammo, MREs, or sandbags occasionally.
- h. Low crawl, high crawl, and rush for three to five seconds.
- i. Move over, through, and around obstacles.
- j. Carry and fire individually assigned weapon.

1-13. STUDENT GUIDE DISTRIBUTION: The student guide is provided online at the Fort Carson Noncommissioned Officer Academy Official Website:

<http://www.carson.army.mil/units/wlc>

1-14. REPORTING AND INPROCESSING:

- a. When attending WLC, report to Building 9121 at 0530 on Day Zero (Report Day) as listed in ATRRS. This is when the Order of Merit List will be verified. All students should be in IPFU's or APFU's and have the following:
 - 1. 5 Copies of DD Form 1610 or DA Form 4187.
 - 2. Pre-execution checklist TRADOC Form 350-18-2-R-E, JUL 2009 (**MUST BE COMPLETELY FILLED OUT FOR WAITS OR WALK-ONS**).
 - 3. Identification card and ERB. Identification tags with required chains.
 - 4. Clothing and Equipment checklist from the Fort Carson NCO Academy web site.
 - 5. Must possess a meal card (AC) or orders (RC/NG).

b. An Inventory of Packing List Items will be conducted (See Appendix. A). **(Students are not allowed to share or distribute extra gear or packing list items during this in-processing inventory).** Students reporting without a complete inventory will receive adverse counseling and must obtain missing items within 72 hours.

c. Barracks rooms, linen, meal and weapons cards issued (as required).

d. The **COURSE MANAGER** in-brief and final NCOA operations administration checks.

CHAPTER 2

STUDENT ADMINISTRATION

2-1. STUDENT CONDUCT: The 168th Regiment (RTI) trains and enforces the standards of the United States Army as prescribed by appropriate regulations, traditions and directives. It is the student's responsibility to maintain this standard during the course of instruction and throughout their military career. While on and off duty, you will maintain high standards of appearance and conduct. Misconduct of any type, no matter how small, may result in an immediate disciplinary dismissal (See Par. 5-2d).

2-2. FRATERNIZATION AND HARASSMENT:

a. Fraternalization: Acts of sexual intercourse, sexual intimacy, or other physical touching of a romantic or sexual nature, or public displays of affection among/between students and/or staff members of the same or opposite sex on or off post, during or after duty hours; Any other acts of association by or between staff members and students whether on or off post, during or after duty hours, which pursuant to Article 134, UCMJ are prejudicial to good order or discipline or tend to bring discredit to the NCOA and the NCO CORPS. Personal conduct which violates these policies or standards **WILL NOT BE TOLERATED**.

b. Harassment: Harassment of individuals on the basis of their sex, race, and color of skin, age, disability, national origin, religion, or creed is a violation of the Civil rights Act of 1964. Harassment violates the fundamental policy to provide equal opportunity and equal treatment to personnel. Military personnel have a grave responsibility under the policies of the Department of Army and Air Force, the Federal Code of Ethics and the Civil Rights Act for maintaining high standards of honesty, integrity, impartiality and conduct to assure proper performance of the government business and the maintenance of public interest. Personal conduct which violates these policies or standards **WILL NOT BE TOLERATED**.

c. SHARP/EO violators will be immediately dismissed.

2-3. STUDENT ASSIGNMENT: During in-processing, you will be assigned to a platoon and receive a "Student Number." It is very important that you place your student number, rank, and name on all correspondence while assigned to the NCOA. Unless otherwise directed, place this information in the top right corner when filling out documents.

2-4. UNIFORM AND EQUIPMENT: You are required to have certain items of clothing and equipment in your possession while at the Academy (see Appendix A). Students requiring prescription eyewear must have their military issued glasses. **Wearing of contact lenses is not authorized in the field environment.** An inventory will be conducted during your in-processing to determine accountability and serviceability. The uniform for each day is indicated on the training schedule. Civilian clothes are allowed only during personal time, on non-scheduled academic days, and when specifically authorized by the Commandant.

2-5. TRAINING SCHEDULE: A copy of the training schedule is posted on the bulletin board. A schedule will also be issued to each student Squad Leader, Platoon Sergeant, and First Sergeant to be maintained in their Leader's Book.

