

DEPARTMENT OF THE ARMY
Headquarters, Joint Readiness Training Center and Fort Polk
Noncommissioned Officer Academy
Fort Polk, Louisiana 71459-5000

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FORT POLK NONCOMMISSIONED OFFICER ACADEMY
STUDENT & UNIT PREPARATORY GUIDE

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MEMORANDUM FOR Students of the Fort Polk NCO Academy

SUBJECT: Introduction and Letter of Welcome

1. I congratulate you on reaching an important milestone in your career. The mission of the Academy is to prepare selected Soldiers in the rank of PFC, SPC/CPL, and SGT to perform the duties and execute the responsibilities of junior Noncommissioned Officers and to teach them how to train and lead the Soldiers who will work and fight under their leadership. Your selection is indicative of your demonstrated performance and future potential.
2. Our obligation to you and the Army is to train/enable deserving Privates First Class, Specialists and Noncommissioned Officers to visualize, describe, and execute squad level operations by incorporating current lessons learned while adapting your training to the contemporary operating environment. We develop leaders who are proficient, adaptive, innovative, and capable of leading Soldiers in a combat scenario. We prepare you for leadership duties by training and evaluating standard-based performance-oriented skills; and stressing battle-focused training that supports squad level operations. End state, we instill the self-confidence, knowledge, and sense of responsibility necessary to train and lead subordinates in our Warrior Leader Combat Tasks and Drills regardless of MOS and experience you bring to the Academy. That is quite a mouthful. I think we are equal to the task if you come here with the right mindset. Come here ready to learn from, and contribute to, the learning process and you, your fellow students, and the Academy will be successful.
3. The WLC trains prospective and current leaders develop leadership skills, understand and embrace NCO responsibilities, duties, and authority, and how to conduct performance-oriented training. It focuses on leader training for first time leaders, produces battle competent junior NCOs who are qualified team/section/squad 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 attitudes. WLC is non-MOS specific, taught in a NCO Academy live-in environment using small group instruction with practical application, followed by hands-on, performance-oriented training conducted in a field environment, culminating with a field training exercise. Cadre personnel assess the students' leadership potential and evaluate their ability to apply lessons learned needed for effectively leading their classmates in a tactical environment. WLC provides opportunity for education, to learn war-fighting skills, and to gain and/or reinforce experience.
4. This guide provides an overview of the Academy and articulates our prescribed policies and procedures. It will prove invaluable before and during your attendance at the Academy. Complete knowledge and understanding of its contents are essential to successful completion of your course.
5. The Academy is committed to developing the Army values and leader attributes that will instill self-confidence and the sense of responsibility required of a military leader.
6. Upon arrival, you will be in a sterile training environment. The Academy will supply the necessary tools, but you must perform the work. As a student, you must devote all your time, energy, motivation, and self-discipline to the course of instruction.
6. We welcome and wish you an enjoyable, challenging, and professionally rewarding tour at the Academy.

(Original Signed)
FRANK E. HACKER
CSM, USA
Commandant

Chapter 1

Introduction

1-1. Purpose. This chapter provides information and assistance concerning attendance to the Warrior Leader Course (WLC). At the Fort Polk Noncommissioned Officers Academy.

1-2. Applicability. This Student Guide applies to all students attending the Fort Polk Noncommissioned Officers Academy.

1-3. Length. The Warrior Leader Course is 24 days in duration.

1-4. History. This is the fifth printing of this publication.

1-5. History of the Fort Polk Noncommissioned Officers Academy. The Noncommissioned Officers Academy was first organized and operated by the 40th Armored Division, Texas National Guard and called to active Federal Service in 1961. In December 1961, the Academy was designated as the Fort Polk Noncommissioned Officer Academy. On 1 July 1975, the Academy was redesignated as the United States Army 5th Infantry Division Noncommissioned Officer Academy, and the first enlisted Commandant was assigned. On 24 November 1992, the Academy was redesignated as the Fort Polk Noncommissioned Officer Academy with the deactivation of the 5th Infantry Division (Mechanized).

1-6. Mission. The mission is to prepare selected specialists, promotable specialists/corporals, and sergeants to perform the duties and execute the responsibilities of junior Noncommissioned Officers.

1-7. The Soldier's Creed and the Creed of the Noncommissioned Officer. All students are expected to memorize the Soldier's Creed and the Creed of the Noncommissioned Officer before their arrival.

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 will 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!

