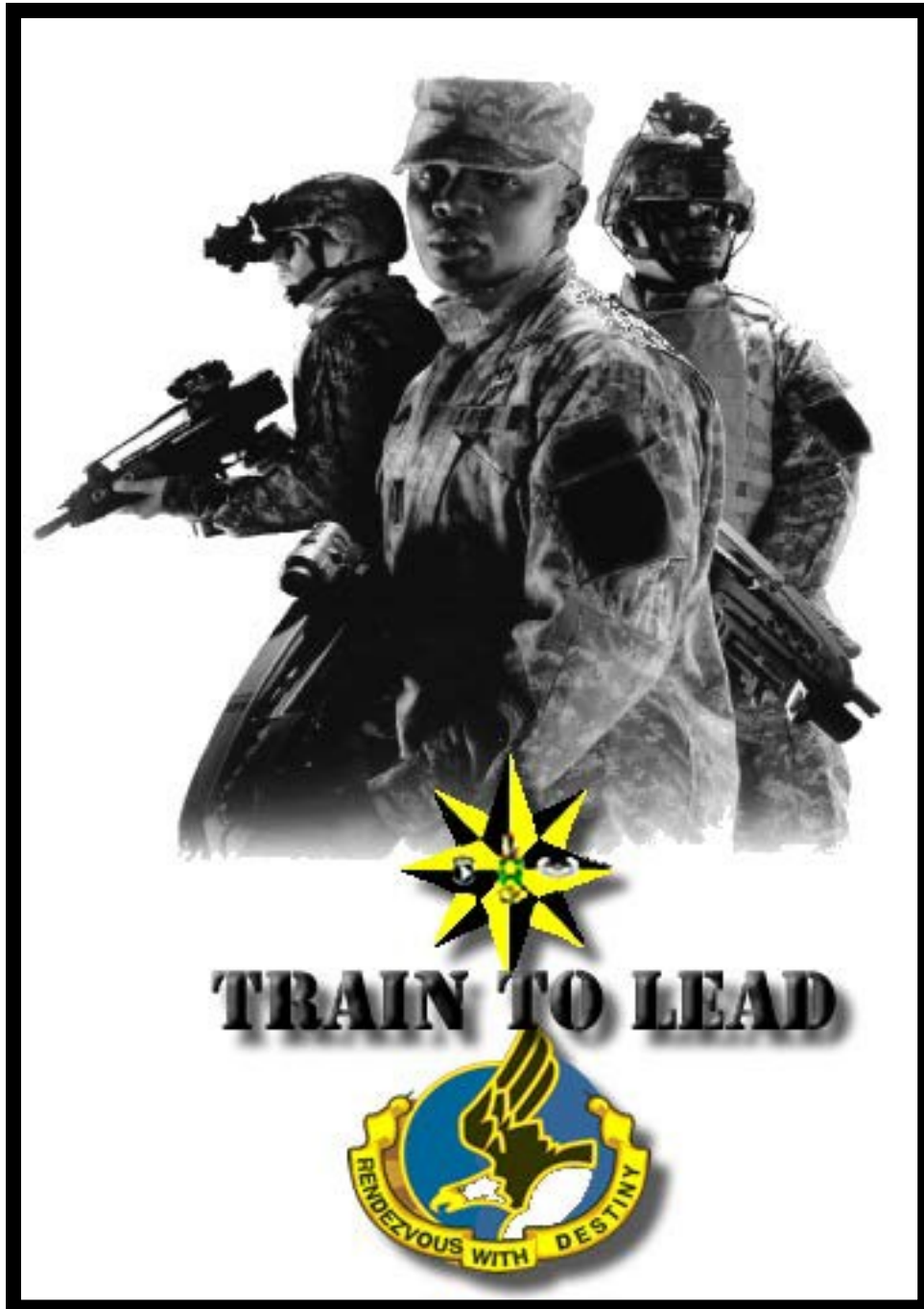


WARRIOR LEADER COURSE



STUDENT GUIDE

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In accordance with guidance provided by the Training and Doctrine Command (TRADOC Reg 350-18, ch 3, para. 3-2), the 101st Airborne Division (Air Assault) NCO Academy has developed this unit Student Guide, which includes policy and procedures for:

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MEMORANDUM FOR PROSPECTIVE STUDENTS

SUBJECT: Student Welcome Packet, Warrior Leader Course (WLC)

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

2. This course is non-MOS specific, taught in an environment using classroom instruction with practical application, followed by hands-on, performance-oriented training conducted in a field training environment, culminating with an extensive situational 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 WLC 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.

5. Section I 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 WLC.

6. The entire Academy Staff and Cadre join me in wishing you success during your attendance at the Warrior Leader Course. You will find your time at the Academy personally challenging and professionally rewarding.

\\\\\\ORIGINAL SIGNED\\\\\\
ROBERT L. MOSS
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 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 battles won!



The Army Song

First to fight for the right, And to
build the nations 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 Warrior Leader Course.
2. The Warrior Leader Course (WLC) 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 PFC thru SSG. Emphasis of the course is on leadership, duties, responsibilities, and authority of Non commissioned Officers. Soldiers are selected for attendance by their units based on potential to assume NCO Leadership positions. This is a 22 day course designed to immerse the student in a leadership environment. Training is conducted five days a week with the Academy maintaining control over the environment. By design, it is fast paced and stressful.
3. The proponent for WLC is the United States Army Sergeants Major Academy (USASMA). This course is conducted using the small group leader process. Current subjects included by area are:
 - a. Leadership:
 - (1) Demonstrated Leadership Evaluation in Garrison.
 - (2) Army Leadership.
 - (3) Developmental Counseling.
 - (4) Army Correspondence.
 - (5) Commandant's Orientation.
 - (6) Introduction to WLC.
 - (7) History of the Army and the NCO.
 - (8) NCO Evaluation Report.
 - (9) Army's Sexual Harassment/Assault Response and Prevention (SHARP) Program.
 - (10) Personnel Recovery.
 - (11) Effects of Cultural.
 - (12) Resilience.
 - (13) Military Justice and Principles.
 - (14) Suicide Prevention for Junior Leaders.
 - b. Training
 - (1) Composite Risk Management.
 - (2) After Action Review.
 - (3) Training Management.

