

7th Army Noncommissioned Officer
Academy

International Military Student Welcome
Packet

31 August 2018



Table of Contents

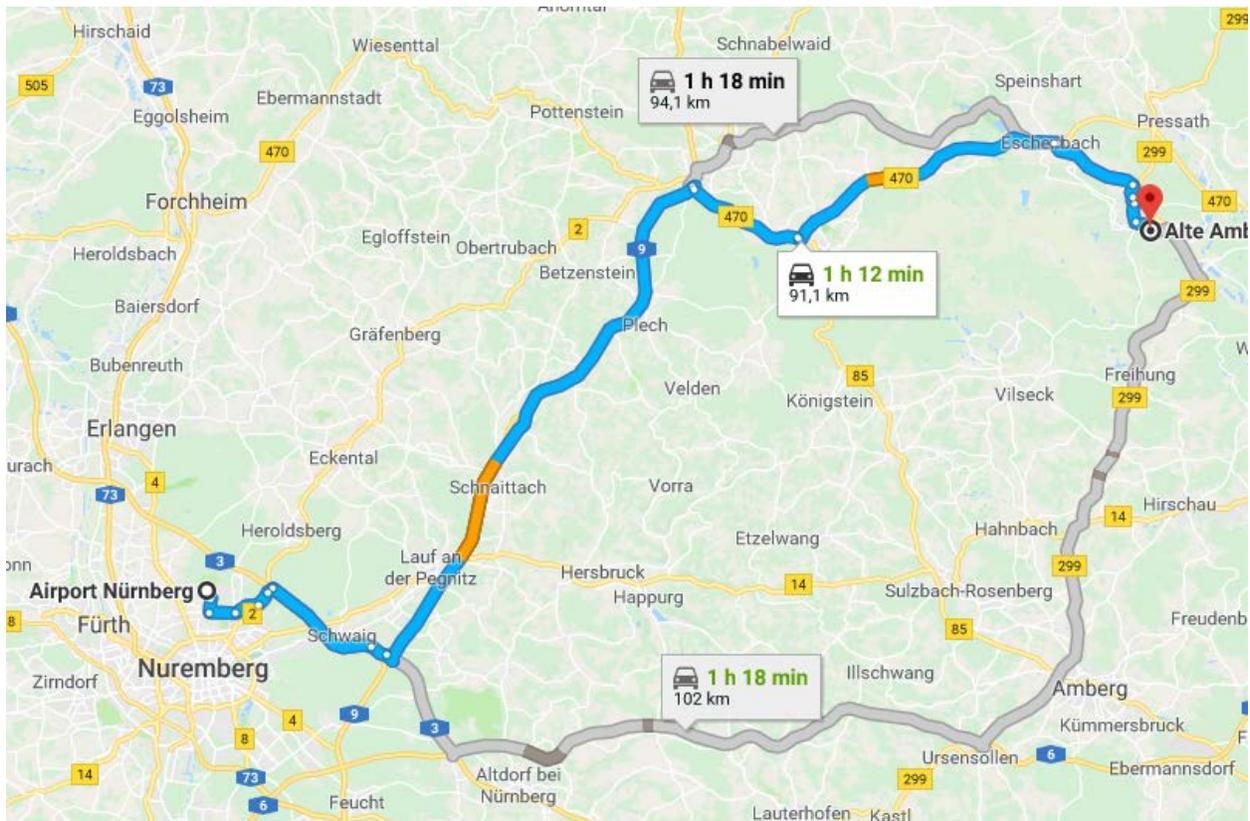
7th Army Noncommissioned Officer Academy Layout	4
Directions from Nuremberg International Airport	5
Directions from Munich International Airport	6
Commandant's Welcome Letter	7
Foreword	8
Chapter 1 – Course Information	9
1.1 Mission	9
1.2 Purpose	9
1.3 General	9
1.4 Course Objectives	9
1.5 Curriculum	10
Chapter 2 – Graduation Requirements	16
2.1 Graduation Requirements	16
2.2 Physical Requirements	16
Chapter 3 – General Administration	17
3.1 Purpose	17
3.2 Sponsorship of International Military Students	17
3.3 Billeting	18
3.4 Meals	18
3.5 Telephones	18
3.6 Weapons	19
3.7 Valuables	19
3.8 Medical and Dental Treatment	19
3.9 Uniform and Equipment	19
3.10 Laundry	19
3.11 Visitation	20
3.12 Computer Use	20
3.13 Helpful Hints	20
Chapter 4 – Academy Standards	21
4.1 Philosophy	21

4.2 Commandant's Open Door Policy	21
4.3 Sexual Harassment Policy	21
4.4 Standards and Conduct	22
4.5 Grading System	23
4.6 Performance Assessments	23
4.7 Student Developmental Counseling	23
4.8 Academic Evaluation Reports	24
4.9 Research Time	25
4.10 Dismissals	25
4.11 The Honor Code	25
Chapter 5 – Student Recognition	27
5.1 Distinguished Honor Graduate	27
5.2 Distinguished Leadership Award	27
5.3 Commandant's List	27
5.4 Iron Warrior	28
5.5 SHARP Initiative Award	28
Chapter 6 – Chain of Command	29
6.1 Student Leadership Positions	29
6.2 Academy Chain of Command	29
6.3 Student Chain of Command Positions	29
6.4 Student Leadership Responsibilities	29
Chapter 7 – Special Instructions	31
7.1 Special Instructions	31
7.2 Billets / Classroom Maintenance	32
7.3 Quiet Hours	33
7.4 Tobacco Use	33
7.5 Miscellaneous	33
7.6 The NCO Creed and the Army Song	34
The Creed of the Noncommissioned Officer	35
The Army Song	36
Important Numbers for BLC	37

