



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 1, Open Door Policy

1. Let me be clear on this policy, I am available for anyone and everyone. There is no reprisals for anyone requesting to see me. However, there will be consequences for anyone preventing someone from seeing me.
2. Understand, I highly encourage Soldiers to use their immediate chain of command to resolve problems, issue or concerns at the lowest possible level. This is how professionals resolve conflict, affect positive change or address concern. I am available to meet with any member of this NCO Academy, students or cadre at any time to discuss their problems, issues or concerns.
3. To set up an appointment with me, contact my administrative assistant at 442-3141/2417, stop by my office or approach me anytime. I am usually in my office from 0830 until 1800 most days.
4. Whenever I visit training, I encourage all Soldiers to tell me what is on their mind. When all schools are at capacity, we have over 300 great minds at this NCO Academy, all with great ideas. If you have a better way of doing something, a complaint, or just want to know why we are doing something, let me know.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald", is positioned above the printed name.

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 2, NCOA Re-enlistment Incentive Awards

1. I am personally committed to keeping good Soldiers in the Army. For re-enlistment and Reserve Transition I authorize:

- a. The day of re-enlistment off, after the ceremony.
- b. The re-enlistee will be allowed to select the location of the ceremony anywhere on Fort Sill, as long as it is in keeping with the seriousness of the event.
- c. The re-enlistee will be granted a 72-hour (3-day) pass, to be taken within 90 days of the re-enlistment.
- d. 30 days off the Duty Roster.
- e. Select a item for the re-enlistment incentive items (i.e. backpack, chair, etc.)

2. All passes will be granted in accordance with AR 600-8-10 Leaves and Passes and Policy Letter # 19.

3. I will be notified 72-hours prior to all re-enlistment ceremonies.

4. I will make maximum effort to attend all re-enlistment ceremonies within the Academy.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald".

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER NCO ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 3, Equal Opportunity

1. Equal Opportunity is a right and expectation for every member of this NCO Academy. Everyone, Soldiers, Employees and Contractors will receive equal treatment without regard to their race, sex, color, religion, sexual orientation or national origin.
2. I support the Army Values and have no tolerance for any form of prejudice. I am fully committed to the objectives of the Army's Equal Opportunity Program as outlined in AR 600-20 and USAFCOEFS REG. 600-7. I am equally committed to ensuring that all members of the NCO Academy, their families, and students are provided equal opportunity and receive proper courtesy and respect, free from any and all forms of discrimination.
3. The Army is a leader in our society in working to ensure that equal opportunity is a reality. Those serving today should be proud of the progress made in eliminating roadblocks to equal opportunity. However, I encourage all Soldiers to commit themselves to providing an environment that is free from racial or other prejudices that stand in the way of equal opportunity everyone. Our commitment to this principle is simply good leadership and professional behavior.
4. Soldiers and family members having complaints or concerns regarding any form of discrimination are strongly encouraged to allow their chain of command to resolve their issues. Individuals, whose complaints involve personnel in their chain of command or feel their complaint was not satisfactorily resolved, should report their issues to their next higher command or the FCOE IG Office. There are other agencies including the Chaplains, Installation EO Channels, Provost Marshall, CID, and the Housing Referral Office to assist anyone seeking resolution to their complaints or concerns. The Fort Sill Equal Opportunity Hotline, 442-5895, is also available to seek information concerning complaint processing.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald".

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER NCO ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 4, Drug or Alcohol Abuse/Incidents

1. Evaluate each alcohol or drug abuse situation individually and treat anyone seeking assistance for a drug or alcohol problem with respect and dignity. If you feel that you have a problem, seek assistance immediately from the School First Sergeant or myself. Requests will remain confidential and assistance will be sought. Seeking help after an alcohol or drug incident is often too late. I expect all leaders to understand their responsibility for the welfare of Soldiers. Your responsibility extends to Soldiers' personal lives as well as their professional lives. Impairment of duty performance or personal life due to abuse of alcohol or drugs is detectable. Talk to someone if you have a problem, or suspect a peer, subordinate, or any Soldier of having alcohol or drug problem. Help is available.
2. There is no excuse for a Soldier, student or cadre, in this NCO Academy to drink and drive. All Soldiers will carry on their person a "Smart Card" with phone numbers of NCO Academy leaders who will go anywhere in the Lawton metropolitan area to get impaired Soldiers, students or cadre and ensure they arrive safely back at the NCO Academy. School Chiefs and Staff supervisors will support this initiative.
3. The definition of a alcohol related incident is where alcohol consumption is the causative factor. Examples of alcohol related incidents include but are not limited to, driving while intoxicated, driving under the influence, assault while intoxicated, and spouse or child abuse while intoxicated. The definition of a drug related incident is involving the use, distribution or association with illegal drugs. Both types of incidents are punishable under UCMJ and are grounds for dismissal from the NCO Academy.
4. As leaders, it is our responsibility to uphold high standards in both our professional and personal lives.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald".

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER NCO ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 5, Sexual Harassment

1. Sexual Harassment is unacceptable and inappropriate behavior. Sexual Harassment is prejudicial to good order and discipline. Sexual Harassment is detrimental to unit cohesiveness, mission performance, morale, and the principles of leadership. The NCO Academy will not tolerate this type of conduct and it is grounds for immediate disciplinary release for students and formal relief for assigned cadre. Unacceptable behavior is also punishable under the Uniform Code of Military Justice (UCMJ).
2. The elimination of sexual harassment is a responsibility of all leaders. School Chiefs will incorporate sexual harassment training in their Leader Development Program for their Cadre. AR 600-20 outlines the training procedures and guidelines to follow. The Consideration of Others Program also contains training applicable training.
3. School Chiefs or Soldiers in doubt about any incident, real or perceived, can receive immediate assistance from myself immediately. The NCO Academy, Equal Opportunity Advisor or any trial counsel at Installation Staff Judge Advocate Offices are also available to provide assistance. Those Soldiers maliciously making a false allegation are chargeable under the UCMJ.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald".

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 6, Safety

1. The Army functions as a team. When any member of that team is lost because of an accident, the entire team suffers. I charge everyone to take his or her part. If you are in charge, you are in command. The three tiers of safety specify force protection responsibilities for the chain of command and every individual.

a. Tier 1: Commander validates soundness of training and evaluates plans for safety and resolving safety issues. Provide command climate which ties safety into force protection; Plan/resource for safety; Establish standard for safety; Train consistent with abilities; Make risk acceptance decisions.

b. Tier 2: First line leader identifies necessary actions by responsible individuals, establishes a system to monitor training safety and focuses on adherence to standards. Reinforce command climate on safety; Identify and eliminate/control safety hazards; Emphasize performance to standards; Make risk decisions; Supervise/follow-up; Assess risks.

c. Tier 3: Individual ensures Soldiers look after themselves and others and know how to recognize unsafe conditions and acts.

- (1) Take responsibility.
- (2) Do something about unsafe acts.
- (3) Modify your own risk standards.
- (4) Be part of the buddy system.
- (5) Work as a team (crew coordination).

2. Leaders at every level will be aware of correct safety procedures during training. Subordinates follow and learn from the actions of leaders in the performance of their duties. Safety is no exception. Expose Soldiers to repetitive words and deeds to develop a "sixth safety sense" to reflect the leader's safety awareness and concern. Moreover, Soldiers will be aware that they are accountable for accidents when they fail to exercise prudent caution or fail to accomplish a task as they were trained or instructed. There is no choice between safety and realism. Safety always prevails.

ATSF-W

SUBJECT: NCO Academy Policy Letter # 6, Safety

3. **RISK MANAGEMENT.** Leaders/Students at all levels will utilize risk management procedures to integrate safety into planning and implementation phases of all operations to effectively accomplish the mission and provide protection against accidental losses of personnel and equipment. Leaders will utilize the following guidance throughout the Academy.

a. **Leaders' Risk Management Guide Process.** All training events require a risk assessment. Maintain written risk assessments for the duration of the mission. Perform, categorize, and approve risk assessments utilizing the risk assessment worksheets.

(1) **Detect Hazards and Associated Risks.** Determine the risks associated with the operation. Risk identification involves a close look at each phase of the training or operation. Identify hazards or factors that may adversely affect mission accomplishment. These are the sources of danger potentially encountered while performing a task or function.

(2) **Assess the Risks.** Determine risk implications by answering these two questions: What is the likelihood of a mishap? What degree of injury or equipment damage is possible? A low likelihood of happening and high probability of minor injury equals a low risk. A low likelihood of happening with a high probability of a fatal injury equals a high risk. Good understanding of the facts is the foundation for good risk decisions. Continuously assess risk, even up to and during training. Determine extent of hazards detrimental to the mission. Consider the risk to the individual, equipment, and/or mission. This is more art than science, but is crucial in deciding whether or not to accept the risk.

(3) **Develop Risk Control Alternatives and Make Risk Decisions.** If risk elimination is not possible, then risk must be controlled without sacrificing essential mission requirements. Some risk control alternatives are in the form of new or revised task standards, operational procedures and parameters, training requirements, maintenance standards, etc. Decisions take several forms, such as, selecting from among available controls; trading off mission elements against risk controls or vice versa; and making a final decision whether controls are adequate to make risk acceptable, considering mission benefits. Reduce risk that is mission essential. Select controls for risks you cannot eliminate. For example, requiring eye protection while cutting, mowing or sharpening. Accept the risk only if the benefits outweigh the potential losses. The responsibility to decide is commensurate with the level of risk present in the operation. The higher the risk, the more senior the leader required to accept it.

(4) **Implement the Risk Control Measure.** Integrate procedures for controlling risk in plans, orders, standing operating procedures, preliminary training, and through other channels that assure effective use of procedures during the actual operation. Implementation involves the entire chain of leadership as teams assuring that the full range of approved operational risk controls are in place and ready to go. Establish measures necessary to control risks. Controls may be as substantial as developing a written policy or as simple as conducting a short safety briefing. SOPs are one of the most common ways to implement controls.