2-6. FORMATIONS:

- a.** Students will march in formation to and from all training.
- b.** SGLs are in charge of any marching element moving outside of the Academy grounds.
- c.** Senior SGLs (SSGL) is responsible for the overall movement each training day.

d. If a student is late to any formation (including any scheduled training event), he will receive developmental counseling. If a student is late a second time, he will be considered for dismissal.

2-7. CLASSROOM PROCEDURES: Classroom norms will be established by the SGL at the beginning of the course. A Classroom Leader will be appointed for each classroom and be responsible for greeting all visitors IAW SGL instructions. While the emphasis of the classroom conduct is to foster the best learning environment possible, students are expected to maintain their professionalism and military bearing at all times. Classrooms will be maintained in a high state of organization, cleanliness, and repair. Cursing, smoking, eating, and drinking in the classroom is prohibited except for specific items approved by the SGL. End of day procedures will be adhered to everyday as instructed by the SGL.

2-8. SAFETY:

a. Safe training and training safety are not synonymous. Safe training is achieved by integrating safety in the planning, development, and conduct of training (ADP/ADRP 7-0). Leaders must commit to accomplishing the mission without unnecessarily jeopardizing lives and equipment. Leaders must recognize unsafe behavior while making prudent risk decisions and developing operational processes to minimize hazards. Force protection must be an integral part of mission accomplishment by including risk assessment and risk management in the decision making process. Risk assessment/management eliminates unnecessary risk, minimizes fratricide, and avoids accidental injury to Soldiers and damage to equipment. Force protection responsibilities continue around the clock, both on and off duty.

b. Training safety consists of three interlocking tiers:

(1) The Commandant: Validating soundness of training and evaluation plans for safety and resolving safety issues.

(2) The First Line Leader: Identifying necessary actions by responsible individuals, establishing a system to monitor training safety, and focusing on adherence to standards.

(3) The Individual: Looks after himself, others, and knows how to recognize unsafe conditions and acts.

c. Weapons Safety: Weapons are secured in the NCOA's arms room when not being used during training. During field training, individual weapons and sensitive items are accounted for at all times. There is a 100% accountability of sensitive items report to be submitted at 0700 & 1900 daily. Sensitive item reports are submitted before, during, and after any movement during the Situational Training Exercise (STX), within 30 minutes of the loss of the weapon or sensitive items, the Commandant is informed through the chain of command. Students on guard duty are responsible for all equipment placed in their charge.

2-9. BARRACKS:

a. Students residing in the barracks are required to adhere to the standards outlined in the NCOA.

b. **Special Instructions:**

(1) All items such as rooms, common areas, field equipment, uniforms, lockers, etc..., will be prepared for inspection prior to first formation daily.

(2) Brooms, mops, and cleaning materials will be kept in appropriate areas.

(3) Soldiers of opposite gender will not visit each other in barracks rooms unless it is official NCOA business conducted by the chain of command.

Lights will be turned off when barracks are unoccupied. Student leaders will inform subordinates of the time and place of any evening details to be performed.

(4) Fire extinguishers will not be removed or tampered with.

(5) Unless changing in your assigned room, a complete and appropriate uniform will always be worn.

(6) Students will not leave the Academy area during duty hours for any reason unless authorized

specifically by the SGL.

(7) Students will ONLY use cleaning materials issued by the SGL or NCOA Supply to clean the barracks.

(8) Students will observe all proper customs and courtesies at all times. Whenever a Soldier of lesser rank is addressing a senior, that Soldier will assume the position of parade rest (if addressing an enlisted senior) or attention (if addressing an officer).

(9) Pocket sized radios, CD players or MP3 players are the only audible equipment authorized. They will only be used when inside the barracks during personal time with headphones. Larger radios are not authorized.

(10) No tobacco use in individual barracks rooms or common areas. Tobacco products will only be used in designated areas; this includes smokeless tobacco (dip).

(11) No Alcohol is permitted in the Barracks or on NCOA property.

(12) When room is unoccupied, all equipment and personal items will be put away the room itself will be locked.