7th Army Noncommissioned Officer Academy Layout

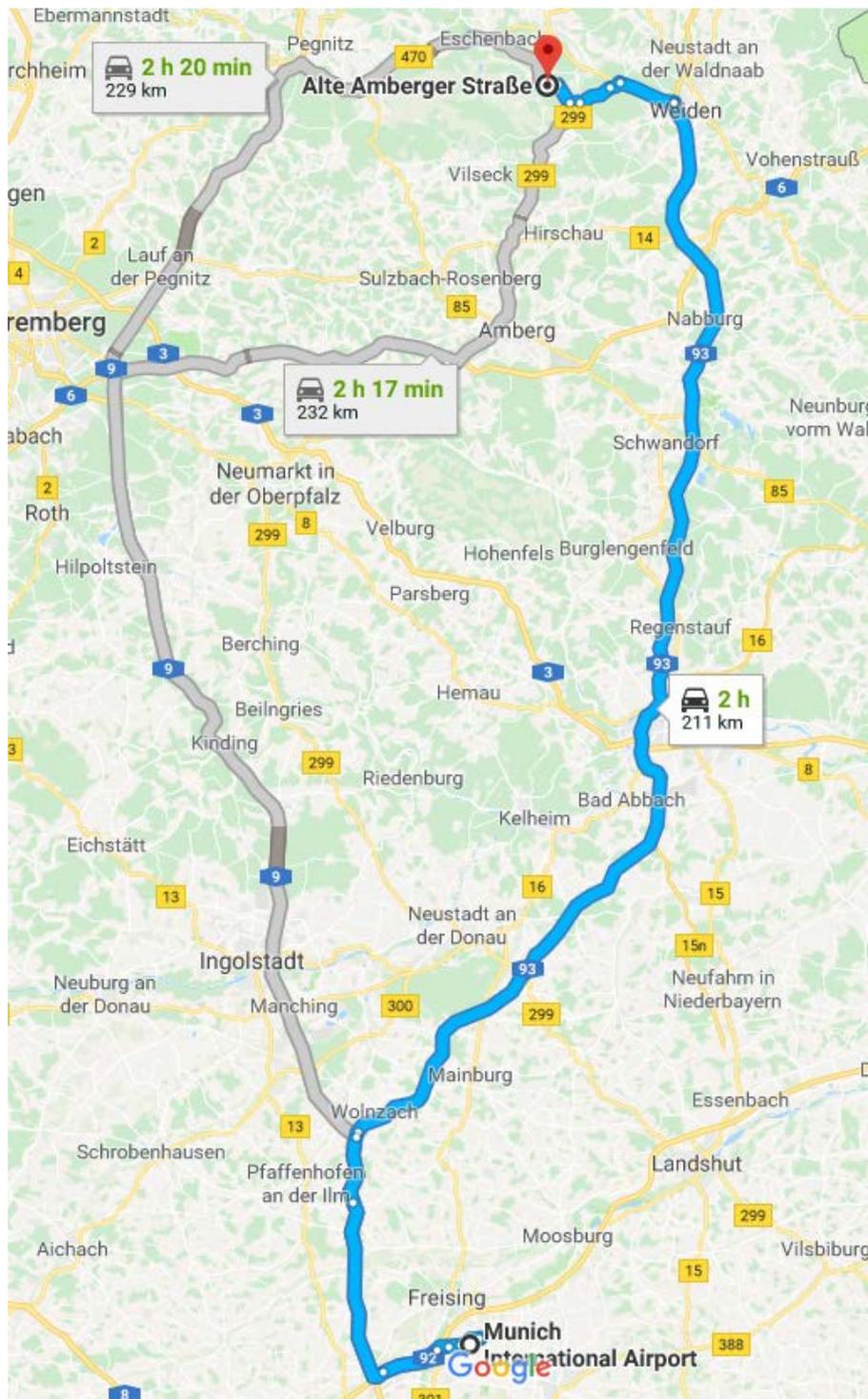


Directions from Nuremberg International Airport to Gate 6, Grafenwoehr



[Google Maps link for detailed directions to Gate 6, Grafenwoehr](#)

Directions from Munich International Airport to Gate 6, Grafenwoehr



[Google Maps link for detailed directions to Gate 6, Grafenwoehr](#)

DEPARTMENT OF THE ARMY
SEVENTH ARMY NONCOMMISSIONED OFFICER ACADEMY
UNIT 28125
APO AE 09114-8125

AETT-NCO-CO

31 August 2018

MEMORANDUM FOR International Military Students

SUBJECT: Welcome Letter

1. Congratulations on your selection and welcome to the 7th Army Noncommissioned Officer Academy at Grafenwoehr, Germany. Your selection indicates your nation's trust and confidence in your leadership potential and ability to serve in positions of greater responsibility. Our goal and mission while you are assigned here is to provide excellent academic and performance based evaluations in a learner centric environment to develop competent, confident, well trained and educated small unit leaders.
2. The 7th Army Noncommissioned Officer Academy is the oldest and one of the largest Noncommissioned Officer Academy in the United States Army, and we are committed to providing you with an excellent training experience. Our Cadre will treat all Soldiers as team members, challenge you mentally and physically, and treat you with dignity and respect. We accept the challenge in academic and performance oriented excellence. We pledge to sharpen your existing leader and War Fighting skills, teach and instill the Warrior Ethos while ingraining the seven core Army Values. We intend to enhance your ability to motivate, train, and lead Soldiers.
3. A positive attitude, time management skills, and good study habits are great tools to possess. However, it is up to you to achieve excellence. Upon graduation, your "kit bag" will be full of relevant and current information to pass on to your Soldiers. We hope you will confidently accept more challenging leadership positions that attest to your professional development.
4. You will also have a chance to interact with International Military Students (IMS). This is probably one of the few opportunities you will have to work closely with Soldiers from all branches of the Army and foreign militaries, so take full advantage of this opportunity and get to know as many of your peers as possible. Our differences make us a much stronger Army!
5. Make the most of your experience at the Academy and good luck during the challenging days ahead.