(5) **Supervise the Operation.** The leader uses the same supervision techniques (e.g., on-the-scene, spot-checks, performance indicators) to monitor risk controls that he/she used to monitor overall operations. Follow control measures. Enforcing controls protects the workforce from accidental losses

ATSF-W  
SUBJECT: NCO Academy Policy Letter # 6, Safety

and contributes the accomplishments of your task, function or mission. It includes the follow up and to adjust to unforeseen problems and incorporate lessons learned for future use.

(6) **Evaluate the Results.** Assess operational results to include effectiveness of risk management controls.

b. Four rules for the application for risk management, regardless of level of command are as follows.

(1) **Integrate into planning.**

(2) **Do not accept unnecessary risks.** The leader who has the authority to accept a risk has the responsibility to protect his Soldiers from unnecessary risk. An unnecessary risk is risk that could be reduced or eliminated and would not deter accomplishment of the mission.

(3) **Make risk decisions at the appropriate level of command.** Make the decision to accept or reject a risk at the level of command consistent with the implications of the risk. The leader, directly accountable for the decision, should make the decision. Small unit commanders and first-line leaders are going to make risk decisions in combat. As much as possible, they should make them in training. The higher the risk, the more senior the leader required to decide to accept it.

Decision Authority for Residual Risk:

Extremely High - USAFCOEFS Commander.

High - Deputy Commanding General USAFCOEFS.

Medium-Commandant.

Low-School Chief.

(4) **Risk is acceptable if risk benefits outweigh risk costs.** Leaders must understand risks and be prepared to take risks to accomplish their mission. At the same time, they must understand the difference between a risk and a gamble. We don't gamble here. Gambling is making nonsystematic risk decisions.

4. Leaders must use risk management actively and with precision and not become complacent allowing it to digress into an unproductive administrative task. **Resolute commitment to the five-step risk management process will protect our Soldiers; forms and matrices will not.**



PHILIP J. BRUNWALD  
CSM, USA  
Commandant

Encls.

## RISK MANAGEMENT TIPS

Hazards to Consider in Risk Management

Control Measures to Consider in Risk Management

## RISK MANAGEMENT TIPS

Risk Management is a five-step process that enables leaders to identify and control risks. It helps you identify trouble areas and improve or isolate them before they affect other operations. Some points to assist in using risk management follow.

- a. Put your greatest emphasis in hazard identification and development and enforcement of controls. As with any mission, you must identify essential components (hazards), war game courses of action (develop potential control measures) and decide how to execute (implement controls). Equally important is your execution (enforcing controls); leaders must envision the process and ensure appropriate leadership is in position of influence the process where there is risk.
- b. Ensure the decision-makers accepting risk have the experience/background commensurate with the level of risk they're accepting. The higher the risk, the more senior the leader required to decide to accept it.
- c. Use the risk management process creatively. Risk management is a tool for more than just safety. Risk to a project with a short suspense could take many forms; appropriate control measures will reduce the probability of missing the suspense.
- d. Continually assess risk and adjust controls. As conditions in a process change, so do hazards. Make sure you adjust for variables, such as weather, age/experience, condition of equipment, etc., as they change
- e. Do not "average out" overall risk for an operation. The overall risk for an operation/action is equal to the highest risk component of that operation/action.
- f. Accept no unnecessary risks.
- g. Integrate risk management into planning. Identify hazards and controls early in the planning process. Continue to look for hazards and controls as you develop and execute your operation.

## Hazards to Consider in Risk Management.

Inherent dangers of equipment	Operational conditions
Personnel/organizational proficiency	Weather
Condition of personnel	Adequacy of site
Availability of protective equipment	Soldier experience
Disease	Opposing forces
Friendly forces	Animal hazards
Unexploded ordnance	Traffic density
Night live fire exercise (LFX).	Overhead fire
Fire and movement	Weapon/munitions hazards
Pyrotechnics/Simulators	Soldier condition
Ammunition handling/accountability	Movement techniques
Environmental concerns	Complexity of movement
Supervision	Complexity of mission
Level of planning	Accident frequency
Leadership experience	Hazardous materials
Plant life hazards	Sanitation
Food and water sources	Medical services
Nonstandard weapons	Language barriers
Day live fire	Military operations on urbanized terrain (MOUT)
Maneuver element size	Operational hazards
Terrain assessment	Misfire/malfunctions
Dragon/TOE/law/AT -4	Over-watch/support by fire

# Control Measures to Consider in Risk Management.

Rehearsals	Military Occupational Specialty (MOS) training
Use protective equipment	Safety briefing
Use phase lines	Use ground guides
Night vision goggles (NVG) training prior to mission	Review principles of training
Incorporate safety in mission essential task list (METL) standards	Fire and maneuver controls
Consider vehicle hazards	Rest plans
Limit maneuver in live fire exercise (LFX)	Increase preparation time
Dig in troops	Use observer/controller
Set speed limits	Driver training
Train to standards	Assess risk when planning
Use the buddy system	Control support by fires



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: Academy Policy Letter # 7, Student and USA NCO Academy Assigned Permanent Party Relationships

1. The NCO Academy requires Soldiers/Leaders assigned to the Academy to present an impeccable image as moral, professional and uncompromising role models. Soldiers/Leaders will not have social relationships and involvement with students and/or subordinates, or Soldiers of lesser rank within the Academy unless sponsored as an Academy event.

2. **PROHIBITED PRACTICES.** As outlined below, any actual, attempted, or solicited unprofessional personal associations between NCOA assigned permanent party or students are prohibited practices. This includes, but is not limited to, the following actual or attempted personal relationships, associations, contacts, or socializing between any NCOA assigned permanent party Soldier and student.

a. Engaging or attempting to engage in an unprofessional personal association to include, but not limited to, dating, socializing, and meeting for the purpose of entertainment, dining, dancing, consumption of alcoholic beverages, recreation, or any other meeting that is not official in nature.

b. Engaging in or attempting to engage in physical contact or touching, to include, but not limited to, caressing, kissing, embracing, hugging, handholding, stroking, pinching, touching, massaging, fondling, sexual intercourse, sodomy, or any other physical contact that is not official in nature.

c. Borrowing or lending money, property, or any item of value or attempting to borrow or lend such items.

d. Playing cards, gambling, or engaging in games of chance or attempting or offering to play cards, gamble, or engage in games of chance.

e. Viewing or showing sexually explicit publications, videos, websites, or other sexually explicit materials or items.

f. Accepting, receiving, or soliciting money, property, favors (including sexual favors), or anything of value by permanent party personnel in return for government property, leaves, passes, documents, privileges, or other preferential treatment for any student.

ATSF-W

SUBJECT: NCO Academy Policy Letter # 7, Student and USA NCO Academy Assigned Permanent Party Relationships

g. Allowing students to use or inviting students to living quarters, on or off Fort Sill, that are assigned to, occupied, rented, owned, or maintained by a NCOA assigned permanent party Soldier, unless required by official duties, in the case of an emergency, or under circumstances authorized by the Commandant. This also prohibits students from entering into any quarters, on or off Fort Sill, that are assigned to, occupied, rented, owned, or maintained by a NCOA assigned permanent party Soldier, unless required by official duties, in the case of any emergency or under circumstances authorized by the Commandant. This prohibition does not apply to circumstances where students are invited to homes during a holiday period as part of a program to ensure they do not spend holidays alone.

h. Allowing or inviting a student to enter or be transported by a privately owned vehicle (POV) owned or used by any NCOA assigned permanent party Soldier. This prohibition shall not preclude such transportation in cases of medical emergency or other emergency when military transportation is not available or under circumstances authorized by the Commandant. This prohibition does not apply to circumstances where students are invited to homes during a holiday period as part of a program to ensure they do not spend holidays alone.

i. Soliciting or attempting to solicit gifts, contributions for gifts, services, or other gratuities.

j. Influencing, offering to influence, attempting to influence, or threatening the career, student status, military rank, benefits, privileges, or transfer of a student in exchange for sexual or economic favors.

k. Soliciting, requesting, allowing, or attempting to procure personal services to be performed by a student, regardless of compensation.

l. Making abusive or offensive comments or gestures, of a racial, ethnic, religious, or sexual nature toward anyone.

m. Smoking with or providing tobacco products to students.

n. Writing letters, notes, or sending electronic mail of an unprofessional, personal nature or having telephone conversations of an unprofessional, personal nature with any student.

o. Entering any living quarters or latrines designated for students of the opposite sex, unless required by official duties or in the case of an emergency. This also prohibits students from inviting any NCOA assigned permanent party Soldier to enter any living quarters or latrines designated for students of the opposite sex, unless required by official duties or in case of an emergency.

\

ATSF-W

SUBJECT: NCO Academy Policy Letter # 7, Student and USA NCO Academy Assigned Permanent Party Relationships

p. Attendance by a NCOA assigned permanent party Soldier at a party or social gathering at which a student is present, unless such party or social gathering is sponsored by the Fort Sill Morale, Welfare, and Recreation Fund or the NCO Academy on Fort Sill and NCOA assigned permanent party Soldiers, as well as students, have been invited by the activity sponsoring the party or social gathering. This prohibition does not apply to circumstances where students are invited to homes during a holiday period as part of a program to ensure they do not spend holidays alone.

q. Arranging dates for after graduation is prohibited. Using first names by either cadre or student is prohibited.

**3. PROHIBITED ASSOCIATIONS BETWEEN STUDENTS.** Any actual or attempted--

a. Consensual contact or socializing (that is not platonic) between or among students that involves conduct including, but not limited to, caressing, kissing, embracing, hugging, handholding, stroking, pinching, touching, massaging, fondling, sexual intercourse, sodomy, or any other physical contact.

b. Writing of letters, notes, sending electronic mail of a personal nature or having telephone conversations of an unprofessional, personal nature between or among students.

c. Use by a student of sexually explicit, suggestive, or obscene language or gestures directed towards, or with respect to another student.

d. Gender-based or race-based harassment or disparaging language or actions by a student or a group of students directed towards another student or group of students.

e. Entry into the living quarters, latrines, or other areas designated for the exclusive use of students of the opposite sex, unless required by the training mission, official duties, or emergencies. There will be no unauthorized visitation between genders in living areas.

