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REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
Headquarters 168th Regiment (Regional Training Institute)
5040 Bennett Street, Building 8010
Fort Carson, CO 80913-4149

RTI-CDR

01 December 2012

MEMORANDUM FOR Incoming Warrior Leader Course Students

SUBJECT: Welcome Letter

1. On behalf of the cadre of the 168th Regiment (Regional Training Institute), it is my pleasure to welcome you to the Warrior Leader Course.
2. This is a leadership development school designed for personnel whose performance has indicated their potential for advancement and increased responsibility. Your selection to attend this course is tangible evidence of your professional ability and the confidence placed in you by your leaders. Your successful completion of this course will demonstrate that their confidence was well placed.
3. This Academy has no challenges or obstacles that students cannot achieve. With this in mind, prepare yourself with a positive mental attitude and the confidence that you can and will graduate. We will provide you the training and motivation to accomplish this task. I have instructed my cadre to teach, coach, and mentor you in every way. We will place you in a challenging environment, and it will be up to you to achieve and maintain graduation standards.
4. This student guide is designed to assist you to understand the operation and administration of the school. You will avoid any unnecessary mistakes by studying it carefully. The standards of the 168th Regiment (RTI) are high. We expect you to have a positive attitude and personally commit yourself to succeed. Further, we expect all graduates to return to their parent unit willing to assume and carry out their basic responsibilities as noncommissioned officers.
5. I extend my congratulations on being selected to attend the Warrior Leader Course and hope your stay is professionally rewarding.

//ORIGINAL SIGNED//
TERRY L. ALFLEN
CSM, COARNG
Commandant

168th Regiment (RTI) Student Guide for the Warrior Leader Course

Effective Date 1 January 2013

Supersedes All previous student guides.

Proponent The proponent for this student guide is the Commandant, 168th Regiment (RTI) WLC

Commandant
168th Regiment (RTI) NCO Academy
Fort Carson, CO 80913
POC phone numbers: 719-641-0798/719-526-4875/FAX 719-526-1462

World Wide Web This student guide can be downloaded from the Fort Carson homepage at <http://www.carson.army.mil/units/wlc> Additional information such as the WLC packing list, class dates, pre-execution checklists, and WLC Sponsor Brief can also be accessed. WLC courseware can be downloaded from USASMA web page, which includes all course material.

Comments and Recommendations 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 WLC. All students must carefully read this guide; students are responsible for being familiar with and for complying with its contents within 24 hours after arrival at the NCO Academy. Failure to comply with the policies or procedures contained herein could result in an early release from the Academy.

Gender Disclaimer The words “He” or “His” when used in this publication represents both masculine and feminine genders.

Distribution One copy per student is provided on the first day of the WLC training cycle along with other course reading material. Students are required to read the Student Guide within 24 hours of receipt and comply with the contents within.

**Student Guide
Approval**

The following individuals have reviewed and approved this Student Guide for publication and implementation at the 168th Regiment (Regional Training Institute) for use by the WLC student.

Title	Date Signed
<u>Commandant</u>	<u>01 December 2012</u>
<u>Deputy Commandant</u>	<u>01 December 2012</u>
<u>WLC Branch Chief</u>	<u>01 December 2012</u>
<u>Chief of Training</u>	<u>01 December 2012</u>

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.

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!

The Army Goes Rolling Along

Verse: March along, sing our song
With the Army of the free.
Count the brave, count the true
Who have fought to victory
We're the Army and proud of our name!
We're the Army and proudly proclaim.

First Chorus: First to fight for the right,
And to build the nation's might,
And the Army goes rolling along.
Proud of all we have done,
Fighting till the battles won,
And the Army goes rolling along.

Refrain: And it's Hi! Hi! Hey!
The Army's on it's way,
Count off the cadence loud and strong:
For where're we go, you will always know
That the Army goes rolling along.

Second Chorus: Valley Forge, Custer's ranks,
San Juan Hill and Patton's tanks,
And the Army goes rolling along.
Minutemen from the start
Always fighting from the heart,
And the Army goes rolling along.

Refrain: And it's Hi! Hi! Hey!
The Army's on its way,
Count off the cadence loud and strong:
For where're we go, you will always know
That the Army goes rolling along.

Third Chorus: Men in rags, men who froze,
Still the Army met its foes,
And the Army goes rolling along.
Faith in God, then we're right,
And we'll fight with all our might,
And the Army goes rolling along.

Refrain: And it's Hi! Hi! Hey!
The Army's on its way,
Count off the cadence loud and strong:
For where're we go, you will always know
That the Army goes rolling along!
That the Army goes rolling along!

CHAPTER 1

GENERAL INFORMATION

General Information

The Warrior Leader Course (WLC) is the first step in the Noncommissioned Officer Education System. WLC trains newly appointed sergeants in basic leadership skills, Noncommissioned Officer (NCO) duties, responsibilities and authority, and how to conduct performance oriented training. WLC focuses on leadership training. The course produces battle-competent junior NCOs who are qualified team/section leaders, trainers of leader and war fighting skills, evaluators and counselors, conductors/participants in individual and collective training, and performers/teachers of leader skills, knowledge and attributes. The course is non-MOS specific, taught in an NCO Academy environment, using small group classroom instruction with practical application, followed by hands-on performance-oriented training conducted in a field environment, culminating with an extensive situational training exercise (STX). Small Group Leaders (SGLs) assess the students' leadership potential and evaluate their ability to apply lessons learned, and effectively lead their classmates in a tactical environment.

Course Length WLC is a 22 Day course, culminating with a 36-hour STX.

Prerequisites Students must meet the following course prerequisites:

1. EFFECTIVE 1 April 2013, Structured Self Development 1 (SSD-1) is a prerequisite to attend the Warrior Leader Course (WLC), IAW ALARACT 216/2012 – Structured Self Development (SSD) Prerequisite for NCOES. Soldiers attending WLC are required to present a copy of their SSD 1 completion certificate during inprocessing. Soldiers who report to WLC without the SSD 1 completion certificate will be given 72 hours to produce their SSD 1 graduation certificate or will be administratively disenrolled.

2. Attendance will be on a priority basis:

*Soldiers attending WLC must fall into the following priorities

a. Priority One: Staff Sergeants promoted without WLC.

b. Priority Two: Sergeants who are non-WLC graduates. The SGT may or may not have a WLC waiver.

c. Priority Three: SPC/CPL promotable. Use the following priority list:

(1) SPC/CPL (P) who meets the cut off score. SPC/CPL (P) in MOS which have additional promotions if more promotable SPC/CPL had been available and those identified as "Star MOS" by monthly HRC Promotion Cut-Off Memorandums.

(2) SPC/CPL (P) in other MOS serving in an authorized NCO position based on the highest number of promotion points.

(3) All other SPC/CPL (P) on a recommended list based on the highest number of promotion points.

d. Priority Four: SPC/CPL in leadership positions. In order to fill all WLC training seats, non-promotable SPC with demonstrated leadership potential may attend WLC only after exhausting all other higher order of merit list (OML) categories.

e. Priority Five: PFC with leadership potential.

* Meet height and weight standards IAW AR 600-9.

* Eligible for reenlistment and have a recommendation from their immediate commander.

* Soldiers approaching transition from the active rolls may attend WLC up to their ETS date. This action will reduce the training requirement if the Soldier continues his/her military commitment in the ARNG or USAR.

* Arrive fully capable of performing supporting individual tasks and tasks required in the next lower level course, e.g., basic training, SMCT.

* If age 30 or over, have completed a periodic physical exam within the last 5 years. Without proper documentation, Students will be denied enrollment.