"Leaders Training Leaders"

GREGORY M. SMITH
CSM, USA
Commandant

FOREWORD

This student guide will assist you while preparing for and attending the 7th Army Noncommissioned Officer Academy. Each policy and procedure is based on Army Regulations and is strictly enforced. Personnel attending the NCO Academy **MUST** read this Welcome Packet as soon as possible after selection for attendance. Students are subject to all NCO Academy policies as published by the Commandant. Failure to read and comply with the Welcome Packet or existing NCO Academy, Grafenwoehr, Germany or Army policies and regulations may result in an adverse counseling and may constitute a recommendation for dismissal from the course.

Chapter 1 – Course Information

1.1 Mission

Train and develop future leaders who are adaptive, disciplined and ready to lead effectively at the squad and team levels. We inspire Soldiers to be creative problem-solvers, physically fit, resilient, and grounded in the Army Values and Warrior Ethos.

1.2 Purpose

This guide is used to assist students who are attending the 7th Army Noncommissioned Officer Academy. Each student is required to read the student guide prior to attending the course. This guide can be downloaded from the Academy homepage found at <http://www.7atc.army.mil/NCOA/>.

1.3 General

The Basic Leader Course (BLC) prepares Soldiers to perform the duties and responsibilities of junior Noncommissioned Officers (NCOs). It provides education, training and experience for future Army leaders. It is taught at an NCO Academy using the small group process. This is a 22 day live-in course designed to immerse students in a military environment. Training is conducted six days a week.

The course focuses on NCO leadership, duties, responsibilities and authority. Students learn through performance oriented training, validating their comprehension through performance assessments. The course of instruction enhances the skills our students already have and develops new skills NCOs will need to complete their tasks efficiently.

1.4 Course Objectives

- a. Make junior leaders aware of their duties, responsibilities and authority.
- b. Train the fundamentals and techniques of leadership.
- c. Prepare students for leadership positions.
- d. Provide knowledge of NCO roles in training and leading troops.
- e. Provide a thorough understanding of the high personal and professional standards expected of Noncommissioned Officers.

- f. Instill increased self-confidence and a sense of responsibility.
- g. Provide junior leaders with the ability to sustain the physical fitness of their subordinates.
- h. Provide the tools to care for Soldiers and their families.

1.5 Curriculum

The proponent for BLC is the Noncommissioned Officer Leadership Center of Excellence (NCOL CoE). This course is conducted using the Small Group Instruction (SGI) process. BLC courseware is conducted in four phases with three rotations: Foundations Phase (Base Group), Leadership Phase (1st Rotation), Readiness Phase (2nd Rotation), and finally the Assessment Phase (3rd Rotation returning to Base Group). Soldiers will rotate into a new classroom with new facilitators at the beginning of each phase. A synopsis of each class is provided below.

a. Foundation Phase (Base Group)

(1) BLC Overview / Blackboard Review

At the end of this three-hour lesson, students will be able to organize an approach to achieving the course learning outcomes. The Basic Leader Course (BLC) prepares the specialist/corporal/sergeant for duties and responsibilities as a sergeant. Using the Leadership Requirements Model (LRM) through a holistic approach, students will develop skills in written and oral communications, critical and creative thinking, problem solving, leadership, counseling, drill and ceremonies, how to train Soldiers, character development, troop leading procedures, and how to build effective teams. As a result, students will be able to train, lead, and conduct operations at the team level.

(2) SHARP Essay (*assigned in the Foundation Phase, due in the Assessment Phase*)

(3) Group Dynamics

At the end of this three-hour learning event, students will be more aware of the process a group goes through to successfully achieve a common goal. Students will also explore strategies useful for groups in the learning environment.

(4) Introduction to Physical Readiness Training (PRT)

At the end of this 19-hour learning event, students will be able to conduct Physical Readiness Training (PRT). The lesson provides discussion, demonstration, practical exercises, and evaluation to prepare the student. The assessment will count toward the student's grade point average

(5) Drill and Ceremonies

At the end of this six-hour learning event, students will be able to move a small unit from one place to another in an orderly manner. Students will also be able to conduct the Squad Leader's Inspection. This training instills discipline and develops habits of precision and response.

(6) Army Physical Fitness Test

At the successful completion of this three-hour event, students will have met one of the graduation requirements for BLC, as well as one of the Army standards. The APFT provides a measure of upper and lower body muscular strength and endurance. It is a performance test that indicates a Soldier's ability to perform physically and handle his or her own body weight. By meeting or exceeding this Army standard, Soldiers display the Army Values of Duty, Honor, and Integrity.

(7) Critical Thinking and Problem Solving

At the end of this four-hour lesson, students will apply foundational critical thinking elements when leading team members and working with superiors. Students will also make the connection between critical thinking and effective communication through active listening, writing, and speaking activities.

(8) Effective Listening

At the end of this three-hour learning event, students will develop an awareness of the process and role of listening in oral communication. In addition, students will develop skills related to analyzing and improving informative, critical, and empathetic listening skills.