(4) Conduct Individual Training.

(5) Health and Fitness.

(6) Drill and Ceremonies.

(7) Supply Procedures.

c. War fighting

(1) Small Unit Combat Operations According to the Law of War.

(2) Combat Orders.

(3) Team and Squad Movement Techniques.

(4) Tactical Operations.

(5) Tactical Site Exploitation.

(6) Tactical Reports and Requests.

(7) Casualty Evacuation.

(8) Situational Training Exercise.

d. Examination

(1) Demonstrated Leadership Performance Evaluation (Garrison).

(2) Drill and Ceremony Examination.

(3) Communicate in Writing Examination.

(4) Physical Readiness Training

(5) Leadership Examination.

(6) History of the NCO Oral Presentation.

(7) Training Evaluation.

(8) Conduct Individual Training.

(9) War Fighting Evaluation.

(10) Demonstrated Leadership Performance Evaluation (Tactical).

(11) Army Physical Fitness Test

e. Individual Study Training

(1) Study Hall.

(2) Training Support Activities.

(3) Student Counseling.

f. Administrative Time

(1) In-processing/Out-processing.

(2) Graduation.

SECTION ONE

1. General Policies/Procedures:

a. Reference:

- (1) WLC Course Management Plan.
- (2) TRADOC REG 350-18, The Army School System (TASS).
- (3) TRADOC REG 350-10, para 2-4 Institutional Leader Training and Education.

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

c. 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 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 a Noncommissioned 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.

Examples of falsifying or cheating on a report, memorandum, performance exercise, test or examination submitted by a student to meet course requirements are: the use of unauthorized aids (such as crib sheets, answer keys, note cards, ect); copying from another students work; unauthorized use of the internet during examinations; soliciting, giving, and/or receiving unauthorized aid orally or written; or similar action contrary to the principles of academic honesty.

Plagiarism is defined as incorporating into one's own work the work or ideas of another.

2. Student Prerequisites:

a. References:

- (1) TRADOC Reg 350-18 The Army School System (TASS).
- (2) TRADOC Reg 350-10 Institutional Leader Training and Education.
- (3) WLC Course Management Plan (CMP).

b. Purpose: To outline procedures of verifying student prerequisites during enrollment for attending the 101st Airborne Division (Air Assault) NCO Academy.

c. Procedures: Soldiers attending WLC must fall into the following priorities:

- (1) Priority One: Staff Sergeants promoted without WLC
- (2) Priority Two: Sergeants that are non-WLC graduates; the SGTs may or may not have a WLC waiver.
- (3) Priority Three: SPC/CPL promotable; use the following priority list:
 - (a) SPC/CPL (P) who meets the cut off score.
 - (b) SPC/CPL (P) in MOSs which would have had additional promotions if more promotable SPC/CPLs had been available and identified as “Star MOS” by monthly HRC Promotion Cut-Off Memorandums.
 - (c) SPC/CPL (P) in other MOSs serving in an authorized NCO position based on the highest number of promotion points.
 - (d) All other SPC/CPL (P) on a recommended list based on the highest number of promotion points.
- (4) Priority Four: SPC/CPL in leadership positions. In order to fill all WLC training seats, non-promotable SPCs with demonstrated leadership potential may attend WLC only after exhausting all other higher order of merit list (OML) categories.
- (5) Priority Five: PFC with leadership potential may attend WLC when all higher OML categories are exhausted.

d. Students must meet the following mandatory prerequisites to attend the Noncommissioned Officer (NCO) Academy:

- (1) Possess eligibility for reenlistment and be recommended by their commander;
- (2) Have no convictions of a misdemeanor crime of domestic violence (Lautenberg Amendment);
- (3) Have a current periodic health assessment (PHA) or medical examinations within the past 12 months to attend WLC (PEC states 5 years, which is in error IAW AR 40-501);

(4) Meet physical fitness and height/weight standards outlined in AR 350-1, and AR 600-9 dated 27 Nov 2006.

(5) If age 40 or over, have completed a Cardiovascular Screening as part of their periodic health assessment within the last five years; and

(6) Students who have a permanent profile with “3” or “4” for any PULHES factor must have in their possession a copy of their DA Form 3349, and the results of the their military medical review board (MMRB) as part of the course application. Soldiers, who have appeared before an MMRB, or similar board, have been awarded medical limitations, and allowed to retain their occupational classification, may attend WLC and train within the limitations of their profile--provided they can meet course prerequisites and graduation requirements. For students with P3/P4 profiles, ensure that the profiling doctor and the approving authority doctor have signed the profile. The commander does not need to sign the profile unless he disagrees with the profile. P2 profiles only need the signature of the profiling doctor. Soldiers possessing P2 profiles must also meet course graduation requirements.

(7) NCOAs will deny enrollment to Soldiers who hold a temporary profile except for shaving or non-performance deterring profiles. Soldiers diagnosed as pregnant after enrollment may continue training, provided the attending physician determines the Soldier may continue. Pregnant Soldiers must provide a copy of the attending physician’s recommendation. A Soldier medically dismissed for pregnancy after enrollment may return to the course when they are medically cleared.

