



“ENTER TO LEARN, LEAVE TO LEAD!!”

Basic Leader Course STUDENT GUIDE

FY-19 Edition -- As of July 2019

The NCO Leadership Center of Excellence
Fort Stewart Basic Leader Course Student Guide

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**THIS GUIDE IS SUBJECT TO CHANGE BASED ON
UPDATED DOCTRINE OR MISSION REQUIREMENTS**

1. MISSION STATEMENT

The Fort Stewart Noncommissioned Officer Academy trains, educates, and develops Noncommissioned Officers capable of meeting the challenges of an increasingly complex world.

2. VISION

Train and develop the Army's future NCO Corps, equipping them with a leadership skill set that embraces the "Warrior Ethos", while exuding the confidence and competence to perform assigned duties and responsibilities across a broad spectrum in peace and war to achieve victory.

3. FORWARD

This Student Guide will assist in preparation and attendance at the Fort Stewart Noncommissioned Officer Academy, Basic Leader Course (BLC). These policies, regulations, and procedures are based on Army, TRADOC, and Noncommissioned Officer Leaders Center of Excellence (NCOL CoE) BLC Course Management Plan (CMP) and are strictly enforced.

Each Student must read and comply with the contents of the BLC Student Guide. Students are subject to the policies of this Academy as published by the Commandant. Failure to read and comply with the contents will result in a DA Form 4856 and may constitute grounds for an immediate drop from the course.

4. Welcome Letter

Congratulations on your selection to attend the Fort Stewart Noncommissioned Officer (NCO) Academy, Basic Leader Course (BLC). BLC is a 22-academic day course consisting of 169 academic hours. BLC is conducted in four phases with three rotations: Foundations (Base Group), Leadership (1st Rotation), Readiness (2nd Rotation), and Assessment (3rd Rotation returning to Base Group). This is accomplished through the use of the Army Experiential Learning Model (ELM) methodology. Lessons are facilitated in a small group setting with a collaborative approach, which allows the Soldiers to discover information and then apply it to new and ambiguous situations. Lessons will include critical and creative thinking activities and exercises, which aid in your leadership development process.

Your selection is a reflection of your past performance and future potential. Going forward, your success, as a NCO, will depend on your determination to seek-out higher levels of leadership responsibility and accountability.

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The Fort Stewart NCO Academy focuses on basic leadership development; instilling leader skills, knowledge, and attributes needed for future success as an NCO; providing the foundation for further training and development. To attain success, Soldiers must achieve the desired learning outcomes in BLC. Soldiers must complete homework assignments, practical exercises, and must participate in all curriculum activities and discussions. Culminating functional leadership competences IAW AR 350-1, para 3-51.

You are to report to the Fort Stewart NCO Academy, building 19218 at no later than **0830** hours on the assigned Army Training Requirements and Resources System (ATRRS) report date (**DAY ZERO**) in the **seasonally appropriate standard Army Physical Fitness Uniform (APFU)**. You are to be prepared for the Height and Weight Screening immediately following the **0900 Roll Call / InProcessing**.

a. Minimum items required upon your arrival:

(1) Common Access Card (CAC) ensure expiration date does not fall within your class dates.

(2) Three copies of your Military orders (DD Form 1610 for TDY personnel or Attachment Orders for personnel stationed at HAAF/FSGA) and complete packing list signed by Company 1SG.

(3) Completed Unit Pre-execution checklist found at <https://actnow.army.mil>; under COMMUNITIES and OTHER COMMUNITIES; select NCO ACADEMIES; select ACTIVE DUTY NCO ACADEMIES; select FORT STEWART NCO ACADEMY; you will find all documents under the BLC column, or on the NCO Academy homepage at: home.army.mil/stewart/index.php/units/tenant-units/nco-academy, under the BLC heading.

(4) DA 3349 (BLC only supports 2.5 mile walk or 6.2 mile Stationary-Cycle Ergometer Test, as alternate events). Attendees must provide a copy of your DA 3349 so the Academy can make appropriate arrangements prior to the APFT.

(5) TDY Soldiers will be issued a Meal Card from their unit prior to enrollment IAW AR 600-38.

Soldiers may only enroll with a Temporary Profile that is “Non-Performance” restricting (e.g. Shaving or Hearing Profile). If a Soldier is on a physically limiting profile, who cannot complete “ALL” the events of the Army Physical Fitness Test (APFT) or meet all the “Graduation Requirements”, he or she will NOT be allowed to enroll into BLC (IAW AR 350-1, para 3-14b and BLC, Course Management Plan (CMP).