(9) Written Communication (***assignment due in the Assessment phase***)

At the end of this 13-hour lesson, students will be able to apply writing and editing principles to develop fluency and accuracy in writing sentences, paragraphs, and short essays. Students will practice writing military correspondence and complete an expository/informative essay to develop their writing abilities and meet the standards for course-writing assignments. It is highly encouraged that IMS attendees are fluent writers in the English language.

(10) Training Management / Conduct Individual Training **(8 of the 16 hours evaluated in the Assessment Phase)**

At the end of this 16-hour learning event, students will be able to break down team level responsibilities in a unit Mission Essential Task List (METL) and develop a 30-minute Sergeant's Time Training session using the 8-step training model, incorporating training management principles and risk assessment. Students will provide individual training on Warrior Skills Level 1 elements to peers.

(11) Cultural Competence

At the end of this four-hour learning event, students will be able to apply culturally appropriate responses when working within their teams, with peers, superiors, and people from other cultures. Students will explore ways to rapidly recognize and assess cultural norms, explore strategies to communicate effectively with people from their own and other cultures, and learn how to mitigate cross-cultural challenges.

b. Leadership Phase (1st Rotation)

(1) The Army's Leadership Requirements Model

At the end of this four-hour learning event, students will have an opportunity to examine and develop their own personal leadership attributes and competencies through collaborative and experiential learning experiences. Students will also use a graphic organizer to brainstorm strengths, weaknesses, and list ways to improve leadership skills. Also the student will become familiar with the NCO Evaluation Support Form using both AR 623-3 and ADP 6-22.

(2) Public Speaking **(4 of the 12 hours evaluated in the Assessment Phase)**

At the end of this 12-hour lesson, students will be confident in speaking in front of peers and superiors. Students will explore both verbal and nonverbal skills, audience analysis techniques, and four types of military briefing. Students will develop and deliver an information brief. International students should prepare an information brief on the history and culture of their country, their Armed Services, or any topic relevant to their country.

(3) Counseling

At the end of this seven-hour learning event, students will be confident in counseling their team members. Students will examine and practice how to counsel performance issues, personal issues, and professional growth opportunities. Students will also explore concepts and decisions through a virtual environment.

(4) Army Values, Ethics and Integration of Soldier 2020

At the end of this five-hour learning event, students will articulate a coherent values and ethics system that supports the Army profession. Students will take a comprehensive and holistic view of the Army Values and ethical framework, and examine how these values and ethics support their ability to lead teams.

(5) Legal Responsibilities and Limits of NCO Authority

At the end of this four-hour learning event, students will create a list of types of authority an NCO has, and when and how to use that authority. Students will review the legal aspects, examine military justice components, and the limits of authority to determine correct disciplinary approaches for Soldier conduct.

(6) Followership and Servant Leadership

At the end of this six-hour learning event, students will be able to identify different types of followers that make up a team and how to work with or influence each type. Students will also be able to identify the importance of servant leadership principles in how students interact, adapt to, and think about their new position as a SGT. Students will apply counseling, coaching, and mentoring techniques for specific follower behaviors while employing servant leadership principles.

(7) Team Building and Conflict Management

At the end of this seven-hour learning event, students will be able to use the three stages of team development to build and maintain an effective team. Students will also be able to use appropriate conflict management styles applied to different sources of conflict.

c. Readiness Phase (2nd Rotation)

(1) Mission Orders and Troop Leading Procedures

At the end of this five-hour learning event, students will be able to react rapidly to mission orders assigned to their team in order to meet the commander's intent by employing troop leading procedures. Students will have an opportunity to build a new order for a team.

(2) Soldier for Life / Transition Assistance Program **(1 of the 4 hours evaluated in the Assessment Phase)**

During this four-hour lesson, we will analyze the Soldier for Life (SFL) – Transition Assistance Program (TAP) process. Students will create a basic resume, a

social networking page, and design a quick 30-second elevator pitch. The SFL–TAP fosters and promotes Army retention, both on active duty and in the Army National Guard (ARNG) or U.S. Army Reserve (USAR). The SFL–TAP helps Soldiers compare and contrast Army benefits and compensation with similar public or private sector occupations, to make informed career decisions. When Soldiers decide to leave active duty, the SFL–TAP shows them how continued service in the ARNG or USAR can supplement their income, provide education and career opportunities, and expand their contacts in the community.

(3) Soldier Readiness

At the end of this six-hour learning event, students will dissect the four pillars of readiness at the team level in order to support the overall Army mission. Students will also develop a job aid outlining team level responsibilities, objectives, and/or methods in their MOS to support training, manning, equipment, and leader development to meet unit readiness.

(4) Resiliency

At the end of this six-hour learning event, students will be able to support themselves, their team members, and their Families to become resilient through orienting them to the correct Army support programs.

(5) Command Supply Discipline Program

At the end of this five-hour learning event, students will learn how to be a good steward of Army resources in order to meet unit readiness. Students will also build a plan on enforcing good supply discipline within their teams.

d. Individual Study (32 hours)

- (1) Training Support Activities (2 hours)
- (2) Student Counseling (2 hours)

e. Administrative Time (6 hours)

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

f. Physical Readiness Training

(1) PRT will vary daily. All students must successfully conduct a PRT session to graduate BLC. All students will participate in PRT daily, even after all students have successfully completed their PRT evaluation.

(2) Although the purpose of PRT is to increase one's level of fitness, the primary purpose of PRT while assigned as a student at BLC is to learn the proper techniques and procedures required to conduct PRT in accordance with (IAW) FM 7-22.

