



# The 168<sup>th</sup> Regiment Regional Training Institute BLC Basic Leader Course STUDENT GUIDE

## The 168<sup>th</sup> Regiment NCO Academy Student Guide

**Effective Date:** 12 April 2016

**Supersedes:** All previous student guides

**Proponent:** The proponent for this student guide is the Commandant, 168<sup>th</sup> Regiment (RTI) Basic Leader Course (BLC).

Commandant

168th Regiment (RTI) BLC

Fort Carson, CO 80913

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

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

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

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

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

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**DEPARTMENT OF THE ARMY**  
Basic Leader Course 168th Regiment (Regional Training Institute)  
8721 Frank Baldwin Road, Building 9121  
Fort Carson CO 80913-4019

NGCO-BLC-CSM

12 April 2016

MEMORANDUM FOR Incoming Basic Leader Course (BLC) Students

SUBJECT: Welcome Letter

1. On behalf of the cadre and staff of the 168<sup>th</sup> Regiment (Regional Training Institute), it is my pleasure to welcome you to the Basic Leader Course.
2. This is the first stepping stone in the Non-Commissioned Officer Education System and it is for Soldiers whose performance has indicated future potential to assume the position of Sergeant. Your selection to attend this course is tangible evidence of your professional abilities and the confidence placed in you by your leaders. Successful completion of this course will prove that their confidence was well placed.
3. The Basic Leader Course has no challenges or obstacles that students cannot overcome. With this in mind, prepare yourself to spend long hours studying and applying the knowledge and experience you have gained so far in your career, armed with the confidence that you can and will graduate. Cadre will provide you the training, purpose, and direction you need to accomplish the objectives. We will teach, coach, and mentor you in every way to achieve and maintain graduation standards.
4. This student guide is designed to help you understand the operation and administration of the course. Help yourself avoid any unnecessary mistakes by studying it carefully. The standards of the 168<sup>th</sup> Regiment (RTI) Basic Leader Course are high. We expect you to strive to excel and conduct yourself as professionals at all times.
5. I extend my congratulations to you on being selected to attend the Basic Leader Course, and I hope your stay is professionally rewarding.

A handwritten signature in black ink that reads "L. Daniel Churchman".

LOWELL D. CHURCHMAN  
CSM, USA  
Commandant



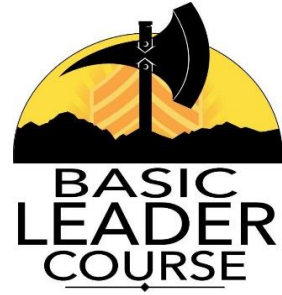
## The Soldier's Creed

I am an American Soldier.  
I am a Warrior and a member of a team. I serve the people of the United States  
and live the Army Values.

**I will always place the mission first.**  
**I will never accept defeat.**  
**I will never quit.**  
**I will never leave a fallen comrade.**

I am disciplined, physically and mentally tough, trained and proficient in my  
warrior tasks and drills. I always maintain my arms,  
my equipment and myself.  
I am an expert and I am a professional.  
I stand ready to deploy, engage, and destroy the enemies of the United States of America in close  
combat.

I am a guardian of freedom and the American way of life.  
I am an American Soldier.



## NCO CREED

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

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

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

## **In-Processing Guidance**

1. Students will report in IPFU/APFU.
  - a. Active Duty personnel will report at 0500 on Day 1 (Friday) for In-Processing.
  - b. National Guard and Army Reserve personnel will report between the hours of 0700-1800 on Day 0 (Thursday) on their Travel Day for barracks check-in and linen issue. Those students flying into Colorado Springs (COS) Airport can call the Staff duty phone at (303) 264-8892 for shuttle services. Students staying in the barracks will report to the multi-purpose room no later than 0520 on day 1 (Friday) for In-Processing.
  - c. Students will be considered a “No Show” if they are not present for Roll Call at 0530 on Day 1, regardless of component ( Active Duty, National Guard, Army Reserve).
  