* Effective 1 October 2007 the automated Pre-Execution Checklist (PEC) took effect for Army Reserve and Army National Guard Soldiers; you must have a hard copy of the pre-execution checklist in your possession.

* Proof of SSD-1 completion.

3. Soldier's have 72 hours to provide all required missing documents. Soldiers who fail to provide required missing documents in the established time line will be disenrolled and returned to unit.

4. Commandants may not add local requirements to the prerequisites.

(REF: AR 350-1, Chap 3; AR 40-501, Chap 8; AR 635-200, Para 5-14; TR 350-10, Chap 2, Para 2-6; TR 350-18, Chap 3, Para 3-22; and ALARACT 216/2012)

Reporting

Students will report on Day 1 in IPFU to the concrete pad on the north side of Bldg 8010, at 0530.

Students must have in their possession:

(5) copies of DD Form 1610 or DA Form 4187.

Pre-execution checklist *TRADOC Form 350-18-2-R-E, JUL 2009 (MUST BE COMPLETELY FILLED OUT FOR WAITS OR WALK-ONS)*.

Identification card and ERB.

Identification tags with required chains.

Clothing and Equipment checklist from the Fort Carson NCO Academy web site.

Must possess a meal card (AC) or orders (RC/NG).

Physical Profiles

*Temporary Profiles: Soldiers may enroll with temporary profiles. The profile must not prevent them from meeting all physical tasks and the physical graduation. *Temporary Profile Exceptions: Soldiers will train within the limits of their profiles. If a Soldier on a temporary profile cannot complete all the events of the APFT or meet all the physical requirements will not be allowed to enroll in WLC.

*Permanent Profiles: Soldiers possessing permanent profiles 3 or 4 must provide a copy of the DA Form 3349, with signatures from the profiling officer, and the approving authority (a physician). Commanders do not need to sign unless they disagree with the profile findings. P2 profiles require an only doctor's signature. Soldiers possessing permanent profile designators of "3" or "4" who have been before an MMRB, awarded medical limitations, and allowed to retain their occupational classification will be permitted to attend various courses and train within the limitations of their profile.

*Pregnant soldiers: - Prior to the course may not attend WLC until medically cleared. - Diagnosed as pregnant while attending WLC may continue, but they must provide written documents from doctor that states they can participate in all course physical requirements. Soldiers medically dismissed for pregnancy after enrollment are eligible to return to the course when medically cleared.

*Physical Requirements: Soldiers must participate in all WLC physical requirements based upon the limitations of their profiles.

Wounded Warrior: Commandants will not deny enrollment or disenrollment of Soldiers based on physical profiles resulting from MMEB or MEB rulings. These soldiers can attend PME and MOS courses. These are soldiers who previously were unable to meet course requirements as a result of physical limitations that have been formally acknowledged by either the wounded warriors program and/or a permanent profile as a result of a MOS/medical retention board or medical evaluation board, and that are properly documented using the military physical profile for physical condition/stamina, upper extremities, lower extremities, hearing/ear, eyes, and psychiatric (PULHES) code.

Commandants are authorized to adjust or waive graduation requirements to these soldiers for enrollment and attendance at professional military education courses (PME) and military occupational specialty (MOS) courses due to reclassification.

Physical

Requirements 1. Students must be able to meet the following physical requirements during the course:

- a. Pass APFT.
- b. Conduct, demonstrate, and lead physical fitness training.
- c. Negotiate rough terrain under varying climatic conditions.
- d. Walk a minimum of 3200 meters with load carrying equipment (LCE) in a minimum of three hours.
- e. Lift and carry all required packing list items (OCIE and CTA 50-900) for short distances.
- f. Carry a 48 pound combat load that contains mission essential equipment (weapon, helmet, uniform, LCE included in 48 lbs).
- g. Lift and carry fuel, water, ammo, MREs or sandbags.
- 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.

2. Commandants may not supplement these course graduation requirements.

(REF: AR 350-1, Chap 3; AR 611-1, Chap 6; TR 350-10, Chap 2, Para 2-7; DA MSG: 092054Z SEP 04, SUBJECT: Selection and Scheduling of Soldiers for Army Schools; and DAMO-TR, DTG: 051617Z May 08, ALARACT 120/2008), SECARMY Memorandum Subject: Army Directive 2012-20 (Physical Fitness and Height and Weight Requirements for Professional Military Education, dated 17 September, 2012)

Educational Goals

The training in WLC focuses on:

- Self-discipline.
- Professional ethics.
- Leading, disciplining, and developing Soldiers.
- Planning, executing, and evaluating individual and team training.
- Planning and executing missions and tasks assigned to team-size units.
- Caring for Soldiers and families.

Graduation Requirements

To achieve course graduation requirements, the student must meet the minimum score of 70%:

- 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. Land Navigation Evaluation (75%)

Students must pass the APFT, and meet the Height/Weight requirements. Commandants will arrange for students to take the APFT and screen Height/Weight requirements while allowing for one retest. Students who fail to pass a final APFT or Height/Weight standards will be dismissed from WLC.

APFT / HT/WEIGHT IAW SECARMY Memorandum 2012-20 (Physical Fitness and Height and Weight Requirements for Professional Military Education) EFFECTIVE 01 November 2012

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.

Soldiers attending military schools and institutional training courses, which require preparation of a DA Form 1059 (service school academic evaluation report), will be administered the height/weight screening as a graduation requirement. All students will be administered the initial height/weight on day one and the APFT within three days.

- (1) One retest and/or screening is allowed. It will be administered no earlier than seven days after the initial APFT - height/weight assessments.
- (2) Soldiers who meet academic course requirements, but fail to meet the APFT - height/weight standards will be dismissed from the course.

Soldiers who fail to meet the body fat composition standards of AR 600-9 after a rescreening will be dismissed from the course. If students meet HT/WT standards IAW AR 600-9 no paperwork is required.

NCOA Commandants will not add to the standards of AR 600-9 or the SECARMY Directive by imposing any arbitrary percentages to the body fat composition.

NCOA 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 Medical Center or Troop Medical Clinic for medical clearance. This is also a requirement for students who look unhealthy or unfit for meeting WLC physical requirements. If medical clearance is denied, student is disenrolled.

Soldiers attending NCOES (WLC) under a Temporary Underlying Medical Condition, (for example: a metabolic disorder) or who fails to meet the body fat composition standards IAW AR 600-9, as diagnosed by a Healthcare provider and is being treated by the Healthcare provider for an underlying condition, can still attend the course. This condition will not limit the Soldier's physical limitations to complete the course and has the appropriate/approved paperwork IAW AR 40-501 and AR 600-9 and will be exempt from receiving a Marginal 1059, upon completion of the course. The Soldier must present a memorandum during enrollment that states he/she is "Not medically cleared to participate in a weight control and exercise program" and "The Soldier has an underlying medical condition requiring treatment. The estimated time before Soldier can participate in the Army Weight Control Program (AWCP) is ____ months." This memorandum must be IAW AR 600-9, Fig 3-1 and signed by the appropriate personnel.

Curriculum

There are 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. WLC tests the students' comprehension of the subject matter with hands on performance evaluations. The course of instruction enhances those skills with which students are familiar and develop new ones that they need in the performance of their NCO duties.