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The Fort Stewart NCO Academy environment is one conducive to learning in both physical and cognitive realms. You will be provided the necessary tools essential to your success, however the effort you put forth daily will determine what separates you among your peers. As a Student, you must focus your time and energy to the course of instruction. Do not look at this course as a check the block requirement. The Cadre will not condone negative attitudes or substandard performance.

NCOA Telephone numbers:

Student Operations (912) 435-2514

After Duty Hours (912) 435-2513

BLC Branch Chief (912) 435-2517

Again, congratulations on reaching pivotal milestone in your military career. The Academy staff stands ready to assist you in any way possible. We welcome and wish you an enjoyable and professionally rewarding tour at the Fort Stewart NCO Academy.

“Enter to Learn, Leave to Lead!”

5. The Honor Code

Honor is the guiding principle of every endeavor involving the profession of the United States Army. Integrity (absolute honesty) is a basic attribute demanded of every Noncommissioned Officer. You will write two GPA graded essay's by the end of the course, in addition to one non-GPA essay. All evaluations, writing assessments, and briefs must be of original content. Plagiarism will be strictly enforced and deems for dismissal.

- a. You may only use computers issued by the NCOA that have references stored on the computer or through the approved Black Board Academy site.
- b. Presentations and briefings are prepared by each student. This work is evaluated based on individual effort. Each student's work will be entirely original in every manner.

Students are encouraged to work together, using the team system; however, the final results will be original. The honor system does not cease with academic honor and integrity. It also applies to the observance and adherence of rules, regulations, and policies. To knowingly violate a rule, regulation, or policy, whether or not this violation is discovered is a discredit to your own word of honor and personal conduct.

To know of a violation and fail to report it, means you condone the violation. It is your responsibility as a Student and as a Noncommissioned Officer to report any and all violation of rules, regulations, and policies immediately to the Chain of Command. Failure to do so is a violation of the honor code and is grounds for dismissal.

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SECTION TWO:

BLC Course Design

a. **PURPOSE:** Basic Leader Course is branch-immaterial Leadership Training and resident course, taught on a Military Installation by Noncommissioned Officer Academies' Cadre. The Fort Stewart NCO Academy is a live-in environment; the Commandant has been given exception to non-live-in policy due to safety concerns.

(1) The Fort Stewart NCO Academy living quarters well maintain a clean orderly appearance, i.e. floors swept and mopped daily, clothes neatly stored in locker or drawers, bed made when not in use, trash removed when trash can is full, and latrines are kept clean. At no time will BLC students be required to roll socks, display a laundry bag at the end of the bunks or make their beds in a prescribed manner such as hospital corners. This is not the purpose of temporary live-in status.

b. **SCOPE:** The proponent for Basic Leader Course (BLC) is, The NCO Leadership Center of Excellence (NCOL CoE), known formal as the United States Army Sergeants Major Academy (USASMA). This course is conducted using the small group process. Current subjects are included in four phases; Foundation, Readiness, Leadership, and Assessment phases. Cadre will facilitate classroom discussion and lesson plans with student contribution, from "what to think" to "how to think" and places the learning responsibility on the student through group participation. This approach creates an atmosphere whereby the students can exchange ideas on any subject and use concrete experiences, from past to present, problem solving through peer-to-peer participation. The small group process fosters team building and provides training reinforcement based on a wide range of backgrounds and professional experience.

SECTION THREE:

General Policies/Procedures

a. **PURPOSE:** This section outlines general policies of the Academy and explains the standards of behavior, conduct, and performance expected of students.

b. **GENERAL:** To develop a sense of responsibility, all students are trained as Noncommissioned Officers. The program is designed to intrigue and engage each student daily on all aspects of performance. Students will participate groups, teams, squads, and platoons to carry out assigned tasks to the highest standards. The goal is to achieve excellence; all students are expected to strive to meet that goal.

1. **TDY Personnel:** TDY personnel will sign in at the BLC SDNCO, BLDG #19204.

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Report NLT 1700 hours the day prior to the class report date (DAY 0). The DFAC at the NCO Academy will be closed until the start of DAY 0. Students will either need to eat prior to check-in or after check-in with Staff Duty (SD) NCO notification. TDY personnel must bring all items listed on the Academy packing list.