2-10. CRIME PREVENTION: Crime prevention is the responsibility of all personnel assigned to the Academy. Individuals are responsible for providing adequate locks for their wall lockers and duffel bags and must keep them locked when not in use. Individuals should not bring high dollar items (\$50.00 value or more). In the event of a break-in or theft, the individual suffering the loss should immediately report the loss to the SDNCO or other Cadre member and give all the details pertaining to the loss. Military Police are not notified without permission from the WLC Course Manager, Deputy Commandant or Commandant except in cases of extreme emergency.

CHAPTER 3

STUDENT ORGANIZATION

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

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

- (1) Commandant
- (2) Deputy Commandant
- (3) Course Manager
- (4) WLC QA
- (5) Senior Small Group Leader
- (6) Small Group Leader
- (7) Staff Duty NCO (SDNCO) during non-academic hours

b. Student Chain of Command (from top down)

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

3-2. RESPONSIBILITIES: The SGLs are responsible for the overall administration, billeting, safety, messing and processing of all students. In addition, SGLs have the responsibility of conducting squad training and rendering evaluations of the students to include making on the spot corrections and counseling. General student leadership responsibilities include:

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

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

- a. Responsible for the police and orderliness of the Academy area as a whole.
- b. Supervises students in the dining facility and ensures that students are not loitering.
- c. Other responsibilities as directed by the Cadre COC.

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

- a. Ensuring platoon members are awake at first call and preparing for formation.
- b. Having 100% accountability of platoon members at all times.
- c. Performing additional duties as directed by the Cadre COC.

3-5. STUDENT SQUAD/TEAM LEADER DUTIES: Squad Leader/Team Leader positions are assigned and evaluated by the SGL. Responsibilities include:

- a. Keeping the student NCO Support Channel informed of squad/team members who need help with problems.
- b. Checking each member of the squad/team at first call to ensure that they are awake and preparing for first formation.
- c. Checking the squad/team at all formations to ensure that all members are present, and in the proper uniform.
- d. Having 100% accountability of squad/team members at all times.
- e. Performing additional duties as directed by cadre.

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

CHAPTER 4

ACADEMY STANDARDS AND EVALUATION

4-1. STANDARDS AND CONDUCT: The NCOA is dedicated to the principle of leading by example.

a. Military Courtesy: Students will maintain the highest standards of military courtesy while at the Academy. Appropriate greetings and courtesies of visiting officers and NCOs will be observed. One important exception is when classes are in progress. Under no circumstances will a class be disrupted for the purpose of courtesy. The priority of training takes precedence at the Academy and visitors will understand.

b. Personal Appearance: You are required to attain and maintain a high standard of appearance at all times. Strict adherence to standards outlined in AR 670-1 is the rule. There are no exceptions.

c. Honor Code: Honor is the guiding principle of every endeavor involving the profession of the Army. Integrity is a basic attribute demanded of every Noncommissioned Officer. This personal quality requires, among other things, that “Your work must be your own.” Examinations and performance oriented training evaluations are given throughout the course. Each individual student prepares presentations. This work is evaluated based on individual effort. Each student’s work will be entirely original in every manner. The copying of another student’s work violates the intent of the Honor Code. Students are encouraged to work together, utilizing the team concept; however, the final result will be original. The honor system does not cease with academic honor and integrity. It also applies to the observance and adherence to rules, regulations, and policies. To knowingly violate a rule, regulation or policy whether or not this violation is discovered, is a discredit to your word of honor. It is your responsibility as a student and as an NCO to report violations of rules, regulations, and policies immediately to the chain of command. Failure to do so is a violation of the Honor Code, and any violation of the Honor Code is grounds for dismissal.

4-2. COURSE GRADUATION REQUIREMENTS: Students must score 70% or higher on the following Performance Evaluations and Written Examinations:

- a. Conduct Army Physical Readiness Training.
- b. Conduct Individual Training.
- c. Conduct Squad Drill.
- d. Communicate in Writing.
- e. Oral History Briefing.
- f. Two demonstrated Leadership Evaluations (garrison and tactical environment).
- g. Leadership Exam.
- h. Training Exam.
- i. Warfighting Exam.
- J. Pass the APFT and meet Army HT/WT/ standards.
- k. Receive a “go” during Land Navigation.