CHAPTER 2

ADMINISTRATIVE INFORMATION

- Administration General** The purpose of this chapter is to provide you with basic information regarding the conduct of WLC. It is not intended to describe every possible situation, but will answer many of the most frequently asked questions. You are encouraged to ask questions about any matter that is not clearly understood. This will preclude problems from arising later.
- Billeting** The Warrior Leader course is a non live-in course and is subject to follow the standards and polices directed from TRADOC and the USASMA. Rooms will be provided for Soldiers coming from other installations and for Soldiers that wish to have a study free environment and request a room.
- Alcohol** No consumption or possession of alcoholic beverages is authorized within the Academy. During the first accountability formation all Soldiers can be subject to a Blood Alcohol Content test (administered at the Provost Marshalls office) if the Senior SGL and or Branch Chief can noticeably detect the smell of alcohol on a student's breath. Army policy for drunk on duty is .05% BAC. Soldiers in violation may be subject to punitive actions and or dismissal from the course.
- Food Service** The Dining Facility is located in the Academy area. Students must comply with published Dining Facility standards. While in the Dining Facility:
- All students (AC) are required to possess a valid meal card.
 - No smoking or using tobacco products.
 - Remain at Parade Rest in the chow line.
 - Do not place headgear on serving lines or tables.
 - Do not eat or drink in the serving line.
 - This is substance intake not social hour. Eat with minimal conversation and leave when finished to make room for other students.
 - Do not remove food or drink from the Dining Facility.
- Visitation** Visitors will comply with the current visitors policy memorandum. Students are responsible for the conduct of their visitors. Members of the student's chain of command may visit as necessary. Visitors are not allowed to disturb or interrupt training. **Visitors are not allowed in the student billets. Sponsors and members of the student's chain of command must be in duty uniform to visit the student. No civilian clothes or PT uniforms even to drop off items for the student.** Sponsors and members of the student's chain of command are encouraged to visit their Soldier to provide motivational guidance whenever a student has failed an examination or evaluation. Prior coordination must be made prior to observing training. The Branch Chief will determine the need. **No unit members will be allowed to visit any of the testing sites, i.e., Situational Training Exercise.**
- Privately Owned Vehicles** Students are authorized to bring POVs to the course.

Absences

Absence from your appointed place of duty is unauthorized. When enrolled in WLC, your place of duty is the academy or other training site as indicated on the training schedule. WLC cadre may authorize you to be another location or as specified by the training schedule. If for some reason you find it necessary to leave your place of duty, you must utilize the cadre chain of command for authorization. In all emergency cases, the Commandant will be notified immediately. Prior to attending WLC, the student should make every effort to reschedule any appointments. Appointments not rescheduled will be dealt with on a case-by-case basis. As a rule, no outside appointments are honored while attending WLC.

Accountability

Due to the nature/structure of the course, 100% accountability is maintained at all times by Cadre and student chain of command. Students will not leave their place of duty without the permission of WLC cadre. After duty hours, the student chain of command is responsible for accountability. Students serving in leadership positions will know whereabouts of Soldiers, and create a student alert roster in order to contact students when necessary. WLC cadre and the training schedule will define the duty hours and after duty hours. Cadre will conduct accountability inspections on a random basis, and unannounced muster alerts after duty hours will be conducted throughout the course. Failure to be accounted for as directed will constitute an absence from appointed place of duty (violation of Article 86, UCMJ). Students that are either unaccounted for more than four hours or miss four hours of training will be recommended for disciplinary release, and or receive punitive/nonpunitive action.

Buddy System Policy

The buddy system establishes policy for the pairing of WLC Soldiers into teams for the following reasons:

- Mutual support and assistance
- Teaching teamwork
- Development of a sense of responsibility and accountability for fellow Soldiers
- Improving safety during training
- Reducing the likelihood and opportunity for sexual harassment, misconduct, and suicide gestures or attempts.
- Instructors will instruct all Soldiers on the purpose and rules of the buddy system.
- Buddy team changes from the initial pairing should be limited
- Buddy teams will not be required to attend sick call or personal appointments together. Cadre will pair other Soldiers of the same gender who are also reporting to sick call.
- Soldiers will march in groups of six or more at all times while in

WLC.

Postal Service The Academy does not have a mail room for student use

Medical All Soldiers will be evaluated by Diraimondo Clinic sick call or their unit aid station if applicable. Sick call hours are Monday through Friday starting at 0630. You must report to the Student Chain of Command prior to first accountability formation, then sign out for sick call at WLC Operations. Personnel returning from sick call will report to operations and turn in their sick slip, DD Form 689. After-duty or emergency sick call is conducted at any time. Report to the SDNCO and he will inform you to the appropriate TMC or emergency room.

Religious Services Services will be offered at local churches during the cycle. Students are not required to attend worship services. Students will not be penalized or placed on details for not attending services. Please inform your SGL if you need special religious services

Student Assistance Unit sponsors

The WLC cadre and chain of command are available to assist students with any problems (i.e., academic, personal, financial, spiritual, etc.). will represent and support each student attending WLC. The sponsor's responsibility is to fully support the student he is assigned to sponsor. The sponsor should communicate with the student on a weekly basis. Visitation is encouraged.

Grievances

All students have the right to present their complaints and/or grievances verbally or in writing anytime during the course. Students are highly encouraged to utilize their student chain of command for routine matters. The 168th RTI WLC chain of command is: Small Group Leader, Senior Small Group Instructor, Branch Chief, Deputy Commandant, and the Commandant. The Commandant's Open Door Policy applies to all students. This is posted on the WLC Bulletin Board. Inspector General: Each student has the right to see the IG; however, students are encouraged to go through the Academy chain of command to solve their problem before going further.

Academy Behavior Standards

Military customs and courtesies exist for the purpose of fostering pleasant, ethical, and harmonious living, good taste and manners. Simple courtesy is an important indicator of a person's bearing, discipline, and manners. This reflects on the students unit as well. Some points to remember but are not limited to:

- Use correct titles of address as specified in AR 600-20.
- Extend military courtesy to seniors (both officers and enlisted)
- Upon filing into a building, You will quietly march at the position of attention.
- When speaking to or being addressed by a noncommissioned officer of superior rank, (to include student leaders), stand at parade rest until ordered otherwise. Stand at attention when being addressed by an officer. **THERE ARE NO EXCEPTIONS!**
- Students will not call "*At Ease*" in the classroom, barracks or anywhere a class or

training is being conducted.

- Students will call “*At Ease*” in the classroom, barracks, or anywhere when activities other than a class/training are being performed.
- Students will stand at “*Parade Rest*,” in the dining facility line, supply room line, arms room line, and when outside all cadre offices.
- Extend courtesy to the U.S. Flag.
- Render the hand salute and/or greeting of the day when appropriate.
- In student barracks rooms, call “*At Ease*” whenever any NCO enters. Stand at “*Parade Rest*,” until the NCO says: “*At Ease*.”
- Cadre and students will not use profane language.
- Smoking is allowed in designated smoking areas only.

Reporting to Cadre

Students will adhere to the following procedures when reporting to Cadre:

- Knock loudly on the door. “Sergeant, (your last name) reports.”
- Enter when told to do so. Upon entering, assume the position of attention two steps in front of the center of the desk. (Salute the Commandant)
- Report as follows: “Sergeant or Sergeant Major”,
- The Instructor will place the student at Parade Rest.
- Once dismissed, assume the position of attention. (Salute the Commandant only), execute an about face, and step off with the left foot exiting the office by the most direct route.