2. In-Processing: In-processing is conducted at the NCO Academy on DAY 0. The students' uniform will be the seasonal appropriate Army standard APFU. The NCOA DFAC will be open to all personnel prior to student enrollment, the cost for breakfast is \$3.45. Students will be seated in the Academy Briefing Center (ABC Room), Bldg. #19218, NLT 0800 on pick-up day (DAY 0). Assigned sponsors will remain at the Academy until released by the in-processing NCOIC. The following are included in in-processing:

a. Operations and OML Manager - Students will present their CAC and have the Student Information Sheet completed. The following items are checked and verified by Academy Cadre prior to course enrollment:

(1) Medical - Soldiers with medical profiles due to an operational deployment will be permitted by their immediate commander to attend appropriate courses (to include PME) within the guidelines of their profile. Soldiers must arrive at the aforementioned course of instruction with a copy of their current profile and memorandum signed by their commander stating the profile has been continuous and is a result of injuries sustained due to an operational deployment.

(2) Soldiers with temporary profiles preventing full participation in a course that are not a result of operational deployment, will be removed or deferred from school attendance consideration by their immediate commander, until the temporary profile is removed.

(3) Soldiers with a permanent designator of "2" in the physical profile must include a copy of DA Form 3349 (Physical Profile) as part of the course application. They will be eligible to attend courses (to include PME) and train within the limits of their profile, provided they can meet course graduation requirements per the BLC CMP. Soldiers with a permanent designator of "3" or "4" in their physical profile must include a copy of DA Form 3349, and the results of their MOS Administrative Retention Review as part of the course application.

(4) Soldiers who have been before a MOS Administrative Retention Review and retained in their MOS or reclassified into another MOS are eligible to attend appropriate courses (to include PME) and train within the limits of their physical profile (DA Form 3349). Commandants will not dis-enroll or deny enrollment of Soldiers into the course based on physical limiting conditions on their physical profile, IAW MOS Administrative Retention Review adjudication.

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(5) Height and Weight - All Students will be screened for compliance with the Army Body Composition Program IAW AR 600-9 on day 0 following in-processing. A HT/WT screening and body fat measurement test will be conducted no earlier than seven days after their initial failure to meet compliance standards in the Senior Small Group Leader's Office. The retest will be conducted by the NCO Academy's Senior Small Group Leaders, BLC Chief, and the Commandant. If the Soldier fails the second height and weight screening and tape test, he or she will be dismissed from the course.

(6) Packing List - All items and equipment on the packing list must be present, clean, and serviceable. Small Group Leaders will inspect each Soldier's equipment and record all deficiencies. If a student is missing any required documents the sponsor will have 72 hours to correct the deficiency or the student will receive DA FORM 4856 for missing items and removed from honors or dis-enrolled from the course. Documents can be emailed or dropped off at the Sponsor's Desk during sponsor designated visiting hours. Sponsor designated visiting hours can be found on page 37 of the student guide. Ft. Gordon and other units outside the 50 mile radius may bring may do so by exception.

3. OUT-PROCESSING: Students will clear all administrative sections prior to graduation or early dismissal from the Academy. The following clearing procedures will be completed:

- a. Counseling's complete and Academic Evaluation Report (AER), DA FORM 1059 reviewed and digitally signed
- b. Wall lockers emptied and cleaned.
- c. Floors swept, mopped, waxed, and all trash cans emptied.
- d. Beds realigned.
- e. Linen: blankets, sheets, pillows, pillowcases and mattress covers turned in to Supply (S4 Warehouse).
- f. Training materials and academy issued items will be turned in to SGLs.

4. Graduation: Graduation ceremonies are intended to honor students who have successfully completed the course; all graduates receive a graduation diploma. Graduates are encouraged to invite their spouses, Chain of Command, and other guests to their graduation ceremony. The date and time of each graduation is announced through command bulletins and indicated on the BLC training schedule on DAY 22. Students who excel are considered for special awards and honors upon course completion. Consideration for any award or honor is limited to students not previously released for disciplinary or academic deficiency. Candidates must achieve an initial passing score on all tests.