1-9. The Honor System. Honor is the guiding principle of every endeavor involving the profession of the Army. Integrity (absolute honesty) is a basic attribute demanded of every Noncommissioned Officer. This personal quality requires, among other things, that *“Your work must be your own.”* Examinations are given throughout the course. Each individual student will prepare presentations. This work is evaluated based on individual effort. Each student's work must be entirely original in every manner. The copying of another student's work violates the intent of the honor system. Students are encouraged to work together, utilizing the team system and the final results must be original. The honor system for this Academy does not cease with academic honor and integrity. It also applies to observance and adherence to the rules and regulations set forth by this Academy. To knowingly violate a rule or regulation, whether or not this violation is discovered, is a discredit to your own word of honor. It is the Soldier's responsibility, as a student, to immediately report any violation of the honor system directly through the chain of command (student and cadre).

Chapter 2

Administrative Information

2-1. Purpose. This chapter outlines the administrative information necessary to prepare for, attend, and successfully graduate from the Fort Polk Noncommissioned Officers Academy Warrior Leader Course.

2-2. General. Soldiers must qualify for attendance by meeting the prerequisites outlined in United States Army Training and Doctrine Command (TRADOC) Regulation (Reg) 351-17, TRADOC Reg 351-1, this Student Guide (Chapter 4), and be placed on the unit's Order of Merit List.

2-3. Student Notification. While your unit makes every effort to notify you of your class date as soon as possible (six weeks before attendance is the standard), the reality of the current world both on and off Fort Polk may impact your unit's ability to inform you in a timely manner. As a Sergeant, you should be prepared to attend with little notice. If you are a Specialist or Corporal who is promotable, you indicated you were ready for the both the rank of Sergeant and attendance to the Warrior Leader Course by successfully appearing before the promotion board. Completing the pre-requisite Commander's Checklist for Attendance (TASS Form) (Appendix C), and having your clothing and equipment inventoried using the Clothing and Equipment Checklist, Warrior Leader Course (Appendix B) can, and should be accomplished before official notification, and is required before attendance.

2-4. Inprocessing. (Day 0)

- a. Soldiers will report to Bldg 2392 at 0730 on Day 0 for in processing.
- b. When reporting, students must have the following:
 - 1) Individual weapon (TDY students exempt)
 - 2) All students will have a TASS Form completely filled out and signed by their commander. Ensure the information on this form is correct, or the Soldier will not be allowed to enter the course.
 - 3) **SSD I completion Certificate (beginning 1 OCT 2012)**

2-5. Releases Prior to Completion of the Course.

- a. There are four areas in which a student may be released prior to graduation. They are as follows:
 - **Administrative/Medical:** Will result from emergency, compassionate, or medical reasons that arise during the course. These are causes beyond the student's control, which prohibit the Soldier from completing the course.
 - **Motivational:** May result after counseling, concerning attitude and/or motivation, which proves to be unsuccessful.
 - **Disciplinary:** Will be released for violations of the Uniform Code of Military Justice (UCMJ), conduct that is prejudicial to good order and discipline, and/or infractions of the Academy's policies.
 - **Academic Release:** Students failing an initial test and re-test will be released from the course.
- b. Students released for disciplinary or motivational reasons will not be allowed to re-enter the course for 180 days.
- c. Students released for academic, administrative or medical reasons may apply to re-enter the course when both the unit Commander and school Commandant determine that the Student most likely can successfully complete the course now.
- d. Soldiers previously eliminated from WLC and allowed to reenroll must start at the beginning of the course.

2-6. Service School Academic Evaluation Report (DA Form 1059), AR 623-3.

- a. The Academic Evaluation Report is designed to portray the accomplishments and potential that an individual demonstrates while attending an NCOES.
- b. The Academy prepares the DA Form 1059 before graduation. Distribution of the Academic Report is as follows:
 - 1) Original: Forwarded to the United States Army Enlisted Records and Evaluation Center, Indianapolis, Indiana.
 - 2) Copy Two: Forwarded to the Soldier's Official Military personnel file (OMPF).
 - 3) Copy Three: Filed at the Academy.
 - 4) Copy Four: Given to the graduate upon completion of the Graduation Ceremony.

2-7. Graduation. A graduation ceremony honoring students who successfully complete the course of instruction will be conducted on Day 24 of the course. Qualifying students will receive individual awards at the completion of WLC. Prior attendees who have been released for either academic failure or disciplinary reasons do not qualify to receive awards. Students receiving honors are designated as:

- a. Distinguished Honor Graduate
- b. Leadership Award
- c. Iron Warrior Award
- d. Commandants List top 20% with the highest GPA.

2-8. Financial Considerations of WLC Course Attendance. Some Soldiers find it necessary to purchase all brand new uniforms at considerable expense. The standards of uniform appearance and wear are the same at the Noncommissioned Officer Academy as anywhere else in the Army. Army Regulation 670-1 outlines the standards. If a Soldier must buy new uniforms to meet the standards, do so.

Chapter 3

General Policies

3-1. Purpose. This chapter outlines the general policies of the academy, and explains the standards of behavior, conduct, and performance that are expected of all students. Violation of these policies may result in the student being released from the Academy.

