SSG JOHN W. KRECKEL

NONCOMMISSIONED OFFICER ACADEMY

"TRAINING TOMMOROW'S LEADERS TODAY"

STUDENT GUIDE

SSG John W. Kreckel
Noncommissioned Officer Academy
2269 Kentucky Avenue
Fort Campbell, Kentucky 42223-5363

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DEPARTMENT OF THE ARMY
2267 KENTUCKY AVE.
FORT CAMPBELL, KY 42223

AFZB-NCOA **7 July, 2004**

MEMORANDUM FOR PROSPECTIVE STUDENTS

SUBJECT: Student Welcome Packet, Primary Leadership Development Course (PLDC)

1. Welcome to the SSG John W. Kreckel Noncommissioned Officers Academy, Primary Leadership Development Course. This student guide will give you an overview of what to expect while attending PLDC. I have included prescribed policies, objectives and procedures for all students to follow while attending PLDC.

2. This course is non-MOS specific, taught in a live-in environment using classroom instruction with practical application, followed by hands-on, performance-oriented training conducted in a field training environment, culminating with an extensive (30 hour) situational field training exercise (STX). The Small Group Leaders (SGLs) will assess the students' leadership potential and evaluate their ability to apply lessons learned and effectively lead their classmates in a tactical environment.

3. To become effective leaders, you must first obtain knowledge and develop the self confidence to accomplish any task or mission. You must wear the uniform with strict attention to detail and reflect a positive, professional image. We will place you in these conditions daily. It is your responsibility to achieve and maintain these standards.

4. The objectives of the PLDC are to graduate students who:

a. Are technically and tactically proficient
b. Make sound decisions
c. Plan correctly
d. Follow the professional Army ethic
e. Communicate effectively
f. Teach and counsel
g. Apply soldier-team development

7 July, 2004

5. Section 1, General Information, outlines the course prerequisites all soldiers must meet prior to enrollment. Additionally, I have included the course graduation requirements. Pay particular attention to these documents. Meeting these prerequisites and requirements will ensure your success at PLDC.

6. The entire Academy staff and cadre join me in wishing you success during your attendance at the Primary Leadership Development Course. You will find your time at the Academy personally challenging and professionally rewarding.

BART_WOMACK
CSM, USA
Commandant

FORWARD

This student guide will assist you while preparing for, and attending the John W. Kreckel Noncommissioned Officer Academy. Each policy and procedure is based on Army regulation and strictly enforced. Personnel attending the NCO Academy MUST read this Student Guide as soon as possible after selection for attendance. Each student must read and comply with the contents of this guide. Students are subject to the policies of this academy as published by the Commandant. Failure to read and comply with the contents may result in adverse counseling and can constitute grounds for a motivational or disciplinary release.

Soldier's Creed

I am an American Soldier. I am a member of the United States Army -- a protector of the greatest nation on earth. Because I am proud of the uniform I wear, I will always act in ways creditable to the military service and the nation it is sworn to guard.

I am proud of my own organization. I will do all I can to make it the finest unit in the Army. I will be loyal to those under whom I serve. I will do my full part to carry out orders and instructions given to me or my unit.

As a soldier, I realize that I am a member of a time-honored profession--which I am doing my share to keep alive the principles of freedom for which my country stands. No matter what the situation I am in, I will never do anything, for pleasure, profit, or personal safety, which will disgrace my uniform, my unit, or my country. I will use every means I have, even beyond the line of duty, to restrain my Army comrades from actions disgraceful to themselves and to the uniform.

I am proud of my country and its flag. I will try to make the people of this nation proud of the service I represent, for I am an American Soldier.

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 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 tactically and technically 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!

Screaming Eagle Song

We have a rendezvous with destiny.
Our strength and courage strikes the spark
That will always make men free.
Assault right down through the skies of blue;
Keep your eyes on the job to be done.
We're the soldiers of the hundred-first;
We'll fight 'til the battle's won!

The Army Song

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 'til 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 we go, You will always know
That The Army goes rolling along.

Course Design

1. Purpose: This section outlines the purpose and scope of the Primary Leadership Development Course.

2. The Primary Leadership Development Course (PLDC) is the first of four levels in the Noncommissioned Officer Education System (NCOES). The focus is to provide non-MOS specific, common leader training to SPC/CPL (P) and SGTs. Emphasis of the course is on leadership and duties, responsibilities and authority of noncommissioned officers. Soldiers are selected for attendance by their units based on potential to assume NCO Leadership positions. This is a 30-day live-in course designed to immerse the student in a military environment. Training is conducted seven days a week with the Academy maintaining control over the environment, twenty-four hours a day. By design, it's fast paced and stressful.

3. The proponent for PLDC is the United States Army Sergeants Major Academy (USASMA). This course is conducted using the small group process. Current subjects included by area are:

a. Leadership: (48 Hours)

(1) Demonstrated Leadership Evaluation In Garrison
(2) Introduction to Army Leadership
(3) The Human Dimension Role In Leader Development
(4) The Three Direct Leadership Actions
(5) The Four Direct Leadership Skills
(6) Maintain Discipline
(7) Enforce the Equal Opportunity Program
(8) Conduct Developmental Counseling
(9) Financial Management
(10) The Army Writing Style
(11) Commandant's Orientation
(12) Introduction to PLDC
(13) History of the NCO
(14) Perform Personal Actions

b. Training (42 Hours)

(1) Risk Management
(2) After Action Review
(3) Training the Force
(4) Physical Fitness
(5) Operate the M.I.L.E.S. System
(6) Supervise the Implementation of Preventive Medicine
(7) Environmental Awareness
(8) Drill and Ceremony

(9) Wear and Appearance of the Uniform
(10) Supervise PMCS
(11) Supply Procedures
(12) Army Suicide Prevention Program (Awareness)

c. Warfighting (74 Hours)

(1) Demonstrated Leadership Evaluation in Situational Training Exercise (STX)
(2) Map Reading
(3) Combat Orders
(4) Conduct Movement
(5) Occupy an Assembly Area
(6) Combat Operations
(7) Land Navigation
(8) Situational Training Exercise (STX)

d. Examination (19.5 Hours)

(1) Written Examination I
(2) Written Examination II
(3) Written Examination III
(4) Land Navigation Performance Evaluation
(5) Individual Training Performance Evaluation
(6) Physical Fitness Training Performance Evaluation
(7) Drill and Ceremonies Performance Evaluation
(8) Demonstrated Leadership Performance Evaluation (Garrison)
(9) Demonstrated Leadership Performance Evaluation (Tactical)
(10) Army Physical Fitness test

e. Individual Study Training (96 Hours)

(1) Study Hall
(2) Training Support Activities
(3) Student Counseling

f. Administrative Time (17 Hours)

(1) In-processing
(2) Out-processing
(3) Graduation

SECTION ONE: GENERAL POLICIES/ PROCEDURES

1. PURPOSE: This section outlines general policies of the Academy and explains the standards of behavior, conduct and performance expected of students

2. GENERAL: To develop a sense of responsibility, all students are managed as Noncommissioned Officers. The program is designed to test each student, every day on all aspects of performance. Students organize teams, squads, platoons and themselves to carry out assigned tasks to the highest standards. The goal is excellence and all students are expected to strive to meet this goal.