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5. Academic and Performance Recognition:

a. Distinguished Honor Graduate (DHG) - This graduate is the student who demonstrated superior academic achievement through the "Whole Soldier" concept. This graduate must meet the following prerequisites: All criteria for the commandant's list, have highest overall academic grade point average (GPA), and have no adverse developmental counseling. In the event of a tie, the Commandant will establish a competitive exercise and the student with the highest score will receive the title of Distinguished Honor Graduate.

b. Honor Graduate (HG) - The student who achieves an initial passing score on all tests, achieved the second highest academic average, has not received a DA Form 4856 counseling, negative in nature, and excelled in all other areas of training and leadership, while exhibiting the whole Soldier concept will receive the HG award. In the event of a tie, the Commandant will establish a competitive exercise and the student with the highest score will receive the title of Honor Graduate.

c. Commandant's List - This list will not exceed 20% of the class enrollment. This percentage includes the distinguished honor graduate. These graduates must have an "Exceeded Course Standards" rating in block 11a of the AER without any REAs or adverse developmental counseling.

d. Leadership Awardee - There is only one leadership award recipient. Eligible nominees must 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: Received no adverse developmental counseling, received a "Superior" rating in block 12c (Leadership Skills) of their AER, and must be selected by their peers with final recommendation by the facilitator.

e. Iron Sergeant Award – Top Awardees will be selected from their individual performance during the BLC's initial recorded Army Physical Fitness Test (APFT) conducted on DAY 2, which will be indicated on their AER DA FORM 1059 and from their performance on the PT Assessment on DAY 21.

6. Dismissal or Dis-Enrollment: In establishing student dismissal procedures, the following considerations will be addressed:

- a. An individual's right to due process.
- b. The need of the institution to dismiss students who require so much faculty attention to succeed that other students suffer unreasonably as a result.
- c. The need to safeguard adherence to basic Army policies and standards.
- d. Students released for Academic, Motivational, or Disciplinary reasons may appeal. Appeals are forwarded to the Commandant for final approval.

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7. Five Ways to be Released Prior to Graduation:

a. Administrative Release - Unit Recalls, emergencies or contingencies, will come from the student's unit. Administrative releases for emergency reasons must conform to the criteria for emergency leave IAW AR 630-5. Red Cross verification is required.

b. Medical Release - Injury or illness resulting in quarters, hospitalization, or restrictive physical profiles, which preclude the student from meeting the requirements for graduation.

Note: Soldiers may be released from the course without prejudice for illness, injury, compassionate, or other reasons beyond the student's control. This requires a written notice informing the unit that the Soldier may re-enroll as soon as the reason for disenrollment or dismissal is overcome.

c. Motivational Drop - Results after multiple developmental counseling's concerning attitude and/or motivation prove unsuccessful.

d. Disciplinary Drop - Violations of the Uniform Code of Military Justice (UCMJ), conduct unbecoming of a Soldier, or an infraction of this Student Guide or post policies will be dismissed.

Note: Soldiers dis-enrolled from BLC for disciplinary or motivational reasons will not be eligible for further NCOES training for a period of 6 months. Soldiers dismissed from BLC for academic deficiency may apply to reenter and be re-scheduled for the course when both the unit commander and the learner or Soldier determine that they are prepared to complete the course IAW AR 350-1, page 59, paragraphs 3-15f(3) and (4).

e. Academic Drop - Students who fail to meet established HQ TRADOC and USASMA test standards through two separate evaluations (original test and one retest), with the first failure followed by remedial training, will be dismissed from BLC.

8. COMMANDANT'S OPEN DOOR POLICY: Procedures for registering complaints and grievances can be discussed using the open door policy to either your SSGL, BLC Chief, Deputy Commandant, or Commandant. Students will seek resolutions to their problems through the Academy's Chain of Command. If a problem cannot be solved in this manner, they may request to see the Commandant (see Policy Letter #1).

9. VISITORS:

a. Unit Chain of Command, NCO Support Channel, and sponsors are strongly encouraged to visit their Soldiers. Due to limited space within the Dining Facility, Commanders, First Sergeants, and above may schedule lunch with their Soldiers on a space available basis. The Academy DFAC is primarily for students only. In order for

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the Chain of Command or sponsors to have lunch (1200-1300), they must make reservations 24 hours in advance with Academy Operations at (912) 435-2514/2506.

b. Visiting hours for sponsors are 1150-1250 & 1720-1820 daily, except for the DAY 0 and DAY 21. Designated visiting hours can be found page 37 of the student guide. During the first three days, sponsors from Fort Stewart, Fort Gordon, Hunter Army Airfield, and other installations are the only authorized personnel to drop off equipment during lunch hours and during afterhours listed above. No food and drinks are authorized during those times. Sponsors and visitors will report to the break area, adjacent to Building #19207 and report to the students sponsor sign-in desk.

