

Army Band Noncommissioned Officer Academy
Student Guide
Senior and Advanced Leaders Courses

Approval Date: 13 July 2012



REPLY TO
ATTENTION OF:

**DEPARTMENT OF THE ARMY
ARMY BAND NCO ACADEMY
1420 GATOR BLVD., JEBLC-FS
VIRGINIA BEACH, VA 23459**

ATSG-SMG

13 July 2012

MEMORANDUM FOR Army Band NCO Academy Students

SUBJECT: Welcome Letter

Congratulations on your selection for course attendance at the Army Band Noncommissioned Officer Academy. Your selection is indicative of the Army's confidence in your leadership and technical abilities, and in your potential for increased levels of responsibility in service to our nation.

Your Soldiers expect you to exhibit superior musical skills and military expertise. My Cadre and I are dedicated to providing you with training that will help you meet those expectations. The Academy staff will assess and document your performance on an Academic Evaluation Report (DA Form 1059), which will become a part of your iPERMS / Official Military Personnel File. This report will reflect your performance under the whole-Soldier concept, which includes leadership, training, and technical proficiencies.

The Academy staff is confident that you will find your training at the Army Band NCOA challenging and rewarding. We stand ready to assist you as you undergo instruction, and we are eager to share your pride when you have successfully completed the course of instruction.

I have one special instruction for you: be ready to train when you report to the NCO Academy. You must be mentally, physically, and morally fit to lead and you must have made all necessary preparations before you leave your unit in order to focus on training and learning. Closed minds, an unwillingness to change behavior, and poor preparation are obstacles to learning and are detrimental to your development and the Corps of Non-Commissioned Officers.

Once again, I congratulate and welcome you to the Army Band Noncommissioned Officer Academy!

A handwritten signature in cursive script, reading "Joseph A. Camarda".

JOSEPH A. CAMARDA
CSM, USA
Commandant



Creed of the Noncommissioned Officer

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

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

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



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I. Course Prerequisites

Prerequisites for NCOES attendance are found in the ATRRS Course Catalog, AR 350-1, and TRADOC Regulation 350-10. As of the publication of this student guide, those prerequisites include:

- Component:
 - Active Component (AC) courses: AC Soldiers selected by HRC. Active Guard Reserve (AGR) Soldiers recommended by Unit Commander.
 - Reserve Component courses: Recommended by Unit Commander.
- Advanced Leaders Course
 - Must be a graduate of the Warrior Leader Course (WLC), Primary Leadership Development Course (PLDC), or an approved equivalent.
- Senior Leaders Course.
 - Must be a graduate of the Advanced Leaders Course (ALC), the Basic Noncommissioned Officer Course (BNCOC), or an approved equivalent.
- Soldiers flagged for APFT failure or weight control will not be selected, scheduled, or attend institutional training (AR 350-1, para. 3-12).
- Soldiers with temporary profiles that are not a result of operational deployment prevent full participation in a course will be removed from school attendance consideration by their immediate Commander until the temporary profile is removed (AR 350-1, para. 3-13; see Student Guide *Section VII. PHYSICAL READINESS TRAINING AND HEIGHT/WEIGHT REQUIREMENTS* for more information).

II. Required Documentation, Uniform, and Equipment

A list of required documents can be found at <https://abi.army.mil/resources/default.asp?group=257&category=649> in the document entitled *Army Band NCO Academy Required Documents Listing*.

All required documents will be submitted in digital format via email prior to the start of the course. Small Group Leaders (SGLs) will communicate specific details pertaining to document submission in the weeks prior to course start date.

NOTE: Students who arrive for training without having submitted required documents in digital format must have all required documents within 72 hours of reporting or they will be considered for disenrollment.

Uniform and equipment requirements are found at <https://abi.army.mil/resources/default.asp?group=257&category=649> in the document entitled *Uniform and Equipment Checklist*.

III. Arrival and Reporting In

Arrival Routes

The Army Band NCOA / Army School of Music is located on Joint Expeditionary Base Little Creek - Fort Story West (JEBLC-FS), Virginia Beach, VA on Shore Drive (Route 60). Students arriving at Norfolk International Airport should secure taxi service to Shields Hall, JEBLC-FS West. (Approximately \$20 one way) Students will be reimbursed for the cost when they file their travel voucher. The ASOM does not provide shuttle service to the airport.