Appearance Standards

All soldiers on Fort Carson are expected to maintain a high standard of appearance IAW AR 670-1 and Fort Carson FC Pam 20-1-2. The uniform for each day is posted on the training schedule. Changes are posted on the student bulletin board. The following applies to both the Cadre and students of the Warrior Leader Course:

- When in garrison, students will wear the ACU soft cap. The soft cap will not be blocked or rolled in any way.
- You can wear boots of your choosing, so long as they comply with AR 670-1 standards.
- Elastic bandages, braces, and other devices are not worn with the PFU unless prescribed by medical personnel (profile sheet required). Gray or black biker shorts (spandex shorts) are authorized as long as they are in compliance with AR 670-1.
- Wearing of jewelry will comply with paragraph 1-14, AR 670-1.
- Eyeglasses will comply with paragraph 1-15; AR 670-1, except only medically required/prescribed sunglasses may be worn.
- Nonprescription sunglasses or tinted/polarized prescription glasses are not authorized for wear in the Academy Area.
- Clothing worn or displayed will be properly fitted, clean, serviceable.

Appearance Standards (Field Uniform)

The basic field uniform consists of the ACU top and bottom, with patches affixed desert boots, Ballistic Helmet, LBE or LBV with two full canteens of water, socks, T-shirt, ID card and ID tags, notebook, pen or pencil, and ballistic eye protection (Z87 or higher). Additional equipment is worn or added as prescribed by the training schedule or cadre instruction. ACU sleeves are worn down at all times. The ACU coat and ACU trousers must be of the same material. ACUs will be clean and serviceable.

- Cold weather boots are highly recommended for wear in the winter at Fort Carson.
- Load Bearing Equipment (LBE) or Load Bearing Vest (LBV) is worn properly. All buckles and snaps are secured, waist belt fastened around the waist.
- Secure all loose cords, silence all noisy metal-on-metal items, and subdue all shiny objects.
- Camel-Bak® type hydration packs are optional items during winter months, but are required during the summer months. No labels or logos will be visible when wearing the carrier. Cover the Camel-Bak® logo with a sewn-on nametag or cut off the logo tag. The Camel-Bak® carrier will be the ACU pattern, woodland camouflage or black pattern only. Read AR 670-1.
- When worn, camouflage face paint is worn IAW STP 21-1-SCMT, task 051-191-1501.
- You will not wear a rag around your neck or any type of stocking cap on your head. Neck gaiters and watch cap can be worn in the winter when authorized by the cadre.
- The Ballistic helmet is worn with the chinstrap fastened – always. You can remove your helmet when conducting After Action Reviews, eating, or sleeping. Otherwise, it's on your head. Dew rags or patrol caps will not be worn underneath the helmet.
- Finger-less or cut-off gloves will not be worn. You may wear black leather gloves or black shells. The green wool inserts are not worn without the shells.
- Ammunition is carried properly. All 5.56mm M-16/M-4 ammunition is carried in magazines. All 5.56mm machine gun ammunition is carried in bandoleers, butt-packs or rucksacks. You will not carry linked ammunition in belts wrapped around your waist or shoulders.
- **Soldiers allergic to insect stings will carry their own bee-sting kit in their left breast pocket with the red belt-tab extended for easy identification. Soldiers will ensure cadre is aware.**
- **Soldiers who are prior heat or cold weather injuries will identify that information at in processing** and wear white engineer tape on the left shoulder of the LBE while in field uniform.

Classrooms

The small group leaders will establish classroom norms. The emphasis of classroom conduct is to foster the best learning environment possible using the small group method of instruction.

- Students maintain professional discipline and military bearing at all times.
- Students will not stand to keep awake in the classrooms.
- Classrooms are maintained in a high state of organization, cleanliness, and repair.
- Smoking (or using tobacco products) and eating in classrooms is prohibited. You may only have one cup of coffee, water or a soft drink at your desk.
- All canteens or cups will come off the desk during all examinations.

Maintenance of the Academy Area

The student chain of command is responsible for the upkeep and police of the Academy buildings and outside areas. Supplies or materials for maintenance can be procured from the Academy's Supply room. Students will request supplies through the SSGL.

- Police call areas are policed as per cadre inspection guidelines.
- Put cleaning materials and supplies in the janitor's closet when finished using them.
- Except during clean up, don't move or tamper with the fire extinguisher in any way.
- Student leaders will inform subordinates of the time and place of any evening details to be performed.
- Students will not purchase commercial cleaning supplies.

Prohibited Conduct

The following conduct is prohibited and can result in a release from the course or adverse counseling:

- Student-Faculty personal financial transactions of any type.
- Gambling, student-cadre, student-student, of any type.
- Possession and/or consumption of alcoholic beverages with in Academy area
- Possession of unauthorized or unregistered weapons.
- Lying, cheating, stealing or dishonesty of any kind.
- Fighting.
- Tardiness.
- Loss of military bearing (physical/verbal).
- Leaving the Academy/duty area without authorization.
- Fraternalization: student/cadre or student/student.
- Conduct unbecoming of a Soldier, on or off duty.
- Use of profanity.
- Drinking of any alcohol
- Lack of motivation
- EO violation

Fraternalization

Cadre and students must conduct themselves in a professional manner at all times. Any action that gives even the impression of a personal relationship is prohibited. Specifically:

- Neither Cadre members nor students will use their positions at this Academy to establish relationships.
- Cadre and students will not display affection at any time, which could be perceived unprofessional. Conduct such as kissing, petting or hand holding either in public places or in billets, concessions or classrooms is prohibited.
- Students will not engage in fraternization with other students or violate in any way the provisions of Article 134 (UCMJ).
- Social affairs, unless scheduled as part of the POI, are prohibited prior to graduation. The Commandant is the approval authority for social affairs.
- Dating between cadre and students is prohibited. Arranging dates after graduation is prohibited.
- Using first names for both cadre and students is prohibited.
- Making suggestive comments or using profanity by students or cadre is prohibited.

Harassment

Soldiers coming to this Academy as students must feel safe from harassment of all types. Making suggestive and offensive comments to any Soldier is prohibited. Any Soldier observing or receiving harassment must report it to the chain of command as soon as the situation presents itself. Those who fail to report incidents will be considered as accessories to the incident itself. Physical abuse, verbal abuse, sexual harassment, or racial comments are treated as a serious incident and are reported to the Commandant immediately.

Equal Opportunity Policy

The Noncommissioned Officer Academy is committed to providing a training environment of equal opportunity and equal or fair treatment for students without regard to race, color, religion, gender, or national origin. To provide an environment free of any type of harassment. Students with complaints or concerns will be referred to the NCO Academy Equal Opportunity Representative (EOR).

Counseling

Students are counseled by their SGL several times during the course. At a minimum each student is counseled:

- Reception and integration counseling.
- After failing a written examination or performance evaluation.
- End of course.
- At any other time deemed necessary by the Cadre.

Adverse Counseling

Students with negative counseling are not eligible for academic achievement awards or graduation honors.

Major Adverse Infractions

Students receiving event counseling for a major infraction are immediately referred to the Branch Chief of WLC for counseling and consideration of release from the course. The Commandant will decide whether or not to release the student from the course.

Some examples include (but not limited to):

- Honor code violations.
- Insubordinate conduct toward an officer, NCO, or cadre member.
- Loss or failure to secure a weapon or sensitive item.
- Negligent discharge of a weapon.
- Falling asleep while on security in the field or on barracks monitor duty.
- Military Police blotter report.
- EO violation.
- Disruptive behavior in class or training.
- Failure to follow instructions resulting in an injury or safety violation.
- Willful or neglectful damage, destruction, or loss of government property.
- Improper association (fraternization) between students or student cadre.
- Unauthorized use of cell phone during duty hours.

- Possession, use, or distribution of controlled items or contraband. This includes distribution of your own, or use of someone else's prescription medication.
- Unexcused absence from class, formation, detail, training, etc.
- Total disregard of Federal, Army, Post or Academy policies.