THE HONOR CODE

Honor is the guiding principle of every endeavor involving the profession of the Army. Integrity is a basic attribute demanded of every Non Commissioned 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 you own word of honor. It is your responsibility as a student and as a Non Commissioned Officer 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 is grounds for dismissal.

3. COURSE PREREQUISITES: 1. Soldier's attending PLDC must fall into the following priorities;

a. Priority One: Sergeants that are non-PLDC graduates. The soldiers may or may not have a PLDC waiver.
b. Priority Two: SPC/CPL promotable. Use the following priority list:

(1) SPC/CPL (P) who have met the cut off score
(2) SPC/CPL (P) in MOS's which would have additional promotions if more promotable SPC/CPL/s had been available and identified as "Star MOS" by monthly PERSCOM Promotion Cut-Off Memorandums.
(3) SPC/CPL (P) in other MOS's serving in an authorized NCO position based on the highest number of promotion points.
(4) All other SPC/CPL (P) on a recommended list based on the highest number of promotion points.

c. Priority Three: SPC/CPL in leadership positions. In order to fill all PLDC training seats, non-promotable SPC's w/demonstrated leadership potential may attend PLDC only after exhausting all other higher order of merit list (OML) categories.

2. Students must: IAW AR 350-1, Chap 3; AR 635-200, para 5-14; and TR 350-10

a. Meet height and weight standards IAW AR 600-9.
b. Be eligible for reenlistment and recommended by their commander.
c. Have six months time in service (TIS) remaining upon graduation.
d. Have no convictions of a misdemeanor crime of domestic (Lautenberg Amendment)
e. If age 40 or over, have completed a periodic physical exam within the last five years. The Pre-execution checklist in Part II, operator license block, must contain "curr Phy: and YYMMDD." Soldiers will no longer hand carry a copy of the physical. No temporary profiles are authorized
f. Soldiers reporting for training must have in their possession a completed Pre-execution Checklist, signed by the soldier and unit commander. The unit commanders' signature will suffice as certification that the soldier meets all course prerequisites. Soldiers reporting for training who do not have in their possession a completed and signed pre-execution checklist will have 72 hrs. to present a completed checklist.

4. COURSE GRADUATION REQUIREMENTS:

a. To achieve course graduation requirements, students must meet the minimum score as follows:

(1) Written Examinations I, II, III (70% or higher)

(2) Army Physical Fitness Test (APFT) (IAW FM 21-20 w/C1)

(3) Physical Fitness Training – Train the Trainer Evaluation ("GO")

(4) Drill and Ceremonies Evaluation ("GO")

(5) Individual Training Evaluation ("GO")

(6) Land Navigation Evaluation (75% or higher for a "GO")

(7) Leadership Performance Evaluations (1 Garrison and 1 STX) ("GO")

b. In addition, <u>students must participate fully in the Situational Training Exercise (STX)</u> to include:

(1) Wearing the required warfighting uniform to include Kevlar helmet and Load Carrying Equipment (LCE).

(2) Carrying M4/M16A2

(3) Carrying all required equipment necessary for mission accomplishment.

5. IN-PROCESSING:

Soldiers must meet height/weight standards (IAW AR 600-9) prior to enrollment. The APFT is now a graduation requirement and no longer an enrollment requirement (IAW) Message <u>R U 292039Z Policy Change to Institutional APFT).</u> All students report to the academy area (parade field, vicinity intersection of Kentucky Avenue and Air Assault Street) on the class reception date prior to *0630* hours for roll call and height/weight screening in seasonal PT uniform with ID card and copy of all physical profiles. Roll call will begin promptly at *0630* hours @ Courtney Hall Bldg. # 2304. Students will take an APFT within 72 hours of arrival at the academy. Students will report with the following.

a. Soldiers on BAS will have the allowances reduced and their parent unit will issue a field meal card prior to attendance.

b. Soldiers on any type of profile must have the profile limitation (DA Form 3349) in their possession. Soldiers with temporary profiles that prevent full <u>participation</u> in the course are not eligible to attend. Soldiers who have permanent (Category II) profiles are <u>eligible</u> to attend. Soldiers who have permanent (Category III and IV) must have completed the

medical screening board (MMRB) and be able to produce the appropriate documentation. Soldiers with profiles that do not allow them to meet graduation requirements will be returned to their units. Students must have their profiles reviewed by the Academy PRIOR to attendance. This will prevent students from being denied entry and the unit losing a training seat.

6. CATEGORIES OF RELEASE: The Commandant may release students prior to graduation. An Academic Evaluation Report (DA Form 1059) will be completed for personnel eliminated for the following:

a. Academic deficiencies or disciplinary reasons.

b. Lack of motivation (apathy).

c. Illness, injury, compassionate, or other reasons beyond the student's control (made without prejudice and requires a written notice informing the unit that the soldier may reenroll as soon as convenient).

7. ACADEMIC EVALUATION REPORT (DA FORM 1059): The Academic Evaluation Report (AER) is designed to portray the accomplishment and the potential that an individual demonstrates while attending the NCO Academy.

a. A maximum of 20% of the class, may have block 13A; *"Exceeded Course Standards"* annotated on their DA Form 1059.

b. The academy prepares the DA Form 1059 immediately before graduation or in conjunction with dismissal. The student must ensure that he/she has a copy of the DA Form 1059 in his/her possession before departing the Academy area. It is the student's responsibility to ensure all personal data is correct on the DA Form 1059 before leaving the academy area.

8. ACADEMIC RECOGNITION: All students who have exceeded course requirements will be recognized upon completion of the course. In order for a student to be considered for any academic award, that student must first meet the following criteria. Student must achieve an initial passing score in all tested areas and receive no adverse counseling.

DISTINGUISHED HONOR GRADUATE:

Awarded to the student that has achieved the highest total academic score. The student must excel in all other areas of training and leadership using the "Whole Soldier Concept".

AWARD: Receives Distinguished Honor Graduate Plaque, Certificate of Achievement from Commandant, Academy Coin of Excellence, an AAFES Discount Coupon Book and a DA Form 1059 (Academic Evaluation Report) that reflects achievement.

COMMANDANTS LIST/TOP 20% OF CLASS:

Students must meet the basic academic award criteria in the top 20% of the class, and excel in all other areas of training and leadership using the "whole soldier" concept. The following guidelines represent the minimum considerations for this rating:

(1) Displayed superior performance, Army Values, and the "Whole Soldier Concept" throughout the course, and
(2) Received a first time "GO" on all examinations/evaluations and has an overall academic average of 90% or higher, and

(3) AWARD: A DA Form 1059 (Academic Evaluation Report) that reflects achievement.