Report Date and Day 1

On the report date, students should report to the Officer of the Deck (OOD) located in the quarterdeck of the School of Music (BLDG. 3602) during normal duty hours.

Weekday Hours (M-F): 0600-2200

Weekend Hours: (Saturday and Sunday): 0700-2200

If after normal duty hours, report to the OOD at Scott Hall / DMOD (BLDG. 3604).

On Day 1 of the course, report to room 3A3 (SLC) or 3A5 (ALC) of the School of Music at 0530 for weigh-in. Uniform is IPFU with no spandex. Bring all required documents not previously submitted in digital format at this time.

IV. General Information

Billeting

The general rule is to billet all students in Shields Hall BEQ. If room is not available in Shields Hall, students should get lodging in either Drexler Manor or the Navy Lodge, also located at Little Creek. Students will attend the course in a TDY status and will be entitled to \$56.00 per day for lodging. Shields Hall is directly across the street to the east of the School of Music. Students are responsible for making their own billeting arrangements and secure their reservations with a credit card (Government Travel Card most preferred). On-base billeting arrangements can be made through Central Reservations @ COM: 1(877)986-9258, Shield's Hall directly @ COM: (757)462-7522, or at <http://dodlodging.net>. Rooms at Shields Hall are not guaranteed unless you have a reservation, so reservations must be made as early as possible. Government transportation is not available to students who may have to be billeted off the base.

Per Diem

Government mess is available, but the training schedule prevents students from having access to all three meals every day. As a result, students will be authorized proportional meal rate while attached to the NCOA. The current rate is \$32.00, plus \$5.00 for incidentals for a total of \$37.00 per day. Orders should reflect proportional meal rate is authorized.

Privately Owned Vehicles

Students may bring a privately owned vehicle (POV) to the School of Music. POV inspections will be conducted prior to all training holidays or out-of-bounds passes. If the POV already has a

base registration decal from another military installation, no additional registration is required. If it is needed to register the vehicle here, students should bring the following:

- (1) Automobile registration.
- (2) Proof of liability insurance, at least equal to the Virginia minimum.
- (3) Proof of safety inspection (if applicable). The safety inspection may be from the state in which your car is registered if it is renewable yearly. JEBLC police will ticket cars without a safety inspection sticker.
- (4) Motorcycle riders must show proof of attending a motorcycle safety foundation approved safety course (within 3 years) before being issued a base sticker.

Pay

Pay matters should be handled prior to departure from the parent unit. If pay problems arise once training begins, they will be addressed through student leadership to the Small Group Leader.

Students should ensure their government travel card is activated prior to the course, unless they are being monetarily reimbursed (Reserve Component) or receiving an advance (Active Component). If students are attending the course in a TDY enroute status, they should contact their gaining unit to work out any issues with their travel card if deactivated from their losing unit.

Defense Travel System (DTS)

Students should ensure that they have been received by their unit in DTS prior to the course. If attending the course in a TDY enroute status, ensure to contact the gaining unit to be received under their hierarchy prior to the report date.

Appointments

Appointments take the student out of the classroom. PHAs, dental exams, ID card renewal, etc., should be done before arriving at NCOES. When appointments are necessary, they will be scheduled through the Academy Cadre in order to minimize the amount of training missed. Refer to the appropriate Individual Student Assessment Plan (ISAP) for information on the number of hours of training that can be missed due to medical appointments and other issues.

Leave / TDY Enroute

Students taking leave before or after course dates must hand-carry an approved DA 31 from their home station to the Academy. Students attending the course in a TDY enroute status must also follow these guidelines.

Mail

Mail will be delivered to NCOA students via ASOM Mail Clerks. Use the following address:

SFC John / Jane O. Doe
Army Band NCO Academy
1420 Gator Blvd. / BLDG. 3602
Virginia Beach, VA 23459

Graduation

Graduation times will be announced during the course. Graduations are normally conducted at 0830 (both Active and Reserve Components) on the last scheduled day of training in Room 2A4. Uniform for graduation will be full Class A's (ASU or Green Service Uniform). Spouses, family members, friends, and representatives from the parent unit are cordially invited to attend.