Minor Adverse Infractions

Students displaying a pattern of minor infractions (usually two incidents) are referred to the Branch Chief of WLC for counseling and consideration of release from the course. The Commandant will decide whether or not to release the student from the course. Examples include (but not limited to):

- Uniform violations
- Infraction of an academy or Fort Carson policy.
- Unsatisfactory performance on any inspection.
- Unexcused lateness for class, formation, detail, training, etc.
- Failure to follow instructions.
- Inappropriate cadence calling (vulgar).
- Inappropriate conduct (on or off duty).
- Inappropriate language (spoken, written, or body language).
- Unprepared for training.
- Loss or damage of government property (other than sensitive items).
- Smoking or dipping in unauthorized areas.
- Sleeping in class.
- Lack of motivation, apathy, malingering.

Crime Prevention

Crime prevention is the responsibility of all personnel assigned to the Academy. Individuals are responsible for providing adequate locks for their wall lockers and duffel bags and must keep them locked when not in use. Individuals should not bring cell phones or 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 an Instructor or the SDNCO and give all the details pertaining to the loss. Military Police are not notified without permission from the Branch Chief, Assistant Commandant or Commandant except in cases of extreme emergency. I.E. crimes involving major bodily injury

Prohibited Items

Students are not authorized to bring or possess the following items at the Academy:

- Any type of privately owned weapon.
- Any knife having a blade length more than 4 inches.
- Brass knuckles or any device fitting over the hand and used as a striking device.
- Blackjacks, slappers or related devices.
- Straight razors or razors other than normally used for shaving.
- Ammunition of any type (including fireworks).
- Homemade percussion type weapons or articles not associated with everyday use, which can be considered dangerous.

- Controlled substances. Any current prescribed medications must be brought to the SGL's attention.
- Flammables (i.e., paint, paste wax, lighter fluid).
- Food or soft drinks in barracks area (except in the dayroom, water bottles are acceptable in rooms).
- Sunglasses (with the exception of Army approved ballistic eye wear)
- Fans or portable heaters.
- Any item not listed on the Clothing and Equipment Checklist, or issued by the Academy.
- Pornographic material, or material that can be offensive in nature.

Physical Security

The student is responsible for the security and maintenance of all assigned equipment and material. Physical security control measures include:

- The student is responsible for the proper security and safe handling of weapons, ammunition, and explosives.
- Valuable items are secured prior to leaving the barracks. One alarm clock can be left out.
- The safekeeping of valuables is a personal responsibility.
- Students will ensure that their duffel bag and wall locker are secured at all times

Weapon and Sensitive Item Security

Weapons are secured in the NCO Academy's arms room when not being used during training. During field training, individual weapons and sensitive items are accounted for at all times. There is a 100% accountability of sensitive items report to be submitted at 0700 & 1900 daily.

- Sensitive item reports are submitted before, during, and after any movement during the Situational Training Exercise.
- 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 in Assembly Areas during the STX.

Inspections

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

Formations

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

CHAPTER 3

INSTRUCTIONAL INFORMATION

Student Chain Of Command

A student chain of command 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 the students in his squad. Student leaders exercise normal authority and responsibilities in the execution of their appointed command functions. Students will cooperate and obey the orders of those appointed above them. Failure to cooperate with or disobeying directives of the student chain-of-command may result in adverse actions such as dismissal from the course or adverse comments entered on the student's DA Form 1059 (AER).

Student First Sergeant

The student First Sergeant is not a rated position for the purpose of meeting USASMA requirements. Student selection for this responsibility is based solely upon assessed academic strengths (so that the additional responsibility does not interfere with academic requirements). The student First Sergeant's duties and responsibilities include:

- Control, discipline, and appearance of the academy.
- Make "on-the-spot" corrections when necessary.
- Assign platoon areas of responsibility for daily maintenance.
- Ensure that the assigned platoon areas are clean and orderly.
- Ensure that the academy arrives at the proper place at the appointed time with all required materials and equipment.
- Conduct formations, inspections, and movement of the company to and from various areas as prescribed by the training schedule.
- Maintain awareness of the status of each member of the academy and report that status correctly at formations.
- Ensure that all students are familiar with current Academy policies and information posted on the student bulletin board.
- Ensure that all academy members and chain of command are aware of details as assigned by Cadre for any given evening.
- Conduct meetings with Cadre and student chain of command as necessary to ensure responsibilities are understood and carried out properly.
- Student 1SG works for the SSGL in charge for the day.
- Ensure all students sign in at the chow hall

Student Platoon Sergeants

The same rating and selection information as prescribed for the Student First Sergeant applies to the Student Platoon Sergeants. They are selected by the platoon's senior Cadre. The student Platoon Sergeant's duties and responsibilities include:

- Responsible for the actions of the platoon.
- Keep the student squad leaders informed of any changes.

- Ensure that the student squad leaders are properly performing their duties and are aware of their responsibilities.
- Ensure the platoon is at the proper place at the proper time and in the proper uniform.
- Receive status reports from student squad leaders and submit them to the student first sergeant and Cadre.
- Designate and oversee any student details that the platoon is responsible for.
- Supervise the daily conduct of police call.
- Keep the Cadre informed of any disciplinary, personal, or other problems within the platoon.
- Request and receive supplies from the student 1SG on an as needed basis
- Report barracks/classroom deficiencies to the Cadre.
- Make “on the spot” corrections.

Student Squad and Team Leaders

These positions are evaluated in accordance with the Army leadership framework for the purpose of meeting course requirements. Duties and responsibilities of the Student Squad and Team Leaders include:

- The discipline, training, welfare, morale, control and tactical employment of the squad/team.
- Maintain the squad/team’s equipment and area. Report deficiencies to the Student Platoon Sergeant.
- Render accurate and up-to-date status reports at all formations.
- Continuously account for squad personnel.
- Supervise daily police call.
- Make “on the spot” corrections.
- Maintain accountability at all times
- While in leadership positions, students are rated on a GO / NO-GO basis and receive point values used to compute GPA on the following areas:

Study Hall

Study hall is very important and is mandatory for all students. The SGLs must allow the students to prepare just as they prepare for the next day’s class. Students **must** study the required TSP material prior to the presentation.

Training Attendance

Attendance at training events is mandatory for all students. Any student who has an official or medical appointment, quarters, or any emergency that causes him to miss programmed instruction will be considered for release from the course. The training is critical and time does not permit the student to recover before moving on to other subject material.

Evaluations Written Performance Evaluations

In order to graduate from WLC, each student must pass all performance evaluations. There are three written examinations during WLC. Leadership, Training and War fighting.

Garrison Leadership Evaluation:

Evaluates the student's leadership performance based on ability to apply leadership doctrine and effectively lead classmates in a garrison environment.

Physical Readiness Training Session: Evaluates student's ability to properly conduct a Physical Readiness Training (PT) session per TC 3-22.20.

Individual Training Session: Evaluates student's ability to train Soldiers on an individual task. (Warrior Leader Skills related)

Oral History Brief: Evaluates student's ability to orally communicate information in a professional and effective manner.

Army Correspondence Evaluation – Evaluates student's knowledge and ability to correctly submit a DA Form 638, DA Form 2823, and an Army Memorandum.

Drill and Ceremony Evaluation – Demonstrates a student's ability to conduct in rank inspections and marching drills.

Field Leadership Evaluation:

Evaluates the student's demonstrated leadership performance based on application of lessons and effectiveness as a leader in a tactical environment.