SSG JOHN W. KRECKEL LEADERSHIP AWARD:

This award is earned by the student who demonstrates, throughout the course, the degree of leadership and ability that is indicative of the NCO Corps. This is a subjective award. The student must receive all first time "Go's" in all tested areas, meet all course requirements and have no adverse counseling statements.

a. Each Platoon group will vote for their peer representative. The student receiving the most votes will represent the group at the board.

b. The Kreckel Awardee is selected by a board of cadre.

c. The board members will consist of the PLDC Branch Chief and 5 Senior Small Group Leaders. The PLDC Branch Chief is the President of the Board and is a nonvoting member. Each board member will ask two (2) questions taken from the material covered during the course and will award points based upon the answer given. Five (5) points per question may be awarded. Points are totaled and the student achieving the most points is selected as the Kreckel Awardee. The PLDC Branch Chief will forward the name of the student to the Office of the Commandant and Operations for processing of the award.

d. The student packet for each candidate will be reviewed and approved by the platoon Senior Small Group Leader prior to the student appearing before the board.

e. A DA - Certificate of Achievement signed by the Commandant, a plaque, a Letter of Commendation from the Commandant and a DA Form 1059 that reflects receipt of the Kreckel Award for Leadership.

d. PHYSICAL FITNESS AWARD:

Awarded to the student male/female achieving the highest score on the APFT and who meet the following criteria:

1. Competed all three events.
2. Scored 90 points or higher in all three events
3. The extended scoring table will be used in the event more than one-soldier scores more than 300 points (100 points or more per event is required for the extended scale) IAW FM 21-20.

AWARD:

DA Certificate of Achievement and a Memorandum of Commendation from the Commandant. A Memorandum of Commendation will be awarded to those students who score 270 points and above on the APFT and have a minimum of 90 points in each event.

9. BILLETING: All students will reside in the NCO Academy billets. Designated billets for male and female soldiers are established. Billets and the area surrounding the Academy will be maintained and prepared for inspection at all times.

a. Quiet hours are from 2230-0500. Lights-out will be IAW the current class-training schedule. Students will be in their designated billets during quiet hours.

b. The SDNCO will conduct a check at quiet hours (2230) with the student First Sergeant to ensure all students are in their billets and Academy-wide quiet hours are being adhered to.

c. There is no use of tobacco products in billets or any building at the NCO Academy. Students are allowed to smoke in designated areas only. During inclement weather, students are allowed to smoke in the gazebos/break areas as long as it does not interfere with non smokers.

d. STORAGE OF EXCESS BAGGAGE: Excess baggage will be marked with name, rank, and student number and will be stored in a designated area within the Academy IAW CAM Reg 190-1.

10. CHARGE OF QUARTERS: Two (2) students will perform CQ runner duties on an hourly basis throughout the course to assist the cadre SDNCO on duty. There will be no CQ runner during the STX or on nights prior to exams. CQ runners will come from the platoon in which the cadre is pulling duty. If HQ's personnel have SDNCO then the runners will come from the duty platoon.

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11. REFERENCE MATERIALS: Students will be issued government lap tops for classroom instruction during the course.

12. EQUIPMENT NEEDED: On arrival, student equipment is inventoried and inspected. Students with missing or unserviceable equipment will receive formal counseling. Students will use the enclosed packing lists to prepare. Missing items must be acquired NLT COB Day 03. After day 03 Students will receive counseling in this area and will not be eligible for any Academic Awards.

13. FORMATIONS:

a. Formations are held by the student chain of command and the report is given to the SSGL present.

b. Formations on weekends and holidays (if the holiday is the last one before the next training day) will be held at the conclusion of Commandant's time, and the status

given to the SSGL present.

c. Once the command of "Fall In" is given or the unit is formed, anyone outside the formation is considered late or absent, and will receive disciplinary counseling and possible dismissal from the course.

d. Student leaders will station themselves so as to exercise the maximum possible control over the formation IAW FM 3-21.5. Student leaders will post road guards where necessary.

14. STATEMENT OF UNDERSTANDING: All students will sign a statement of understanding prior to using lap tops. Students will have time to utilize the internet café located in Kreckel Hall during personal time to conduct research and to check their e-mail throughout the course.

AFZB-NCOA 15 November 2003

MEMORANDUM FOR: NCOA Students

SUBJECT: Usage of student's laptops computer systems

DoD Agreement

This is a Department of Defense (DoD) computer system. Before processing classified information, check the security accreditation level of this system. Do not process, store, or transmit information classified above the accreditation level of this system. This computer system, including all related equipment, networks and network devices (includes Internet access) are provide only for authorized U.S. Government use. DoD computer systems may be monitored for all lawful purposes, including to ensure their use is authorized, for management of the system, to facilitate protection against unauthorized access, and to verify security procedures, survivability, and operational security. Monitoring includes, but is not limited to, active attacks by authorized DoD entities to test or verify the security of this system. During monitoring, information may be examined, recorded, copied and used for authorized purposes. All information, including personal information placed on or sent over this system may be monitored. Use of this DoD computer system, authorized or unauthorized, constitutes consent to monitoring. Unauthorized use of this DoD computer system may subject you to criminal prosecution. Evidence of unauthorized use collected during monitoring may be used for administrative, criminal, or other adverse action.
Use of this system constitutes consent to monitoring for all lawful purposes.

NCOA Agreement

- Do not process, store or transmit classified information on the computer.
- The computer system, including all related equipment, networks and network devices are provided only for authorized U.S. Government use.
- The laptop computer may be monitored for all lawful purposes, including ensuring its use is authorized, for management of the system, to facilitate protection against unauthorized access, and to verify security procedures, survivability, and operational security.
- All information, including personal information placed on or sent by the computer may be monitored.
- Use of the computer, authorized or unauthorized, constitutes consent to monitoring.
- Each laptop computer has been expertly set up with everything you need to successfully complete PLDC.
- Tampering with settings or entry into unauthorized areas, regardless of intent, will be considered an honor violation and is grounds for dismissal from the course.

Roster # _____ Rank _____

Name _____ Signature _____

14. ABSENCE: Disciplinary elimination will result from any unauthorized absences. A recommendation of appropriate UCMJ actions will be forwarded to the chain of command. Attendance at all classes is mandatory. Students missing more than four hours of training will be considered for release from the course. If an absence is foreseen, prior coordination with the Small Group Leader (SGL) is required. In the case of an emergency, the Senior SGL / Chief of PLDC will be notified immediately; if unavailable notify the SDNCO in Kreckel Hall, 798-2231 building 2259.

15. LEAVES, PASSES AND COMMANDANT'S TIME:

a. Leave: Ordinary leave and special passes are not authorized while a student is at the NCO Academy.

b. Emergency Leave: In the event of an emergency requiring leave, soldiers will be administratively released from the course. To expedite processing, your unit should immediately notify the NCO Academy Operations Office and deliver any Red Cross messages with a unit letter of release.

c. Passes: The following pass restrictions apply to all students:

(1) Pass is only authorized during scheduled Commandant's time, and will not exceed the limits of Fort Campbell cantonment area and local area.

(2) No alcohol will be consumed at any time.

d. Commandant's Time: Is for use at the discretion of the Commandant. Routine uses are area beautification, Academy maintenance, retraining, mission preparation, Post Exchange and Military Clothing Sales store visitation. Any activity not specifically mentioned is prohibited unless addressed by the Commandant as an exception to policy.

a. Formations are held by the student chain of command and the report is given to the SSGL present.

b. Formations on weekends and holidays will be held at the conclusion of Commandant's time, and the status given to the Senior Small Group Leader (SSGL) present.

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b. Emergency Leave: In the event of an emergency requiring leave, soldiers will be administratively released from the course. To expedite processing, your unit should immediately notify the NCO Academy Operations NCO of the emergency.

c. Passes: The following pass restrictions apply to all students:

(1) Pass is only authorized during scheduled Commandant's time, and will not exceed the limits of Fort Campbell cantonment area and local area.