4-3. EVALUATIONS: Students will need to complete seven Performance Evaluations and three Written Examinations. If a student fails any initial examination/performance evaluation, the Soldier will be retrained and retested with the maximum allowable score of 70%. If a student receives two failing scores (one initial and one retest) on any single evaluation, they will be considered for dismissal.

a. Performance Evaluations: All students must successfully complete performance evaluations to meet course graduation requirements. Students may use cue cards (i.e. 3x5 cards) during the performance evaluation.

- (1) Army Leadership Performance Evaluation #1
- (2) Army Leadership Performance Evaluation #2 (Tactical Leadership)
- (3) Communicate in Writing Performance Evaluation: Award; Memorandum; Sworn Statement
- (4) Conduct Individual Training Performance Evaluation
- (5) Conduct Army Physical Readiness Training Performance Evaluation
- (6) Conduct Squad Drill Performance Evaluation
- (7) Oral History Brief Performance Evaluation
- (8) Land Navigation
- (9) APFT

b. Written Examinations:

- (1) Written Examination I, L234 Leadership
- (2) Written Examination II, T227 Training
- (3) Written Examination III, W228 Warfighting

4-4. GRADING:

a. Performance Evaluations: You will receive either a GO or NO GO for all performance evaluations. Additionally, each event is converted into a point value, which is used in computing the student academic average.

b. Written Examinations: Each exam has a maximum point value of 100. You must achieve a 70% or higher to pass.

4-5. RETRAINING AND RETESTING: If you fail an evaluation, you will receive retraining. Retesting will be conducted within 24 hours (utilizing your own notes). If you pass, you will continue on in the course. For the purpose of computing grade point averages, the grade points scored on the first attempt are used to compute the GPA. You must attain a minimum standard of 70% as a GPA to graduate. Students who fail to meet established test standards, after two separate evaluations (i.e., original test and one re-test), will be processed for academic dismissal.

4-6. INSPECTIONS: The Cadre and student chain of command will conduct daily inspections of the barracks, common areas, and all police call areas to ensure high standards are maintained. The barracks are subject to inspection at any time. An in-ranks inspection is conducted daily unless otherwise directed by the training schedule. Individual deficiencies are noted and the student is required to make the necessary corrections. During inclement weather, the squad will conduct their inspection in the barracks or classrooms.

4-7. FORMATIONS: Formations are conducted IAW TC 3-21.5 and occur at designated or unannounced times. Attendance is mandatory and only the Cadre can authorize an absence. Under normal conditions, students will march at the position of attention. When uneven surface conditions exist, formations are marched at "At Ease" or "Route Step." Horseplay or unprofessional conduct will not be tolerated under any circumstance.

4-8. STUDENT COUNSELING: Students will receive the following counseling's while attending WLC:

a. Initial Counseling. (reception and integration) The SGL should determine whether or not a Soldier has any personal problems or outside distracters that would interfere with the course completion.

b. Performance Oriented Counseling. Adverse or other event oriented counseling is only given if the situation warrants.

c. **Comprehensive End-Of-Course-Developmental Counseling.**

d. Developmental Action Plan (DAP): The SGL will consolidate and analyze student performance evaluations near the end of the course and provide students documented feedback in the form of a Developmental Action Plan. The DAP will identify the student's strengths, weaknesses, and developmental needs.

e. Spot Report: A type of counseling. It is an “on the spot” counseling used to conduct immediate written counseling for both positive and negative events. Cadre may issue positive spot reports or conduct adverse counseling as warranted within 72 hours of the infraction. Students with negative counseling or adverse spot reports are not eligible for achievement awards or graduation honors.

4-9. PASS PRIVILEGES: Passes are **NOT** granted during attendance at the NCOA.

