

7th Army Noncommissioned Officer Academy

International Military Student

Welcome Packet

23 April 2022



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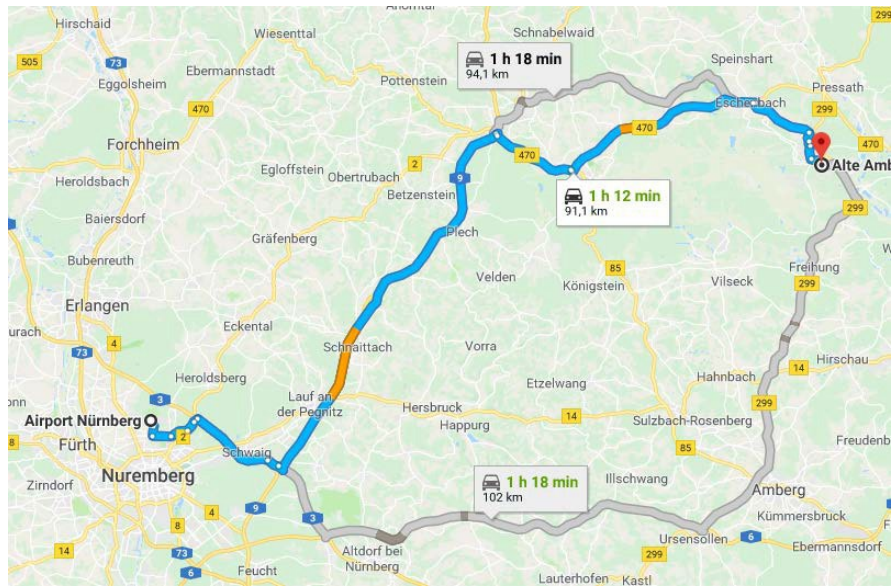
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7th Army Noncommissioned Officer Academy Layout

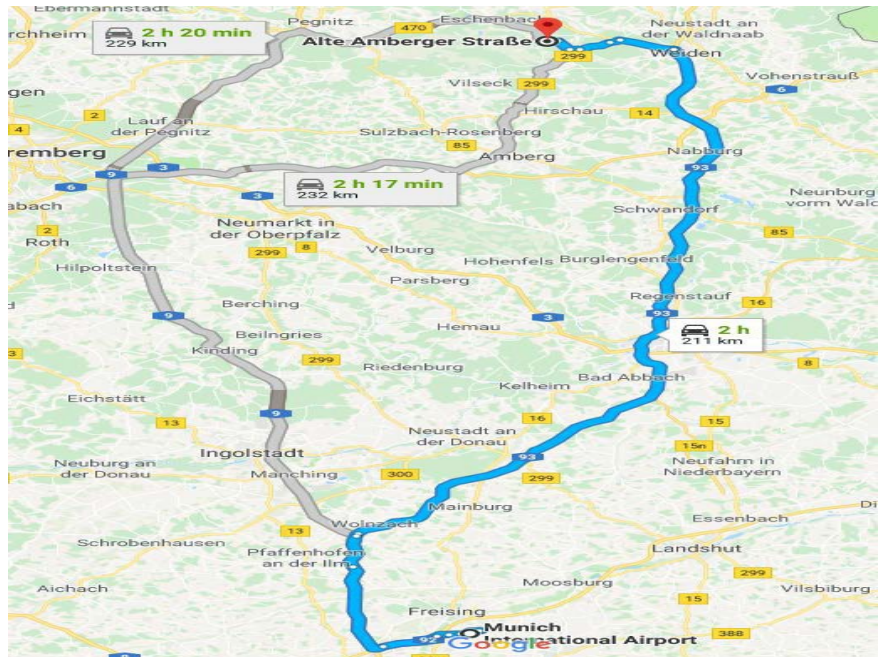


Directions from Nuremberg International Airport to Gate 6, Grafenwoehr



[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](#)

Directions from Gate 6, Grafenwoehr to the Basic Leaders Course (BLC)





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

AETT-NCO-CO

3 June 2021

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 other 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"

// Original Signed //
JAMES R. HOLMES III
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.

BLC STANDARDS AND COURSE INFORMATION

1. **Purpose.** The purpose of this SOP is to provide information to international participants selected to attend the 7th Army NCO Academy Basic Leader Course (BLC). The information consists of but limited to, standard operating procedures as, course scope, and expectations while attending this course.