3-2. General. In order to develop a sense of responsibility, each student will be managed as a Noncommissioned Officer. The program is designed to test each student everyday in all aspects of performance. Students must organize their teams, squads, and themselves to carry out assigned tasks with the highest standards of performance. The goal of this Academy is professional performance, and all students are expected to strive to meet that goal.

3-3. POV. Parking of POVs is only permitted in the student parking lot across the street from the academy.

3-4. Items Not Authorized or Allowed.

- a. Any item not listed on the Clothing and Equipment Checklist, Warrior Leader Course, and/or issued by the Academy.
- b. Exceptions: additional personal hygiene items, laundry soap, or authorized eye protection. Other exceptions must be requested in writing.

3-5. Alcohol Consumption. Students are not authorized to consume alcohol for the duration of the course.

3-6. Commandant's Open Door Policy. All students will seek resolutions to their problems through the chain of command. If a problem cannot be solved in this manner, or if it is of a personal nature, students may see the Commandant at any time by notifying their SGL and cadre chain of command. No one may or will keep a student from seeing the Commandant.

3-7. Visitors/Meals.

- a. Members of the student's unit chain of command are encouraged to visit with their student during lunch. Arrangements must be made a minimum of 24 hours in advance by calling the Noncommissioned Officer Academy, Operations Section, 531-6336/4998 or COT 531-4221
 - 1) Members of the unit are restricted to the student's sponsor, platoon sergeant, squad/section leader, first sergeant, CSM, and commanders.
- b. Unofficial visitors are restricted due to a very intense training schedule. While official visits are possible, they will be limited to 60 minutes or less depending on the training schedule. Coordination must be made prior to observing training. The Chief of Training will determine the need.
- c. CSMs/1SGs are authorized to visit any aspect of the Academy they desire except those areas with controlled access (TCO Vault, Arms Room, etc.).

3-8. Pay and Mail Call. Students must arrange with their unit for pay and mail.

NCOA Mailing Address:
Fort Polk Noncommissioned Officers Academy
Student #, Rank and Name, Platoon
1732 22nd St. BLDG 2394
Fort Polk, LA. 71459

3-9. Leaves and Passes.

- a. Students may be granted emergency leave by their unit only after verification with the Red Cross. The student's commander must request release through the Commandant.
- b. Ordinary leaves will not be granted.
- c. The Commandant is the approving authority for any student being released from the course.

3-10. Student Chain of Command.

- a. Student Squad Leader
- b. Small Group Leader
- c. Senior Small Group Leader
- d. Chief of Training
- e. Deputy Commandant
- f. Commandant

3-11. Telephone Calls.

- a. Military telephones are for official business.
- b. Students may bring personal cellular telephones. These phones are not authorized for use during classroom instruction.
- c. Defense Switching Network (DSN) lines are available throughout the Academy for official calls only.

3-12. Uniform and Appearance.

- a. The standard duty uniform at the Academy is the Army Combat Uniform.
- b. The Improved Physical Fitness Uniform (IPFU) is the only authorized PT uniform.
- c. Foot gear must be in accordance with AR 670-1.
- d. Appearance and uniform wear standards of AR 670-1 are enforced. Students will wear Patrol Cap regardless of status while at the Warrior Leader Course.

3-13. Designated Smoking Areas. Use of tobacco products is allowed only in designated smoking areas. The designated smoking areas are as follows:

- a. Outside the classroom in an area designated by the instructor.
- b. *STUDENTS WILL NOT USE ANY TOBACCO PRODUCTS INSIDE ANY BUILDINGS AT ANY TIME.*

3-14. Customs and Courtesies.

- a. Upon entering a building, headgear will be placed in the left hand.
- b. Students will stand at "Parade Rest" when addressing Noncommissioned Officers.

- c. The student in charge or the senior student in charge will call "At Ease" when approached by a Noncommissioned Officer, senior to them, who desires to address the group or an individual student.
- d. Students will call "At Ease" in the classroom, or anywhere when activities other than a class/training are being performed.

3-15. Conduct in Dining Facility.

Students fill the dining facility from front to rear, starting on the right side. Headgear will not be placed on tables nor the serving line.

3-16. Conduct in Barracks.(for TDY Soldiers).

- a. While the barracks is an area for students to relax, study, and sleep, conduct in the barracks will continue to remain professional.
- b. No one is allowed out of the barracks after 2300.
- c. The SDNCO will conduct indiscriminate bed checks and is authorized to conduct an accountability formation.
- d. Students will turn off room lights and will be in the barracks NLT 2300. Hallway lights remain on during periods of darkness.
- e. Soldiers of the opposite sex will not be allowed in each other's room.

3-17. Physical Security.