Grading and Point System

You will receive either a GO or NO GO for all performance evaluations. Additionally, each event is converted into a point value, which is used in computing the student academic average. You are allowed to use a cue card during a performance evaluation (i.e. a 3 x 5 index card).

Retraining

If you fail a performance evaluation, your own SGL will retrain you. Retesting will be done within 24 hours. If you pass, the maximum score attainable is 70%. 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 TRADOC test standards after two separate evaluations (i.e., original test and one re-test), with the first failure followed by reinforcement training and reviewed by the Commandant, can be dismissed from the course for academic failure.

Academic Evaluation Report DA Form 1059

Academic evaluation performance summary is designed to portray the accomplishments and potential that an individual demonstrates while attending the course. A student's performance is assessed on written communication, oral communication, contribution to group work, leadership skills, performance evaluations, the total Soldier concept, adherence to Academy policies, and leadership ability. Based on the performance assessment criteria, students will receive one of the following ratings:

Exceeded Course Standards

For those students whose overall course achievement is significantly above the standards of the course. This category is restricted to those students who are considered deserving by the Commandant, but will not exceed 20% of the class enrollment. The following guidelines represent the minimum considerations for this rating:

- Displayed superior performance, Army values, and the “Whole Soldier Concept” throughout the course, **and**
- Received first-time “GO” on all examinations/performance evaluations, **and**
- Passed initial height and weight screening IAW AR 600-9
- Have an **overall** grade point average of 90% or higher on the combined requirements, **and**
- Have a SUPERIOR rating in three or more rated “DEMONSTRATED ABILITIES” blocks, Block 14, DA For 1059, **and**
- Did not receive any adverse developmental counseling, and
- Presented superior military appearance and bearing throughout the course.

- **NOTE:** If more than 20 percent of the students exceed course standards, use student grade point average in descending order (highest to lowest) to determine class standing.

Achieved Course Standards

For those students, who achieve course standards, but do not meet the above criteria, the following guidelines represent the minimum considerations for this rating:

- Have an **overall** grade point average of 70% or higher, this includes all performance evaluations, passed initial or second HT/WT screening **and**
- Have not received more than two adverse developmental counseling’s (neither for the same offense-excludes counseling for academic shortcoming), **and**
- Have as a minimum, a satisfactory rating in Demonstrated Abilities in block 14, DA Form 1059

Marginally Achieved Course Standards

For students who achieved course standards but do not meet the above criteria, the following guidelines represent the minimum considerations for this rating:

- Have received a minimum of “Satisfactory” ratings in block 14b, c, d and e, but required retesting on fifty percent or more course graduation requirements, **or**
- Received three or more adverse developmental counseling’s (excluding counseling for academic shortcomings). Refer these students to the commandant for dismissal consideration, **or**
- Students whose personal characteristics, behavior, attitude, conduct, or overall performance does not justify dismissal, but warrants documentation

Failed to Achieved Course Standards

- For students who failed to met course standards criteria.
- Failed to meet any course graduation requirement, **or**
- Dismissed from the course IAW regulatory guidance.

Graduation

Upon satisfactory completion of the Warrior Leader Course, a formal graduation ceremony is held to recognize those students who have successfully met all course requirements. Upon graduation, each student receives as a minimum:

- Academic Evaluation Report (AER) DA Form 1059.
- Certificate of Graduation.

Distinguished Honor Graduate

This graduate is the student who demonstrated superior academic achievement through the “Whole Soldier” concept. This graduate must meet the following prerequisites:

- All criteria for the Commandant’s List Graduates, **and**
- Have the highest overall academic average, **and**
- Have no adverse developmental counseling.

On graduation day, the DHG receives:

American Eagle Monument
Certificate of Achievement
Commandants Coin
WLC plaque of excellence

Commandant’s List

These graduates will not exceed 20% of the class enrollment. These graduates must have “EXCEEDED COURSE STANDARDS” rating in block 13a of the AER. Commandant’s List Nominee’s will be automatically disqualified from considerations after receiving any adverse actions (i.e. counselings, spot reports, etc.)

Distinguished Leadership Award

There is only **ONE** Leadership Award recipient. Eligible nominees appear before a board. The board will designate the Leadership Award to the nominee who receives the board’s highest evaluation. The nominee must meet the following prerequisites:

- Have received no adverse counseling, **and**
- Having a SUPERIOR RATING in Block 14c (Leadership Skills) on the DA Form1059, **and**
- Selected by peers with final recommendation by SGL

The Distinguished Leader receives:

American Eagle Monument
Certificate of Achievement

Commandants Coin
WLC Plaque of excellence

Warrior Ethos Essay Winner

The Warrior Ethos Essay is a voluntary assignment where students can write a 2-page essay about what the Warrior Ethos means to them. Essays are due the day 17. All submitted essays will be reviewed by the Deputy Commandant, who will select one winner.

The Warrior Ethos Essay winner receives:

- Certificate of Achievement
- Commandant's Coin
- Superior rating in Written Communication
- Essay will be printed in the Fort Carson Mountaineer newspaper

CHAPTER 4

ELIMINATION FROM THE COURSE

Release Procedures

Under certain conditions, the Commandant can release students prior to course completion. Students may be considered for release from WLC for the following reasons:

- Personal conduct is such that continuance in the course is not appropriate (for example, if a student violates regulations, policies, or established discipline standards). No formal adjudication of guilt by a military or civilian court or by a commander under Article 15 of the Uniform Code of Military Justice (UCMJ) is necessary to support dismissal.
- Negative attitude or lack of motivation is prejudicial to the interests of other students in the class.
- APFT Failure
- HT/WT Failure
- Academic deficiency demonstrated by failure to meet course standards or lack of academic progress that makes it unlikely that the student can successfully meet the standards established for graduation.
- Illness or injury (as determined by a physician), or added physical profile limitation.
- Compassionate reasons.
- Unit recall.

Administrative Release

Administrative release from WLC is determined by the Commandant on a case-by-case basis. Reasons for release include compassionate reasons, emergencies, unit recall or other reasons beyond the control of the student. The student is eligible to return to the course as soon as the situation is resolved. Administrative releases are not adverse in nature.

Medical Release

Medical release is a type of administrative release and is determined 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 the course as soon as the condition is resolved.

Academic Release

Academic release is based upon failure to achieve a GO on any performance evaluation within two attempts. Academic releases are considered adverse IAW AR 350-1, Soldiers failing required NCOES for cause or academic reason will be removed from the promotion standing list, if applicable. A soldier eliminated 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. Students released for Academic reasons receive an Academic Evaluation Report DA Form 1059 with adverse comments.

Disciplinary Release

Disciplinary releases are determined by the Commandant on a case-by-case basis and are considered adverse in nature. Disciplinary releases include (but not limited to):

- Violations of Academy policies, Post policies, or Army regulations.
- Lack of self-discipline or motivation.
- Violations of the Student Honor Code System.
- Any conduct unbecoming of a Noncommissioned Officer.
- Absent from appointed place of duty, i.e. formation/classes etc.
- A student receiving excessive spot reports or adverse counseling (three or more) is considered a habitual offender and recommended for release from the course.
- Any unsafe action that endangers self or another student, resulting in an injury or illness and/or loss of training time.
- Other reasons as determined by the Commandant. Additionally, soldiers eliminated for cause receives a DA Form 1059 AER with adverse comments.

Excerpt from AR 350-10

e. The following procedures apply in cases where dismissal is considered for motivational, disciplinary, or academic reasons:

(1) The training supervisor will notify the student in writing of the proposed action, the basis for the action, the consequences of disenrollment, and the right to appeal. The supervisor will advise the student that any appeal must be submitted within 7 duty days after receipt of the written notification of the dismissal action. Appeals will be submitted to the school commandant or commander.