When making travel arrangements, ensure return flights are scheduled no earlier than 1400 on the graduation date.

V. Preparing for NCOES

To prepare for course attendance, review the following resources:

- [AC or RC SLC - ALC Individual Student Assessment Plan \(ISAP\)](#): The appropriate ISAP will outline assessment and graduation requirements for the course you are attending.
- [ATTP 1-19 \(U.S. Army Bands\)](#): Superseded FM 12-50. All students will be discussing current trends and doctrine in Army Bands using the ATTP as a main reference.
- [TC 3-21.5 \(Drill and Ceremony / Dated: 20 JAN 12\)](#): SLC students will be assessed in non-musical key leader positions during a review ceremony. Students should become familiar with Chapter 10.
- [TC 12-45 \(The Marching Band\)](#): SLC students will be assessed on their ability to lead an ensemble for performance in a marching ceremonial setting. Students should become familiar with the Army Band marching style and Band Commander movements. ALC students will be assessed on their ability to lead a marching band as a Drum Major. Students should become familiar with the Army Band marching style and all drum major movements and responsibilities.
- [TC 3-22.20 \(Army Physical Readiness Training / Dated: AUGUST 2010\)](#): Students will design and lead physical training. It is the responsibility of all students to become familiar with this TC prior to arriving at the course. More information, as well as instructional videos of exercises and various drills are also [available on AKO](#).
- [Manual of the Mace](#): Students will be assessed on their ability to perform mace signals and should become familiar with the movements found in the manual of the mace resources on ABI.
- Recent Academy graduates in your band. They can provide you information about what to expect and how to prepare.

VI. Army Musician Proficiency Assessment (AMPA)

Commander's AMPAs are required as part of the enrollment packet. Commander's assessments are required within 30 days for Active Component and 90 days for USAR. ARNG students will submit the Commander's assessments used to place them on the Order of Merit List (OML).

The Army Musician Proficiency Assessment (AMPA) will be given in the first week of the course. One retest is allowed for failure to meet graduation standard. It will be given during the final week of the course. Students who fail to achieve the AMPA standard on their incoming

AMPA will be required to take lessons throughout the course. Other students may take lessons as individual instrumental instructors' schedules permit. Students who achieve the AMPA standard on their incoming AMPA, but desire to improve their score, may request a second AMPA. If Instrumental Division schedule permits, they will be given one.

AMPA standards for both courses and both components are listed in the appropriate [Individual Student Assessment Plan \(ISAP\)](https://abi.army.mil/resources/default.asp?group=257&category=649) located at <https://abi.army.mil/resources/default.asp?group=257&category=649>.

Students are encouraged to contact their perspective instrumental instructor at the Army School of Music and talk to them about the assessment procedures prior to course attendance. You can also become a U.S. Army Bands milsuite member to find video ASOM approved AMPA video demonstrations at <https://www.milsuite.mil/book/groups/us-army-bands?view=overview>.

Contact information for instrumental instructors is available on ABI.

VII. Physical Readiness Training and Height / Weight Requirements

PRT will typically be conducted at least three days a week IAW TC 3-22.20. Students with permanent profiles will participate in all PRT sessions within the limits of their profile.

Soldiers are expected to arrive at the school in compliance with height and weight screening standards and body fat standards IAW AR 600-9. A weigh-in will occur on Day 1. Soldiers who fail to meet height / weight and body fat standards will be allowed one re-screening, which will occur during the final week of the course. Soldiers failing the re-screening will receive a Marginally Achieved Course Standards on their DA Form 1059.

An APFT will not be administered for Active or Reserve Component courses.