2. Points of Contact.

- a. 7th Army NCO Academy Staff Duty: CIV +491724251850
- b. NCO Academy Chief of Training: DSN 569-0409, CIV +491712258873, or email: usarmy.grafenwoehr.7atc.list.7ancoa-cot@mail.mil
- c. 7ATC/ International Military Student Officer (IMSO): DSN 314-569-2689, CIV +49 (0)9641 70 569 2689 or e-mail: daniel.m.miller22.civ@army.mil.

3. COURSE INFORMATION

3-1. This chapter outlines the BLC Program of Instruction. BLC prepares Soldiers to perform the duties and execute the responsibilities of junior noncommissioned officers (NCOs). BLC provides education, training, and experience for junior Army leaders. It is taught in an NCO Academy live-in environment using the small group process. The course focuses on NCO leadership, duties, responsibilities, and authority. Students learn through performance-oriented training validating their comprehension through performance evaluations and written assessments.

3.2. REPORTING PROCEDURES:

- a. When arriving at tower Barracks enter through the gate 6 in Grafenwoehr. International Military Students must sign in at the visitor's center before gaining entrance onto the base.
Note: IMS attending the BLC course should be added to the base access prior to arrival. If any issues occur immediately contact the NCOA Chief of Training to coordinate access at cell
- b. International Military Students must report to BLDG 3444 (or Staff Duty in BLDG 3380 after 1700) on Camp Normandy. IMS arriving earlier than report date must coordinate with the Academy for lodging on the campus grounds.

3.3 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

3-3. **COURSE LENGTH:** BLC is a non-military Occupation Specialty (MOS) specific 22-day leadership course.

3-4. **COURSE SUMMARY:** The BLC focuses on six NCO Common Core Competencies. These competencies are readiness, leadership, training management, communications, operations, and program management. This is a 22-day live-in course designed to immerse the students in a military environment.

3-5. **WEBSITES AVAILABLE:** <https://facebook.com/7thArmyNCOA>

3-6. **COURSE STRUCTURE:** The proponent for BLC is the Noncommissioned Officer Leadership Center of Excellence (NCOL CoE). This course is conducted using the Experiential Learning Model (ELM) process. BLC courseware is taught in four modules.

- a. Commandant's Orientation.
- b. Basic Leaders Course Overview/Blackboard Review.
- c. Group Dynamics.
- d. Sexual Harassment / Assault Response Prevention
- e. Physical Training
- f. Drill and Ceremonies
- g. Equal Opportunity – Prejudice and Discrimination
- h. Cultural Competencies
- i. Written Communication
- j. The Army's Leadership Requirements Model

- k. Critical Thinking and Problem Solving
- h. Effective Listening
- l. Public Speaking
- m. Army Combat Fitness Test Grader Certification
- n. Mission Orders and Troop Leading Procedures
- o. Training Management/ CIT
- p. Army Values, Ethics and Integration of Soldier 2020
- q. Legal Responsibilities and Limits of NCO Authority
- r. Followership and Servant Leadership Fundamentals
- s. Team Building and Conflict Management
- t. Counseling
- u. Financial readiness
- v. Talent management
- w. Soldier for Life / Transition Assistance Program
- x. Soldier Readiness
- y. Command Supply Discipline Program
- z. Holistic Health and fitness
- aa. Resiliency
- bb. Nutritional Readiness
- cc. Army Body Composition Program
- dd. Contemporary Issues
- ee. End of Course Essays (Informative Essay, Compare and Contrast Essay, and SHARP Essay)
- ff. Individual Study Training (32 Hours); Study Hall (8 Hours), Training Support Activities

(2 Hours), Student Counseling (2 Hours)

gg. Administrative Time (6 Hours); In-processing (2 Hours), Out-processing (2 Hours), Graduation (2 Hours).

Physical Readiness Training (PRT) will vary daily. All Students must successfully conduct a PRT session to graduate BLC. Physical Readiness Training is an evaluated activity and focuses on proper execution of the PRT session, not physical fitness improvement. All Students will participate in PRT daily even after all Students successfully complete their PRT evaluations. Although the purpose of PRT is to increase one's level of fitness, the primary purpose while a Student at BLC is to learn the proper techniques and procedures to conduct PRT IAW FM 7-22, ATP 7-22.01 & ATP 7-22.02.