Chapter 2 – Graduation Requirements

2.1 Graduation Requirements

1. Students must score 70 percent or higher on the following graduation requirements:
 - a. Conduct Army Physical Readiness Training.
 - b. Conduct Individual Training.
 - c. Conduct Squad Drill.
 - d. Compare and Contrast Essay.
 - e. Information Brief.
 - f. Informative Essay.

2. Students must pass the APFT, height / weight screening and body composition standards. Students will be allowed one re-test for the APFT, height / weight screening and body composition standards.

2.2 Physical Requirements

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

- a. Pass the APFT.
- b. Conduct, demonstrate and lead Physical Readiness Training.
- c. Lift and carry all required packing items (OCIE and CTA 50-900) for short distances.
- d. Lift and carry fuel, water, MREs or sandbags.
- e. Low crawl, high crawl and rush for three to five seconds.
- f. Move over, through and around obstacles.

Chapter 3 – General Administration

3.1 Purpose

This chapter describes general administrative procedures within the Academy. Students are expected to be familiar with the NCO Academy student Standing Operating Procedures (SOP) and its contents upon arrival.

3.2 Sponsorship of International Military Students

The International Military Students (IMS) are an integral part of training at the NCO Academy. The NCO Academy and 7ATC International Military Education and Training Office are committed to providing the highest quality training to international military personnel. We accomplish this through active involvement and cooperation of all school personnel fostered by teamwork, open communication, integrity, and full utilization of all resources.

The mission of the International Military Student Office (IMSO) is to create the conditions and climate for sustained professional growth and success, provide and coordinate support for the world's best international military students, promote a favorable impression of the American way of life, and to support the EUCOM's Theater Security Cooperation Agreement. The International Program will provide the IMS with advance information to assist them as they travel to Camp Normandy, participate in training, and prepare for the return journey to their home country.

Administration – Manage all matters pertaining to administration, liaison, personal affairs, welfare, discipline, and official activities of International Military Students.

Courses – Assist the IMS in developing expertise and systems needed for effective management and operations of its Armed Forces in rapport with the U.S. Armed Forces while attending BLC.

The 7th Army NCO Academy trains Soldiers from many nations who attend the Basic Leader Course. This promotes EUCOM's and AFRICOM's theater security cooperation objectives and assists in the building of their nations' NCO corps.

The introduction process should begin before the International Military Students (IMS) leave their home country and should be run by the IMS unit leadership tasked to prepare those Soldiers for BLC. Previous course attendees would be the best suited if possible. This preparation training should include the topics they will learn in detail at the BLC.

Preparing in advance will allow IMS and U.S. Students the groundwork to form the necessary bonds needed for the course. This process gives IMS a head-start and provides them an initial training base on an unfamiliar task.

The intent is to introduce international students to BLC standards, and the way U.S. Army NCOs conduct day to day business. International Military Students will receive a DD Form 2496 for their Academic Evaluation Result. Academic records will process the form in the same manner as the DA Form 1059.

All international students will be treated with dignity and respect.

To support the facilitation process, all appropriate material will be made available to the host country by use of a CD.

During the Public Speaking brief, IMS are encouraged to facilitate a Professional PowerPoint presentation on their respective country (e.g., cultural background, population, military composition).

3.3 Billeting

All International BLC students are billeted at the NCO Academy billets.

3.4 Meals

Students will receive meals at the Lawrence T. Hickey Dining Facility (DFAC) located on the Academy grounds. International students will be required to pay for their own meals. The DFAC hours and associated price list for each meal are:

- a. Breakfast is served Monday through Friday from 0630-0800. On Saturday, the hours for breakfast are from 0600-0730. The price for breakfast is \$3.45.
- b. Lunch is served Monday through Saturday from 1130-1300. The price for lunch is \$5.60.
- c. Dinner is served Monday through Saturday from 1700-1800. The price for dinner is \$4.85.
- d. Brunch is served on Sunday from 0930-1300. The price for brunch is \$6.25.
- e. Supper is served on Sunday from 1630-1800. The price for supper is \$7.65.

3.5 Telephones

Cell phones will only be used in accordance with the Commandant's guidance on student privileges – during 10 min classroom breaks and during personal time (1800 – 2200). Please be advised, cellular service is intermittent on the Academy grounds, but

does improve on the main post of Grafenwoehr. A telephone is also located at the staff duty desk in the Headquarters building for emergencies.

3.6 Weapons

Students will not bring any military or personal weapons to BLC. Students will not possess any lock-blade knife or any knife with a blade longer than three inches; multi-function tools (e.g., Gerber, Leatherman) are authorized.

3.7 Valuables

Safekeeping of valuables is a personal responsibility. Students are discouraged from bringing high-valued personal items to the Academy. Students must bring three combination/key locks, to secure their valuables in a wall locker.

3.8 Medical and Dental Treatment

Students have access to urgent medical and dental care. Emergency treatment is available at the Grafenwoehr Health Clinic. Health and dental records are not required except for those students who have unique medical or dental conditions.

3.9 Uniform and Equipment

International Students are required to have a physical fitness training uniform and three sufficient sets of utility uniforms and equipment in their possession while at the Academy. Additional gear and accessories to include field equipment may be brought but is not required. The Academy will issue field equipment to Soldiers attending the course on an as needed basis. Civilian clothes should be brought for wear on the weekends if you desire to leave the base.

3.10 Laundry

Laundry facilities are available within each company billet through the provided washers and dryers. Liquid detergent is recommended as powders may clog the machines.

3.11 Visitation

Personnel in the chain of command are encouraged to visit IMS Soldiers at the Academy during any portion of the course. Visitors must work through the USAREUR 7ATC International Training and Education Department for an appointment.

3.12 Computer Use

Computers are located at the Staff Duty office and in each classroom; however, security policies prohibit international students/assistant instructors from obtaining access to the network.