(2) No alcohol will be consumed at any time.

d. Commandant's Time: Is for use at the discretion of the Commandant. Routine uses are area beautification, Academy maintenance, retraining, mission preparation,Post Exchange and Military Clothing Sales store visitation. Any activity not specifically mentioned is prohibited unless addressed by the Commandant as an exception to policy.

16. APPOINTMENTS: There should be no scheduled appointments during your attendance at the Academy. For circumstances beyond your control, the appointment slip must be presented at in-processing. All appointments scheduled during the course will be handled per your Senior Small Group Leader's guidance. Appointments will be recorded as missed training. Administrative release will be considered when critical training events are missed.

17. SICK CALL PROCEDURES: Emergency and routine will be handled through your SGL or the SDNCO.

a. DD Form 689 (sick slip) will be obtained from your Small Group Leader or SDNCO.

b. Students will use the new Lapoint Consolidated Troop Medical/Dental facility bldg. # 5979 / 956-0312 located on Desert Storm Avenue. The SDNCO or Duty Senior will provide transportation.

c. During field training exercises, sick call screening is conducted in the field.

d. Quarters, for medical reasons, will likely result in an administrative release. Pending a determination of their status, soldiers receiving quarters will be billeted in the Academy. Soldiers receiving profiles will continue to train to the maximum extent of their profile, pending an evaluation by the Commandant for continued enrollment.

e. Sick Call is conducted at *0630* hours Monday- Friday, unless it is an emergency.
f. Sick call on weekends/Holiday/DONSA is conducted in the Emergency Room.

18. DINING FACILITY: Every student attending the NCO Academy will be provided meals at government expense through the academy dining facility.

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.

c. Students will not lounge or loiter in the dining facility or visit in the parking lot.

19. TELEPHONE CALLS: Messages will be taken and sent through the cadre chain of command to the respective students. Official military calls may be made from the military phones in Kreckel Hall during breaks. Pay phones are available for personal calls. A ten (10) minute limit per telephone call will be adhered to. Cellular telephones are authorized for *use in the barracks* during personal time ONLY. Personal time is defined as hours after the duty day. Personal time does not include study hall; smoke breaks and breaks given between classes or after exams.

20. MAIL CALL: The Senior Small Group Instructor will distribute Mail at 1700 hours. If students desire their unit to forward mail to them, they must use the Academy mailing address:

Soldier's Rank/Name and Roster Number PLDC (Class Number)
NCO Academy
2269 Kentucky, Avenue
Fort Campbell, KY. 42223

21. VISITORS: Visitors are not allowed in the academy area unless approved by the Commandant. The only authorized visitors are sponsors and the chain of command. All sponsors must park on the south side of 16th Street across from building 2259, link up with the student 1SG or Duty Senior Small Group instructor between Kreckel Hall and the dining facility, and request the student by roster number. The only authorized time to visit is *1700* hours daily. All visitors will be in duty uniform. If visiting on a weekend, the sponsor must be in Battle Dress Uniform and Beret. Student living areas are off limits. Cadre and staff will not accept items from sponsors. All items must be given directly to the student.

*** SPONSORS WILL BE IN BDU'S/FLIGHT SUITS (NO PT UNIFORMS)**

22. MEAL ENGAGEMENTS: Chain of command and sponsors may have meals with their students. Prior arrangements must be made with the Chief of PLDC at least 24 hours in advance. Call 798-6078/2231 between *0900 -1000* and *1400-1500* hours, Monday through Friday to make arrangements. Meal engagement hours are between *1130-1300* and *1700-1800*. APPOINTMENTS ARE NECESSARY and prior coordination is required to facilitate the additional headcount and ensure student is notified.

23. LAUNDRY: Washers and dryers are located in each billeting area for student use.

24. PRIVATELY OWNED VEHICLES: Privately owned vehicles must be parked in the parking lot on the west side of Kentucky Avenue for the duration of the course.

25. COMPLAINTS AND COUNSELING: The Commandant has an open door policy (see

NCOA Policy #3). Students are encouraged to utilize the cadre chain of command prior to seeking the Commandant's assistance. The Senior Small Group Leaders (SSGLs) and Small Group Leaders (SGLs) are available for counseling at any time. Students need only inform a cadre member of their need for counseling and arrangements will be made. Academically deficient students are required to receive counseling. Counseling of all students by the SGL will be on a regular basis.

26. PHYSICAL FITNESS: Physical Training (PT) will vary daily. Physical fitness training is an evaluated activity and focuses on correct form and method, not on APFT improvement.

27. CRIME PREVENTION:

a. WEAPONS SECURITY: Positive control of weapons and sensitive items will be maintained. Students not in physical possession of their assigned weapon may be recommended for disciplinary release. Weapons will be accounted for at all times. Weapons and sensitive items will be within an arm's reach at all times.

b. UNAUTHORIZED WEAPONS: Unauthorized personally owned weapons will be confiscated, and the student released from the course. Hand tools and knives with blades up to 3 inches in length may be retained (i.e.: Leatherman / Gerber tools). Absolutely, NO "Field Knives" are allowed at this Academy.

c. WALL LOCKER SECURITY: Wall locker will be secured when not in use by the assigned student, and from the start of quiet hours until first call. Excess cash will not be brought to or stored in the Academy area. At no time will change, checkbooks, credit cards, etc., be left unsecured in the billets.

28. AREAS OFF LIMITS TO STUDENTS:

a. The entrance and stairway on the North End of Bldg. 2269 (Commandant's entrance).

b. Buildings 2269 and 2267 with the following exceptions:

(1) Conducting Academy maintenance or area beautification during Commandants Time.

(2) Directed to report to one of the offices by a member of the cadre or staff and <u>accompanied</u> by their Small Group Leader.

c. Cadre offices unless told to report.

d. Cadre billets and/or latrines.

e. Female billets (unless on official business)

f. All areas listed as off limits or restricted areas by the Commanding General, 101st Airborne Division (Air Assault) and Fort Campbell. Student Guide

g. Student Parking area by the tennis courts or Parking is beside 2304(Chapel).

29. SAFETY: All students will read and comply with the Fire Safety SOP and the NCOA Policy Letter #11, Prevention/Treatment of Heat/Cold Injuries, by lights out on Day 1.

30. GRADUATION: We strongly encourage the attendance of family members, chain of command keeping these ceremonies respectable by adhering to a few simple rules is briefed at the ceremony. This is to ensure all participants enjoy the ceremony.

31. CLEARING PROCEDURES: 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. Billets, classrooms and common areas will be cleaned and inspected prior to departure for the graduation ceremony. Soldiers not assigned to Fort Campbell must also return any equipment provided by any local sponsors.

SECTION TWO: CADRE AND STUDENT ORGANIZATION

1. PURPOSE: This section outlines the organizational structure and key leadership responsibilities for the Primary Leadership Course.

2. GENERAL: Academy Cadre and the student Chain of Command/NCO Support Channel work together to develop leadership potential in students. The focus is smooth operation and continuity of the student leadership. For the student leadership to function, each student must understand the provisions of the Student Guide and make maximum effort to comply with all instructions/directives given them.