VIII. Profile Policy

In accordance with AR 350-1, paragraph 3-13:

- a. *Profiles. Soldiers with medical profiles (temporary or permanent) due to operational deployment will be permitted by their immediate commanders to attend PME within the guidelines of their profile. Soldiers must arrive at the aforementioned courses of instruction with a copy of their current profile and a memorandum signed by their commander stating the profile is a result of injuries sustained due to operational deployment.*
- b. *Soldiers with temporary profiles that are not a result of operational deployment prevent full participation in a course will be removed from school attendance consideration by their immediate commander until the temporary profile is removed.*
- c. *Soldiers with a permanent designator of "2" in the physical profile must include a copy of DA Form 3349 (Physical Profile) as part of the course application. They will be eligible to attend appropriate courses and train within the limits of their profile provided they can meet course graduation requirements. Soldiers with a permanent designator of "3" or "4" in*

their physical profile must include a copy of DA Form 3349 and the results of their Military Medical Review Board (MMRB) as part of the course application.

- d. Soldiers who have been before an MMRB, awarded medical limitations, and allowed to retain their occupational classification will be eligible to attend appropriate courses (to include PME) and train within the limits of their profile. Commandants will not disenroll nor deny enrollment of Soldiers into training based on physical profiles in accordance with MMRB rulings.*
- e. Soldiers receiving temporary or permanent physical profiles limitations after enrolling in resident training courses will be evaluated by school commandants and commanders for continued enrollment. Soldiers who:*
 - i. Have met, or will be able to meet graduation requirements, will continue to be trained within the limits of their profile.*
 - ii. Are unable to meet graduation requirements will return to their unit or proceed to their PCS unit, and may, if eligible, be enrolled in a later course.*

IX. Training Objectives

The Army Bands SLC and ALC curriculum is designed to supplement critical task training for mid- and senior-level NCOs. It is built upon the skills previously developed during Advanced Individual Training, formal Army leadership training (WLC and ALC-CC), professional development, and on-the-job cross-training and mentoring.

For a full description of assessment and graduation criteria, as well as an overview of course objectives, refer to the appropriate ISAP located at <https://abi.army.mil/resources/default.asp?group=257&category=649>.

X. Policies

Fraternization

NCOES students will not have any unauthorized contact with the following personnel:

- a. Any student from the Army, Navy, or Marine Corps; regardless of course.
- b. Staff personnel: defined as any person (Army, Navy, or Marine Corps member) assigned to the School of Music. This includes officers and enlisted personnel, instructors, support personnel, and DOTD personnel.

NCOES students may request authorization to associate with any member of the staff under the following guidelines:

- a. Student must submit an “Army Band NCOA – ALC / SLC Student Special Request Form” (in duplicate) through the student support channel to the NCOES cadre for authorization and Deputy Commandant approval.

NCOs found to not be in compliance with this policy are subject to dismissal from the course.

While attending NCOES, students are not authorized to perform for pay outside of the duty day (i.e. Pay gigs at the beach, etc).

Pass Policy During the Course

For travel outside of a 200 mile radius of the Army School of Music during off-duty time, students will be required to fill out an “Army Band NCOA – ALC / SLC Student Special Request Form”. Leave / pass requests that include duty time will not be granted except for emergencies. Emergencies will be handled on a case-by-case basis.

Smoking Policy

Smoking is permitted only in designated areas at the Army School of Music. After duty hours, there is no smoking on the grounds.

Additional Duties

Students will be appointed as Senior Teams Leaders, Music Performance Team Leaders, Class Leader, and other positions as necessary. The assigned student leaders are responsible for ensuring the Academy area—including individual rooms, all common areas, and all outside areas—are orderly and in a high state of cleanliness at all times. The Small Group Leader (SGL) conducts leadership assessments on each student. Expect leadership assessments at any time during the course.

Duty NCO

Students may perform as Duty NCO at Scott Hall during the course. A briefing will be conducted prior to assuming duties and responsibilities.

Conduct

Each student will maintain high personal and professional standards. Strict adherence to standards as prescribed in existing Army Regulations will be constantly enforced.

XI. Contact Information

Army Band NCO Academy Office

Phone: (757) 462-5103/5104

DSN: 253-5103/5104

Fax: (757) 462-2149

Officer of the Deck

Phone: (401) 378-5857

(After 1600 M-F. After 0700 on
Saturday and Sunday)