(1) No sponsors or visitors are allowed to park in the student parking lot northeast of Dean Field. The students at the desk will notify the BLC student chain of command and the requested student will report to the visiting area. All official military visitors will be in OCPs. CID agents are the only exception.

c. Unofficial visitors (those other than sponsors) are restricted to only the visiting area. Unofficial visits are Monday – Saturday from 1730-1830. Visitors will report to the break area located next to Bldg. #19207. Unofficial visitors will not use the student parking lot located at the northeast corner of Dean Field. Violations will be reflected onto the enrolled BLC student by developmental counseling.

d. Authorized parking of visitors' POVs, TMPs, or Tactical Vehicles is in the Academy parking area adjacent to the Pavilion / student break area, parking area is passed the climbing ropes located on Dean Field. Sitting in POVs with spouses and/or children is prohibited; visits will be in the picnic area only. Visitors will be placed indoors (ABC Room) during inclement weather. Students are responsible for policing the area after visitation. Failure to adhere to the NCO Academy visitation guidelines will recorded on a DA Form 4856 for failing to adhere to Academy policy.

10. Leave: Ordinary leave is not authorized for students enrolled in BLC. (See Pass Policy #15 on Page 43).

11. Off Limit Areas: Students are restricted from entering the following areas:

- a. Cadre billets at any time
- b. Cadre offices (unless directed by an SGL/SSGL or the BLC Chief).
- c. Headquarters building (unless on official business, and only when escorted by a SGL/SSGL or the Staff Duty NCO).
- d. Operations Office Bldg. #19202
- e. BLC Chief's Bldg. #19206 (unless directed by an SGL/SSGL or the BLC Chief).

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- f. All Students will be in buddy teams when directed to enter the above areas.
- g. Additional off duty establishments are restricted to all active duty soldiers during duty hours.

12. Student Conduct: The Fort Stewart Noncommissioned Officer Academy instills the standards of the United States Army and as students representing the Noncommissioned Officer Corps, you will live and maintain these standards daily.

a. Students will maintain the highest standards of military courtesy and discipline. If addressed by an Officer, you will immediately assume the position of attention, unless given other instructions. When addressed by a Noncommissioned Officer you immediately assume the position of parade rest. If a field grade Officer or General Officer enters a building, the first person noticing him will call, "ATTENTION!" In Student barracks, "ATTENTION!" will be called whenever any Officer enters. When an NCO enters a room, the command of, "AT EASE!" is given. The only exception is while classes are in session.

b. Barracks will be cleaned and free of dirt and lint. Trash will be taken out prior to each day's first formation. Shower areas will be free of standing water; toilets and urinals will maintain a clean appearance. Students will not be released on the last duty day of the week until barracks and classroom maintenance is cleared by the SSGL/ SGL's. Gambling in any form is strictly prohibited. Loud, profane, or boisterous conduct is prohibited. Male billets and latrines are off limits to females and female billets and latrines are off limits to males. The only exception to this policy is when student leaders are checking the area (after an announcement is given and accepted) or when approved by cadre (See After hours policy on Page 36). Laptops are allowed for use during personal time only. Laptops must be able to be secured inside the wall-locker. The use of power strips is allowed in barracks, however daisy chaining electrical strips is extremely prohibited due to safety reason concerning electrical and fire hazards. When using laptops you must also use headphones. This item will not be used to view pornographic or offensive material of any type as this will be in violation of SHARP and Army policies and regulations. LAPTOS WILL NOT BE CONNECTED TO THE ACADEMY INTERNET or ANY DOD CAT-IV ETHERNET CABLE at any time and will be in violation and punishable under UCMJ. The only two authorized areas for the use of personal laptops will be the break areas or your personal area of the barracks during personal time. Snacks or food of any type are not allowed in the barracks.

c. Off Duty- Students will be allowed to leave the Academy grounds every Saturday or during the last duty day of the week at 1700 or when "dismissed". There will be an accountability formation the following Monday or first duty day of the work week at 0545. If there is any alcohol on your body, in your body, if you smell of alcohol, or have alcohol in your possession, in your POV, on the day of recall, or any other time while enrolled in an NCOES school you will receive a counseling by DA FORM 4856 and will be dismissed from the course. An approved Breathalyzer will be coordinated if needed for verification. Remember that you represent your home unit, The Fort Stewart NCO

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Academy, and the United States Army. You will maintain and exhibit the highest standards of the Noncommissioned Officer Corps at all times. Conduct unbecoming of a NCO will result in immediate disciplinary action (See alcohol and pass policy on page 40).

d. **Fraternization** - Fraternization/social contact and/or sexual harassment between cadre and students will not be tolerated and will result in disciplinary actions. Students will not fraternize with anyone on Academy grounds.