3. INSTRUCTOR SECTION:

a. One Small Group Leader (SGL) is assigned for each group of students. The SGL is a de-facto Squad Leader and serves as the Primary trainer for the squad. SGL's maintain daily contact with their students, taking them from in processing to graduation.

b. One Senior Small Group Leader (SSGL) is assigned for every Platoon. The SSGL is a de-facto Platoon Sergeant and serves as the primary trainer and administrator for the platoon. A minimum of one SSGL is available to the student body throughout the academic day. The SSGL is the link between the student Chain of Command and the PLDC Branch Chief. The SSGL will assist you in any way possible and act as an advisor in matters related to administration. He will aid you in establishing required individual standards. SSGLs are available to aid and assist students who have personal problems or issues.

c. The PLDC Branch Chief is responsible to the Commandant for all areas included, but not limited to, instruction, training, evaluation, discipline and standards within the PLDC course.

4. STUDENT CHAIN OF COMMAND/NCO SUPPORT CHANNEL: The student chain of command/NCO Support Channel is designed to give students the opportunity to function in a leadership position. Students will exercise the authority and assume the responsibilities for the position to which they are assigned.

5. LEADERSHIP POSITIONS: Assignments to leadership positions are rotated. Responsibility for the enforcement, control and discipline rests with the student leadership. Students will be put in one of the following leadership positions: First Sergeant, Platoon Sergeant, Squad Leader or Team Leader. You will be formally evaluated in either the Squad Leader or Team Leader positions. You must clearly understand that you are a student and must perform and respond to orders of the student leadership and Cadre.

6. DUTIES AND RESPONSIBILITIES OF THE STUDENT CHAIN OF COMMAND: In general all student leaders will be responsible for and evaluated on the following:

a. Demonstrating initiative.

b. Motivating subordinates.

c. Assigning tasks to subordinates.

d. Communicating effectively.

e. Welfare of subordinates.

f. Acting in a timely manner.

g. Making on-the-spot corrections.

h. Demonstrating troop-leading procedures.

In addition the following positions have specified duties:

a. FIRST SERGEANT:

(1) Supervising details assigned to the company, ensuring platoon sergeants understand and accomplish tasks in a timely manner and ensure a fair workload for all platoons.

(2) Forming the company and conducting formations IAW FM 3-21.5.

(3) Ensuring that all personnel are in the prescribed uniform as indicated on the training schedule.

(4) Ensuring all information is disseminated from the daily meeting with the Duty Senior.

b. PLATOON SERGEANT:

(1) Supervising details assigned to the platoon, ensuring squad leaders and platoon members understand and accomplish tasks in a timely manner and ensure a fair workload for all squads.

(2) Forming the platoon promptly and conducting formations IAW FM 3-21.5 and rendering true and accurate reports.

(3) Ensuring that all personnel are in the prescribed uniform as indicated on the training schedule.

(4) Ensuring all information is disseminated from the daily meeting with the Student First Sergeant.

c. SQUAD LEADER:

(1) Assisting the PSG by exercising control over the squad and correcting all deficiencies.
(2) Supervising details assigned to the squad, ensuring team leaders and squad members understand and accomplish tasks in a timely manner and ensure a fair workload for all soldiers.
(3) Control and discipline of soldiers at all times.
(4) Soldiers being present and in the correct uniform for all formations.
(5) Soldiers are formed and ready for instruction on the date and time cited in the training schedule.
(6) Inspections of soldiers and barracks IAW established Academy policy and appropriate military regulations.
(7) Police of assigned areas and class facilities. Ensure the classroom is prepared for the next day at the end of each day's training.
(8) Accountability of personnel.

d. TEAM LEADER:

(1) Assisting the Squad Leader by exercising control over the team.
(2) Duties are the same as those of Squad Leader listed above.
(3) Supervising details assigned to the team, ensuring team leaders understand and accomplish tasks in a timely manner and ensure a fair workload for all soldiers.
(4) Control and discipline of soldiers at all times.
(5) Soldiers being present and in the correct uniform for all formations.

(6) Soldiers are formed and ready for instruction on the date and time cited in the training schedule.
(7) Inspections of soldiers and barracks IAW established Academy policy and appropriate military regulations.
(8) Police of assigned areas and class facilities. Ensure the classroom is prepared for the next day at the end of each day's training.
(9)Accountability of personnel.

SECTION THREE: STUDENT STANDARDS AND RESPONSIBILITIES

1. PURPOSE: This section outlines individual standards and responsibilities for students. It further defines common areas of responsibility for the student chain of command/NCO Support Channel.

2. GENERAL: Students are responsible for ensuring billets and personal areas are maintained to the highest standards. All students are managed as noncommissioned officers and expected to act as noncommissioned officers.

3. STANDARDS OF CONDUCT: The Noncommissioned Officers Academy is dedicated to the principle of "Lead by Example." Standards are high yet attainable. The conduct of student personnel must be in compliance with Department of the Army Regulations, 101st Airborne Division (Air Assault) and Fort Campbell regulations and policies and NCO Academy policies. Students are representatives of the Noncommissioned Officers Corps and are expected to conduct themselves accordingly. Military courtesy and discipline is stressed and enforced.

a. When addressing fellow students, use rank and name. (NOTE: You are in a leadership school, and will address each other as Sergeant). Stand at the position of parade rest when talking to the student chain of command.

b. During issue or turn-in of weapons, equipment, or linen exchange, stand to one side of the hallway, office or building. Noise level should not exceed normal conversation level.

c. The use of cell-phones and personnel electronic devices is permissible with the following guidelines: items will be used during personnel time posted on the training schedule. The use of any radio is allowed provided headphones are used. CELL PHONES and beepers are allowed in the student bays - not in <u>classrooms, break areas or carried.</u> Cell-phones and personnel electronic devices are not permitted during any training to include Land Navigation and STX.

4. UNIFORM/APPEARANCE/HYGIENE: Each student must strive to attain and maintain the high standards which are indicative of all professional soldiers in the Noncommissioned Officers Corps, and will conform to the standards prescribed by AR 670-1.

a. All students will maintain a clean and neat military appearance at all times. Male soldiers will shave prior to Physical Training formation each day. Mustaches are authorized, but must be in compliance with AR 670-1. Females with excessive facial hair must remove the hair i.e. Trim or have the appropriate profile.

b. Military footgear will be highly shined at all times. Shower and running shoes will be clean and in serviceable condition. "Jungle Boots and Jump Boots" may be worn in garrison year round.

c. Clothing will be neatly pressed, clean, and serviceable.

d. Unit insignia, chevrons, nametags, US Army tags, and cloth badges will be correctly positioned IAW AR 670-1.

5. CLASSROOM GUIDELINES: No tobacco use, gum chewing, or eating in class. Sodas, coffee, and other drinks are permitted (except during examinations). The classrooms will be left clean and orderly at all times. <u>There will be NO drinks of any kind</u> <u>allowed in the classroom during written examinations.</u>

6. MAINTENCE AND R&U: Everyone is responsible to report through the student Chain of Command anything inoperative, broken damaged or missing throughout the Academy area. The Student First Sergeant will turn in a consolidated list of maintenance requirements to the Company Senior.