2. Students must have in their possession:
  - a. DA Form 4187 (Only for Active Component; only if unit did not turn in to Schools NCO prior to the start of BLC). UIC must be on the orders, Unit Name and location, Unit Representative and Unit Phone Number.
  - b. DD Form 1610 (Army Reserve or National Guard Soldiers). UIC must be on the orders, Unit Name and location, Unit Representative and Unit Phone Number.
  - c. Pre-execution Checklist (completely filled out and signed).
  - d. DA Form 3349 Physical Profile (Signed). P3/P4 permanent profiles must have MOS Administrative Retention Review (MAR2) results.
  - e. DoD Common Access Card (with working PIN).
  - f. Identification Tags, and medical alert tags if necessary, on required chains.
  - g. Meal Card (Active Component Only – Orders for Reserve and National Guard).
  - h. TA-50 from BLC packing list.
  - i. Flight Itinerary or Bus Itinerary.
  - j. Documentation of SSD1 completion.
  - k. Black ink pen
  
3. Sponsors are restricted from attending in-processing. BDE schools and Division schools NCOs are authorized to be present during in-processing day.
  
4. Students will be in compliance with AR 670-1 prior to arriving to BLC. This includes, but is not limited to, grooming standards, uniform appearance and fit, and authorized footwear.
  
5. If a student is missing any items (TA-50, profile, etc.), the student will have 72 hours to produce those items, or they will be subjected to dismissal.



## CHAPTER 1 GENERAL INFORMATION

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

**1-2. CURRICULUM:** The POI contains three blocks of instruction: Leadership Skills, Training Skills, and Warfighting Skills. The United States Army Sergeants Major Academy (USASMA) has designed an educational philosophy to challenge the students through a thorough academic regimen. The POI enhances those skills with which students are familiar and develops new skills that students will need in the performance of their future NCO duties.

**1-3. DUTY UNIFORM:** The duty uniform for the BLC is the Army Combat Uniform (ACU), MultiCam, or the Operational Camouflage Pattern (OCP) with matching Patrol Cap. Uniform and grooming standards will be enforced per AR 670-1. A complete Improved Army Physical Fitness Uniform (IPFU) or Army Physical Fitness Uniform (APFU) is required IAW the BLC packing list.

**1-4. PRIVATELY OWNED VEHICLES (POV):** Travel to BLC by POV is authorized. All POVs must meet post and state safety inspection and installation registration requirements.

**1-5. CELL PHONES:** Students may bring personal cell phones; however, they can only be used during student's personal time. Cell phones may be carried on a case by case basis when approved by BLC leadership. **AT NO TIME ARE CELL PHONES OR SMART WATCHES ALLOWED DURING TESTING.**

**1-6. STUDENT PAY:** The **PARENT UNIT** has the responsibility for all pay issues.

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

**1-8. LAUNDRY:** Laundry rooms are located in all floors of the buildings. Washers and dryers are provided for student convenience. **Only liquid detergent will be used.**

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

**1-10. VISITATION:** PSG and above are highly encouraged to visit students during meal times; however, due to the fast-pace of the course, prior authorization is required from the Commandant. To schedule a visit call the staff duty phone at (303) 264-8892.

### **1-11. ENROLLMENT REQUIREMENTS:**

- a. Soldiers attending the BLC must meet the Army Body Composition Program standards of AR 600-9. If Soldier fails HT/WT screening, one re-test will be administered no earlier than seven days after initial screening. Soldiers still failing to meet body fat composition standards will be recommended for dismissal.
- b. Soldiers must have all profiles approved by the BLC Commandant prior to enrollment. Questions

- should be directed to BLC Student Operations/Administration.
- c. Documentation of SSD1 completion.