- a. Students will keep their personal drawers and wallocker locked at all times when not in their rooms and before they retire each evening.
- b. When not secured in the Academy's Arms Room, students will maintain physical control (hands on) of their weapon at all times, unless directed otherwise by the academy's cadre or a student leader in the performance of their duties. Weapon security is an individual and leader's responsibility.

3-18. Equal Opportunity Policy. The Noncommissioned Officer Academy is committed to provide a training environment of equal opportunity and treatment for students without regard to race, color, religion, gender, or national origin, and to provide an environment free of sexual harassment. Students with complaints or concerns will be referred to the NCO Academy Equal Opportunity Representative (EOR).

Chapter 4

Program of Instruction (POI)

4-1. Mission: WLC is branch-immateral, and taught at Regional NCO Academy's in a non live-in environment. Classroom instruction includes practical application; with a written examination, followed by hands-on/ performance-oriented training conducted in a field training environment and 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 peers in a garrison environment.

4-2. General.

- a. The Warrior Leader Course is the first step in the Noncommissioned Officer Education System. It represents the Soldier's first return to formal schooling after Advanced Individual Training (AIT) and is aimed at Soldiers having the potential to perform the duties of a Noncommissioned Officer. The Army expects sergeants to be technically and tactically proficient, to enforce standards, and to train and take care of Soldiers. The Warrior Leader Course provides the basic tools to do what is expected and the background to create winning units.
- b. WLC is a prerequisite for attending the Advanced Leader Course (ALC).
- c. The course is designed to provide the foundation of leadership training by training Noncommissioned Officers to teach and lead the Soldiers that work and fight under their leadership. Emphasis is on *training the trainer to train*. The course provides students with opportunities to demonstrate and practice what they learn in a fast-paced and challenging atmosphere. They are placed in leadership positions under various conditions and evaluated on their leadership abilities. Only those students, who prove they have the capability and desire to lead and demonstrate potential and motivation to succeed as Noncommissioned Officers, will graduate from WLC.

4-3. Prerequisites.

Prerequisites for attendance are Soldiers who are active duty or reserve component members; meet the physical fitness and weight standards outlined in AR 351-1, AR 350-15, and AR 600-9; are eligible for reenlistment; have 6 months time in service remaining upon completion of the course; are recommended by the immediate commander and placed on the unit order of merit list.

Soldiers attending WLC must fall into the following priorities—

Priority One: Staff Sergeants promoted without WLC.

Priority Two: Sergeants that are non-WLC graduates. The SGTs may or may not have a WLC waiver.

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

- (1) SPC/CPL (P) who meets the cut off score.
SPC/CPL (P) in MOSs which would have had additional promotions if more promotable SPC/CPLs had been available and identified as “star MOS:” by monthly HRC Promotion Cut-Off Memorandums.
- (2) SPC/CPL (P) in other MOSs 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.

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

Priority Five: PFC with leadership potential may attend WLC when all higher OML categories are exhausted.

Temporary/Permanent Profiles:

1. Effective 1 October 2007, the automated PEC took effect. Soldiers whose reservations were made after that date are only required to report with documentary evidence of physical profile and other non-routine prerequisites not contained in the total Army personnel database (TAPDB). DA Form 705 (APFT Card) is no longer needed, because of the responsibility of the commanders to ensure Soldiers meet the Army standards within 30 days before sending to any NCOES, per PEC, dated July 2009.
2. Soldiers who have a permanent profile designator of “3” or “4” must include a copy of their DA Form 3349 and the results of their military medical review board (MMRB) as part of the course application. Soldiers, who have appeared before an MMRB, or similar board, have been awarded medical limitations, and allowed to retain their occupational classification, may attend WLC and train within the limitations of their profile--provided they can meet course prerequisites and graduation requirements.
3. NCOAs will deny enrollment to Soldiers who hold a temporary profile except for shaving or nonperformance deterring profiles. Soldiers diagnosed as pregnant after enrollment may continue training, **provided** the attending physician deems it is safe to do so. Pregnant Soldiers must provide a copy of the attending physician’s recommendation. A Soldier medically dismissed for pregnancy after enrollment may return to the course when the condition that led to the medical dismissal no longer exists.
4. Temporary Profile Exceptions: Commanders may send Soldiers with temporary profiles due to participation in OIF/OEF to WLC. Soldiers must arrive with a copy of their current temporary profile and a memorandum bearing the commander’s signature stating the profile exists as a result of injuries during participation in OIF/OEF. The Soldiers will train within the limits of their profiles.
5. For students with P3/P4 profiles, ensure that the profiling doctor and the approving authority doctor have signed the profile. The commander does not need to sign the profile unless he disagrees with the profile. P2 profiles only need the signature of the profiling doctor. Soldiers possessing P2 profiles must also meet course graduation requirements.