7. AREAS OF RESPONSIBILITY: The student Chain of Command is responsible for the upkeep and police of the Academy buildings and outside areas. Areas of responsibilities are inspected daily. These areas are:

a. Beds made and male students shaved prior to first formation

b. Barracks standards. The following will be accomplished before 0830:

(1) Floors Cleaned and buffed
(2) Windows and window sills cleaned and dusted
(3) Wall lockers properly displayed and aligned
(4) Trash cans emptied
(5) Lights out when not in use
(6) Bay will be properly ventilated when weather permits
(7) Footgear highly shined and properly displayed
(8) Top of wall lockers cleaned
(9) Base Boards cleaned

c. Latrine Standards. The following will be accomplished before *0830*:

(1) Floors cleaned and mopped
(2) Urinals and commodes cleaned
(3) Toilet tissue in each stall
(4) Windows and window sills cleaned and dusted
(5) Trash cans emptied
(6) Lights out when not in use
(7) Pipes and doors cleaned and dusted
(8) Water spots and stains removed from all fixtures (9) Sinks cleaned
(10) Shower room walls/floor cleaned

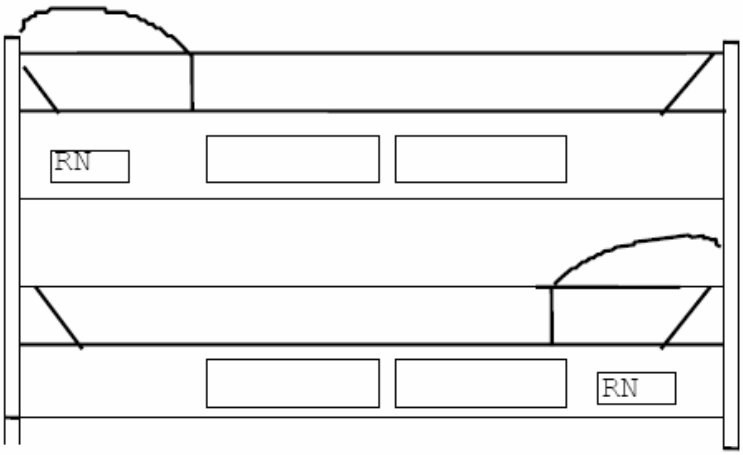
d. Supply/Laundry Room standards. The following will be accomplished before *0830*:

(1) Floors cleaned and mopped
(2) Washers/dryers w/ lids or doors opened, dryer screens cleaned and pulled halfway out
(3) Wall lockers properly displayed and aligned
(4) Brooms stored with heads up (lint free)
(5) Lights out when not in use
(6) Mops cleaned and stored outside on mop racks
(7) Cleaning material stored in a neat manner

e. Classroom standards. The following will be accomplished before lights out at *2200*:

(1) Floors cleaned and buffed
(2) Windows and window sills cleaned and dusted
(3) Furniture cleaned, dusted and aligned
(4) Lights out when not in use
(5) Base Boards cleaned
(6) Desk tops clean, neat and orderly
(7) All electrical equipment unplugged

BUNK DISPLAY

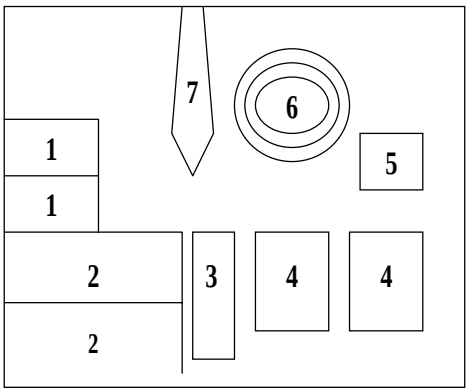


1. Blankets, sheets, and dust cover will be placed on the bunk with four corners folded at a 45-degree angle. All dust covers will be uniform in length. US will not be showing. Bunks will be made tight and neat.

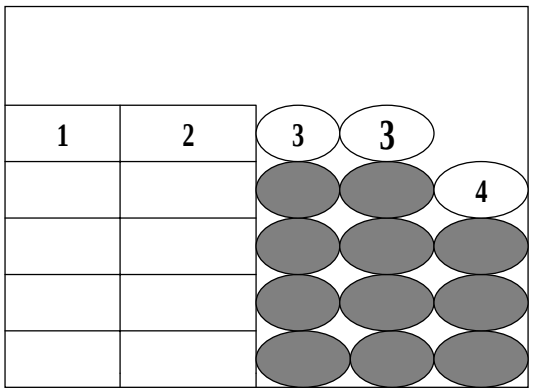
2. When the training schedule reflects a linen turn-in, then bunks will be stockaded before first formation. Two (2) sheets will be placed inside the pillowcase and placed neatly on top.