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

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

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

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

**1-14. REPORTING AND INPROCESSING:**

- a. When attending BLC, report to Building 9121 at 0500 on Day 1 (Start Day) as listed in ATRRS. All students should be in IPFUs or APFUs without spandex and have the following:
  - 1. 2 Copies of orders, itinerary (if applicable), or DA Form 4187 (Active Component).
  - 2. Pre-execution checklist TRADOC Form 350-18-2-R-E, JUL 2009 (MUST BE COMPLETELY FILLED OUT).
  - 3. Common Access Card, Identification tags with required chains.
  - 4. Clothing and Equipment checklist from the Fort Carson BLC web site.
  - 5. Must possess a meal card (AC) or orders (RC/NG).
- b. An Inventory of Packing List Items will be conducted (See Appendix. A). **(Students are not allowed to share or distribute extra gear or packing list items during this in-processing inventory).** Students reporting without a complete inventory will be counseled and must obtain missing items within 72 hours.

## CHAPTER 2 STUDENT ADMINISTRATION

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

**2-2. FRATERNIZATION AND HARASSMENT:**

- a. **Fraternization:** Acts of sexual intercourse, sexual intimacy, or other physical touching of a romantic or

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

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

**c. SHARP/EO** violators will be immediately dismissed.

**2-3. STUDENT ASSIGNMENT:** During in-processing, you will be assigned to a Learning Center (LC). Once you have split into your LCs, you will be assigned a "Student Number". It is very important that you place your student number, rank, and name on all correspondence while assigned to the BLC. Unless otherwise directed, place this information in the top right corner when filling out documents.

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

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

**2-6. FORMATIONS:**

- a. Students will march in formation to and from all training.
- b. Senior SGLs (SSGL) are responsible for the overall movement each training day.
- c. If a student is late to any formation (including any scheduled training event), he will receive developmental counseling. If a student is late a second time, he will be considered for dismissal.

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

**2-8. SAFETY:**

- a. Safe training and training safety are not synonymous. Safe training is achieved by integrating safety in

the planning, development, and conduct of training (ADP/ADRP 7-0). Leaders must commit to accomplishing the mission without unnecessarily jeopardizing lives and equipment. Leaders must recognize unsafe behavior while making prudent risk decisions and developing operational processes to minimize hazards. Force protection must be an integral part of mission accomplishment by including risk assessment and risk management in the decision making process. Risk assessment/management eliminates unnecessary risk, minimizes fratricide, and avoids accidental injury to Soldiers and damage to equipment. Force protection responsibilities continue around the clock, both on and off duty.

**b. Training safety consists of three interlocking tiers:**

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

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

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

**c. Weapons Safety:** Weapons are secured in the BLC arms room when not being used during training.

During field training, individual weapons and sensitive items are accounted for at all times. There is a 100% accountability of sensitive items report to be submitted at 0700 & 1900 daily. Sensitive item reports are submitted before, during, and after any movement during the Situational Training Exercise (STX), within 30 minutes of the loss of the weapon or sensitive items, the Commandant is informed through the chain of command. Students on guard duty are responsible for all equipment placed in their charge.

## **2-9. BARRACKS:**

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

**b. Special Instructions:**

(1) All items such as rooms, common areas, field equipment, uniforms, lockers, etc..., will be prepared at all times for a health and welfare inspection.

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

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

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

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

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

(7) Students will not leave the BLC area during duty hours for any reason unless authorized specifically by the SGL.

(8) Students will ONLY use cleaning materials issued by the SGLs or BLC Supply to clean the barracks.

(9) Students will observe all proper customs and courtesies at all times. Whenever a Soldier of lesser

rank is addressing a senior, that Soldier will assume the position of parade rest (if addressing an enlisted senior) or attention (if addressing an officer).

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

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

(12) No Alcohol is permitted in the Barracks or on BLC property.