6. Wounded Warrior: Commandants will not deny enrollment or disenrollment of Soldiers based on physical profiles resulting from MMEB or MEB rulings. Soldiers previously unable to meet course requirements as a result of physical limitations 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 properly documented using the military physical profile for physical condition/stamina, upper extremities, lower extremities, hearing/ear, eyes, and psychiatric (PULHES) code, can attend PME and MOS courses. Waivers 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.

7. NCOAs will deny enrollment to Soldiers failing to meet any one of the above prerequisites. Commandants may not supplement these mandatory prerequisite requirements.

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

- a. Negotiate rough terrain under varying climatic conditions.
- b. Conduct, demonstrate, and lead drill and ceremonies.
- c. Conduct, demonstrate, and lead physical fitness training.
- 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 50-pound combat load containing mission essential equipment.
- g. Occasionally 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 individual assigned weapon IAW applicable regulatory guidance.

4-4. Course Length. Warrior Leader Course is a 24 day course.

4-5. Objectives. The objectives of the Warrior Leader Course are as follows:

- a. To make junior leaders aware of their responsibilities as Noncommissioned Officers.
- b. To train junior leaders in the fundamentals and techniques of leadership.
- c. To prepare junior leaders for leadership duty in any environment.
- d. To provide junior leaders knowledge of Noncommissioned Officer roles in training and leading subordinates.
- e. To prepare junior leaders to train their subordinates.
- f. To provide junior leaders with a thorough understanding of the high personal and professional standards maintained as Noncommissioned Officers.
- g. To instill increased self-confidence and a sense of responsibility in junior leaders.
- h. To provide junior leaders with tools to develop and sustain an atmosphere of discipline within their teams, squads, or sections.
- i. To provide junior leaders with the ability to sustain the physical fitness of their subordinates.
- j. To provide junior leaders with the knowledge to care for their Soldiers and families.

4-6. Curriculum Plan. The curriculum plan is divided into three blocks of instruction: Leadership, Training, and War fighting. The course will culminate with a situational training exercise where students demonstrate what they have learned.

4-7. WLC Blocks of Instruction.

- a. **Leadership:**
 - (1) Army leadership
 - (2) Developmental Counseling
 - (3) Army correspondence
 - (4) History of the Army and the NCO
 - (5) Sexual assault and prevention and response
 - (6) Personnel recovery
 - (7) Effects of culture
 - (8) Resilience
 - (9) Military justice and discipline
 - (10) Suicide prevention for junior leaders
 - (11) Ethical problem solving

(12) Leadership exam

b. **Training:**

- (1) Composite risk management
- (2) After action review
- (3) Training management
- (4) Conduct individual training
- (5) Health and fitness
- (6) Drill and ceremonies
- (7) Supply procedures
- (8) Training exam

c. **War fighting:**

- (1) Small unit combat operations according to the law of war
- (2) Combat orders
- (3) Team and squad movement techniques
- (4) Tactical site exploitation
- (5) Tactical operations
- (6) Tactical reports and requests
- (7) Casualty evacuation
- (8) War fighting exam
- (9) Situational training exercise

4-8. Evaluation Standards.

- a. The evaluation process is designed to look at the "Whole Soldier"-- attitude, physical conditioning, leadership ability, and ability to work with others. This evaluation is primarily a subjective process arrived by observation and analysis. The emphasis will always be on identifying and developing potential leaders.
- b. The evaluation and AAR are a continuous process in the WLC. The cadre evaluates the student in each leadership position the student occupies. The cadre conducts AARs with the students and reviews their ability to perform assigned tasks as measured against training standards.
- c. The cadre conduct AARs and evaluate students when they are not in a leadership position. Any demonstration of a leadership characteristic, by a student, will result in positive feedback from the cadre.
- d. Tests consist of Written Examinations and Performance Evaluations. In either case, students Must score 70% or above. A Student Record of Training lists each subject area and is maintained and posted to their individual course attendance records.

4-9. Academic Course Requirements. The academic course requirements are as follows:

Course Graduation Requirements: To achieve course graduation requirements, students must score 70 percent or higher on the following examinations/evaluations, except for the APFT:

- 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

4-10. Graduation Standards. The determination of satisfactory completion of the course rests with the instructors and the Commandant, based on satisfactory completion of each subject area. A Soldier who receives a "No-Go" on either a Written Examination or Performance Evaluation is retrained and will receive a retest. A passing score of 70 percent is required on all evaluations. One retest may be administered for any examination or evaluation. If the student does not receive a "Go" on the retest, the student's record is appropriately annotated, and the student will be eliminated from the course in accordance with AR 351-1.

Appendix A

Reference Materials

LISTED BELOW ARE THE PRIMARY REFERENCE MATERIAS UTILIZED DURING THE WARRIOR LEADER COURSE. THESE MATERIALS WILL BE USEFUL IN PREPARING FOR THE COURSE.