3.13 Helpful Hints

- a. View your preparation and attendance at BLC as a deployment.
- b. Ensure you have sufficient funds to defray the cost of:
 - (1) Haircuts
 - (2) Laundry
 - (3) Personal items such as shaving gear, shoe polish, brass cleaner, towels, etc.
- c. Inspect all equipment for serviceability prior to arrival.
- d. Before attending BLC, review U.S. Army publications [TC 3-21.5](#) Chapter 3 and 6 (Drill and Ceremonies), [FM 7-22](#) Chapters 7, 8, 9, 10 and Appendix A (Physical Readiness Training) and TC 3-25.26 (Map Reading and Land Navigation), if possible.
- e. "Break-in" your boots before you arrive at BLC; students will march to and from the Land Navigation course.

Chapter 4 – Academy Standards

4.1 Philosophy

The 7th Army NCO Academy is committed to providing the highest quality training to international personnel. We accomplish this through active involvement and cooperation of all school personnel fostered by teamwork, open communication, integrity and full utilization of all resources.

a. The 7th Army NCO Academy will:

- (1) Accomplish the international military training mission through effective leadership and teamwork.
- (2) Promote the dignity and well-being of all students, staff and their families.
- (3) Encourage continuous improvement of technical skills and international development.
- (4) Be responsive to our students.

b. The 7th Army NCO Academy is committed to:

- (1) The highest ethical standards.
- (2) Equal opportunity for all.
- (3) Open and effective communication.
- (4) Excellence.

4.2 Commandant's Open Door Policy

The Noncommissioned Officers assigned to the 7th Army NCO Academy have a wealth of experience and are well qualified to assist with any concerns that may arise. We strongly encourage all personnel to utilize their Chain of Command and NCO Support Channel for all matters. However, if you require the Commandant's personal assistance, he/she is available and willing to provide it.

4.3 Sexual Harassment Policy

1. The Academy is committed to creating and maintaining an environment conducive to maximum productivity and respect for human dignity. The Commandant's policy and the Army's policy demands reaffirmation of commitment to a work and duty environment

free of sexual harassment for all Soldiers, civilians and their family members. Sexual harassment is defined in law and regulation below.

2. Sexual harassment is a form of gender discrimination that involves a perception of unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

a. Submission to or rejection of such conduct by a person is made, whether explicitly or implicitly, to a term or condition of a person's job, pay or career, or

b. Submission to or rejection of such conduct by a person is made as a basis for career or employment decisions affecting that person, or

c. Such conduct interferes with an individual's performance or creates an intimidating, hostile or offensive environment.

4.4 Standards and Conduct

The Academy is dedicated to the principle of leadership by example.

a. **Military Courtesy:** Students will maintain the highest levels of military courtesy while at the Academy. All Soldiers at the Academy will extend the appropriate greeting or courtesy to passing or visiting officers and NCOs.

b. **Personal Appearance:** Students must maintain a high standard of appearance at all times. Strict adherence to military standards is the rule with no exceptions.

(1) Students will always maintain a clean and neat military appearance. Male Soldiers will shave before first call each day. Mustaches in compliance with AR 670-1 are authorized.

(2) Military footgear will be clean and polished if applicable. Shower and running shoes will be clean and in serviceable condition.

(3) Clothing will be neat, clean and serviceable.

(4) Accouterments (e.g., unit insignia, chevrons, nametags, and cloth badges) will be correctly positioned in accordance with established guidance.

(5) Sunglasses, tinted lens, or photo gray glasses will not be worn in formation unless specifically prescribed by medical authorities. Eye-appearance altering contact lenses are prohibited.

(6) In the garrison, the student uniform is restricted to OCPs for U.S. Army students and the service equivalent for International students. No other uniform is authorized for wear while at the Academy.

4.5 Grading System

Students are graded on a combination of points and a "Go/No-Go" system. Assessment evaluation points are determined by the percentage of graded sub-tasks performed correctly (number of sub-tasks performed correctly divided by the total number of sub-tasks). All assessments are based on a 100-point grade system with 70% a passing grade. Students who fail a test will be retrained before a retest.

4.6 Performance Assessments

- a. Conduct Army Physical Readiness Training.
- b. Conduct Individual Training.
- c. Conduct Squad Drill.
- d. Compare and Contrast Essay.
- e. Information Brief.
- f. Informative Essay.

4.7 Student Developmental Counseling

a. Developmental counseling is a means to assist and develop students and subordinates. Small Group Leaders (SGLs) will counsel students in regards to:

- (1) Negative and positive performance.
- (2) Working as a team.
- (3) How well (or poorly) the Soldier performs.
- (4) Attaining required standards.
- (5) Setting personal and professional goals.

(6) Resolving personal problems.

(7) Conducting self-assessments.

b. Feedback is essential for students to know how they perform and where they stand in the course; counseling identifies progress. SGLs must conduct the following counseling:

(1) Initial counseling to determine whether any personal problems or outside distracters might interfere with course completion. The counseling session must include the statement "I will not acquire or provide inappropriate assistance before or during any test except as instructed (e.g., group activities) and will report any such inappropriate assistance before, during, or after the test administration."

(2) After any assessment failure.

(3) Mid-course developmental counseling-progress.

(4) Comprehensive end of a course (Academic Evaluation Report).

(5) Disciplinary problems.

c. The SGLs use the results of the developmental counseling process to prepare course academic records and reports.

NOTE: Counseling records play a significant role in the event of administrative personnel actions.