DISPLAY DRAWERS

Left Side



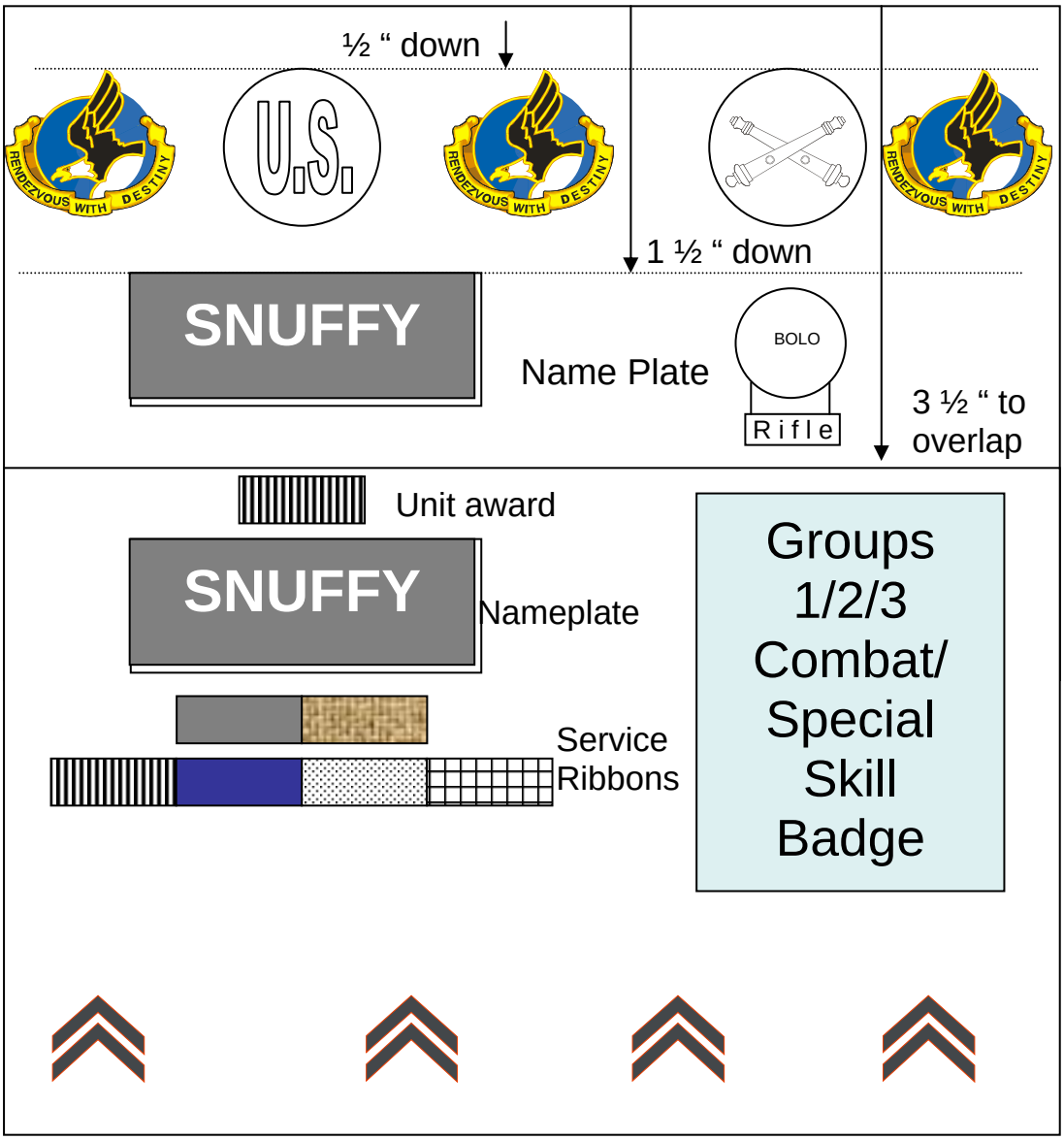
Right Side



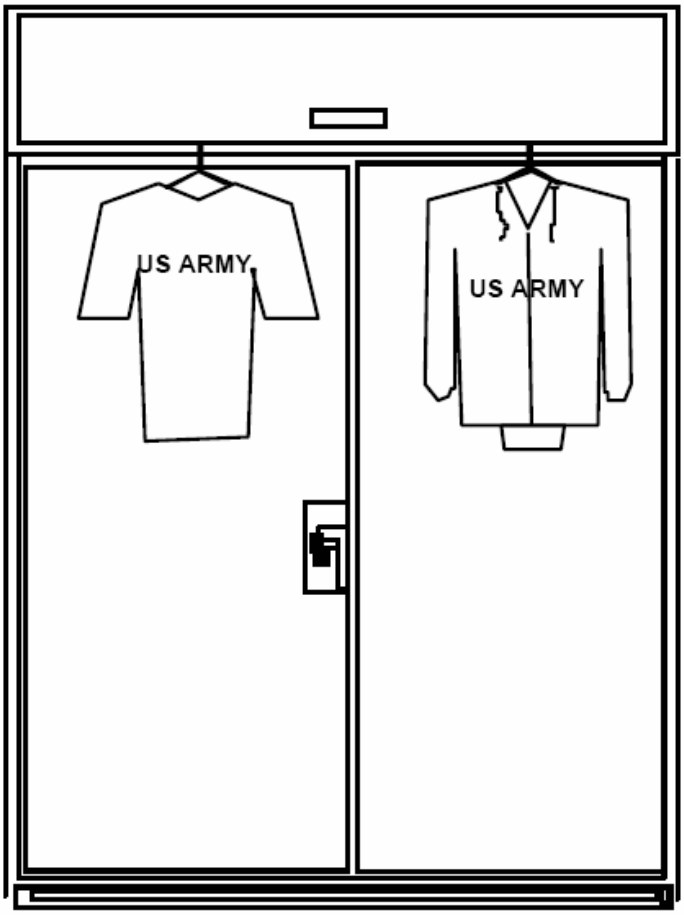
1. Wash Cloths
2. Brown Towel
3. Shoulder Boards
4. Brass Cards
5 Belt Buckle
6. Belt
7. Tie/ Neck Tab

1. T-Shirts
2. Underwear
3. Socks
4. Dress Socks

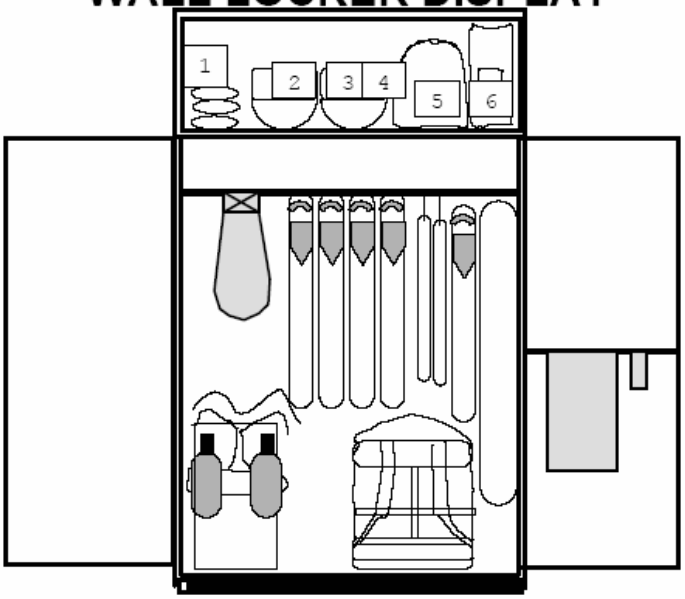
BRASS CARDS # 1 AND # 2



PT UNIFORM DISPLAY



WALL LOCKER DISPLAY



TOP SHELF (left to right)

1. Dress Gloves/ Black Leather Gloves/ Liners (finger tips facing in and thumbs to the right)
2. BDU Cap Front
3. BDU CAP
4. Beret
5. KEVLAR
6. PROTECTIVE MASK (store straps in pocket)

HANGING BAR (from left to right w/open facing o the left)

1. **BDUs**
2. FIELD JACKET
3. GREEN SHIRT SS
4. GREEN SHIRT LS
5. SKIRT (female)
7. CLASS A JACKET W/PANTS
8. BLACK ALL WEATHER JACKET

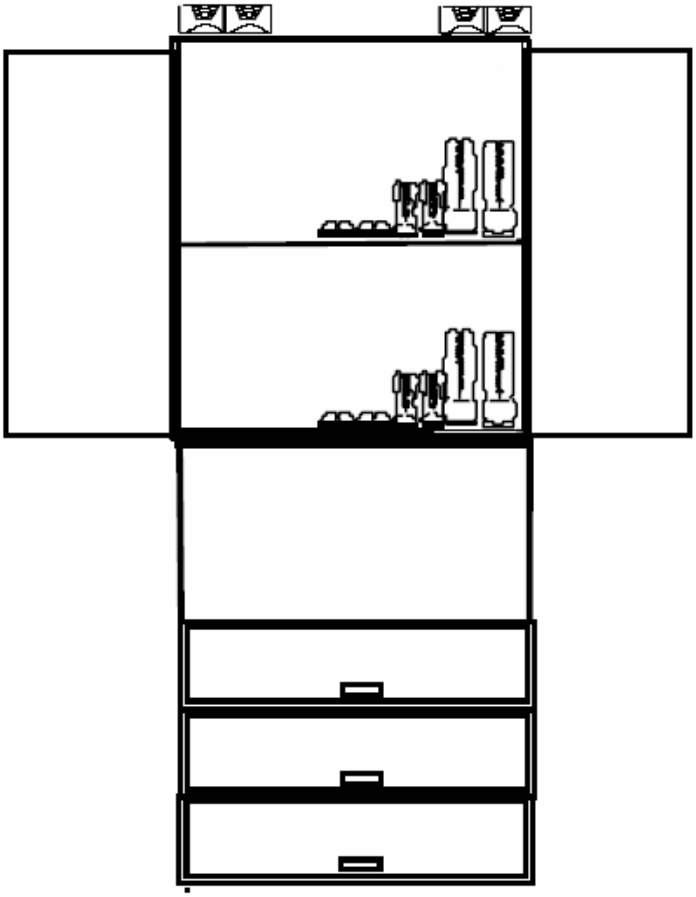
BOTTOM OF WALL LOCKER (left to right)

1. DUFFLE BAG
2. LBV/LCE (draped over Duffle Bag)
3. ALICE PACK (packed with all items)

LAUNDRY BAG/TOWEL/WASHCLOTH DISPLAY:

The laundry bag will placed over the top rail so it will not be seen from the front. The drawstrings will form an **'X'** and wrap around the laundry bag, and tied on the backside. The towel will be folded in half lengthwise and laid over the rail. The washcloth will be folded in half to the right of the towel.