1. AR 600-20, Army Command Policy.
2. AR 623-3, Evaluation Reporting System.
3. AR 670-1, Wear and Appearance of Army Uniform and Insignia.
4. AR 735-5, Policies and Procedures for Property Accountability.
5. DA Pam 350-21, Family Fitness Handbook.
6. DA Pam 600-25, U.S. Army NCO Professional Development Guide.
7. DA Pam 710-2-1, Using Unit Supply System (Manual Procedure).
8. FM 7-22.7, The Army Noncommissioned Officer Guide.
9. Army Training and Evaluation Program (ARTEP) 7-8 DRILL, Battle Drills for the Infantry Rifle Platoon and Squad.
10. Soldier Training Program STP 21-1-SMCT, Skill Level I.
11. Soldier Training Program STP 21-24-SMCT, Skill Level 2 through 4.
12. Current Unit Supply Update.
13. Current Maintenance Management Update.
14. FM 3-21.71, The Mechanized Infantry Platoon and Squad (Bradley).
15. FM 3-21.8, Infantry Rifle Platoon and Squad.
16. FM 21-10, Field Hygiene and Sanitation.
17. TC 3-22.20, Physical Fitness Training, Chapters 1 through 4.
18. FM 3-25.26, Map Reading and Land Navigation.(include Change 1)
19. FM 3-21.5, Drills and Ceremonies.
20. FM 6-22, Army Leadership.
21. FM 21-75, Combat Skills of the Soldier.
22. FM 3-22.9, Rifle Marksmanship M16A1, M16A2/A3, M16A4, and M4 Carbine.(Include C-1 thru C-4)
23. FM 7-0, Training the Force.
24. FM 7-1, Battle Focused Training.
25. FM 3-0, Operations
26. Technical Manual 10-227, Fitting of Army Uniforms and Footwear.
27. FM 3-21.9, The SBCT Infantry Rifle Platoon and Squad
28. FM 1, The Army

Appendix B

WLC PACKING LIST

WORN:

1. PATROL CAP W/ RANK
2. CAMELBAK (ACU)
3. ACU'S
4. ID CARD (WILL BE WITH THE SOLDIER AT ALL TIMES)
5. ID TAGS (WILL BE WITH THE SOLDIER AT ALL TIMES)
6. TAN BELT

MOLLERUCK:

1. INTRENCHING TOOL, HAND
2. COVER, WATER CANTEEN 2qt WITH CANTEEN
3. PONCHO TOP FLAP
4. (3) PR GREEN OR BLACK SOCKS
5. (3) TAN T-SHIRTS
6. (1) WATERPROOF BAG
7. FLASHLIGHT W/ BATTERIES WITH RED LENSE
8. WET WEATHER TOP RIGHT POCKET
9. WET WEATHER BOTTOM LEFT POCKET
10. (3) UNDERWEAR
11. (1) PR ACU'S
12. PERSONAL HYGIENE KIT
13. (1) BROWN TOWEL
14. SLEEPING SYSTEM (SMALL BAG, LARGE BAG, COVER, STUFF SACK)
15. (2) PR BOOTS (ONE WORN)
16. FINE OR SUPERFINE MAP MARKERS
17. TACTICAL GLOVES
18. EYE PRO (PERScription GLASSES ARE NOT SUFFICIENT)
19. WEAPONS CLEANING KIT

DUFFLE BAG:

- 1) VEST INDIVIDUAL TACTICAL (MOLLE Vest)
- 2) MAGAZINE POUCHES (WITH 6 MAGAZINES)
- 3) ADVANCED COMBAT HELMET ASSEMBLED WITH COVER
- 4) IMPROVED FIRST AID KIT (IFAK)
- 5) (4) PR GREEN OR BLACK SOCKS (ONE WORN)
- 6) (7) PR WHITE OVER THE ANKLE SOCKS
- 7) (4) TAN T-SHIRTS (ONE WORN)
- 8) (4) UNDERWEAR
- 9) (2) PR ACU'S
- 10) PT HAT FOLIAGE
- 11) PT PANTS AND JACKET
- 12) (2) LONG SLEEVE PT SHIRTS
- 13) (2) SHORT SLEEVE PT SHIRTS
- 14) (2) PT SHORTS
- 15) BERET
- 16) COMPASS
- 17) (1) BROWN TOWEL

CARRIED:

- 1) CLASS-A / ASU UNIFORM (COMPLETE)
- 2) WEAPON WITH BLANK FIRING ADAPTER AND SLING

Note: Soldiers need to bring appropriate gear cold or hot weather dependant on the season. Soldiers will take all items on the packing list to the field, except dress uniform articles. All Students must have their Class-A Uniform cleaned and ready for inspection prior to reporting to the Academy. Unless otherwise directed, Soldiers will maintain these Items in their quarters until directed to bring them in. Soldiers coming TDY need to have all above mentioned items when reporting.