(8) Soldiers will no longer hand carry a copy of the physical. Soldiers reporting for training must have submitted a digital PEC or have in their possession a completed and properly signed pre-execution checklist. If a Soldier reports for training without a checklist signed by the Soldier and or his Commander, they have 72 hours (work days) from the report date to provide the checklist with appropriate attachments. NCOAs will return Soldiers to their units who fail to provide the checklist within this time frame. The unit commander’s signature on the pre-execution checklist certifies that the Soldier meets routine course prerequisites.

(9) Temporary Profile Exceptions: Commanders may send Soldiers with temporary profiles, due to participation in OIF/OEF, to WLC. Soldiers must arrive with a copy of their current temporary profile and a memorandum signed by the commander stating the profile is a result of injuries sustained during participation in OIF/OEF. The Soldiers will train within the limits of their profiles, but must be able to participate in and pass all course graduation requirements. Soldiers enrolled in the Wounded Warrior Program (WWP) are permitted to attend WLC with proper documentation. Soldiers enrolled in WLC under the WWP will be granted constructive credit for any event not attainable by their profile. The WWP Soldier will be given a “GO” on any task that he/she receives constructive credit on. (IE: The maximum score that a Soldier will receive when constructive credit is awarded is 75%).

(10) Selected by HRC (Active Army) or selected by appropriate promotion authority for Reserve Component.

e. Students must be able to meet the following physical requirements during the course: (Exception--Soldiers with temporary profiles due to participation in OIF/OEF)

(1) Negotiate rough terrain under varying climatic conditions.

(2) Conduct, demonstrate, and lead drill and ceremonies.

(3) Conduct, demonstrate, and lead physical fitness training.

(4) Walk a minimum of 3200 meters with Load Carrying Equipment (LCE) in a minimum of three hours. Under varying climate conditions.

(5) Lift and carry all required packing list items (OCIE and CTA 50-900) for short distances. Carry 48 pound combat load containing mission essential equipment for a minimum of 3200 meters.

(6) Occasionally lift and carry fuel, water, ammo, MREs, or sandbags.

(7) Low crawl, high crawl, and rush for three to five seconds.

(8) Move over, through, and around obstacles.

(9) Carry and fire individually assigned weapon IAW applicable regulatory guidance.

(10) Commandants may not supplement course graduation requirements.

f. Students must be enrolled in ATRRS. The NCO Academy will not enroll Soldiers outside the ATRRS process without the appropriate authorities in the Soldier's Chain of Command.

(1) Students will be denied enrollment for failure to meet any of the above prerequisites.

3. Course Graduation Requirements:

a. Students must score 70 percent or higher on the following graduation requirements :

(1) Conduct Army Physical Readiness Training

(2) Conduct Individual Training.

(3) Conduct Squad Drill

(4) Communicate in Writing

(5) Oral History Briefing

(6) Two demonstrated Leadership Evaluations (garrison and tactical environment)

(7) Leadership Exam

(8) Training Exam and

(9) Warfighting Exam

(10) Army Physical Fitness Test

(REF: AR 350-1; TRADOC Reg 350-18; TRADOC Reg 350-10 and the WLC CMP)

HT/WEIGHT IAW ALARACT 267/2012 EFFECTIVE 1 NOV 2012

b. Soldiers flagged for weight control failure will not be selected, scheduled or attend institutional training. Once Soldiers meet standards, they will be considered eligible for military schools and institutional training courses.

(1) Soldiers enrolled in Professional Military Education schools and courses will no longer continue institutional training or remain in the course if they cannot meet physical fitness and /or height and weight requirements.

(2) One retest and/or screening is allowed. It will be administered no earlier than seven days after the initial height/weight or APFT initial screening (Test).

(3) Soldiers who subsequently fail to meet physical fitness and/or height weight standards will be removed from the course and the DA Form 1059 (Service School Academic Evaluation report) will be annotated in block 11D "FAILED TO ACHIEVE COURSE STANDARDS."

(4) NCOAs Commandants will arrange for students who fail the body fat composition and deem them to be a potential health risk, to be seen at the post DA Medical Center or Troop Medical Clinic for medical clearance. This is also a requirement for students who look unhealthy or unfit for meeting WLC standards. If medical clearance is denied then deny enrollment of student. If student is medically cleared, but is over fat on BF worksheet, see the standards and requirements in C above.

4. In processing/Out processing:

a. References:

- (1) AR 350-1 Army Training and Education.
- (2) TRADOC Reg 350-10 Institutional Leader training and Education.
- (3) TRADOC Reg 350-18 The Army School System (TASS).
- (4) WLC CMP 600-44.

b. Purpose: To outline procedures for in-processing and out-processing in WLC.

c. Applicability: This student guide applies to all Soldiers assigned or attached to the 101st Airborne Division (Air Assault) NCO Academy.

d. Reporting: Soldiers scheduled for attendance that experience difficulty during travel should contact the NCO Academy Operations during duty hours M-F 0800-1630 hrs CST at (270) 798-2231. SDNCO can be reached after duty hours at (931) 436-7606.

(1) When attending WLC, report to the Academy Parade Field on (Day Zero). This is when the order of merit list (OML) will be verified. All students should have the following:

(a) Submitted a digital PEC or a signed copy with all necessary attachments (Appendix H, TRADOC Reg 350-18). Ensure that the checklist is signed and has appropriate signature block, to include name of signing officer, rank, title, and signature. Students that report without a signed Unit Pre-Execution Checklist, will be identified, and must obtain one within 72 hours. The Soldier will be sent back to their unit if they fail to provide the checklist within the time frame.