4-10. ACADEMIC EVALUATION REPORT (DA FORM 1059): The Academic Evaluation Report (AER) is designed to portray the accomplishment and the leadership potential that an individual demonstrates while attending the NCOA. A maximum of 20% of class enrollment may have block 11A, "Exceeded Course Standards" annotated on their AER. The Academy prepares the AER immediately prior to graduation or in conjunction with dismissal. The student must ensure that they have a copy of the AER in possession prior to departing the Academy area. It is the student's responsibility to ensure all personal data is correct on the AER prior to leaving the Academy area.

a. EXCEEDED Course Standards: (limited to 20% of class enrollment) The following guidelines represent the minimum considerations for this rating:

(1) Displayed superior performance, Army Values, and the Whole Soldier Concept throughout the course.

(2) Received a first time GO on all examinations/evaluations and has an overall academic average of 90% or higher on the combined requirements.

(3) Has a SUPERIOR rating in three or more rated “**DEMONSTRATED ABILITIES**” in Block 12 of the AER.

(4) Did not receive any adverse counseling.

(5) Presented superior military appearance and bearing throughout the course.

NOTE: If more than 20% of the students exceed course standards, use student academic scores to determine standing.

b. ACHIEVED Course Standards: For students who achieve course standards but do not meet the above criteria, the following guidelines represent the minimum considerations for this rating:

(1) Have an academic average of 70% or higher. This includes all examinations and performance evaluations.

(2) Have not received more than two adverse developmental counseling (neither for the same offense-excludes counseling for academic shortcoming).

(3) Have as a minimum, a satisfactory rating in the demonstrated abilities block 12B, C, and E, of the AER.

c. MARGINALLY ACHIEVED Course Standards: For students who achieve course standards and do not meet the above criteria, the following guidelines represent the minimum considerations for this rating.

- (1) Received a minimum of “Satisfactory” ratings in block 12B, C, D and E, but required retesting on 50% or more course graduation requirements, or
- (2) Received three or more adverse developmental counseling’s (excluding counseling for academic shortcomings). Refer these students to the Commandant for dismissal consideration, or
- (3) Students whose personal characteristics, behavior, attitude, conduct, or overall performance does not justify dismissal, but warrants documentation.

d. FAILED TO ACHIEVE Course Standards:

- (1) Failed to meet any course graduation requirement.
- (2) Dismissed from the course IAW regulatory guidance.

4-11. STUDY HALL: Students are encouraged to attend study hall at the times listed on the training schedule to prepare for the next day of training.

a. All students will attend a one-hour study hall prior to any written examination. No one is excused from this study hall without the approval of the Commandant.

b. The Commandant directs that only those students who fall in the categories listed below attend a one-hour mandatory study hall as annotated on the training schedule:

- (1) Students who fail any exam or evaluation.
- (2) Students whose academic average falls below 76 %.
- (3) When SGLs have determined a student has poor study habits or is having difficulty retaining information.
- (4) Students who are not adequately preparing themselves for the next day’s training as identified by their SGL.

4-12. ATTENDANCE: Disciplinary elimination will result from any unauthorized absences after a 120 minute limit or failure to report (FTR) on more than one occasion. Attendance at all classes is mandatory. Students missing class must make the material up on their own prior to graduation, if the cadre feels you cannot make up the time you may be considered for release from the course. Attendance at training events is mandatory for all students. Any student who has an emergency that causes him to miss four or more academic hours (special circumstances will be considered on a case-by-case basis by the Commandant) of programmed instruction will be considered for release from the course. All training is critical and time does not permit the student to recover before moving on to next subject. **NO APPOINTMENTS FOR WLC STUDENTS.**

4-13. DINING FACILITY: Every student attending the NCO Academy will be provided meals at government expense through one of the 168th Regiment (RTI) dining facilities (DFAC). Students will be required to eat all meals served in the DFAC. TDY students will be issued a government meal card from this NCOA.

a. Students will stand at Parade Rest while waiting to enter the dining facility.

b. No food, drinks, or equipment (to include coffee or cups) will be removed from the dining facility.

4-14. COMPLAINTS AND GRIEVANCES: The Commandant has an open door policy (see NCOA Policy #1). The COURSE MANAGER, SSGL and SGLs are available to provide counseling and can hear complaints and grievances at any time. Students with personal problems or grievances should see their SGL first. Every effort will be made to solve student problems at the lowest level.