***Denotes this item is only required for winter months only 1 November thru 28 February

Any Questions call the number below

(337)-531-4221

Updated 23 February 2012

- 1) Bring frame, all straps and belts required for use with the rucksack (ALICE pack).
- 2) All students will arrive with their **assigned** weapon with assigned sights and /or optics.
- 3) Soldiers are required to be appropriately attired when in the Academy area. At a minimum the summer IPFU will be worn.
- 4) Students with allergic reactions to insect bites or bee stings are required to bring their own personal bee sting kit.
- 5) Weapon cleaning kit will have enough CLP and expendables to last 20 days.

Notes:

- 1) Gray or Black spandex biker shorts are authorized with the IPFU.
- 2) Gortex Sleeping Bag System ECWS is a 4-part system. The complete system must be present.
- 3) Toilet articles must be of standard size (sample sizes will not be accepted).
- 4) There is absolutely no requirement to buy a new issue of clothing to attend WLC. The clothing and equipment must be clean, serviceable, and properly fitted in accordance with AR 670-1, AR 700-84, and TM 10-227.
- 5) You are encouraged to bring these items also:

- ❖ Unit issue multi-tool such as Gerber/ Leatherman/SOG
- ❖ Extra PT uniforms
- ❖ Extra socks and underclothes
- ❖ Extra Velcro rank and extra ID tags
- ❖ Black pens
- ❖ Mechanical pencil .05mm and No. 2 pencils, map markers and erasers

REMARK: I have inventoried and inspected the Clothing and Equipment listed above and IT IS ALL PRESENT AND SERVICEABLE.

INDIVIDUAL'S SIGNATURE:

Print _____

Sign _____ DATE: _____

SUPERVISOR'S SIGNATURE:

Print _____

Sign _____ DATE: _____

** Soldiers that do not report with all required equipment will receive a negative counseling. Negative counselings impact eligibility for graduation with honors and/or awards.

**Appendix C TOTAL ARMY SCHOOL SYSTEM (TASS) UNIT PRE-EXECUTION
CHECKLIST (See following page)**

The purpose of this document is to assist the unit in preparing Soldiers for school attendance while providing one single document with appropriate attachments, for the Training Institutions. This checklist will be completed by appropriate unit personnel, verified and signed by the Unit Commander. Soldier must have a signed copy of this pre-execution checklist in his/her possession upon arrival to scheduled class.

**THE ARMY SCHOOL SYSTEM (TASS)
UNIT PRE-EXECUTION CHECKLIST**

(FOR USE OF THIS FORM SEE TRADOC REG 350-18; PROPONENT IS DCSOPS&T, TASSD)

Please print or type.

1. NAME:

2. UNIT:

3. DOR:

4. COURSE TITLE:

5. REPORT DATE:

First line leader's initials	Soldier's initials	PART I - UNIT PRE-EXECUTION (D-90 to D-1)
		Coordination between customer unit and TASS unit to identify the Soldier by name?
		Soldier in receipt of school/course information?
		Read ahead packets/prerequisite testing complete? (If applicable.)
		All required clothing/equipment IAW school/course information packet?
		Soldier demonstrated physical fitness requirement on diagnostic test administered within 30 days of scheduled departure for school? (As required.)
		Soldier meets standards of AR 600-9?
		Transportation requirements completed?
		Adequate cash/traveler checks/Government Credit Card?
		Individual orders received?
		Individual has current periodic physical (within 5 years)?
		Individual meets remaining TIS requirements?
		School mailing address/telephone numbers received? (For family.)
		Ten (10) copies of orders?
		Transportation verified/approved (ticket picked up)?
		Current/valid identification card?
		ID tags (1 pair)?
		If applicable: Soldier requiring corrective lenses has a set of military prescription eyeglasses and protective mask inserts?
		Notify soldier of requirement to take APFT and be weighed, as required?

Unit POC List:

CDR: B: () H: ()

1SG: B: () H: ()

FTM: B: () H: ()

Unit POC FAX: ()

Unit POC E-mail:

PART II - ROUTINE PREREQUISITES

TASK	REGULATION DATA					SOLDIER DATA						
	CO	CL	FA	GM	MM	CO	CL	FA	GM	MM		
Minimum Aptitude Score (ASVAB) (if applicable)												
	OF	EL	SC	ST	GT	OF	EL	SC	ST	GT		
Color vision requirements (if applicable)												
Physical demand rating/profile (PULHES) *See Part III for P/T profiles	P	U	L	H	E	S	P	U	L	H	E	S

Prerequisite phase/course attendance (if applicable):	School code	Course completed
	Date of completion	Phase completed
Military and civilian vehicle operator license(s) (if applicable):		
Military license number:	Expiration date:	
Civilian license number:	Expiration date:	State:

PART III - REQUIRED DOCUMENTS

Security clearance (if applicable, attach as required)

*Permanent profile attendees (if applicable): AC & AGR must have copy of MRB (P3, P4) results with completed DA Form 3349 (must include Army doctor-approved alternate aerobic event for APFT). TPU/Traditional Guardsmen must have copy of completed DA Form 3349 (must include Army doctor-approved alternate aerobic event for APFT).