4. GENERAL ADMINISTRATION

4-1. This chapter describes general administrative procedures within the Academy. Students are expected to be familiar with the NCOA student Standing Operating Procedures (SOP) and its contents upon arrival.

4-2. **SPONSORSHIP OF INTERNATIONAL MILITARY STUDENTS:** The International Military Students (IMS) are an integral part of training at the NCOA. The NCOA and 7ATC International Military Education and Training Office are committed to providing the highest quality training to international military personnel. We will 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 United States Army Europe-Africa (USAEUR-AF) 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.

This process will transfer to a U.S. Soldier and will begin the formation of necessary bonding between the U.S. and IMS upon arrival into the Basic Leader Course. This process formulates a head-start and provides them an initial training base on an unfamiliar task.

The intent is to introduce international students to the BLC standards and the way U.S. Army NCOs conduct day to day business. IMS' 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.

Unless provided by the parent country IMS will draw the same equipment from the 7th Army NCO Academy S-4 as the U.S. Soldiers.

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).

4-3. **BILLETING:** All International BLC students are billeted at the NCO Academy barracks.

4-4. **MEALS:** The Lawrence T. Hickey Dining Facility is located on the Academy grounds and is open 7days a week during cycle. Students are responsible for paying for their meals.

4-5. **TELEPHONE:** Cell phones will only be used in accordance with the Commandant's Guidance on student privileges – during breaks and personal time (1800 – 2200).

4-6. **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 (i.e., Gerber, Leatherman) are authorized.

4-7. **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.

4-8. **MEDICAL AND DENTAL TREATMENT:** Students have access to urgent medical and dental care. Emergency treatment is available at the Tower Barracks medical clinic. Health and dental records are not required except for those students having unique medical or dental conditions.

4-9. **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. Civilian clothes should be brought for wear during authorized times.

4-10. **LAUNDRY:** Laundry facilities are available within each company billet through the provided washers and dryers. Recommend liquid detergent as powders may clog the machines.

4-11. **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.

4-12. **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.

4-13. **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 (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 (Holistic Health and Fitness), Chapters 7,8, 9, 10 and ATP 7-22.1 (Holistic Health and Fitness Drills and Exercises) Chapter 3 if possible.
- e. "Break in" your boots before you arrive at BLC; students will march to and from the Land Navigation/Conduct Individual Training site.

5. **ACADEMY STANDARDS AND PERFORMANCE HONORS**

5-1. **PHILOSOPHY:** The 7th Army NCO Academy is committed to providing the highest quality training to international personnel. We will 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 communications.
- (4) Supporting the Chain of Command.
- (5) Excellence.

5-2. **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: 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 IAW their prescribed uniform/appearance policies.

(2) Military footwear 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 (i.e., 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 ACUs for US Army students and the service equivalent for International students. No other uniform is authorized for wear while at the academy.

5-3. **GRADING SYSTEM:** Students are graded on a combination of points and a "Go/No-Go" system. Examinations consist of five performance evaluations. Performance 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 evaluations are based on a 100-point grade system with 70% a passing grade. Students who fail an evaluation will be retrained before a retest.

5-4. **EVALUATIONS:** To receive a passing score, the student must score at least a 70 percent or higher on performance evaluations. Graded presentations are administered as mandatory items and are essential for graduation. If a student fails any initial performance evaluation, conduct counseling and remedial training and retest the student only once using the appropriate rubric. (Ref. ISAP pages B-13 through B-48)

5-5. **PERFORMANCE EVALUATIONS:** In addition to the written essays, each BLC student must successfully complete performance evaluations to meet course requirements in the following areas:

- a. Conduct Physical Readiness Training Performance Evaluation.
- b. Conduct Individual Training Performance Evaluation.
- c. Conduct Squad Drill Performance Evaluation.
- d. Assessing SHARP Essay (Commandant's writing Award)
- e. Public speaking information brief
- f. Assessing writing Compare and Contrast Essay
- g. Assessing writing Informative Essay
- g. Army Leadership Performance Evaluation (attributes and competences)
- h. The Army Height and Weight Screening (IAW AR 600-9).
- i. Assessment of Army Combat Fitness Test grader certification.

5-6. **STUDENT DEVELOPMENTAL COUNSELING:**

a. Developmental counseling is a means to assist and develop students and subordinates. 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. Session must include the statement "I will not acquire or provide inappropriate assistance before or during any test except as instructed (i.e., 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 (ISAP).
- (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.