CHAPTER 5
ACADEMIC AND PERFORMANCE HONORS

5-1. NCOA HONORS: Not more than 20% of class enrollment, based upon the criteria listed below, will be selected for the academic honors. In addition, there is a performance award for Leadership. These awards are described below. Each awardee will have special annotations made on their AER.

- a. Commandant's List:** These graduates will be limited to 20% of class enrollment. This percentage includes the Distinguished Honor Graduate and Leadership Awardee. The following prerequisites must be met:
- (1). Displayed superior performance, Army Values, and the Whole Soldier Concept throughout the course.
 - (2). Received a first time GO on all examinations/evaluations and has an overall academic
 - (3). Has a SUPERIOR rating in three or more rated "DEMONSTRATED ABILITIES" in Block 12 of the AER.
 - (4). Did not receive any adverse counseling.
 - (5). Presented superior military appearance and bearing throughout the course.
- b. Distinguished Honor Graduates:** This graduate must meet the following prerequisites:
- (1) All criteria for the Commandant's List graduate.
 - (2) Have highest overall academic average.
 - (3) Have no adverse developmental counseling.
 - (4) Must receive first-time "GOs" in all performance and leadership evaluations.
- c. Leadership Awardee:**
- (1) Chosen by peers.
 - (2) Have no adverse counseling.
 - (3) Must receive first-time "GOs" in all performance and leadership evaluations.
 - (4) Must pass Leadership Board.
- d. Iron Soldier Eligible:**
- (1) Score 100 points on the push up even.
 - (2) Score 100 points on the sit up event.
 - (3) Score 100 points on the two mile run event.
 - (4) Received no adverse developmental counseling throughout the course.
 - (5) Soldiers score will be based on additional PU/SU/Run time scores.

NOTE: In the event of a tie, the Commandant will establish a board or a competitive exercise as a tiebreaker for these honors.

5-2. DISMISSALS:

a. Administrative: Administrative release from WLC is reviewed by the Deputy Commandant on a case-by-case basis and 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. The student is eligible to return to the course as soon as the situation is resolved. Administrative releases are not adverse in nature. Released students may return to the course as soon as the condition is resolved.

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

c. Academic: Academic release is based upon failure to achieve a passing score on any performance evaluation within two attempts. Academic releases are considered adverse IAW AR 600-8-19. Soldiers failing required NCOES for academic reasons will be removed from the promotion standing list. A Soldier released for academic reasons may re-enter the course when both the unit commander and the Commandant determine that the student is prepared to successfully complete the course and is once again in a promotable status. Students released for Academic reasons receive an AER with adverse comments.

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

- (1) Violations of Academy policies or Army regulations.
- (2) Lack of self-discipline or motivation.
- (3) Conviction under the provisions of the Uniform Code of Military Justice (UCMJ) or conviction in civilian court (except for minor traffic violations).
- (4) Violations of the Student Honor Code System.
- (5) Any conduct unbecoming of a Noncommissioned Officer.
- (6) Absent from appointed place of duty, i.e. formation/classes etc.
- (7) A Student receiving excessive spot reports or adverse counseling (three or more) is considered a habitual offender and 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) Other reasons as determined by the Deputy Commandant.

5-3. APPEALS PROCESS: Any student released from the course has a right to an appeal. An appeal is a written request to the Commandant to reconsider his decision to release the student from training. Other appeal information includes:

a. The student will acknowledge by endorsement within two days receipt of the written notification of dismissal action. The endorsement must indicate whether or not the student intends to appeal the dismissal action.

b. If a student elects to appeal, they immediately return to training until the matter is decided.

c. If the student elects to appeal, they must submit an appeal statement within seven days after receipt of the written notification of dismissal action. Appeals will be submitted to the Course Manager.

d. After receiving the student's written request for an appeal, the Deputy Commandant submits the entire packet to the Staff Judge Advocate (OSJA) for legal review.

e. The OSJA review is the attorney's opinion on the legality of the packet and the reasons for dismissal. It is not the final decision as to the disposition of the appeal, but rather an unbiased legal opinion based on

the items included in the packet. The OSJA will provide a recommendation to the Commandant.

f. After the OSJA review, the Deputy Commandant or Course Manager hand-carries the entire packet to the Commandant. The Commandant reviews the packet, considers all mitigating circumstances presented by the student in the written appeal, and renders a final decision. The Commandant may choose to allow the student a second retest or dismiss the student from the course.