**4. REPORTING PROCEDURES.** Report all suspected violations of this policy to the student chain of command, the Small Group Leader, Senior Small Group Leader, the School 1SG, or directly to the Commandant or Deputy Commandant. The Commandant will take appropriate action to investigate and process the case. Failure to report violations constitutes a violation of his policy and may be grounds for disciplinary action. If an incident qualifies as a serious incident, such as incidents of sexual harassment, fraternization, or serious misconduct IA W AR 190-40, TRADOC Supplement 1 to AR 190-40, or USAFACFS Supplement 1 to AR 190-40, it will be reported pursuant to those regulatory requirements.

**5. RESPONSIBILITIES.** All Leaders assigned to this Academy will ensure compliance with this policy.

ATSF-W

SUBJECT: NCO Academy Policy Letter # 7, Student and USA NCO Academy Assigned  
Permanent Party Relationships

A handwritten signature in black ink, appearing to read 'P. Brunwald', with a stylized flourish at the end.

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 8, NCO Academy Student Run Policy

1. P.T. formations will have a minimum of four (4) Road Guards with flashlights and reflective vests. A cadre driven TMP vehicle will follow the formation when conducting a three (3) to four (4) mile run. Cadre will identify an NCOIC for Straggler Control.
2. All schools will have the following available during physical training:
  - a. Water/Gatorade
  - b. Combat life saver bag
  - c. Ice Blanket
  - d. Risk Assessment
  - e. TMP Vehicle identified as an emergency vehicle
  - f. Litter
3. In the event a Soldier display's any symptoms of a Heat Injury, the following actions will be taken:
  - a. wrap the Soldier with an Ice Blanket and take him/her to the Emergency Room (if at Camp Eagle, Call (911) ASAP)
  - b. notify the Chain of Command
  - c. Cadre member will remain with the Soldier until properly relieved by the Chain of Command
  - d. conduct the TRADOC SIR/CIR and take report to the IOC
5. During in-processing, all schools will identify any Soldiers utilizing performance enhancing products such as, muscle building (Creatine) or weight loss drugs (Ephedra). Counsel the Soldiers and give them an order not to use these products during the duration of the course.
6. First Sergeants and Cadre will strictly enforce adherence of this policy.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald".

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter #9, Treatment of Soldiers and Abusive Language

1. Treat all Soldiers with dignity and respect. The "Golden Rule" applies here. Treat others the way you want to be treated. The use of profanity, vulgarity and obscenity is prohibited. Demeaning treatment is unacceptable. This includes "dropping" Soldiers for push-ups or other demeaning acts.
2. Anyone who believes they are being mistreated has the right to contact/see me immediately for resolution. I will investigate the matter and if warranted, pursue the appropriate action.
3. All cadence calls will be clean and promote a positive Army environment.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald".

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 10, Student Leave and Pass

1. Students attending courses at the Fort Sill Noncommissioned Officers Academy desiring leave, pass or travel outside of Lawton-Fort Sill must obtain permission from the Commandant. **Normally travel away from Lawton-Fort Sill while attending an NCOES course will not be allowed.**
2. Students desiring leave, pass, or travel may submit requests as outlined in Cadre Policy, Cadre Leave and Pass Policy, and the POV Safety Policy. School ISGs will ensure compliance.
3. Again, normally the Commandant will disapprove leave, pass, or travel requests. Submit all requests to the Commandant for final approval or disapproval.
4. Emergency Leave (as defined by AR 600-8-10) and other unique situations will be determined on a case-by-case basis by the Commandant.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald", is positioned above the printed name.

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 11, WLC Academic and Performance Honors

1. The Warrior Leader Course, Course Management Plan (CMP) dated 01 October 2013, gives specific guidance on the determination of the Academic and Performance Honors. The Small Group Leaders (SGL) will adhere to the following criteria when determining which, if any, individuals are to receive Honors:

a. **COMMANDANT'S LIST GRADUATES**: These graduates will not exceed 20 percent of the class enrollment. This percentage includes the Distinguished Honor Graduate. These graduates must have "**EXCEEDED COURSE STANDARDS**" rating in Block 11a of the AER (see policy #8 for criteria).

b. **DISTINGUISHED LEADERSHIP AWARD**: There is only **ONE** leadership award recipient. Eligible nominees appear before a board. The board will designate the Leadership Award to the nominee who receives the board's highest evaluation. The nominee must meet the following prerequisites:

(1) Received no adverse developmental counseling.

(2) Received a superior rating in Block 12c: (Leadership Skills) on their Academic Evaluation Report (AER).

(3) Selected by their peers with the final recommendation by SGL.

c. **DISTINGUISHED HONOR GRADUATE**: This graduate is the student who demonstrated superior academic achievements through the "Whole Soldier" concept. This graduate must meet the following prerequisites:

(1) All Criteria for the Commandant's List Graduate.

(2) Have highest overall academic average.

(3) Have no adverse developmental counseling.

ATSF-W

SUBJECT: NCO Academy Policy Letter # 11, WLC Academic and Performance Honors

**NOTE:** In the event of a tie, the commandant will establish a board or as a tiebreaker for these Honors. The DA Form 1059 for the Soldier must reflect the type of recognition awarded to receive the promotion points.

2. The Commandant would like to acknowledge individuals that distinguish themselves above their peers in the following areas:

a. **The Iron Leader** (Limited to one per class) is a three-event competition designed to test the physical fitness and mental toughness of selected WLC students. It is desired that at least one student per squad participate in the competition, although anyone may compete. For a detailed activity description see the MOI, Iron Leader Competition.

b. **Leadership Board Winner** (Limited to one per class) is a formal board to test the discipline and general knowledge of WLC candidates. Selected students will appear before this board. The School Chief will decide which student is the winner.



PHILIP J. BRUNWALD  
CSM, USA  
Commandant



**DEPARTMENT OF THE ARMY  
UNNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600**

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 12, ALC and SLC Academic and Performance Honors

**1. Recognizing students who exceed course standards and clearly outperforms their peers**  
Student performance while attending the Fort Sill Noncommissioned Officer Academy is very important. Small group leaders, senior small group leaders and First Sergeants will ensure they base Student Honors on the "Whole Soldier Concept" and demonstration of Army Values and the Warrior Ethos. The NCO Academy will recognize the below list of achievements.

a. **The Distinguished Honor Graduate (DHG):** The DHG Limit is one student per class. DHG's academically must place in the top 20 percent of their class. DHG's receive an "Exceeded Course Standards" annotated on their Academic Evaluation Report (AER), DA Form 1059. The DHG is the student whose leadership, Army Values, Warrior Ethos class performance and evaluation performance rates the best in their MOS. DHG's must meet or exceed the below criteria:

- (1) Achieve the highest academic average in the class above **95%**.
- (2) Demonstrate the Army Values and Warrior Ethos throughout the duration of their course.
- (3) Receive first time "GOs" on all evaluation events.
- (4) Not receive any adverse counseling; **including never being late for formations.**

b. **Honor Graduate (HG):** The HG Limit is one student per class. HG's academically must place in the top 20 percent of their class. HG's receive an "Exceeded Course Standards" annotated on their AER, DA Form 1059.Report. HG's must meet or exceed the below criteria:

- (1) Achieve the second highest academic average in the class above **92%**.
- (2) Demonstrate the Army Values and Warrior Ethos throughout the duration of their course.
- (3) Receive first time "GOs" on all evaluation events.
- (4) Not receive any adverse counseling; **including never being late for formations.**

c. **Commandant's List (CL):** CL academically must place in the top 20 percent of their MOS class. CL's receive an "Exceeded Course Standards" annotated on their AER, DA Form 1059.Report. HG's must meet or exceed the below criteria:

ATSF-W

SUBJECT: NCO Academy Policy Letter # 12, ALC and SLC Academic and Performance Honors

- (1) Achieve a minimum academic average of **90%**.
- (2) Demonstrate the Army Values and Warrior Ethos throughout the duration of their course.
- (5) Receive first time "GOs" on all evaluation events.
- (6) Not receive any adverse counseling; **including never being late for formations.**

d. **Commandant's Leadership Award Winner (CLAW):** The CLAW is one student per class. CLAW FA students receive the **SFC Jared C. Monti Award** CLAW ADA students receive the **SSG Mitchell W. Stout Award**. Class peers chose the CLAW, Small Group Leaders must endorse class CLAW nominations and a Cadre Board approves CLAW nominations. CLAW's are the one student who possesses and demonstrates superior leadership attributes. CLAW's must achieve all first time "GOs" in evaluation areas throughout their course, not receive adverse counseling. CLAW nominations come from the student chain of command to the Small Group Leader. Academics are critically important, but the ultimate mission of NCOs attending courses at the Academy is to produce technically and tactically proficient leaders. CLAW Nominees must meet or exceed the below criteria:

- (1) Have a minimum academic average of **80%** or higher.
- (2) Demonstrate the Army Values and Warrior Ethos throughout the course.
- (3) Receive 1st time "GOs" on all events.
- (4) Have no adverse counseling; **this includes never being late for formations.**
- (5) Must be confirmed by the School Chief and Board of Cadre.

e. **Master War fighter.** An individual can earn the Master War fighter Award by scoring 300 points or above utilizing the extended scale. There are no limits to the amount of Master War Fighters a Small Group can achieve.

- (1) Have a minimum academic average of **80%** or higher.
- (2) Demonstrates the Army Values and Warrior Ethos throughout the course.
- (3) Receive 1st time "GOs" on all events.
- (4) Score a minimum of 300 points on the APFT.
- (5) Have no adverse counseling; **this includes never being late for formations.**

2. **Jimmy D. Haws Award (JDHA):** The Jimmy D. Haws Award is presented to the three to four NCO group that produces the best written research paper on Battle Analysis Methodology. Only **ADA SLC** students are eligible to receive the JDHA. Cadre selects the best research papers, and then First Sergeant and Senior SGL vote on their assessment of the best research papers.

ATSF-W

SUBJECT: NCO Academy Policy Letter # 12, ALC and SLC Academic and Performance Honors

A handwritten signature in black ink, appearing to read 'P. Brunwald', with a stylized flourish at the end.