All required waivers (if applicable)

Other requirements (if applicable)

OTHER REQUIREMENTS OF DA PAM 611-21 NOT PREVIOUSLY LISTED:

Other requirements (if applicable)

Other requirements (if applicable)

Other requirements (if applicable)

Other requirements (if applicable)

I have been counseled and have read all requirements applicable to the course I'm selected to attend. Attendance at this course and class will not pose any known hardship on me and/or my family that would detract from or prevent my successful completion of course requirements.

Student's Signature: _____ **Date:** _____

I have reviewed the above soldier's qualifications and potential to successfully complete this course, counseled them on these requirements, and hereby verify their readiness to attend.

Commanding Officer (typed name): _____ **Date:** _____

Signature: _____

Appendix D

SPONSOR BRIEFING

1. Under no circumstances will classes be interrupted.
2. Sponsors will report to NCOA HQ Bldg 2394 if there is a need to contact a student. The COT will determine the need.
3. Members of the student's chain of command only are encouraged to visit with their student during the lunch break. Arrangements are made by coming to the NCOA Operations Center, Bldg. 2394. For any questions, call 531-4998/8123.
4. Members of the unit chain of command are restricted to two visitors per day.
5. Members of the unit are restricted to the Sponsor, Squad/Section leader, Platoon Sergeant, First Sergeant, Command Sergeant Major, and Commanders.
6. Shortcomings of initial issue clothing and TA-50 missing items will be corrected NLT 24 hours after notification or the student will be considered for dismissal.
7. Items missing will be dropped off at the NCOA Operations center Bldg. 2394. **THE CLASSROOMS ARE OFF LIMITS!** Throughout the cycle, sponsors may pick up and drop off items needed by their respective students on Mondays and Fridays at the front desk in each of the modules in DUTY UNIFORM! Sign in the green ledger book located at the front desk. This helps us monitor support rendered by the units. Sponsors and others are not authorized contact with the students unless cleared by the COT.
8. Sponsors ensure students are "**Taken Care Of**" during the course. There is absolutely no excuse for non-support from the units.
9. Exam dates are (See Training Schedule for dates):
(If the student receives a second no-go, the sponsor will need to coordinate for weapon pick-up that day).
Other Important events (See Training Schedule for dates):
 - STX
 - Graduation
10. Contact Numbers

OPS	531-4998/424-0374
COT	531-4221/208-3308
11. Student barracks are **OFF-LIMITS** to all visitors. This policy will be enforced to the extreme.
12. Commanders may grant students emergency leave only after Red Cross verification. Unit must request release of student from WLC through Memorandum from appropriate commander to the Commandant. Without commanders, memo students will not be released.
13. Any question address to the Chief of Training at 531-4221/208-3308.

Glossary

Section I Abbreviations

AAR

After-Action Review

AAM

Army Achievement Medal

AGR

Active Guard/Reserve

AIT

Advanced Individual Training

AMA

American Medical Association

APFT

Army Physical Fitness Test

ARCOM

Army Commendation Medal

BNCOC

Basic Noncommissioned Officer Course

Bde

brigade

Cdr

commander

CONUS

Continental United States

CPL

corporal

CSM

Command Sergeant Major

DA

Department of the Army

DFAC

dining facility

DOIM

Directorate of Information Management

DSN

Defense Switched Network

(F)

female

FP

Fort Polk

JRTC

Joint Readiness Training Center

MILES

Multiple Integrated Laser Engagement Systems

(M)

male

MOS

Military Occupational Specialty

MPRJ

Military Personnel Records Jacket

NBC

nuclear, biological, chemical

NCO

noncommissioned officer

NCOA

Noncommissioned Officer Academy

NCOES

Noncommissioned Officer Education System

NG

National Guard

(P)

promotable

Pam
pamphlet

IPFU
Improved Physical Fitness Uniform

WLC
Warrior Leader Course

POI
program of instruction

POV
privately-owned vehicle

Reg
regulation

SGL
Small Group Leader

SDNCO
Staff Duty Noncommissioned Officer

SGT
sergeant

SOI
signal operation instruction

SPC
specialist

SSGL
Senior Small Group Leader

TA-50
Table of Allowances 50

TDY
temporary duty

TRADOC
United States Army Training and Doctrine Command

UCMJ
Uniformed Code of Military Justice

USBA
Uniformed Services Benefit Association

Section II **Terms**

There are no entries in this section.

Section III **Special Abbreviations and Terms**

There are no entries in this section.