(2) The student will acknowledge by endorsement within 2 duty days receipt of the written notification of dismissal action. The endorsement must indicate whether or not the student intends to appeal the dismissal action.

(a) Appeals will be forwarded to the school commandant or commander who will refer the proposed action and the appeal to the Office of the Staff Judge Advocate to determine legal sufficiency of the dismissal decision. All appellate actions will become part of the student's case file. Commandants and commanders will make their final decision on dismissals after considering the supporting OSJA recommendation. In cases where a OSJA is not available, the Commandant or commander will forward appeals to the commander who has general court martial convening authority (GCMCA) for review and final decision.

(b) Students who elect to appeal will remain actively enrolled in the course pending disposition of their appeals. In cases where the decision of the appeal is delayed, students will participate in graduation ceremonies; however, the DA 1059 will be withheld until final adjudication.

f. Dismissals for misconduct, lack of motivation, academic deficiency, or failure to maintain physical fitness or height and weight standards (for officers) will be recorded on the individual's DA Form 1059, if applicable, in accordance with AR 623-3. Foreign student dismissals will be handled in accordance with AR 12-15.

(1) Disenrollment for illness, injury, compassionate transfer, or other reasons beyond the control of the individual will be made without prejudice. The school commandant or commander will provide a written statement to the student's unit or organization stating the reason for termination and that the student will be eligible to re-enroll as soon as conditions that led to disenrollment no longer exist.

(2) Soldiers disenrolled from WLC for disciplinary or motivational reasons will not be eligible for further NCOES training for a period of six months.

(3) NCOES disenrollment policy is as follows:

(a) Soldiers disenrolled from WLC for academic deficiency may apply to reenter the course when both the unit commander and the school commandant determine that the student is prepared to complete the course.

(4) Soldiers eliminated from NCOES who later re-enroll must take the complete course.

(5) Students dismissed from training for academic deficiency may be considered by their chain of command for retraining in their present occupational specialty or training for reclassification in another occupational specialty.

g. The UCMJ does not apply to ARNG Soldiers on full-time training duty under Title 32, U.S. Code. Accordingly, school commandants and commanders will forward an ARNG Soldier's case to the state Adjutant General for appropriate disposition.

h. School commandants and commanders will ensure student records are complete and audit trails are maintained for all personnel actions.

i. School commandants and commanders will report all AA NCO dismissals and enrollment denials to: CG, HRC, (AHRC-EPT-FN), 200 Stovall Street, Alexandria, VA 22332-0400. Upon completion of the DA Form 1059, commandants and commanders will forward a copy electronically to the NCOES Branch, HRC. The following information will be provided:

(1) Full name and current grade

(2) Social Security Number

(3) Date of enrollment denial or dismissal.

(4) Complete address of the student's unit of assignment.

(5) A brief synopsis of the reason(s) for enrollment denial/dismissal.

j. The school will make an appropriate ATRRS entry on all students dismissed from courses within two duty days of the day the dismissal is approved.

k. Dismissal of USAR Soldiers in IADT, ADT, and AGR status will be reported to the appropriate convening/promotion authority for TPU Soldiers.

l. Dismissal of the ARNG AGR Title 10 Soldiers will be reported to the DARNG and to the appropriate state Adjutant General for other ARNG Soldiers.

m. If appropriate, school commandants and commanders shall coordinate with the USARC, G-7 or the relevant state Adjutant General to ensure that the dismissed RC Soldiers are properly released from active duty or full-time National Guard duty, as appropriate."

CHAPTER 5

STUDENT HONOR CODE SYSTEM

General

Honor is the guiding principle of every endeavor involving the profession of arms. Integrity (honesty) is an expected basic attribute of every Soldier. In keeping with this basic concept, the following honor system is established.

Academics

All presentations and tests must be your own work. This is not to preclude or prohibit you from working and/or studying together. The work of the individual students must reflect their own originality and techniques. Honor violations of the section include, but are not limited to:

- Cheating.
- Copying and/or using someone else's work as your own.
- The Written examinations are an open book, open note examination. Do not share information or acquire information from other student's during the examinations.

Personal Conduct

All actions of the student must be in keeping with the highest standards and conduct of the noncommissioned officer. Whether on or off duty, student actions must set an example of conduct above reproach. Honor violations of this section include but are not limited to:

- Lying or dishonesty.
- Theft, stealing, or gambling or using gambling machines.
- Consumption of alcoholic beverages
- Possession, distribution and/or use of any illegal or controlled drug/substance at any time.
- Student-faculty personal financial transactions of any type.
- Possession of any unauthorized weapon or the unauthorized transportation of a weapon in a POV.
- Conviction under the provisions of the Uniform Code of Military Justice (UCMJ) or conviction in civilian court (except for minor traffic violations).
- Failure to comply with written or oral instructions, regulations, or SOPs.
- Rendering a false report.
- Any action, which shows a lack of motivation on the part of the student
- Any disregard or blatant violation of military customs and courtesy.

Personal Rights

All interaction between students must create a climate of teamwork and professional cooperation, where the rights and dignity of the individual Soldier are preserved. Honor violations of this section include but are not limited to:

- Fraternization.
- Sexual harassment.

- Disregard for human relations and/or equal opportunity policies.

Reporting Violations

Students who commit a violation of the Honor System must report the violation immediately to any Academy cadre member. A student witnessing or having first-hand knowledge of a violation must report the violation, even if the person who committed it did not. Any student having knowledge of a violation and fails to properly report it is also guilty of violating the Honor System.

Consequences

Violations of the student Honor System are not tolerated. A Student in violation of any provision of this system is subject to disciplinary release. In all cases, the Commandant determines student releases under the provisions of the Honor System

CHAPTER 6

ACADEMY SAFETY

General SAFETY IS FORCE PROTECTION

Force protection is 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. Safety in training and training safety are not synonymous. Safe training is achieved by integrating safety in the planning, development, and conduct of training. Leaders must commit to accomplishing missions without unnecessarily jeopardizing lives and equipment. Leaders must recognize unsafe behavior while making prudent decisions and developing operational processes to minimize hazards.

On Fort Carson

Everyone is a safety officer. Everyone must identify risks and risky behavior; makes corrections, and implements control measures. Safety is not taken lightly—this is serious business. Here are some general guidelines:

- No horseplay anywhere. If you have that much energy, do PT.
- Use reflective belts when doing PT and when marching troop formations that are squad size or larger. Students will wear the reflective belt when marching. The lead and trail elements will wear them in formation. When there are only three people in a formation, all three will wear the road guard vest.
- Use water from approved sources only.
- Use caution while using the Gym and basketball court off-duty. An injury on the court could result in an early release from the course as a non-graduate.

Weapon Safety

Weapons, loaded or unloaded, can cause injuries or death to you and those around you.

- Inspect ammo before loading into magazines. Only blank ammunition is used in WLC. If you find any live ammunition, report it immediately.
- Using a blank firing adapter is required. Ensure it is mounted properly.
- Weapons are on SAFE always, unless intentionally firing the weapon.
- Keep your finger off of the trigger unless you are intending to pull the trigger and fire the weapon.
- When engaging other soldiers using blank ammunition, the minimum safe firing distance is 25 meters. If you have to shoot any closer, point the weapon skyward, fire your rounds, and announce “CLOSE KILL.”
- Clear your weapon and remove the magazine when exiting the training area. Clear your weapon before turning it in at the arms room.

Summer Hazards Heat can kill you and fellow Soldiers if you are not careful. The Academy operations section monitors the Heat Index hourly. Your cadre will give you specific guidance about modifying the uniform or adjustments to the work-rest cycle depending on the heat category.