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 14, Formal Instructor Evaluations

1. Keep instructors abreast of new changes and that they continue to use correct instructional techniques is essential to the mission of this Academy. Instructor Evaluations will be conducted **a minimum** of once per quarter. **This includes Senior Small Group Leaders and other qualified instructors.** The following is a list of responsibilities to ensure the Academy's instructors are evaluated.

a. **Chief of Training**: The Chief of Training will monitor all Instructor Evaluations place them in the instructor records. The Chief of Training will provide a list to the Commandant of instructors that are due Instructor Evaluations at the weekly staff call meeting. The Chief of Training will report to the Commandant any Instructor Evaluations not completed by the end of that month. Turn in the initial evaluations for each new instructor of Field Artillery and Air Defense Artillery MOS technical training in memorandum format for inclusion to Installation FA/ADA Instructor Database.

b. **School Chief**: The School Chiefs will monitor all Instructor Evaluations. School Chiefs turn in the Instructor Evaluations to the Chief of Training for filing in the instructor records. School Chiefs conduct remedial training for instructors having deficiencies on their Instructor evaluations. If remedial training is required for a Senior Small Group Leader the School Chief will personally conduct this training.

c. **Senior Small Group Leader**: Senior Small Group Leaders will conduct Instructor Evaluations in a timely manner. Senior Small Group Leaders will conduct remedial training for instructors having deficiencies on their Instructor Evaluations and report results of the re-training to the Chief of Training.

2. Conduct subsequent evaluation by different evaluators in order to ensure non-biased evaluations.

3. The following personnel have the authority to conduct Instructor Evaluations:

- a. Commandant or Deputy Commandant
- b. Chief of Training
- c. Any School Chief/1SG
- d. Senior Small Group Leaders overseeing Small Group Leaders

ATSF-W

SUBJECT: NCO Academy Policy Letter # 14, Formal Instructor Evaluations

4. Use the evaluations to identify strengths, weaknesses and ways to improve, not just a check the block action. Formal evaluations need not be announced.

5. Questions, comments and suggested improvements to this program should be addressed to the Chief of Training.

A handwritten signature in black ink, appearing to read 'Philip J. Brunwald', with a stylized flourish at the end.

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 15, Student Accountability and Attendance

1. Students attending courses at the NCO Academy will be present at all activities on the appropriate school training schedule. Any exception to this must be approved by the Commandant at the recommendation of the School 1SG.
2. Missing four or more hours of events on the Training Schedule may result in dismissal from the course.
3. Being late or missing accountability formation may result in dismissal from the course for misconduct.
4. Any Soldier who fails to report on time will result in the Soldier receiving an adverse counseling and the Soldier will be referred to the Commandant for possible dismissal from the course.
5. SGLs and SSGLs must ensure that they monitor attendance and accountability of students.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald", is positioned above the printed name.

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 16, Student Use of Electronic Communications Devices

1. Students attending courses at this NCO Academy will not use Cellular Phones, Pagers, and/or other Electronic Communications Devices during training. Turn them off until you are on your own time.
2. Disruption of training will result in the Student receiving a adverse counseling and may result in dismissal from the course.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald", is positioned above the typed name.

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 17, Student Living Standards

1. The living standards and security of our students is of essential importance in providing a challenging leadership intensive environment.

2. Students attending the Warrior Leader Course (WLC) will reside in their place of residence, when student's residences are less than a 20-mile radius from Fort Sill. Students residing outside the 20-mile radius will reside in the WLC barracks, unless the WLC School Chief releases them for specific circumstances.

a. All Soldiers are required to report 10 minutes prior to all formations. Counsel and refer the Soldier to the Commandant for possible dismissal from the course, IAW with Policy Letter #15 the first time a Soldier fails to report on time

b. Students residing in the WLC barracks will develop their own plan of action to keep the barracks clean and policed.

c. Do not remove any Academy equipment from the school grounds (i.e. student laptops, PT belts). This equipment will be stored in the Soldier's personal wardrobe locker in their assigned room.

d. Resident students reside in their designated barracks room during quiet hours. Quiet Hours are from 2300-0500 daily and are subject to change IAW the training schedule.

e. The student parking area is located at the corner of Pitman Road and Thomas Street (overflow parking of the Bamford Dining Facility).

f. Visitation between male and female Soldiers in barracks living areas is unauthorized.

g. Do not allow visitors in the barracks.

h. Do not use tobacco products in the barracks. The only designated smoking area for WLC students is located on the south side of building #3668.

i. To prevent embarrassing situations after duty hours, Soldiers are required to wear the PFU (not just undergarments) when walking down hallways and walking to and from showers, latrines and washrooms.

ATSF-W

SUBJECT: NCO Academy Policy Letter # 17, Student Living Standards

j. After the issuing of weapons, all students are limited to the barracks and the WLC grounds. During this time, students will not operate their POV's.

k. In the interest of safety (adverse weather, late training.), WLC School Chief or the Commandant both have the option to restrict all students to the barracks at any given time, instead of allowing students to travel to their place of residence.

3. The BEQ or hotels downtown that are under contract through MTSS program will house Advanced/Senior Leaders Course (ALC/SLC) students. Student will maintain their rooms according to the BEQ or hotel rules. Handle all problems with BEQ or hotel with the front desk first. If issue cannot be resolved to satisfaction, use the ICE website ([ice.disa.mil/](http://ice.disa.mil/)) and the attached "Student Billeting Issue Worksheet".

4. Accountability of student personnel is both a cadre and student leader responsibility. Cadre will ensure that student leaders are aware that rendering a false report jeopardizes their continuance in the course.

Encl.  
NCOA Student Billeting Issues Sheet



PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter #18, Course Dismissal for Misconduct

1. All Soldiers are subject to dismissal for misconduct. IAW AR 350-1:

a. Paragraph 3-15 b. Under certain conditions, students may be dismissed from courses before course completion. To protect students from unfair, illegal or prejudicial practices, school commandants and commanders will publish policies and establish procedures to determine if they should dismiss students from training for misconduct. Policy and procedures will ensure timely execution of review.

(1) Personal conduct is such that continuance in the course is not appropriate (for example, students violate regulations, policies, or established discipline standards). No formal adjudication of guilt by a military or civilian court or by a commander under Article 15 of the UCMJ is necessary to support dismissal under this paragraph.

(2) A negative attitude or lack of motivation is prejudicial to the interest of other students in the class will be subject to dismissal from any NCOA course.

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

ii. The Commandant will dismiss students for plagiarism on any essay or any written assignment, students will also receive a "failed to achieve course standards" on their DA Form 1059, Academic Evaluation Report (AER). The Commandant will dismiss students for failing to turn in work that is not their own work i.e. the work of a fellow or previous student, also referred to as cheating. The Commandant will dismiss students submitting any essay or written assignment they have previously submitted to any institution such as an NCO Academy or college level school for academic credit. All assignments will be new and the original work of that student.

iii. (Note) to avoid plagiarism: your research paper is collaboration between you and your sources. To be fair and ethical, you must acknowledge your debt to the writers of these sources. If you do not, you are guilty of plagiarism, a serious academic offense.

iv. Plagiarism: failing to cite quotations and borrowed ideas, failing to enclose borrowed language in quotation marks and failing to put summaries and paraphrases in your own words.

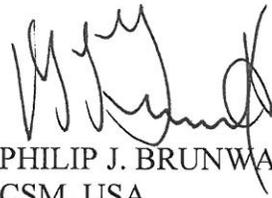
ATSF-W

SUBJECT: NCO Academy Policy Letter #18, Course Dismissal for Misconduct

(3) IAW AR 600-8-2, officers, warrant officers, and enlisted Soldiers disenrolled for disciplinary reasons may be flagged. Enlisted Soldiers disenrolled for misconduct may be barred from reenlistment IAW AR 601-280 and AR 140-111. Commanders may initiate separation proceedings IAW AR 635-200, AR 600-8-24, AR 135-175 and AR 135-178.

2. All Soldiers will adhere to the policies and procedures outlined in AR 600-20 and may be subject to UCMJ proceedings under AR 27-10. If any Soldier fails to comply with the standards they will counseled on DA Form 4856 which is forwarded to the Commandant for further actions. For example: inappropriate relationship, late to formation, drunk on duty, DUI or arrests and disrespect to a senior NCO/SGL.

3. The NCO Academy is a place where professionals come to enhance their abilities as leaders. It is imperative that all Soldiers act in a professional manner so that they have the opportunity to improve themselves.



PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter #19, Cadre Leave and Pass Policy

1. All Soldiers must take leave. The leave and pass program allows Soldiers to use their authorized leave. Every Soldier is authorized 30 days of annual leave. I hold School 1SGs/Staff heads responsible for ensuring their subordinates take leave.
2. I am the approving authority for all leaves and passes. Even if the Senior SGL, School 1SG and Deputy Commandant recommend disapproval, all requests **come to me for the final decision**. Turn in leave requests to the First Sergeants at least 14 days prior to leave start dates. Anything less than 14 days requires the School Chief to brief the Commandant why requests are inside of 14 days.
3. I will authorize SFCs and above to sign out or in telephonically **on the date and time the leave starts or ends** as appropriate. Failure to sign out or in on leave leads the School Chief and Command to believe that you are FTR or worse yet, AWOL. Soldiers can sign out no earlier than 0001 hours of the first day of leave as annotated on the DA Form 31.
4. Regular and Special passes will not be used in conjunction with leave or TDY.  
  
Regular Pass is any one work day in conjunction with a regular two-day weekend, Friday, Saturday and Sunday or Saturday, Sunday and Monday  
  
Special Pass is any two work-days in conjunction with a regular two-day weekend, Thursday, Friday, Saturday and Sunday, Saturday, Sunday, Monday and Tuesday, Friday, Saturday, Sunday and Monday, or three days in the middle of the week Tuesday, Wednesday and Thursday.
5. Extensions to the leave or pass end dates can only be granted by the Commandant or Deputy Commandant. The DA 31 form is your contract to return; plan accordingly.
6. Take ordinary leave and passes during Cycle Break and the Christmas Holiday period. The training cycles are posted on you School Chief's training calendar.
7. It is your responsibility to find out what dates are available for leave, request leave accordingly.

ATSF-W

SUBJECT: NCO Academy Policy Letter: # 19, Cadre Leave and Pass Policy

8. All leaders and Soldiers share the responsibility to ensure that no leave is lost at the start of each fiscal year. There is no guarantee (or right) that leave will be granted in August or September of any year. At a minimum, afford every Soldier the following leave opportunities:

- a. One, 14 consecutive day leave.
- b. Two, 7 consecutive day leaves.