(b) TDY orders. (Minimum 2 copies) if applicable.

(c) Profiles (P3, and P4 requires MMRB results DA Form 3349) and over 40 physicals.

(d) For students with P3/P4 Profiles, ensure that the profiling doctor and the approving authority doctors have signed the profile. The commander does not need to sign the profile, unless they disagree with the profile. P2 Profiles only need the signature of the profiling doctor. Soldier possessing P2 profile must also be able to meet course requirements.

(e) Identification Card, and Identification Tags.

(f) Complete Packing List according to the packing list posted on the NCOA internet webpage.

(2) The weigh-in will be conducted IAW AR 600-9, once the student is finished with the weigh-in process, he or she will move to their assigned Platoon.

(3) Soldiers must follow the Senior Brief instructions.

(4) The SGL's will ensure you understand the following items during the in-processing period.

(a) Sponsor forms will be completed in platoon area.

(b) All student weapons cards and weapons sheets are filled out correctly (weapons turned into the arms room prior to COB).

(c) The times for linen turn-in and issue are known and coordinated (TDY only).

(d) Explain and rehearse the dining facility line procedures (1st meal DFAC).

(e) Student counseling packets.

(f) Commandant's In-brief.

(g) Chief of WLC In-brief.

(h) Master roster data check.

(i) Billets Maintenance Class (Bunk and Locker setup TDY only).

(j) SOP agreement (sponsor, weapon, computer ect).

e. Out-processing:

(1) Students will hand their weapons over to their sponsor following the STX. This will be announced and/or posted on the Training Schedule.

(2) During weapons pickup, students will send any unnecessary items with their sponsors or place items in their POV.

(3) Students will inventory and turn in their computers and equipment (I-MILES) to their SGL. Students will be charged for all missing items. Hand-receipt will be destroyed prior to students being cleared or receive a statement of charges.

(4) 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.

(5) Following the barracks clearance by the WLC Chief, students will be provided with their DA Form 1059.

(6) Students will be asked for their AKO email on day zero so the SGL can email the original digital addendum counseling to be given to their supervisor.

5. Student Dismissal/Appeal Process:

a. Reference:

- (1) AR 40-501, Standards of Medical Fitness.
- (2) AR 350-1, Army Training and Education.
- (3) TC 3-22.20, Army Physical Readiness Training.
- (4) AR 600-9, Army Weight Control Program.
- (5) TRADOC Reg 350-18, The Army School System (TASS).

b. Purpose: To outline the procedures for dismissing students from the NCO Academy, and the appeal process.

c. Applicability: This student guide applies to all Soldiers assigned or attached to the NCO Academy in a student capacity.

d. Academic and Administrative Elimination Procedures:

(1) Soldiers being recommended for elimination for Academic, or Administrative reasons will receive counseling from the SGL and Chief of WLC.

(2) The Commandant, Deputy Commandant or Designated Representative will read the elimination packet to the Soldier, and have the Soldier indicate if they wish to appeal or not.

(a) If the Soldier does not appeal, the Soldier will be dismissed and out processed from the academy.

(b) If the Soldier wishes to appeal, they have 7 working days to submit the appeal in writing to the Commandant.

(c) The Soldier will remain in class during the appeal process, unless it is determined by the Commandant that there is a disruptive influence on the class by the student.

(d) Should the Soldier's class graduate prior to completion of the appeal process the Soldier will not graduate with their class. Instead, the Soldier will remain at the academy until final disposition of their case. If disposition of the case is not resolved prior to graduation, or reporting date to unit, the individual will stay and the unit (old unit or gaining unit) will be notified of the action.

(3) The appeal must be submitted in a written or typed format, and will be entered in the packet as an attachment.

(4) Staff Judge Advocate (SJA) will review the packet to determine legal sufficiency. The packet is then returned to the Commandant for final action. In cases where a SJA is not available, the Commandant will forward appeals to the Commander who has General Court Martial Convening Authority (GCMCA) for review and final decision.

(5) Commandant will inform the Soldier in writing of the final disposition of their case:

(a) If the appeal is granted, the Soldier will continue with the course or Graduate.

(b) If the appeal is denied, the Soldier will be out processed from the NCO Academy. The Soldier will be provided a copy of the complete packet.

e. Medical Eliminations: When it is determined that a Soldier has a medical condition which prevents full course participation, actions will be initiated to eliminate the Soldier for medical reasons.

(1) The Soldier's SSGL/SGL will initiate the counseling.

(2) The Soldier will be informed as to the reason for their medical dismissal, and that they may reapply for admission as soon as their physical condition allows.

(3) They will also be informed that this action is not adverse, and is being taken with their best interest in mind.

(4) There is no appeal procedure for medical eliminations.

(5) The Commandant will recommend the Soldier be dismissed due to medical reasons.

(6) The NCO Academy Commandant or designated representative will counsel the Soldier being recommended for elimination.

f. General:

(1) Every Soldier that is dismissed from the Academy will be provided a packet containing the following items:

(a) Dismissal counseling from SGL/Chief of WLC.

(b) Final notification and counseling of dismissal from Deputy Commandant.

(c) Copy of notification memorandum to HRC, and memorandum to first GO in chain of command.

(d) DA Form 1059 and referred report memorandum (if applicable).

(2) Soldier's appeal (additional document if applicable).

(a) Memorandum forwarding the packet to SJA.

(b) Memorandum returning the packet from SJA to the Commandant.