4.8 Academic Evaluation Reports

a. The Academic Evaluation Report is designed to portray the accomplishment and the potential that an individual demonstrates while attending the NCO Academy. A maximum of 20% of the graduating class may have "Exceeded Course Standards" annotated in blocks 14 (b and c) and block 15 of DD Form 2496.

b. The Academy prepares the DD 2496 immediately before graduation or in conjunction with dismissal. The student must possess a copy of the DD Form 2496 before departing the Academy. It is the student's responsibility to ensure all personal data is correct on the DD Form 2496 before departure.

4.9 Research Time

Students will be allotted time to conduct research for all assignments. During research time, students are required to be in the classroom area. They are not permitted to go back to the billets until Commandant's time begins (Monday – Friday: 1800; Saturday: 1200).

4.10 Dismissals

a. **Administrative Release:** Compassionate action for emergencies requiring the Soldier's attention such that his/her attendance at BLC is no longer feasible (a Soldier's unit must submit this request).

b. **Disciplinary Release:** Violations of policy, standards, or regulations may result in disciplinary release from BLC. Students released for disciplinary reasons must wait for six months before attending BLC again. Grounds for disciplinary release are:

- (1) Uniform Code of Military Justice (UCMJ) violations.
- (2) Standards of Conduct violations.
- (3) Lack of Motivation.
- (4) Other actions are bringing discredit upon the United States Army.
- (5) Any sexual harassment or sexual assault violation.

c. **Medical Release:** If a student is unable to complete the requirements of the course due to serious illness, injury, or a prohibitive (temporary) profile.

4.11 The Honor Code

1. The concept of the honor code among students evolved centuries ago when individuals first banded together to establish a system for defending their land and property. Throughout the years, service members have grown from small bands into well-organized groups. In all such groups, leadership positions and the honor code have evolved with them.

2. Leaders established guidelines and regulations that were carried out and enforced by their subordinates. Subordinates also relied on the honesty and integrity of their leaders. This situation persists in our present Army. Leaders still depend on the integrity and honesty of the students; their word is accepted as truth. However, if their actions are such that their honesty and integrity may be questioned, the leader not only

jeopardizes their positions and status but the integrity of other leaders; therefore, violations will not be tolerated.

3. The basic concept of the honor code is that a Noncommissioned Officer does not lie, cheat, or steal. In its most practical application, it means that an individual's word is their bond. Attendance reports are presumed to be correct since Noncommissioned Officers render them. During assessments or classroom work, the students' work must be their own.

4. The following is a list of examples of Honor Code violations. These are only examples and this list should not be interpreted as all-inclusive:

a. **Cheating:** Any attempt to provide or receive unauthorized assistance for a written assignment or evaluation.

b. **Plagiarism:** The use of another person's ideas or written work with the intent of presenting the work as the student's own.

c. **Unauthorized documents:** Unauthorized documents or information includes tests, solutions, study guides, instructional material or any other documents obtained without proper permission from the Small Group Leader, or not authorized by the Small Group Leader/Instructor for student use at the time the student uses or intends to use the document.

d. **Forgery:** Any alteration or misuse of scorecards, documents or academic records.

e. **Lying:** Knowingly furnishing false or incomplete written / verbal information with the intent to deceive.

Chapter 5 – Student Recognition

All students who have exceeded the course requirements will be recognized upon completion of the course. In order for a student to be considered for any academic award, that student must receive an initial passing score in all tested and evaluated area, receive no adverse counseling, and have an overall course performance which demonstrates the “Whole Soldier” concept.

5.1 Distinguished Honor Graduate (U.S. / International)

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

- a. All criteria for the Commandant’s List. (see para. 4-3)
- b. Have the highest overall academic average.
- c. Have no adverse developmental counseling.

5.2 Distinguished Leadership Award (U.S. / International)

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:

- a. Received no adverse developmental counseling.
- b. Received a superior rating in “Leadership Skills” on the DD Form 2496 (International).
- c. Selected by their peers with a final recommendation by his / her SGL / SSGL.

5.3 Commandant’s List

This recognition will be rendered to the students whose cumulative grade point averages comprise the top 20% of all enrolled students. The students must meet the following criteria:

- a. Displayed superior performance, Army Values, and the “Whole Soldier” concept throughout the course.
- b. Received a first time “Go” with a minimum score of 90% on all evaluated events.

- c. Achieved a “Superior” rating in three or more sections of “Demonstrated Abilities” in block 12 of the DD Form 2496 (International).
- d. Received no adverse developmental counseling.
- e. Presented superior military appearance and bearing throughout the course.

5.4 Iron Warrior Award (Male / Female / International)

The “Iron Warrior Award” is awarded to the highest APFT score. Students must meet the following criteria:

- a. Must score 300 or more on the extended scale.
- b. Received no adverse developmental counseling.

5.5 SHARP Initiative Award

The “SHARP Initiative Award” is given to the student that suggests the best course of action on how to eliminate sexual harassment and sexual assault in their unit. Students will be given a question to write an essay about. Winners are selected by the Commandant of the 7th Army NCO Academy.

Chapter 6 – Chain of Command

6.1 Student Leadership Positions

Throughout the course, students will be assigned and evaluated in leadership positions at least one time. The responsibility, control and discipline of the students rest on both Chain of Commands listed below.

6.2 Academy Chain of Command

1. Commandant
2. Deputy Commandant
3. Chief of Training
4. Company First Sergeants
5. Chief Instructors
6. Senior Small Group Leaders
7. Small Group Leaders

6.3 Student Chain of Command Leadership Positions

1. Student First Sergeant (not evaluated)
2. Platoon Sergeant (not evaluated)
3. Squad Leader (evaluated)
4. Team Leader (evaluated)

6.4 Student Leadership Responsibility

The student Chain of Command responsibilities include the following:

- a. Attends all classes with their assigned small groups.
- b. Organizes the student Company formations.