Heat safety includes:

- Hydration – drink water even if you are not thirsty. Drink up to, but not more than 1 ½ quarts per hour, no more than 12 quarts per day. Every soldier has the responsibility to hydrate.
- Water is the best liquid to hydrate your body. Soft drinks and sports drinks are loaded with sugar, and are not nearly as good at hydrating you body as water is.
- Avoid activities in the direct sunlight if possible. Work in the shade. Adjust clothing for maximum ventilation. Un-blouse boots, open shirt buttons, wear LBE open (Cadre will direct these measures as necessary). Rest as often as possible. Save energy. Perform strenuous details in the cooler parts of the day if possible.
- **Supplements with the exception of multi vitamins are not authorized in WLC.**
- You are allowed to wear and use Camel-Bak® type canteens here when training in the training area.
- Use the buddy system, keep a sharp look out for any change in mental status when evaluating for heat injuries.
- Use insect repellent. Insect stings can kill you if you are allergic to them or are stung enough times.. If you are allergic to insect stings, you must carry a bee-sting kit with you in the field. **Individuals are required to carry their own bee sting kit in the left breast pocket with the red belt tab extended** so others can identify you as being allergic to insect stings.
- Spring and summer storms typically occur. Flash flooding can happen rapidly. Be prepared to move quickly from low ground and maintain 100% accountability of your personnel at all times. Lightning frequently accompanies these storms. Once a lightning alert is given, move to low ground. Lower all antennas on radios and turn off the RT. Ground weapons and metal equipment and move away from them. Be alert for flash flooding while in low ground and be prepared to move quickly.
- Wild animals and loose dogs are in the training area. Avoid these critters and they usually avoid you. Don't play with them or attempt to capture them.
- Don't play with snakes. They are in the training are and will more than likely be observed in the training during the summer months. If you see a snake inform the SGL and move away from the snake. Do not attempt to move, harass or kill it.

Winter Season Hazards

Avoid becoming a cold weather casualty:

- Dress loosely and in layers. Loose clothing traps air pockets, which insulate against the cold. Several thinner layers of clothing insulates better than one or two thick layers. Don't overdress. Overdressing will cause you to get too warm, sweat, and then your clothing will be wet. Wet clothing does not insulate you against the cold. Ventilate by opening clothing to avoid overheating while doing strenuous work. You can become a heat casualty in the winter.
- Keep your head covered. You lose body heat very quickly through an exposed head. Exposed flesh may freeze when exposed to extremely cold air. Exercise to get blood flowing faster to carry core body heat to the extremities and exposed face and head. Keep face covered as much as possible. Do push-ups while pulling security to keep warm.
- Change wet clothes immediately. Change damp socks often while in the field. There is no reason why you should not be able to change socks 2-3 times per day while in the field at

WLC. Damp socks can cause trench foot and frostbite. Change your T-shirt when it becomes damp with sweat.

- When getting into your sleeping bag, dress down. Don't wear all of your cold weather clothing into your sleeping bag. Your bag is designed to keep you warm enough with just your underclothes on. Don't wear your boots inside the bag. Take them off; put them in the bag with you so they will dry out.
- Hydrate. It is just as important to keep your body fluids up in the winter as it is in the summer. You probably won't be thirsty, but drink your water anyway.
- Eat your meals. You need all the calories you can get in the cold weather. Your body burns fuel rapidly to stay warm in the winter. Avoid caffeine and tobacco products. Both cause the blood vessels to constrict, reducing the flow of warm body core blood to the extremities.
- Skin freezes to metal. Wear gloves when handling metal items.
- Rain and ice make Fort Carson a slippery place in the winter. Use caution when running or marching troops on the roads. March troops at "route-step".
- Outside stairwells freeze and are slippery. Use handrails.

Consequences

Any disregard of a safety measure that results in an injury or illness of a Soldier (to include you) is considered a safety violation. This chapter is meant to address many of the safety concerns at the academy; however, it would be impossible to list every possible safety concern or violation possible. Violation of safety measures can result in adverse counseling, an adverse spot report, disciplinary release from the course. Additionally, it could result in an injury or worse, a death of a Soldier. That Soldier could be you.

CHAPTER 7

STUDENT BARRACKS STANDARDS

General

Maintenance and upkeep of Army facilities is a responsibility of the noncommissioned officer. The standards for upkeep of your room and barracks are purposefully high. This is to reinforce an age-old trait (skill) of the NCO. An NCO (your SGL) will show you exactly what these standards are. You are expected to follow these guidelines:

- All inspect able items such as billets, police area, break area, latrine, prepared for inspection prior to first formation, daily.
- Walls, floors, and baseboards are cleaned daily; carpets vacuumed daily.
- Latrine is cleaned daily.
- Use only the cleaning materials issued by the Cadre to clean the barracks. Use no other items.

Barracks Rules

Here is a list of general rules that apply in the student barracks:

- Turn off all lights when the billets are unoccupied.
- Do not remove or tamper with fire extinguishers.
- Do not move or remove furniture from the room.
- A complete and appropriate uniform or civilian attire is worn when not in the billets. Students may wear ACU's, IPFU or civilians while off duty in the barracks.
- No smoking or dipping in the barracks. Use tobacco products in designated areas only. Iron and ironing boards are authorized and will be stored when not in use.
- Safeguarding of valuables is an individual responsibility. Ensure your locker is secure before leaving your area. Locks will have two keys or be a combination-type lock. All items are locked up in a wall locker except those items displayed outside of the wall locker. Secure your property before going to bed.
- Male soldiers will not enter female Soldier's living area at any time. Students will not enter unoccupied rooms.

Computer access

The WLC computer lab is governed by The Colorado National Guard. Students will be able to have access to the Internet and are approved to process unclassified sensitive information. Access to Army resources is a revocable privilege and is subject to content monitoring and security testing. All students will be required to complete information assurance initial briefing given day 1 prior to use of computer lab. Student will follow these minimum security rules as follows:

- Soldiers will safeguard passwords, CAC card and pin numbers and will not allow others to use it. Use only authorized hardware and software. Do not install or use any personally owned hardware, software, shareware, or public domain software. Do not alter, change, configure, or use operating systems or programs, except as specifically authorized by Branch Chief or Senior SGLs. Do not introduce executable code (such as, but not limited to, .exe, .com, vbs, or .bat files) without authorization, nor write malicious code.

- Do not attempt to circumvent or defeat system security or auditing mechanisms. All anti-virus software is up to date and will use virus checking procedures before uploading or accessing information from any system, diskette, attachment, or compact disk. Use of personal removable storage devices is unauthorized. I will safeguard and mark with the appropriate classification level all information created, copied, stored or disseminated from the Information System (IS) and will not disseminate it to anyone without a specific need to know. Log off the work station when departing the work area.
- Contact the information management officer (IMO) or information assurance security officer (IASO) for guidance when in doubt about the appropriateness of any network system or activities you wish to perform. Report any apparent misuse by others to the Cadre. The following types of activities are specifically prohibited:
 - Accessing, storing, processing, displaying, or distributing offensive or obscene material (such as pornography and hate material).
 - Installing unauthorized Peer to Peer (P2P) software or conducting unauthorized P2P activity.
 - Conducting unauthorized instant messaging or chat. IM and chat must be utilized from official Army/Government sites only. Student chain of command will monitor computer lab usage and report any violations to the Branch Chief or Senior SGL. No thumb drive devices will be placed in any government computer. The use of CD's is the only authorized way to transfer data.