ENTERTAINMENT CENTER DISPLAY



THREE DRAWER CHEST

DRAWERS- Drawers are for personnel items. Personal items will be neat and orderly. All drawers will remain locked when not in use.

FOOTGEAR DISPLAY: All footgear will be highly shined and dust free. All Laces will be done up and tucked in. The boots will be placed flush against the shelf. Sneakers will be clean.

9. PACKING LIST: Academy supply room personnel will not make up equipment shortages. There will not be an opportunity to DX equipment at the Fort Campbell CIF. If a required item is unserviceable, DX prior to arriving at the Academy or have sponsor DX the item. If a required item not issued by CIF, due to unit of assignment, the item may be acquired through our S-4.

PACKING LIST

ITEM	**ALL SEASONS**
INITIAL ISSUE ITEMS:	**(Note 7**)
Bag, Duffel	1
Bag, Barracks	1
Belt, Trousers: cotton webbing-black	2 **(Note 11)**
Beret (Unit designated)	1
Boots, combat all black leather (issue)	2
Buckle, Belt black	1
Buckle, Belt Brass	1
Cap, BDU hot weather	1
Cap, BDU temperate	1
Cap, Knit, Black Wool	1
Black Coat, all weather w/liner	1
Coat, BDU hot weather	2
Coat, BDU temperate	2
Coat, class A, AG489	1
Coat, cold weather BDU/or Gortex	2 **(Note 5)**
Drawers, men cotton brown or white	7
Gloves inserts, nylon-wool knitted OG208	2
Gloves, leather dress black	1
Gloves, shells leather black	1
Neck tab (female)	1
Neck tie, man's four-in-hand	1
Panty-hose, female	1
Shirt, AG 415 Long sleeve	1
Shirt, AG 415, Short Sleeve	1
Shoes, oxford	1 **(Note 10)**
Skirt, class A, AG 489 (female)	1
Slacks, class A, AG 489 (female)	1
Socks, wool green or black	7
Socks, Cushion, White	2
Socks, Nylon, Black Dress	2
Trousers, Class A, AG489 (Male)	1
Trousers, Hot Weather	2
Trousers, Temperate	2
Towel, Brown	4
Undershirt, Brown	7
Undershirt, White M	2
Underwear, thermal	2

PACKING LIST	
ITEM	**ALL SEASONS**
Washcloth, brown	3
Running Shoes IAW FM 21-20	1
Rank, Subdued (pin or sew on)	6
Rank, Brass	4 **(Note 5)**
Shoulder boards (CPL and SGT)	2
Insignia, Branch of service, EP	1
Insignia, US, EP	1
All Awards and Decorations for Class A's	1
ARMY PHYSICAL FITNESS UNIFORM /	**(Note 7,8)**
Sweat Shirt	1
Sweat Pants	1
Long Sleeve T-Shirts	2
T-Shirt	2
Shorts	2
CTA-50-900 Items	**(Note 6)**
Bag, Waterproof	2
Bag, Sleeping	1
Canteen, Water, Plastic (2qt)	1
Carrier, Entrenching, Tool	1
Entrenching Tool	1
Helmet, Kevlar w/camo band, band, sweatband	1
Liner, poncho	1
Mattress, pneumatic or sleeping pad	1
Mittens, Trigger Finger or Gortex Gloves	1
Overshoes, Rubber	1
Parka, Wet Weather	1
Poncho, Nylon	1
Rucksack w/frame (large)	1
Neck gaiter	1
Trousers, Field or Gortex	1
Trousers, Wet, Weather	1
LOAD CARRYING EQUIPMENT/VEST (note 6)	
Belt, Pistol	1
Canteen, Water, Plastic (1qt)	2
Cover, Canteen, Water	2
Case, Field, First Aid, w/dressing	1
Suspenders, (LCE Only)	1
Case, Small Arms (LCE Only)	2

PACKING LIST	
UNIT ISSUE ITEMS	**ALL SEASONS**
STP 21-1 SMCT Dated Aug 03	1
Compass, Lensatic	2
Magazines, Rifle	5
Map, Ft. Campbell	1
Protractor	2
Mask, Protective (M17 or M40) w/ carrier	1
Rifle, 5.56mm M16A2 or M4 w/TM	1
Weapons Cleaning Kit	1
Band Sweat Helmet (KEVLAR)	1
Blank Firing Adapter	1
Stick, Camouflage, Light Green and Loam	1
Floppy Disks 3 1/2 IN.	3
Flashlight w/red lens and Batteries	1
Personal Items	
Meal Card	1
Identification Card	1
Identification Tags, Set	1
Necklace, Personal ID	1
Shaving Kit (30 day supply)	1
Toiletry Bag, Male/Female Personal Items	1
Toothpaste	1
Toothbrush	1
Comb/brush	1
Shoe Polish w/Brush	1
Padlock	2
Shoes, Shower	1
Laundry Detergent	1
Hangers-all the same type and color	20
Pen, Black, Alcohol	2
Pen, Black, Ink	2
Pencil, Lead, .5mm	2
Notebook	1
Bathrobe (optional)	1
Butcher Block Paper	**(Note 12)**
Pad Writing	1
Casual Civilian Clothes	2
Parachute Cord /550	50’ ft.

NOTES:

1. **The listed items of clothing/equipment are the MINIMUM required while attending the NCO Academy. Students missing items or in possession of unserviceable items may be denied enrollment and may be ineligible for the Commandant's List.**

2. **Hot weather boots is authorized for wear during winter months and while in training in a field environment. The Commandant reserves the right to make uniform adjustments based on weather conditions/climate which may prohibit the wear of hot weather boots i.e. jungle boots.**

3. **One pair of cold weather boots is recommended from October through April.**

4. **Optional purchase boots IAW AR 670-1 are authorized, but NOT IN LIEU OF THE BLACK LEATHER (Issue) COMBAT BOOTS.**

5. **One Gortex jacket may be substituted for one cold weather BDU Coat.**

6. **TDY soldiers are to bring as much of their CTA-50-900, LCE/LBV and unit issued items. Specific CIF items, not issued in units can be issued here.**

7. **The IPFU is required to have the NSN label. Commercially designed items may not be a substitute.**

8. **All students must have the improved PFU (IPFU) replaces the PFU.**

9. **Soldiers assigned to the 101st Division will wear jump boots.**

10. **All male/female students will be required to have the oxford black shoes regardless of their duty assignment.**

11. **Students are authorized to wear the utility belt black/green if the item was issued by their unit.**

12. **It is recommended that all students attending the course bring wet wipes during all seasons.**