While this is not a standard, it is as a planning tool. I understand there are circumstances that may require a longer leave period; these will be handled by the chain of command and NCO support channel on a case-by-case basis.

9. I expect School First Sergeants and supervisors to sit down with their Soldiers and forecast dates available for leave using our training calendar and the Unit Commander's monthly finance report. Do not be "blackmailed" during August or September, ticket purchases prior to "approval", or a Soldier's lack of planning. Help Soldiers plan early so they can help you accomplish your mission.

10. Passes are an excellent way to reward great Soldiers. **They are not a substitute for leave.** Accrued leave should be scrutinized prior to awarding passes to Soldiers. Ordinarily, Soldiers who have over 45 days accrued leave should not receive a pass unless they meet the criteria *listed* below.

Appropriate reasons for awarding a pass are:

- a. Winners of Competitive Events.
- b. Honor Graduate of an Army School.
- c. Exceptional Performance of Duty for Specific Event.
- d. Incentive from Higher Headquarters.

11. Circumstances will determine if a leader gives a Soldier the day off. All passes must be taken within 45 days of the event earned. Passes may not be granted for more than 96 hours (must be in conjunction with a weekend) and will not be sold or raffled as a means of raising funds.

12. When Soldiers are granted a leave or pass that requires driving to a destination. I expect the School 1SG to counsel the Soldier using the Academy safety counseling statement, pre-trip checklist, the inspection checklist and also retain these documents on file in the First Sergeant's office prior to departing.

13. Leave balances will remain above five days for cadre members. Anything less than five days remaining balance will be approved on a case-by-case basis. Requesting leave that will result in a negative balance of leave days accrued is not a normal practice, this is taking benefits not yet earned.

ATSF-W

SUBJECT: NCO Academy Policy Letter: # 19, Cadre Leave and Pass Policy

14. Leave packets will contain:

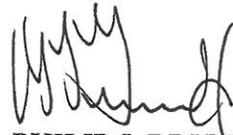
- a. Counseling form (DA 31) referencing the items listed in Encl 1
- b. Risk assessment completed from the CRC (TRiPS) website (this document must be printed and signed by both the Soldier and supervisor)
- c. Most current LES.
- d. POV inspection (Encl 2)
- e. Academy coversheet placed on front of the folder (Encl 3)

15. A pass packet will contain the same items as number 14. In addition, DA 31's will state the reason why the Soldier is being rewarded with the pass. Furthermore, the DA 31 will address why the pass is warranted if the Soldier has over 45 days accrued leave. The SDNCO duty roster must be checked before submitting a pass to ensure the Soldier's name is not scheduled for duty during the requested pass

16. Packets will not be accepted by the S-1 until all of the required documents are complete.

ENCL.

- 1 NCOA POV Inspection
- 2 NCOA Request Leave/Pass Request Slip
- 3 Pre-trip Safety Checklist



PHILIP J. BRUNWALD  
CSM, USA  
Commandant



**POV INSPECTION:**

**VEHICLE**  
 MAKE: \_\_\_\_\_  
 MODEL: \_\_\_\_\_  
 YEAR: \_\_\_\_\_  
 VIN #: \_\_\_\_\_  
 MILEAGE: \_\_\_\_\_

**SOLDIERS NAME:** \_\_\_\_\_  
**INSURANCE**  
 COMPANY: \_\_\_\_\_  
 NUMBER: \_\_\_\_\_  
 EXPIRE DATE: \_\_\_\_\_

**GRADE** \_\_\_\_\_  
**DRIVER LIC**  
 NUMBER \_\_\_\_\_  
 STATE \_\_\_\_\_  
 EXPIRE DATE \_\_\_\_\_

**REGISTRATION**

STATE: \_\_\_\_\_  
 EXPIRE DATE: \_\_\_\_\_

**POST REGISTRATION**

POST REG # \_\_\_\_\_  
 EXPIRE DATE: \_\_\_\_\_

**LICENCE PLATE**

STATE: \_\_\_\_\_  
 LICENSE #: \_\_\_\_\_  
 EXPIRE DATE: \_\_\_\_\_

**INSPECTION**

STATE: \_\_\_\_\_  
 NUMBER: \_\_\_\_\_  
 EXPIRATION DATE: \_\_\_\_\_

**SOLDIER INTIAL IN THE YES OR NO BLOCK**

DRIVER LIC SUSPENDED YES \_\_\_\_\_ OR NO \_\_\_\_\_ INSURANCE CURRENT ON POV YES \_\_\_\_\_ OR NO \_\_\_\_\_

NOTIFIED STATE OF CURRENT ADDRESS YES \_\_\_\_\_ OR NO \_\_\_\_\_ POST DECAL YES \_\_\_\_\_ OR NO \_\_\_\_\_

ITEM	SAFETY CHECKS	PASS	FAIL
HEADLIGHTS, high beam/ low beam			
TAIL LIGHTS (OPERATIONAL)			
TURN SIGNAL L/R (OPERATIONAL)			
BACK-UP LIGHTS (OPERATIONAL)			
LICENCE PLATE LIGHT (OPERATIONAL)			
BRAKE LIGHTS (OPERATIONAL)			
FOOT BRAKE (FOOT PEDAL CANNOT TRAVEL MORE THAN HALF WAY TO THE FLOOR)			
EMERGENCY BRAKE (WHEN ENGAGED VEHICLE DOESN'T MOVE)			
WINDSHIELD (NOT CRACKED, BROKEN OR SCRATCHED TO THE DEGREE THAT IMPAIRS VISION)			
WINDSHIELD WIPERS (OPERATIONAL)			
WINDSHIELD WASHER (OPERATIONAL)			
HORN (OPERATIONAL)			
TIRES AND SPARE (1MM OF TREAD OVER ENTIRE TRACTION SURFACE)			
MIRRORS (OUTSIDE AND INSIDE NOT CRACKED)			
SEATBELTS (OPERATIONAL)			
EXHAUST SYSTEM (NO LEAKS)			
FIRST AID (OPTIONAL)			
BUMPER (NOT BENT OR DAMAGED IN-A-WAY THAT WOULD BE HAZARDOUS)			

BRAKE FLUID LEVEL (FILLED APPROPRIATE LEVEL)		
DEFROSTER (OPERATIONAL)		
MOTORCYCLE EQUIPMENT (APPROVED HELMET, PROTECTIVE CLOTHING, GLOVES AND FACE/EYE PROTECTION)		

**CIRCLE ONE**

**STATEMENT:** MY VEHICLE **DOES OR DOES NOT** MEET REQUIRED SAFETY STANDARDS. I WILL NOT DRIVE MY VEHICLE UNTIL ALL SAFETY STANDARDS ARE MET AND REINSPECTED.

SOLDIERS SIGNATURE: \_\_\_\_\_

DATE:

INSPECTOR PRINT \_\_\_\_\_

INSPECTOR SIGNATURE \_\_\_\_\_

DATE: \_\_\_\_\_

**DEPARTMENT OF THE ARMY**  
United States Army Noncommissioned Officer Academy  
Ft Sill, OK 73503

ATFS-W

DATE SUBMITTED: \_\_\_\_\_

MEMORANDUM FOR PAC Supervisor, NCOA Ft Sill, OK 73503

SUBJECT: Request for Ordinary Leave / Pass / PCS Leave / Transitional Leave/ PERMISSIVE TDY for:

(NAME) \_\_\_\_\_ (RANK) \_\_\_\_\_ (SSN) \_\_\_\_\_

1. This is a request form that will be completed when requesting leave or pass. The latest Leave and Earnings Statement (LES) and DA Form 31 will be attached and forwarded through the appropriate Platoon Sergeant, SSGL, 1SG, Deputy Commandant, and Commandant for their signatures.

2. Leave requests will be submitted 15 days prior to the start date of requested leave. The only exception to this policy is emergency leave and case-by-case basis.

3. Number of days accrued leave \_\_\_\_\_ Number of days requested \_\_\_\_\_

4. Type of absence: Leave / Pass / Mileage Pass / Transitional Leave / PCS leave  
(Circle One)

5. Dates are from \_\_\_\_\_ to \_\_\_\_\_

6. Leave Address (Complete Address, Zip Code, and Telephone Number).

Street Add: \_\_\_\_\_

State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

7. Use the following Chain of Command (if applicable).

Sr. Small Group LDR/Plt SGT    Approve/Disapprove    \_\_\_\_\_ Date: \_\_\_\_\_

School Chief                      Approve/Disapprove    \_\_\_\_\_ Date: \_\_\_\_\_

S1 NCO                                \_\_\_\_\_ Date: \_\_\_\_\_

Deputy Commandant              Approve/Disapprove    \_\_\_\_\_ Date: \_\_\_\_\_

Commandant                         Approve/Disapprove    \_\_\_\_\_ Date: \_\_\_\_\_

8. Any questions pertaining to the above should be directed to the SSGL, or 1SG. All Personnel must sign in and out when going on leave. Only SFC and above are authority to sign-in and out telephonically. All DA Form 31 will be located at the SDNCO Desk during Non-duty hours, or at PAC during duty hours.

REMARKS: Thanksgiving Holiday in between leave dates.