5-4. RETURNING TO WLC AFTER BEING RELEASED: You are subject to your unit's discretion as to when or if you will return to the Academy to complete the course. This Academy does not control whether or not you return to training. You will have to be reentered on your unit's order of merit list and wait your turn. Soldiers released as academic or disciplinary releases are removed from the promotion standing list for failure of NCOES course (Ref AR 600-8-19). Those Soldiers have to be re-recommended for promotion and return to the unit promotion board before being added to the unit order of merit list. These Soldiers also must provide proof of retraining, verified by their current unit commander, before reenrolling. Students released before graduation (for any reason) are required to start from the beginning of the course when returning to training.

CHAPTER 6 GRADUATION

6-1. OUT PROCESSING AND GRADUATION:

a. Out-processing.

(1) Students will inventory and turn in their computers to their SGL. Students will be charged for all damaged or missing items. Students will receive their hand-receipt after being cleared or receiving a statement of charges.

(2) Students will clean all Academy areas to standard prior to being released for the graduation ceremony. This includes (but not limited to) barracks, classrooms, latrines, laundry rooms, outside areas, Academy Hall, and police call areas.

(3) Following the barracks clearance by the NCOA Supply SGT/SGL the student will be provided with their DA Form 1059.

(4) Graduation location is McMahon Theater, 1517 McDonald St, Fort Carson, CO 80913.

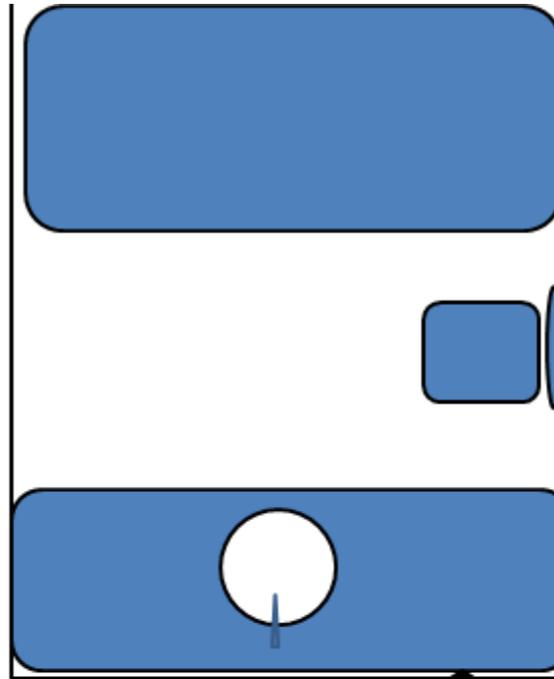
NOTE: Equipment drawn from the Academy supply room will be cleaned and returned to the supply room prior to graduation, minus those items needed for graduation. Barracks, classrooms, and common areas will be cleaned and inspected prior to departure for the graduation ceremony.

b. Graduation: Upon satisfactory completion of the WLC, a graduation ceremony is held to recognize those students who have successfully met all course requirements. Upon graduation, each student receives:

- (1) Academic Evaluation Report (DA Form 1059)
- (2) Certificate of Graduation
- (3) Addendum packet for their Small Group Leader

WLC ROOM LAYOUT

Sleeping System	ASU	Civilian Footwear
Trunks IPFU	Shirt L/S IPFU	
Shirt S/S IPFU	Jacket Pants IPFU	
Cap Fleece	GORE-TEX	
Insert Gloves	Wet Weather Gear	Shower Shoes
Leather Gloves	ACU	Running Shoes
Light Duty Gloves	ACU	Boots
Patrol Cap	ACU	Boots
Top Shelf	Hanging	Under Bench



Rucksack
ALL TA 50

Duffe Bag



Top Draw	
Personal Items	
Middle Draw	
Under Garments Socks	
Bottom Draw	
T-Shirts	
Belt	