- c. Gives and receives accurate accountability reports; has accountability of Soldiers at all times.
- d. Disseminates information from the Academy Chain of Command to members of each team; ensures each subordinate leader is kept informed at all times.
- e. Movement of the Company when directed by the training schedule or the Academy Chain of Command.
- f. Maintains areas of responsibility to include billets, classrooms and in / outside common areas.
- g. Ensures Academy / platoon equipment is properly stored or displayed; advises and supervises subordinate leaders in the accomplishment of their duties.
- h. Reports violations of instructions or policies to the Academy Chain of Command.
- i. Properly briefs new student leaders when leadership positions are changed.

Chapter 7 – Special Instructions

7.1 Special Instructions

1. All items such as billets, field equipment, uniforms, lockers, etc., will be kept neat and orderly through the duration of the course.
2. All room doors in the billets will be propped open unless otherwise instructed.
3. Brooms, mops and cleaning materials will be kept in appropriate storage areas.
4. Lights and heaters will be turned off when the billets are unoccupied.
5. Student leadership will inform subordinates of the time and place of any evening details to be performed.
6. Fire extinguishers will not be removed or tampered with.
7. When not in the billets, a complete and appropriate uniform will be worn.
8. Students will **ONLY** use the cleaning materials issued by the cadre to clean the billets; no other items are to be used.
9. Students will observe 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). **THERE ARE NO EXCEPTIONS!**
10. Cell phones, small alarm clocks, electric razors, CD players, MP3 players and IPODs are authorized. All items will be stored and locked in the Soldier’s wall locker and can be used during personal time. Electric razors may be used during personal hygiene times. Only a small alarm clock may be left on the three drawer chest during the duty day.
11. Tobacco products will only be used in designated areas and only at designated times.
- 12. ALCOHOL USE IS PROHIBITED WHILE ASSIGNED OR ATTACHED TO THE 7TH ARMY NCO ACADEMY AS A STUDENT. THIS INCLUDES COMMANDANT’S TIME.**

7.2 Billets / Classroom Maintenance

Everyone is responsible to report through the student Chain of Command anything inoperative, broken, damaged or missing throughout the Academy area. The Student First Sergeant will turn in a consolidated list of maintenance requirements to the Senior Small Group Leader for each platoon. The student NCO Support Channel is responsible for the upkeep and policing of the Academy buildings and outside areas. Areas of responsibilities are inspected daily. These areas are itemized for specificity below:

a. Billets: The following will be accomplished before the first class of each day:

- (1) Floors cleaned.
- (2) Windows and window sills cleaned and dusted.
- (3) Wall lockers properly displayed.
- (4) Trash cans emptied.
- (5) Lights out when not in use.
- (6) Bay will be properly ventilated when weather permits.
- (7) Footgear cleaned and properly displayed.
- (8) Top of wall lockers cleaned.
- (9) Base boards cleaned.
- (10) Beds made.

b. Latrines / Laundry Rooms: The following will be accomplished before the first class of the day:

- (1) Floors cleaned and mopped.
- (2) Urinals and toilets cleaned.
- (3) Toilet paper in each stall.
- (4) Windows and window sills cleaned and dusted.
- (5) Trash emptied.

- (6) Lights out when not in use.
- (7) Pipes and doors cleaned and dusted.
- (8) Sinks cleaned.
- (9) Shower room walls / floors cleaned.

c. Classrooms: The following will be accomplished before lights out at 2200:

- (1) Floors cleaned and swept.
- (2) Windows and window sills cleaned and dusted.
- (3) Desktops clean, neat and orderly.
- (4) Lights out when not in use.
- (5) Base boards cleaned.

7.3 Quiet Hours

1. Quiet hours are from 2200-0500. Students will be required to pull fire guard during quiet hours IAW the Academy SOP. Students will be in their designated billets during quiet hours.

2. The SDNCO will conduct checks during quiet hours (2200-0500) to ensure that all students are in their billets and Academy-wide quiet hours are being observed.

7.4 Tobacco Use

There is no use of tobacco products in the billets or any building at the NCO Academy. Students are allowed to smoke / dip / chew in designated areas only.

7.5 Miscellaneous

Gambling is strictly prohibited. Loud, profane or boisterous behavior is also prohibited. No student may enter or visit the room of a Soldier of the opposite sex unless he or she is a member of the current student Chain of Command, conducting official business and accompanied by NCO Academy cadre for such purpose. Consumption of food and drinks in the billets is authorized IAW the Academy SOP.

7.6 The NCO Creed and the Army Song

While a student at the 7th Army NCO Academy, International students are highly encouraged to participate in the recitation of the Creed of the Noncommissioned Officer and the singing of the United States Army song. Both the creed and the Army song are listed on the pages below.

THE 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 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!

THE ARMY SONG
“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 battle's won,
And the Army goes rolling along.

Refrain:

Then 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.

Important Numbers for BLC

Headquarters

Academy HQ (Secretary)	475-8451
Academy Fax	475-7329
Chief of Training	475-8456
ATRRS Clerk	475-8126
Academic Records	475-6093 / 6740
Medic	475-8221 / 8938
7ATC IG	475-5555
7ATC EO	475-8038
7ATC SHARP	475-8500
7ATC STAFF DUTY	475-6613

Alpha Company

Company 1SG	475-8157
Company Chief Instructor	475-6144

Bravo Company

Company 1SG	475-8537
Company Chief Instructor	475-8104

(Civilian Prefix: 09641-83-xxxx)