(c) Memorandum of final adjudication.

6. Service School Academic Evaluation Report (DA FORM 1059):

a. The Service School Academic Evaluation Report (AER) is designed to portray the accomplishments and the potential that an individual demonstrates while attending the NCO Academy.

b. A maximum of 20% of the class, may have block 11A; "Exceeded Course Standards" annotated on their DA Form 1059.

c. 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.

d. 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.

(1) Distinguished Honor Graduate Award: This award is earned by the student that demonstrates throughout the course, the highest grade point average. This award is based on the "Whole Soldier Concept" incorporating performance and written examinations.

(a) Student must have received first time GOs in all tested areas.

(b) Student must have met all course requirements, and have no adverse counseling.

(2) 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 "GOs" in all tested areas, meet all course requirements, and have no adverse counseling statements. Received a superior rating in block 12c (Leadership Skills) of their AER.

(a) Each Platoon group will vote for their peer representative. The student receiving the most votes will represent the group at the board. In the case of a tie the Soldier's date of birth will be used to determine the winner in accordance with the CMP.

(b) 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.

(c) The board members will consist of the Chief of WLC and four Senior Small Group Leaders. The Chief of WLC is the President of the Board and is a nonvoting member. Each board member will ask two questions taught in WLC and will award points based upon the answer given. Five points per question may be awarded. Points are totaled and the student achieving the most points is selected as the SSG John W. Kreckel Awardee. The Chief of WLC will forward the name of the student to the office of the Commandant and Operations for processing of the award.

(3) 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. The following guide lines represent the minimum considerations for this rating:

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

(b) Percentage is based on number of Soldiers enrolled.

(c) Student must achieve an initial passing score in all tested areas and receive no adverse counseling.

(4) Iron Soldier Award: Awarded to the student achieving the highest score on the APFT, and who display superior performance, Army Values, and the " Whole Soldier Concept" throughout the course.

7. Billeting: All students are released at the end of training each day. 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. TDY students have a curfew that will be designated by the Warrior Leader Course 1SG.

a. While conducting FOB operations quiet hours/lights out are from 2100-0400. Lights-out will be IAW the current class training schedule. Students will be in their designated billets during quiet hours when in the billets.

b. The SDNCO will conduct one check before midnight and one check after midnight to ensure all fireguards are present and enforcing established standards when students are in billets.

c. There is no use of tobacco products in the 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 nonsmokers.

d. Storage of 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.

8. Charge of Quarters: One SGL will be on duty during non training hours to take accountability of students after curfew. The SDNCO will assist any student that may have an issue during non training hours. SDNCO will make security checks during their hours of duty of all buildings assigned to the academy.

9. Reference Materials: Students will use government issued laptops for classroom instruction during the course; all other materials will be provided. You may bring additional items like highlighters, erasers, markers, and additional materials that are not available.

a. Access to the required equipment packing list is located on the Fort Campbell intranet or the internet at <http://www.campbell.army.mil/units/ncoa/Pages/home.aspx>. Soldiers must have the required equipment readily available each day of training. This information will be published and briefed on a daily basis by the student chain of command under the direction of the cadre. Failure to have the required equipment will result in receiving counseling for the discrepancies; the student will not be eligible for any Academic Awards. All students will be inspected on day zero and have 72 hours to get all items identified as missing during the inspection; students will sign a DA Form 4856 stating what items are missing and when the 72 hour deadline is.

10. Formations/Absence: Disciplinary elimination will result from any unauthorized absences after a 120 minute limit or failure to report (FTR) on more than 1 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. 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 WLC will be notified immediately; if unavailable, notify the SDNCO in Kreckel Hall, 798-2231, building 2259.

a. The Commandant has established a policy stating that students will not be FTR for no more than 1 occasion not to exceed 2 hours. In the event a student is FTR for more than 2 hours, the appropriate counseling with recommendation for the student's dismissal will be done.

b. Students that are FTR less than 2 hours for the first time will receive a Developmental Counseling Form (DA Form 4856) outlining an appropriate plan of action. The Warrior Leader Course 1SG will notify the Commandant when a student is FTR the first time for situational

awareness and notification of the student's Chain of Command. The plan of action Part IV on the backside of the DA Form 4856 will outline actions that the student will accomplish after the counseling session. The outlined action plan will address a reachable goal to deter this inappropriate behavior.

c. Students that are FTR on more than 1 occasion will receive the appropriate counseling with recommendation for the student's dismissal.

d. Adverse Counseling: The Platoon Senior SGL will notify the WLC 1SG when a student receives adverse counseling the first time. Students receiving adverse counseling for a second time will require the WLC 1SG to notify the Commandant and the students Chain of Command. Students receiving developmental counseling will be counseled on a Developmental Counseling Form (DA Form 4856) outlining an appropriate plan of action. The plan of action Part IV on the backside of the DA Form 4856 will outline actions that the student will accomplish after the counseling session. The outlined action plan will address a reachable goal to deter this inappropriate behavior.

11. 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 section 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 a 50 mile radius of the Fort Campbell NCO Academy. (The Commandant is the only person that can approved an exception to this policy)

(2) No alcohol will be consumed at anytime during duty hours. Alcohol is prohibited in the academy area to include: POVs and barracks. Students that show up to formation smelling of alcohol will be subject to a breathalyzer test.

(3) Students must change any appointments not to interfere with the duration of the course or be subject to dismissal.