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

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

### **CHAPTER 3 STUDENT ORGANIZATION**

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

**a. BLC NCO Chain of Command (from top down)**

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

**b. Student Chain of Command (from top down)**

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

**3-2. RESPONSIBILITIES:** General student leadership responsibilities include:

- a. Attending all classes with their assigned small group.**

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

**3-3. STUDENT FIRST SERGEANT:** Students selected for this responsibility are chosen based upon their academic standing, initiative, motivation, and professionalism. **This is not a graded position.** In addition to the responsibilities listed above, other responsibilities include:

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

**3-4. STUDENT PLATOON SERGEANT:** The same selection criteria as prescribed for the student first sergeant apply to the student platoon sergeant. Student platoon sergeants are assigned by the SGLs. **This is not a graded position.** In addition to the duties listed under 3-5b, other responsibilities include:

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

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

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

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

## CHAPTER 4

### BLC STANDARDS AND EVALUATION

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

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

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

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

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

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

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

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

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

**b. Written Examinations:**

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

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

**4-5. STUDENT COUNSELING:** Students will receive the following counseling's while attending BLC:

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

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

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

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

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

**4-6. PASS PRIVILEGES:** Passes are **NOT** granted during attendance at the BLC.

**4-7. ATTENDANCE:** Attendance at all classes and training events 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. **NO APPOINTMENTS FOR BLC STUDENTS.** Emergency situations will be handled on a case by case basis and approved by the Commandant.

**4-8. DINING FACILITY:** Every student attending BLC will be provided meals at government expense through the BLC dining facility (DFAC). Students will be required to eat all meals served in the DFAC.

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

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



**4-9. COMPLAINTS AND GRIEVANCES:** The Commandant has an open door policy (see BLC Policy #1). The COURSE MANAGER, SSGL and SGLs are available to provide counseling and can hear complaints and grievances at any time. Students with personal problems or grievances should see their SGL first. Every effort will be made to solve student problems at the lowest level.

## **CHAPTER 5 DISMISSALS**

### **5-1. DISMISSALS:**

**a. Administrative:** Administrative release from BLC is reviewed by the Commandant on a case-by-case basis. Reasons for release include compassionate transfer, emergencies, unit recall or other reasons beyond the control of the student. The student is eligible to return a subsequent course as soon as the situation is resolved. Administrative releases are not adverse in nature. Released students may return to a subsequent course as soon as the condition is resolved.

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

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

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

- (1) Violations of BLC policies or Army regulations.
- (2) Lack of self-discipline or motivation.
- (3) Conviction under the provisions of the Uniform Code of Military Justice (UCMJ) or conviction in civilian court (except for minor traffic violations).
- (4) Violations of the Student Honor Code System.
- (5) Absent from appointed place of duty, i.e. formation/classes etc.
- (6) A Student receiving excessive spot reports or adverse counseling (three or more) is considered a habitual offender and recommended for release from the course.
- (7) Any unsafe action that endangers self or another student, resulting in an injury or illness and/or loss of training time.
- (8) Other reasons as determined by the Commandant.

**5-2. APPEALS PROCESS:** Any student released from the course has a right to an appeal. An appeal is a written request to the Commandant to reconsider his decision to release the student from training. Other appeal information includes:

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

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

**c.** If the student elects to appeal, they must submit an appeal statement within seven days after receipt of the

written notification of dismissal action. Appeals will be submitted to the Course Manager.

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

**e.** The OSJA review is the attorney's opinion on the legality of the packet and the reasons for dismissal. It is not the final decision as to the disposition of the appeal, but rather an unbiased legal opinion based on the items included in the packet. The OSJA will provide a recommendation to the Commandant.

**f.** After the OSJA review, the Deputy Commandant or Course Manager hand-carries the entire packet to the Commandant. The Commandant reviews the packet, considers all mitigating circumstances presented by the student in the written appeal, and renders a final decision.

**5-3. RETURNING TO BLC AFTER BEING RELEASED:** You are subject to your unit's discretion as to when or if you will return to BLC to complete the course. BLC does not control whether or not you return to training. You will have to be reentered on your unit's order of merit list and wait your turn. Soldiers released as academic or disciplinary releases are removed from the promotion standing list for failure of NCOES course (Ref AR 600-8-19). Those Soldiers have to be re-recommended for promotion and return to the unit promotion board before being added to the unit order of merit list. These Soldiers also must provide proof of retraining, verified by their current unit commander, before reenrolling. Students released before graduation (for any reason) are required to start from the beginning of the course when returning to training.

## **CHAPTER 6 GRADUATION**

### **6-1. GRADUATION:**

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

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

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

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