5-7. **ACADEMIC EVALUATION REPORTS** (DD Form 2496 IMS Student Performance Evaluations).

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 Block 13A 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.

5-8. **STUDY HALL:** The first hour of study hall is mandatory for all students regardless of

their academic standing. The second hour is optional; however, additional help from cadre is available when necessary. Cadre to student ratio will be one per classroom for the first study hall only. During all other study halls, the ratio will be one instructor per Company. The first hour of study hall will be conducted in the classroom.

5-9. DISMISSALS:

a. Administrative Release: Any student who has an official reason or medical appointment, quarters, or any emergency that causes a student to miss four hours of instruction may be released from this course. The training is critical and time does not permit the student to recover before moving on to other subject material.

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 that brings discredit upon the United States Army.
- (5) Any sexual harassment or sexual assault violation.

5-10. HONOR CODE:

a. 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 Honor Code have evolved with them. The leaders established guidelines and regulations that were carried out and enforced by their subordinates.

b. Subordinates also relied on the honesty and integrity of their leaders. This situation persists in our present Army. Leaders still rely 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

c. 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 examinations or classroom work, the students work must be their own. (Ref. Student Welcome Packet pg. 14)

6. HONORS

6-1. STANDARDS FOR INDIVIDUAL STUDENT RECOGNITION: Students who exceed course requirements will be recognized upon completion of the course. In order for students to be considered for any academic award, that student must achieve an initial passing score on all tested and evaluated areas, receive no adverse counseling and have an overall course performance which demonstrates the "Whole Soldier" concept. The following graduates will be recognized in support of AR 600-8-22, Chap. 3:

6-2. DISTINGUISHED HONOR GRADUATE/ IMS DISTINGUISHED HONOR GRADUATE:

The Distinguished Honor Graduate is the top student of each company. This graduate is the student who demonstrated superior academic achievement through the "Whole Soldier" concept. This graduate must meet these prerequisites:

- a. All criteria are met for the Commandant's List Graduate.
- b. Have the highest overall academic average.
- c. Have no adverse developmental counseling.

6-3. COMMANDANT'S LIST GRADUATES: The Commandant's List is formed from the top 20 percent of all enrolled students in the Academy. This percentage includes the Distinguished Honor Graduate. These graduates must have "EXCEEDED COURSE STANDARDS" rating in Block 11a of the DA Form 1059. The following guidelines represent the minimum consideration for this rating

- a. Displayed superior performance, Army values, and the "Whole Soldier Concept" throughout the course.
- b. Received a first time "GO" on all examinations/evaluations and an overall academic average of 90 % or higher.
- c. Superior ratings in three of four "Demonstrated Abilities" blocks, Block 12, DA Form 1059.
- d. Have not received any adverse developmental counseling.
- e. Presented a superior military appearance and bearing throughout the course.

6-4. DISTINGUISHED LEADERSHIP AWARD: In addition to the Distinguished Honor Graduate and the Commandant's List Award, it is also possible for a student to receive the Distinguished Leadership Award. This honor is awarded to the student who through demonstrated performance best exemplifies those qualities expected of a leader.

- a. Selected by their peers with final recommendation by the SSGL/SGL.
- b. Received no adverse counseling.

- c. Received a superior rating in Block 12c (Leadership Skills) of their AER.
- d. Nominees appear before a board.

6-5. **IRON SOLDIER AWARD:** The Iron Warrior Award is awarded to the highest ACFT for Male, Female, and IMS students. Students must meet the following criteria:

- a. Student must score 300 or more points on the extended scale.
- b. Received no adverse counseling.

7-6. **GRADE STANDARDS:** Each student will receive a Student Record of Training at the end of the course. Scores are entered and derived from the percentage of evaluated areas and exams conducted.

7. THE CREED OF THE NONCOMMISSIONED OFFICER AND ARMY SONG

7.1 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 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)	(314) 569-0402
ACADEMY FAX	(314) 569-0424
CHIEF OF TRAINING	(314) 569-0409
CHIEF INSTRUCTOR	(314) 569-0408
NCOA MEDIC	(314) 569-0423
NCOA STAFF DUTY	+49 172 4251850
A CO 1SG	(314) 569-0451
B CO 1SG	(314) 569-0410
7 TH ATC STAFF DUTY	314) 569-6613 / +49 (0)9641-70-569-6613
7 TH ATC SHARP	(314) 569 4567
7 TH ATC EO	(314) 526-3115