12. Sick Call Procedures: Emergency and routine sick call will be handled through your SGL or the SDNCO/Duty Senior.

a. DD Form 689 (sick slip) will be obtained from your Small Group Leader or SDNCO. Sick Call is conducted at 0630 hours Monday-Friday, unless it is an emergency. Sick call on weekends/Holiday/DONSA is conducted in the Emergency Room.

b. The SDNCO or your SGL will provide transportation to and from the medical facility.

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

d. Quarters, for medical reasons, will result in an administrative release unless the student has met all graduation requirements. In that case only the student will be allowed to stay in the course pending an evaluation from the Commandant and/or WLC Chief for continued enrollment.

13. Dining Facility: Every student attending the NCO Academy will be provided meals at government expense through the academy dining facility. Students will be required to eat all meals served in the DFAC. Every student must have a government meal card from their unit.

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.

14. Telephone Calls: Messages will be taken and sent through the cadre chain of command to the respective students. Inform cadre if you need official military calls. Cell phones will not be authorized for use on academy grounds during duty hours.

15. 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 WLC (Class Number)
NCO Academy
2269 Kentucky Avenue
Fort Campbell, KY. 42223

16. Visitors: Visitors are not allowed in the academy area unless approved by the Chief of WLC. The only authorized visitors are sponsors and the Chain of Command of a student.

a. All sponsors must have prior coordination with WLC Chief 24 hours prior to visiting the NCO Academy grounds. All visitors will be in duty uniform. Cadre and staff will not accept items from sponsors; all items must be given directly to the student with the exception of paperwork.

b. Sponsors will be in ACU/flight suit (no pt uniforms).

17. Meal Engagements: Chain of Command may have meals with their students throughout the cycle. Prior arrangements must be made with the Chief of WLC at least 24 hours in advance of the meal. Call 798-2231 between 0900 -1130 and 1400-1600 hours, Monday through Friday to make arrangements. Day prior to graduation there will be a sponsor lunch from 1130-1300 for student sponsor's SPC and above. Coordination must be made with WLC operation at (270-798-2231/0705) one week prior to facilitate the additional headcount and ensure the student is notified.

18. Laundry: Washers and dryers are located in the billeting areas for student use. Students must bring their own detergent and other items for washing clothes.

19. Privately Owned Vehicles: Privately owned vehicles must be parked in the parking lot on 16th street for the duration of the course or any other designated parking area briefed by your cadre. The vehicle will be locked in a fenced area and not accessible to anyone outside the academy, without prior coordination.

20. Complaints and counseling: The Commandant has an open door policy (see NCOA Policy #1). Students will utilize the cadre chain of command prior to seeking the Commandant's assistance. The Senior Small Group Leader (SSGL) and Small Group Leaders (SGLs) are available for counseling at any time. Students need only to inform a cadre member of their need for counseling and arrangements will be made. Academically deficient students will receive counseling; counseling of all students by the SGL will be on a regular basis.

21. Physical Readiness Training: Physical Readiness Training (PRT) will vary daily. Physical Readiness Training is an evaluated activity and focuses on correct form and method, not on APFT improvement.

22. Crime Prevention/Physical Security:

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. Weapons Immersion has been implemented into the academy throughout the duration of the course. The purpose of weapons immersion is to teach the student muzzle awareness and to develop leaders to account for sensitive items. When you are assigned a position as part of the student Chain of Command, you will be required to account for sensitive items, and report lost or stolen equipment the minute you notice the item is missing.

c. All unauthorized weapons including personally owned weapons, will be confiscated, and the student released from the course. Hand tools and knives with blades up to three inches in length may be retained (i.e.: Leather man/Gerber tools). Absolutely, NO "Field Knives" are allowed at this Academy.

d. Wall lockers will be secured by the student when items of the student are being stored in an academy wall locker (secured with a lock). Excess cash (over \$60.00) will not be brought to or stored in the academy area. At no time will change, checkbooks, credit cards, or anything considered to be valuable in nature be left unsecured in the billets.

23. Areas Off Limits To Students:

a. Students will adhere to the off limit establishment memorandum covered in the senior brief:

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

(2) Buildings 2269 and 2267 with the following exceptions:

a) Conducting academy maintenance or area beautification during Commandant's Time.

b) Directed to report to one of the offices by a member of the cadre or staff and accompanied by their Small Group Leader.

(3) Cadre offices unless told to report.

(4) ABIC building #2314

(5) Female billets (unless on official business) and with a battle buddy.

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

(7) Student parking area on 16th street during duty hours unless escorted by cadre, or the parking area that is beside 2304 (Chapel), or at the tennis court area across from building 2269.

24. Safety: All students will read and comply with the Fire Safety SOP, and the NCOA Policy Letter #12, Prevention/Treatment of Heat/Cold Injuries, on Day 1. Students will adhere to all safety standards outlined in each CRM addressed during the beginning of every training event.

25. Graduation: We strongly encourage the attendance of family members, and the student's Chain of Command. We ask all to help keep these ceremonies respectable by adhering to a few simple rules that are briefed at the ceremony. This is to ensure all participants enjoy the ceremony.

26. 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

1. Cadre and Student Organization:

a. Purpose: This section outlines the organizational structure and key leadership responsibilities for the Warrior Leader Course.

b. 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.

2. 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 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 Chief of WLC. The SSGL will assist you in any way possible and act as an advisor in matters related to administration. SSGL will aid you in establishing required individual standards. SSGLs are available to aid and assist students who have personal problems or issues.

3. Student Chain of Command: The student chain of command 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.

4. Leadership Positions: Assignments to leadership positions are rotated. Responsibility for the enforcement, control, and discipline rests with the student leadership. You 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.

5. 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.