Requester Sign and Date \_\_\_\_\_

Risk Assessment For: robert.charles.lowery@us.army.mil  
 Travel Dates: 14JUL10 - 18JUL10  
 Traveling From: fort sill OK  
 Traveling To: Plano TX, 203 miles, est. travel time 3.53 hours  
 Final Score: LOW

TOPICS	ANSWERS	ANSWERS AFTER CONTROLS
Date Risk Assessment Completed	01JUL2010	
Time of Departure	0601 - 1260	
Vehicle Type	Four-Wheel Drive Pickup	
Vehicle Size	Large	
Driver Age	25 - 34	
Gender	Male	
I have taken a defensive driving course.	Yes	
I will wear a seatbelt	Yes	
I will have my supervisor inspect my vehicle before I travel.	Yes	
I plan to have the following amount of sleep 12 hours before I start my trip	6 - 8 Hours	
I am currently taking over-the counter or prescribed medications	Yes	
I have checked to make sure that my medication will not impair my driving ability.	Yes	
I will consume alcohol within 8 hours of my departure.	No	
I will check the weather before I travel.	Yes	
I will be driving during the	Day	
I will be mostly driving on	Multi lane road	
I will take rest stops	Yes - Every two hours	
<b>Risk Assessment Score</b>	<b>Before Controls</b> LOW	<b>After Controls</b> LOW

Signature of Subordinate \_\_\_\_\_ Date \_\_\_\_\_

Signature of Supervisor \_\_\_\_\_ Date \_\_\_\_\_

**AIR BAG.**



**BODY BAG.**



**BE SMART & BUCKLE UP!**  
 Please Drive Responsibly



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 20, Privately Owned Vehicle Safety Policy

1. This policy is to provide guidance to Noncommissioned Officers in performing their job as safety officers for this unit. Do not limit the travel of unit personnel, but ensure that when personnel are traveling during non-duty hours it is done safely and without risk to the Soldier, his family or others.

2. To ensure that Academy personnel are safe when traveling, the following requirements are in effect:

a. **Drunk / Taxi Cards**: All personnel will be required to have in their possession a unit Chain of Command Card. This card contains phone numbers of the Chain of Command and NCO Support Channel personnel who can assist a soldier if for some reason he/she becomes intoxicated or unable to drive and return safely to his/her final destination. These cards will be checked frequently by the School First Sergeant.

b. **Mileage Pass Request**: All personnel traveling during non-duty time and more than 200 miles from the Lawton / Fort Sill area will be required to fill out a mileage pass form and submit it for approval. Generally, I will not deny permanent party personnel from their right to travel, as long as the travel is safe. Complete the mileage pass request on a DA Form 31 and can be hand written. The mileage pass request will have with it the following forms:

(1) POV Inspection Checklist

(2) Pre-Trip Counseling Form (DA Form 4856)

i. **Personnel Traveling by POV on Leave**: All personnel traveling on regular/emergency leave by POV and more than 250 miles from the Lawton / Fort Sill area will have a Pre-Trip Safety Checklist and Map/Route, POV Inspection, and Pre-Trip SAFETY Counseling done prior to departure time. They must have in their possession their leave form (DA Form 31) prior to departure and while traveling.

3. School 1SGs/Staff department heads will counsel and monitor their personnel prior to them going on leave and before submitting mileage passes. School 1SGs/Staff department heads will maintain all forms except DA 31 s for Leave.

ATSF-W

SUBJECT: NCO Academy Policy Letter # 20, Privately Owned Vehicle Safety Policy

4. Safety for our soldiers and their family members is a high priority. Vehicle inspections are part of your duties as Noncommissioned Officers. Do not take your duty lightly and never sacrifice a soldier's safety to keep him or her happy. If the vehicle is not safe enough for your family to ride in, then why should we let the soldier drive that same vehicle? Be responsible and do the right thing.

5. During the week prior to the following National Holidays, NEW YEARS DAY, PRESIDENTS DAY, DR MARTIN LUTHUR KING JR. DAY, MEMORIAL DAY, INDEPENDENCE DAY, LABOR DAY, COLUMBUS DAY, VETERANS DAY, THANKSGIVING DAY and CHRISTMAS DAY regardless of the anticipated travel distance of the Soldier, School 1SGs/Staff heads will ensure POV Inspections are conducted and filed:

A handwritten signature in black ink, appearing to read 'Philip J. Brunwald', written in a cursive style.

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 21, Family Readiness Group (Support Group)

1. References: DA Pam 608-47, A Guide to Establishing Family Support Groups and AR 600-20 Army Command Policy.
2. The NCO Academy will have an FRG Committee made up of the leader of each school (WLC, ALC, SLC, and HQ). The council will meet every other month to plan, coordinate and direct Family events that involve the entire Academy Family. The chain of command (NCO Support Channel) will support the leaders of the FRG and NCOA Council. Everyone is invited to attend and participate in the FRG Committee activities.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald".

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 22, Cadre and Students Tobacco Use Policy

1. AR 600-63 establishes tobacco use for the US Army Noncommissioned Officer Academy. Highlights of the policy include:

- a. Cadre will not use tobacco products in the presence of students.
- b. Tobacco products include snuff, chewing tobacco, cigarettes, cigars and vapor devices.

2. Designated tobacco use areas will be at least 50 feet from entrances to buildings. The authorized areas within the Academy are the bleachers located on the west side of building 3668 (WLC), the picnic pavilion west of building 3662, the picnic pavilion located between buildings 3661, 3684, 3559, 2599 and picnic area located at the south end of the building.

3. The Army prohibits use of tobacco products in all military vehicles, buildings including the outside area of dining facilities.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald".

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 23, Off Duty Employment

1. All Soldiers assigned to the NCO Academy must request approval from the Commandant prior to engaging in outside employment.
2. Conduct a safety assessment of the Soldier's health and duty performance focusing on possible injuries while working a second job and its affect on the unit mission. Working long hours can impair a Soldier's ability to function professionally and effectively during a regular duty days.
3. Conduct a counseling inquiry of the cadre regarding the request to determine the reason for additional employment. This counseling session will be done by the School First Sergeant/Staff Section NCOIC. The First Sergeant/Staff head will provide a copy of the counseling, with the Soldier's written request to the Commandant for approval. Maintain a copy of the Soldier's request and Commandant's action in the Soldiers SMIF and with the 1SG/Staff Section NCOIC.
4. The Commandant will review and approve or disapprove the request in writing. At any time, the Commandant may cancel the employment.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald".

PHILIP J. BRUNWALD  
CSM, USA  
Commandant

Encl.  
Sample Request Memo



ATSF-W

SUBJECT: Request Permission to Obtain Additional Employment

5. Employment Information:

a. Employer: \_\_\_\_\_

b. Work Address: \_\_\_\_\_

c. Supervisor's Name: \_\_\_\_\_

d. Employer's Phone #: \_\_\_\_\_

e. Work Schedule-Hours of Employment: \_\_\_\_\_

6. Intermediate Recommendation:

First Line Leader      APPROVAL/DISAPPROVAL  
School Chief            APPROVAL/DISAPPROVAL

\_\_\_\_\_ (Soldier's Signature)

\_\_\_\_\_ (Rank, USA)

\_\_\_\_\_ (Position)

Commandant:

APPROVAL/DISAPPROVAL

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 24, Continuity Books/Desktop SOPs

1. The following persons will maintain a Continuity Book/Desktop SOP that covers all relevant information to their duties, the procedures for those duties, and any other information relevant for survival in that position or section:

- a. Deputy Commandant
- b. First Sergeants/School Chiefs
- c. Operations Sergeants
- d. Chief of Training
- e. Command Secretary
- f. SDNCO
- g. S-4 NCO
- h. Each Senior Small Group Leader
- i. Each NCO Academy-level Additional Duty NCO

2. Once semi-annually, schedule with the Commandant and Deputy Commandant to provide an overview of your book.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald".

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 25, Government Travel Card Program

1. The Supply Management Specialist (Mrs. Daniels) is the Program Coordinator for the NCO Academy, Government Travel Card Program.
2. The government travel card is for official use only, specifically government travel related expenses.
3. Soldiers misusing or allowing their bill to become delinquent may receive punishment under the UCMJ. I will not tolerate government travel card misuse, it is a violation of professional ethics and integrity.
4. Every Soldier issued a government travel card will read and sign a statement of understanding. The Supply Management Specialist will maintain a copy of the statement.
5. Each cardholder must out-process through the Program Coordinator upon reassignment. Failure to do so will result in the card being deactivated.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald".

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 26, Master Vault Files

- I. Each School Chief is responsible for maintaining and controlling a set of Master Vault Files for their school. They will appoint, in writing, one NCO to maintain the Master Vault Files and to **check with the appropriate agency or website for weekly updates.**
2. NCOs update each set of Master Vault Files with the most current changes of all Training Support Packages, VGTs, Programs of Instruction, Course Manager Guides and anything that pertains to our course instruction.
3. Each School Chief is responsible for ensuring that all **updates are in their classrooms,** in the instructor's lesson plans and packets.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald".

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ASTF-W

16 September 2014

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: NCO Academy Policy Letter #27, Prevention of Sexual Assault and Treatment of Victims

1. References. AR 600-20, CG Policy Memo 12-12. 4 May 2012.
2. Sexual assaults are criminal acts that are not compatible with Army. The intent of this policy is to ensure awareness of the Sexual Harassment/Assault Response & Prevention (SHARP) program including bystander intervention, prevention, 24 hour victim advocacy, and support.
  - a. First Sergeants and all leaders must remain proactive in preventing and responding to offenses sexual in nature. Everyone assigned to the NCO Academy will support Family Advocacy Program and SHARP program. The Chain of Command will provide a safe and secure environment for the victim. Ensure the victim receives sensitive care and support, ensure emotional security and medical treatment needs are met, ensure access to a Victim Advocate (VA)/SHARP Specialist is provided, and protect the rights of the victim as well as the accused.
  - b. Sexual harassment is a form of discrimination that involves unwelcome sexual advance, requests for sexual favors, or other verbal or physical conduct of a sexual nature that interferes with any individual's work performance or creates a hostile or offensive work environment
  - c. Sexual assault is, intentional sexual contact, characterized by the use of force, threats and intimidation or the abuse of authority when a victim does not or cannot consent. Sexual assault includes rape, forcible sodomy (oral or anal sex), and other unwanted sexual contact that is aggravated, abusive, or wrongful (to include unwanted and inappropriate sexual contact), or attempts to commit these acts.
  - d. 'Consent' means words or explicit acts indicating a freely given agreement to the sexual conduct at issue by a competent person. Lack of verbal or physical resistance or submission resulting from use of force, threat of force, or placing another person in fear does NOT constitute consent.
3. All NCO's, Soldiers, and DA civilians will be committed to and involved in our SHARP program including the integration of the Army, "I AM STRONG" campaign. It is the duty of each of us as teammates to intervene and protect one another from a sexual assault and the sexually harassing behaviors leading up to an assault.