6. Student Standards and Responsibilities:

a. 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.

b. 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.

c. 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, and the 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. Students will follow Cam Pam 600-1 (The Blue Book).

d. Alcohol is not permitted on academy grounds. If at any time you are suspected of being under the influence of alcohol, you will be subject to being administered a breathalyzer test by the Provost Marshall Office. Students refusing the breathalyzer test will be immediately released from the course. Soldiers testing above the legal limit .05 will be recommended for dismissal.

e. When addressing fellow students, use rank and name. 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.

f. 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.

g. All students will maintain a clean and neat military appearance at all times. Male Soldiers will shave prior to Physical Training formation each day.

h. Military footgear will be clean at all times. Shower and running shoes will be clean and in serviceable condition.

i. Sunglasses, tinted lens, or photo gray glasses will not be worn while in formation unless specifically prescribed by medical authorities IAW AR 670-1. No eye appearance altering contact lenses are authorized.

j. Classroom guidelines: No tobacco use, gum chewing, Energy drinks, sodas, or eating in class (hard candy is permitted). Coffee, and water are permitted (except during examinations) as long they are in no spill containers. The classrooms will be left clean and orderly at all times.

k. Maintenance 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 SSGL.

7. Warrior Leader Course Battle Buddy SOP:

a. Purpose: To establish guidelines for assigned cadre and Soldiers (students) attending training at the 101st NCO Academy Warrior Leader Course.

b. General: Battle buddy teams defined. Battle buddy teams will consist of a minimum of two and a maximum of three students per team depending on the situation. The two student battle buddy team will be the same gender. An odd number student will be assigned as the third student in a team. The third student example could mean that a female student has two male battle buddies from the same squad or a male student has two female battle buddies from the same squad.

(1) The battle buddy policy applies to cadre counseling and sick call procedures during garrison operations and land navigation/situational training exercise (STX) while in a field environment. The following guidelines will be adhered to:

(2) Cadre Counseling: Students will report to the Cadre for counseling, personal issues or any other reason with their battle buddy. The battle buddy will be present at all times regardless of the situation. If it is determined that the issue is too personal for their battle buddy to hear, that student will be brought to the WLC Chief's office with the Senior SGL, SGL, and battle buddy. The WLC Chief will then serve as the student's battle buddy while the student's issue is address.

a. Sick Call Procedures. Students will be taken to sick call and return from sick call in teams of three. During duty hours, the three students will be from the same platoon. During Commandant's time, two students will accompany the student seeking medical treatment. The SDNCO or designated Cadre will brief the student concerning contact information and then turn the student over to the medical facility personnel. A battle buddy will not be required once the student is turned over to the medical personnel. The SDNCO or designated Cadre and the two remaining students will return to the Academy area. The SDNCO or designated Cadre will pick students up from the medical facility using the same battle buddy concept.

b. Land Navigation/Situational Training Exercise (STX): During land navigation and the situational training exercise (STX), you will be in battle buddy teams throughout training. Refer to paragraph 2 for battle buddy teams defined. You will be in battle buddy teams from Day 9-12. This policy will be enforced.

- At no time, unless a medical emergency, will a Cadre be alone (one on one) with a student. At no time will a student approach a Cadre without a battle buddy, whether in garrison or field environment.

8. The Student Evaluation Plan (SEP):

- a. The SEP can be viewed at the NCO Academy website listed below,

<http://www.campbell.army.mil/units/ncoa/Pages/home.aspx>

WLC PACKING LIST

AS OF: 08 FEB 2013

INITIAL ISSUE ITEMS	ITEM	QUANTITY
BAG, DUFFEL	1	1
BAG, BARRACKS	2	1
BELT, TROUSERS (TAN)	3	1
BERET, (WITH LEATHER SWEATBAND) (NOTE: 13)	4	1
PATROL CAP ACU (WITH RANK AND NAMETAPE)	5	1
BOOTS, COMBAT (ISSUED OR AUTHORIZED STYLE)	6	2 PAIR
CAP, KNIT, GREEN ACU FLEECE (WINTER ONLY)	7	1
COAT, ACU (3 PACKED ONE WORN)	8	4
TROUSERS, ACU (3 PACKED ONE WORN)	9	4
COAT, ECWS GORTEX OR ACU (WINTER ONLY) (NOTE: 15 & 16)	10	1
TROUSERS, ECWS GORTEX (WINTER ONLY)	11	1
DRAWERS, MENS COTTON (BROWN, TAN OR WHITE)	12	7
UNDERGARMETS, BRASSIERES OR SPORTS BRA (FEMALES)	13	7 SETS
GLOVES, BLACK OR GREEN ISSUED WITH INSERTS	14	1 PAIR ea
SOCKS, WOOL, GREEN OR BLACK	15	7
SOCKS, WHITE (NOTE: 13)	16	7
TOWEL, BROWN OR WHITE	17	3
WASHCLOTH, BROWN OR WHITE	18	2
UNDERSHIRT, TAN	19	7
EYE PROTECTION (NOTE: 9)	20	1 PAIR
ARMY PHYSICAL FITNESS UNIFORM (NOTE 3)		
RUNNING SHOES (IAW FM 7-22)	21	1 PAIR
IPFU JACKET (WINTER ONLY)	22	1
IPFU PANTS (WINTER ONLY)	23	1
IPFU LONG SLEEVE T-SHIRT	25	2
IPFU SHORT SLEEVE T-SHIRT	26	2
IPFU SHORTS (WITH LINER)	27	2
CTA-50-900 ITEMS		
BAG, WATERPROOF	28	2
SLEEPING SYSTEM OR SLEEPING BAG (NOTE: 4)	29	1
CAMELBACK WITH CARRIER OR 2QT W/COVER AND STRAP	30	1
HELMET, KEVLAR OR ACH COMPLETE	31	1
PARKA, WET WEATHER	32	1
TROUSERS, WET WEATHER	33	1
PONCHO, NYLON	34	1
PONCHO LINER	35	1

ASSAULT PACK (BLACK, ACU OR ISSUED)	36	1
RUCKSACK WITH FRAME OR MOLLE STYLE	37	1
LCE OR LBV W/PISTOL BELT OR MOLLE FLC	38	1
SUSPENDERS (LCE ONLY)	39	1
IOTV OR IBA W/ FRONT AND BACK PLATES (NO SIDE PLATES)	40	1
CANTEEN, WATER PLASTIC 1QT	41	2
COVER, CANTEEN WATER 1QT	42	2
CASE, FIELD FIRST AID W/DRESSING OR IFAK	43	1
MAGAZINE CASE, 30 ROUND (LCE ONLY)	44	2
ELBOW PADS (NOTE: 14)	45	1 SET
EAR PLUGS W / CASE	46	1 PAIR
KNEE PADS (NOTE: 14)	47	1 SET
POLYPRO (TOP AND BOTTOM) OR WAFFLE (TOP AND BOTTOM)	48	1 SET
UNIT ISSUE ITEMS		
COMPASS, LENSATIC (NSN# 6605-01-1966971)	49	2
MAGAZINE, RIFLE, 30 ROUND, 5.56MM	50	7
PROTRACTOR	51	2
RIFLE, 5.56MM, M16A2 OR M4 (WITH SLING)	52	1
WEAPONS CLEANING KIT	53	1
BLANK FIRING ADAPTER (YELLOW M4, RED M16)	54	1
FLASHLIGHT WITH RED LENS AND BATTERIES	55	1
PERSONAL ITEMS		
MEAL CARD	56	1
IDENTIFICATION CARD (DD FORM 2A)	57	1
IDENTIFICATION TAGS WITH LONG AND SHORT CHAIN	58	1 SET
SHAVING KIT (22 DAY SUPPLY)	59	1
TOILETRY BAG (FEMALES, SANITARY ITEMS, 22 DAY SUPPLY)	60	1
TOOTHBRUSH	61	1
TOOTHPASTE	62	1
SOAP	63	1
WRISTWATCH (WITH NO GPS)	64	1
PADLOCK (COMBINATION OR KEY STYLE)	65	2
SHOES, SHOWER	66	1 PAIR
LAUNDRY DETERGENT	67	1
HANGERS (WIRE ONLY)	68	10
MAP MARKERS (PERMANENT, SUPER FINE, BASIC COLORS)	69	1 PACK
PEN, BLACK INK	70	2
PENCIL, LEAD (.05MM)	71	2
NOTEBOOK	72	1
ZIPLOCK PAG GALLON SIZE	73	5
ALARM CLOCK (NOTE: 7)	74	1
CIVILIAN CLOTHES (TDY SOLDIERS ONLY)	75	1 SET
OPTIONAL ITEMS		
TYPE 3 NYLON (550 CORD)	76	50 FEET
INDEX CARDS (5X7)	77	1 PACK

NOTE: All questions concerning this packing list can be answered at 270-798-4814, S3 Operations.

NOTES: The NCO Academy recommends bringing \$40.00 dollars (This is for TDY Soldiers).

1. The listed items of clothing/equipment are the minimum required while attending WLC. Students missing items or in possession of unserviceable items will be given 72 hours to obtain items. Failure to obtain the items in 72 hours will be grounds for disenrollment.
2. Soldiers attending WLC on a TDY status will coordinate directly with the NCO Academy S-3 for weapons and Blank Firing Adapter (BFA). Quota Source Managers; if no prior coordination is made then weapons are the responsibility of the Soldier. TDY Soldiers will bring all items on this packing list; the 101st NCO Academy has no CIF.
3. The IPFU is required to have the NSN label. Commercially designed items are not authorized.
4. Sleeping bag/Sleeping system Soldiers bring what was issued.
5. Students may bring spandex (black or gray) for wear under the IPFU shorts. (Spandex will not be worn while conducting height and weight procedures)
6. Students issued the MOLLE FLC are not required to bring pistol belts, but must bring the complete vest to include ammunition pouches and canteen covers.
7. Alarm clocks are mandatory. (Cell phones will not be used as alarm clocks)
8. Cell phones are permitted, but time of use will be regulated by the cadre.
9. Glasses are not considered eye protection, only Army issued eye protection with inserts is authorized; (i.e. Wiley X, Sawfly, Oakley, etc.)
10. Boxers will not be worn with the IPFU uniform.
11. Bring enough personal items to sustain you through the entire course.
12. Student may bring additional items at their own discretion. (E.G. nomex gloves)
13. The socks, cushion white must reach between halfway up the calf of the leg and above the top of the ankle bone at all times, with no logos. The beret will have a leather sweatband IAW AR 670-1, paragraph 3-2, section b (1).

14. Students attending WLC may go to CIF and get issued elbow and knee pads with a memorandum signed by their commander stating what class they are going to attend.
15. The ECWS Gortex will be worn IAW AR 670-1, paragraph 7-7, section (1) (b).
16. The ACU cold weather coat will be worn IAW AR 670-1, the same as the BDU cold weather coat was worn.
17. Soldier's will not wear a cold weather coat or jacket without unit patches, rank, nametape/U.S. Army tape.

///ORIGINAL SIGNED///
ROBERT L. MOSS
CSM, USA
Commandant