ASTF-W

SUBJECT: Prevention of Sexual Assault and Treatment of Victims

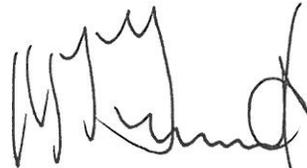
a. Leaders will ensure all mandatory training requirements Per AR 600-20, chapter 8 are met and place required resources in the unit (Unit Victim Advocates, bulletin board information and literature) through the full support of the Family Advocacy Program.

b. Leaders will immediately report all instances of sexual assault to their higher headquarters, the Military Police, the Staff Judge Advocate, and the Installation Sexual Assault Response Coordinator (SARC). Effective prevention and response to cases of sexual assault IMSW-SIL-ES Prevention of Sexual Assault and Treatment of Victims, CG Policy Memo 09-7 requires a coordinated effort by commanders, Soldiers, law enforcement, the Criminal Investigation Division, medical personnel, and other civilian and military agencies.

c. Soldier victims of sexual assault have the option of making a Restricted Report to the SARC/SHARP/VA, a victim advocate, a chaplain or medical health professional at Reynolds Army Hospital. Talking to individuals outside these channels may interfere with your restricted reporting option.

4. Anyone coping with sexual assault has the right to receive advocacy services 24 hours per day, via the Fort Sill Domestic and Sexual Abuse Hotline at 580-574-0871.

5. Prevention and education are the priority. Leaders at all levels will correct inappropriate behavior such as use of language, jokes and gestures in order to foster a positive environment towards sexual assault prevention. Safety briefs will include prevention measures and education such as the active bystander.



PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR DISTRIBUTION

SUBJECT: NCOA Civilian Professional Development Program Policy Letter #28

1. References.

- a. Army Civilian Education System, HQDA, Policy NOV 2006
- b. TRADOC Regulation 570-4, Management of Civilian Manpower, 4 AUG 05
- c. AR 350-1, Training, Army Training and Leader Development, Section VI, Civilian Training, RAR page 80, AUG 2011
- d. AR 690-950, Civilian Personnel Career Management, 31 DEC 01

2. I am committed to preparing agile and innovative Army civilians who can lead during times of change and uncertainty; who prepare for the rigors of service as multi-skilled leaders; possess the values, skills and mindset to serve as competent, resilient supervisors and managers. The Civilian Education System (CES) is progressive, sequential leader development training and education program for Army civilians at all levels. A series of course instruction is provided through blended learning - distributed learning (DL) and resident instruction and self-development opportunities as individual's progress from entry to senior level positions to represent the FCoE NCO Academy across the FCoE, TRADOC and USASMA.

3. Implementation of the Civilian Leader Development Program (CLDP) will ensure development of our civilian force through two parts, the Civilian Education System (CES) and the Advanced Learning Training (ALT).

4. Civilian Education System (CES). The CES program is progressive, sequential leader development training and education program for Army civilians at all levels. A series of course instruction is provided through blended learning - distributed learning (DL) and resident instruction. The sequence for attending these courses is as follows:

ATSF-W

SUBJECT: NCOA Civilian Professional Development Program Policy Letter #28

a. The Foundation Course (FC) is a Web-based course and available to all Army civilians. It is a requirement for all interns, team leaders, supervisors and managers hired after 30 September 2006 to complete the FC.

b. The Action Officer Development Course (AODC) is a Web-based course and required for all interns before completing the intern program. The AODC is available for all Army civilians as self-development.

c. The Supervisor Development Course (SDC) is a Web-based course and is a required course for supervisors and managers of Army civilians. The SDC is available for all Army civilians as self-development.

d. The Basic Course is a combination of DL and resident training. The DL and resident training are required for team leaders, supervisors and managers. The DL is available to all Army civilians as self-development.

e. The Intermediate Course (IC) is a combination of DL and resident training. The DL and resident training is required for supervisors and managers. The DL is available to all Army civilians as self-development.

f. The Manager Development Course (MDC) is a Web-based course and available to all Army civilians.

g. The Advanced Course is a combination of DL and resident training. The DL and resident training is required for supervisors and managers GS-13 - GS-15 or equivalent pay band. The DL phase is available to all Army civilians as self-development.

5. Self-registration process through the Civilian Human Resources Training Application System web site: <https://www.atrrs.army.mil/channels/chrtas/default.asp>. AKO logon and password or Common Access Card (CAC) is required to enroll. Approved training is authorized during duty hour's reference Part 5 Code of Federal Regulations (CFR) Section 410 and Chapter 7 (Army Distributed Learning Program) of this regulation. Supervisors and managers are responsible for setting guidelines that allow employees duty time to complete 80 AR 350-1 • 18 December 2009 required DL portions of CES courses. Guidelines can be in the form of a written or verbal agreement and should articulate a study schedule and timeline for the employee to complete the course. Training made available to employees as a voluntary self-development tool will be undertaken by the employee outside regular working hours and will not be considered hours of work.

6. Foundation Course (FC), Distance Learning (DL), Course number ATRRS (1-250-C59 (DL)).

ATSF-W

SUBJECT: NCOA Civilian Professional Development Program Policy Letter #28

a. Purpose: Provides employees with an understanding of the structure of the U.S. Army, the Army's leadership doctrine and the personnel system of Department of Army Civilians.

b. Eligibility Requirements: FC required for all Army civilian employees, military and other DOD employees, Interns, Team Leaders, and Supervisors employed after 30 September 2006 within six months.

c. Army employees employed before 30 September 06 are not required to take the FC and will receive credit for this course.

7. Basic course (BC), DL and Resident, Course numbers ATRRS (1-250-60 (DL) and 1-250-C60 phase 2).

a. Purpose: The Basic Course develops Army civilians skilled in leading; managing human and financial resources; implementing change; directing program management and systems integration; displaying flexibility, resilience, and focus on mission.

b. The Basic Course is conducted through blended learning - DL and two week resident training. Resident training is taken after successful completion of distance learning and takes place in a university setting. It encompasses a classroom environment and small group seminars.

c. Eligibility for resident training.

(1) Army civilians in permanent appointments and have not been granted course credit.

(2) Military supervisors of Army civilians, DOD and all other Federal agency leaders, and term and temporary employees.

(3) Army civilians must have a current performance rating of successful and be in good standing regarding conduct.

(4) Employees must have successfully completed the FC if required.

d. Admission priorities for resident training.

(1) The Basic Course is required for all employees in a permanent appointment to a leadership position with responsibilities to effectively lead and supervise employees. Employees must complete this course no later than one year from placement to a supervisory or managerial position.

(2) Priority 1. Army civilians in permanent appointment to team leader, supervisory or managerial position. AR 350-1 • 18 December 2009

ATSF-W

SUBJECT: NCOA Civilian Professional Development Program Policy Letter #28

(3) Priority 2. Army civilians in permanent appointment to a non-supervisory position and have not been granted course credit. Army civilians, DOD and other Federal agency employees participating in an Army endorsed supervisory or manager development program (for example, DOD Executive Leadership Program (DELDP), the Army Fellows Program, and DA Fellows): Army civilians who are recommended by their supervisor and have completed equivalent training five or more years prior to date of course consideration.

(4) Priority 3. Military supervisors of Army civilians, DOD and other Federal agency Leaders: Army civilians in term or temporary appointments who have responsibility for leading or supervising Army civilians. Priority 3 is funded by their organizations.

e. Course Credit - Equivalency and Constructive.

(1) Credit may be granted to individuals who have successfully completed similar or more advanced training and education courses when training completion date is less than 10 years.

(2) Army courses validated for Basic Course Equivalency: Leadership, Education and Development (LEAD) Course, BOLC, WOAC, ANCOC/SLC. Documentation is required for equivalency credit.

(3) Other training, education or experiences may be submitted for Constructive Credit approval using the approval process identified in the course credit section.

8. Intermediate Course (IC), DL and Resident, Course number ATRRS (1-250-C-61 (DL) and 1-250-C61 phase 2).

a. Purpose: The IC target audience is Army civilians in supervisory or managerial positions. This target population is by necessity more agile, innovative, self-aware, and prepared to effectively lead and care for personnel and manage assigned resources. Training and developmental exercises focus on "mission" planning, team building, establishing command climate, and stewardship of resources.

b. The IC is conducted through blended learning - DL and three weeks resident training. Resident training is taken after successful completion of distance learning and takes place in a university setting. It encompasses a classroom environment and small group seminars.

c. Eligibility for the resident training.

(1) Army civilians in permanent appointments.

ATSF-W

SUBJECT: NCOA Civilian Professional Development Program Policy Letter #28

(2) Military supervisors of Army civilians, DOD and other Federal agency leaders, and term and temporary employees.

(3) Army civilians must have a current performance rating of successful and be in good standing regarding conduct.

(4) Employees must have successfully completed the FC and Basic Course or been granted course credit.

d. Admission priorities for resident training.

(1) The IC is required for all employees in a permanent appointment to a supervisory or managerial position. Employees in supervisory or managerial positions must complete this course no later than 2 years from placement.

(2) Priority 1. Is Army civilians in a permanent appointment to a supervisory or managerial position.

(3) Priority 2. is Army civilians in permanent appointment to non-supervisory position. Army civilians, DOD and other Federal agency employees who are participating in an Army endorsed supervisor or management development program (for example, the DELDP, the Army Fellows Program and DA Fellows). (Army civilians who are recommended by their supervisor to attend the course and have completed the legacy civilian or military leader development course equivalent 5 or more years prior to date of course consideration.)

(4) Priority 3. Are Military supervisors of Army civilians, DOD and other Federal agency leaders, Army civilians in term or temporary appointment who are responsible for leading or supervising Army civilians. Priority 3 is funded by their organization.

e. Course Credit - Equivalency and Constructive.

(1) Course Credit may be granted to individuals who have successfully completed similar or more advanced training and education courses when training completion date is less than 10 years.

(2) Army courses validated for IC Equivalency: Organizational Leadership for Executives (OLE), Captains Career Course (CCC), Warrant Office Senior Course (WOSC), and First Sergeant Course (FSC). Documentation required for equivalency credit.

9. Manager Development Course # ACCP 131 F31

ATSF-W

SUBJECT: NCOA Civilian Professional Development Program Policy Letter #28

a. The MDC is a Web-based course with lessons that focus on managing, leading and human resources management. The MDC includes modules in organizational culture; time management; objectives and plans; problem solving and decision making; planning, programming and budgeting; manpower management; communications; information technology applications; the Army Environmental Program; equal employment opportunity; professional ethics; internal management control; and Army Family team building.

b. The MDC is available as a self-development tool for all Army employees and is recommended for all Army civilians in supervisory or managerial positions before attending the Advanced Course.

10. Advanced Course (AC), DL and Resident, Course number ATRRS (1-250-C-62 (DL) and 1-250-C2- phase 2).

a. Purpose: The Advanced Course focuses on Army civilians skilled in leading a complex organization in support of national security and defense strategies; integrating Army and Joint systems in support of the Joint Force; inspiring vision and creativity; implementing change; and managing programs.

b. The Advanced Course is conducted through blended learning - DL and four weeks resident training. Resident training is taken after successful completion of distance learning and takes place in a university setting. It encompasses a classroom environment and small group seminars.

c. Eligibility for resident training.

(1) Army civilians in permanent appointment to GS-13/14/15 or equivalent for Army non-appropriated fund (NAF), wage grade (WG) or local national (LN).

(2) Army civilians in permanent appointment current position description indicates a GS-13/14/15.

(3) Active duty military supervisors of Army civilians.

(4) DOD leaders in permanent appointment GS-13/14/15 and current position description indicates a GS-13/14/15.

(5) Term and temporary employees at the appropriate level of responsibility.

(6) Applicants must have a current performance rating of successful and be in good standing regarding conduct.

ATSF-W

SUBJECT: NCOA Civilian Professional Development Program Policy Letter #28

(7) Successfully completed the FC, Basic Course and IC or have received course credit for each.

d. Admission priority for resident training.

(1) The Advanced Course is required for all employees with a permanent appointment to a supervisory or managerial position. Employees must complete this course no later than 2 years from placement.

(2) Priority 1. Army civilians in permanent appointment to a supervisory or managerial position.

(3) Priority 2. Army civilians in permanent appointment to a non-supervisory position. Army civilians and DOD employees who are participating in an Army endorsed supervisor or management development program (for example, the DELDP, the Army Fellows Program, and DA Fellows). Army civilians who are recommended by their supervisor and have completed equivalent training 5 or more years prior to date of course consideration.”

(4) Priority 3. Military supervisors of Army, DOD and other Federal agency leaders. Army civilians in term and temporary appointments who are responsible for leading or supervising Army civilians. Priority 3 is funded by their organizations.

e. Course Credit - Equivalency/Constructive.

(1) Course Credit may be granted to individuals who have successfully completed similar or more advanced training and education courses when training completion date is less than 10 years.

(2) Army courses identified for Advanced Course Equivalency: Army Management Staff College (AMSC), Sustaining Base Leadership and Management (SBLM), CGSC, Intermediate Level Education (ILE), Warrant Officer’s Senior Staff Course (WOSSC), and SMC. Documentation is required for equivalency credit.

(3) Other training, education or experiences may be submitted for Constructive Credit using the approval process identified in the course credit section (see app I).

(4) Employees who have completed Army Management College (AMSC)/Sustaining Base Leadership and Management (SBLM), Command and General Staff College (CGSC)/Intermediate Level Education (ILE), Sergeant Majors Course (SMC), Warrant Officer Senior Staff Course (WOSSC) will receive credit for attending CES. Employees who have graduated from or are currently enrolled or participating in Senior Services College (SSC),

ATSF-W

SUBJECT: NCOA Civilian Professional Development Program Policy Letter #28

Defense Leadership and Management Program (DLAMP) or the DoD Executive Leadership Development (DELDP) are exempt from attending CES.

(5) Supervisor Development Course (SDC) or Human Recourses (HR) for Supervisors: SDC is provided as online instruction. HR for Supervisors is provided by local Civilian Personnel Advisory Centers (CPAC) and may be substitute SDC. TRADOC

(6) Supervisors must complete this mandatory training within six months of assignment as supervisor.

(7) The second part of CDLP is the Advanced Learning Training (ALT): ALT provides continued development of senior leaders after completion of CES courses.

a. Senior Level Assignment Opportunity- To promote civilian mobility, all recruitment activity for positions at or above GS-13 level will require payment of PCS expenses.

b. Fellows Program- A five-year program to attract, develop and retain experts within the Fires COE. Combining Army and local intern initiatives candidates will be recruited at the GS level with target grades at the GS-12 or 13 Level.

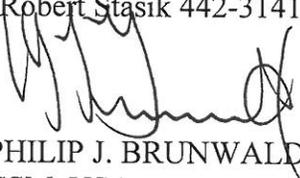
c. Greening Course- Develop and implement a course designed to orient and connect newly appointed civilians (GS-5 and above) to the Army and Fires COE.

d. Career Program (CP) Technical Training- Functionally specific training is identified within each activity career program and will be addressed as required within Individual Development Plans (IDPs).

e. Other professional development opportunities such as reading lists, (FACCC/PCC for example), are highly encouraged as well as other Professional Development sessions.

f. Exceptions and substitutions of required CLDP training will be in accordance with established policy. Approval of exception for mandatory training is delegated to Commandant or his deputy. This may not be further delegated. Decisions will be documented and reported at IPRs.

14. Point of contact for this memorandum is Mr. Robert Stasik 442-3141.

  
PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL OK 73503-5600

REPLY TO ATTENTION OF

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter #29, Motorcycle Rider and Prospective Rider Information.

1. Soldiers will not ride their Privately Owned Motorcycle while assigned as a student to the NCOA.

2. All Permanent Party Personnel assigned to the NCOA will in-process through the Motorcycle Mentor or Alternate Motorcycle Mentor.

a. If a Soldier owns a motorcycle, they will turn in all documentation to be maintained on file by the Motorcycle Mentor until they are reassigned from the Academy or sell their motorcycle. School Chiefs will conduct a Commander's Evaluation of each rider with the Motorcycle Mentor or Alternate present to assess the rider's qualification to operate their motorcycle. If it is deemed that the Soldier is not capable of riding their motorcycle, the School Chief will counsel the Soldier on what they need to do to gain the skills necessary to ride on their own. The Soldier will not be able to ride without the Motorcycle Mentor present. Once the Soldier is deemed able to ride, they will undergo a follow up evaluation by the School Chief and Motorcycle Mentor to authorize them to ride their motorcycle.

b. If a Soldier does not own a motorcycle, they will be briefed on Post requirements and must see the Motorcycle Mentor or Alternate prior to purchasing a motorcycle for advice and mentorship to ensure they purchase the appropriate motorcycle within their riding capabilities.

3. Motorcycle Mentor will maintain on file the following documentation:

- a. Appointment Orders signed by the Commandant
- b. NCOA Motorcycle rider tracker
- c. Current CG Policy Memorandum for Motorcycle Safety Program
- d. Driver's License with Motorcycle endorsement
- e. Motorcycle Safety Foundation Basic and Expert Rider Cards
- f. Sport Bike Rider Cards (if applicable)
- g. Current Insurance and Registration for Motorcycle
- h. Motorcycle Operator Information Sheet
- i. Commander's Evaluation Sheet
- j. Rider's Safety Contract
- k. Quarterly Training Memorandums for all riders

ATSF-W

SUBJECT: NCO Academy Policy Letter #29, Motorcycle Rider and Prospective Rider Information.

4. Motorcycle Mentors or their alternates will conduct Quarterly Training and maintain training files for one year. Annual training will include an NCOA ride where the Motorcycle Mentor will inspect Personal Protective Equipment and assess riding capabilities of each individual rider. Motorcycle Mentor and Alternate will conduct a T-CLOCS inspection of each rider prior to each NCOA sponsored ride.

5. Soldiers who intend to purchase a motorcycle while assigned to the NCOA (Prospective Riders) will refer to the Motorcycle Mentor or Alternate for safety requirements and will include their Chain of Command in the process of their purchase. Prospective Riders will schedule their Basic Rider Course prior to the purchase of their motorcycle. If they cannot be accomplish this due to the scheduling constraints, they will not be authorized to ride their motorcycle until completion of the course. They will be authorized to ride their motorcycle to the training the day of the course. The Prospective Rider will be authorized to ride their motorcycle once they have all required documentation and it is cleared through their Chain of Command and the Motorcycle Mentor.

6. Motorcycle Riders must inform the Motorcycle Mentor or Alternate and their Chain of Command when they intend to sell their motorcycle so that records current and up to date. All Motorcycle Riders will out-process the Motorcycle Mentor.

7. The Points of Contact for this Memorandum are the Motorcycle Mentor, Alternate Motorcycle Mentor and School Chiefs.



PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 30, Health Risk Assessment (HRA)

1. All School Chiefs will implement the Health Risk Assessment (HRA) into their in-processing schedules.

a. All students will be given the HRA surveys upon reporting to the NCO Academy and must complete the surveys prior to first formation of day one, in-processing.

b. The SGL will collect all HRAs and deliver to the SSGL or School Chief for initial review. Deliver those HRAs receiving a **HIGH** to **VERY HIGH** rating to the Community Health Nurse at Reynolds Army Community Hospital (RACH), phone 442-2061. School Chiefs will also immediately notify the Commandant that High or Very High risk levels exist.

c. Once the nurse has evaluated the HRAs, the nurse will contact the School Chief and inform him/her of the results. The nurse will also provide a written report and forward a copy to the School Chief via E-mail with recommendations concerning the "at risk" individual's circumstance, treatment and other precautions pertinent to Cadre awareness. **THE SCHOOL CHIEF MUST PROACTIVELY SEEK THIS INFORMATION.** Maintain a copy of the HRA in the student record.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald".

PHILIP J. BRUNWALD  
CSM, USA  
Commandant



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 31, Privately Owned Weapons

1. I do not allow Students attending NCO Academy courses to bring carry or store any privately owned weapons at the NCO Academy.
2. Students found to be in possession of weapons will be disenrolled from the class and subject to possible UCMJ action from their parent unit.
3. SGLs and SSGLs must ensure that all students are aware and understand this policy.

A handwritten signature in black ink, appearing to read "Philip J. Brunwald", is positioned above the printed name.

PHILIP J. BRUNWALD  
CSM, USA  
Commandant