e. **Use of Tobacco Products** - Use of tobacco products (cigarettes, chewing tobacco, smokeless tobacco, and vaping products) is a privilege. Use of tobacco products will only be permitted in designated break areas. Walking while smoking, vaping, or even dipping/chewing is prohibited. All areas will be policed of cigarette butts, wrappers, dip cans, etc. Failure to comply will result in loss of privileges.

f. **Use of non-prescribed drugs or alcoholic beverages** - Use of weight gainers or weight-loss supplements (Ripped Fuel, Creatine, Stackers, etc.) will not be allowed during BLC. Violation will result in immediate disciplinary actions or release from the course. Vitamins (i.e. One a Day, Geritol, Centrum, Ginseng, etc.) and prescription medications (i.e. Birth Control, Ibuprofen, etc.) will be secured inside wall locker.

g. Students who fail to display the discipline, attitude, or conduct of a professional Noncommissioned Officer will be referred to the BLC Chief and/or the Deputy Commandant for possible dismissal from the course. The following are examples of leadership deficiencies, but are not all inclusive:

- (1) Integrity Violation
- (2) Conduct unbecoming of a Soldier
- (3) Honor Code Violation
- (4) Loss of military bearing - this includes, vulgar language or gestures, or any other type of communication that is disrespectful or unbecoming.
- (5) Failure to comply with current regulations
- (6) SHARP or EO Violations
- (7) NCO Academy Pass Policy Violation
- (8) Shave/Haircut IAW AR 670-1
- (9) Failure to make hard times (i.e., classes/formations)
- (10) FFI (Failure to Follow Instructions)

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(11) Disrespectful to cadre

(12) Disrespectful to Student Chain of Command (report immediately to an SGL/SSGL or the BLC Chief)

(13) Lack of Motivation

(14) Must comply with tattoo policy IAW AR 670-1

13. Standards of Appearance:

a. Students are required to have prescribed items of clothing and equipment in their possession while at the Academy. The inventory and inspection conducted during in-processing to ensure completeness and serviceability of packing list items. The uniform for each day's training is posted on the training schedule. Students will wear the Patrol Cap during attendance. The beret will be worn during DAY 16 and graduation (DAY 22).

b. Students will maintain high standards of appearance as outlined in AR 670-1. Footgear will be clean and serviceable at all times Tan boots will be IAW DA PAM 670-1. Steel Toe boots are not authorized during BLC; uniformity is required, per AR 670-1. Earplugs will not be worn on the OCP.

c. Jewelry, watch chains, or similar items will not appear exposed on the uniform. The wear of a personal wristwatch, I.D. bracelet or ring is authorized as long as the style is conservative and in good taste. The wear of religious medals on a chain is authorized as long as it is worn IAW AR 670-1.

d. The wear of fad devices, vogue medallions, a personal talisman, amulet or earrings of any description, when in uniform on or off duty, is strictly prohibited. Any item of personal wear that has disruptive, moral or social overtones, is unauthorized IAW AR 670-1.

e. Haircuts must be maintained IAW AR 670-1.

f. Students will be in the prescribed uniform IAW the training schedule. The APFU (Summer or Winter) is the only authorized attire that will be worn as sleep attire.

g. Civilian clothes are authorized for wear during pass as long as they are within good taste and do not violate any Equal Opportunity (EO) / Consideration for Others (CO2) regulations. Failure to comply will result in a DA Form 4856.

h. Authorized outerwear for those students that decide not to leave the Academy grounds for pass is tasteful civilian attire, OCPs, or APFUs. After completion of pass the students will be in a military uniform IAW the training schedule.

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- i. Students will receive a DA 4856 for two Spot Reports of the same violation.

14. Formations:

- a. Formations are conducted in accordance with FM 3-21.5.
- b. In ranks and barracks inspections are conducted daily prior to classroom attendance.

15. Marching:

- a. Students will march at the position of attention from the waist up and no talking. The command "ROUTE STEP, MARCH" will not be used in the Academy Area unless in an outer area where poor terrain conditions prevail. Under no circumstances will horseplay or unprofessional conduct be tolerated while marching. Students will march whenever they are in a group of three or more. In the event a squad has already started marching, students will not run to catch up with group and march with the element. Students will walk with a sense of urgency (with purpose) if not in a group of three or more.

16. Counseling: Counseling sessions, oral and written, developmental / professional growth, habits, attitudes, and correction for deficiencies. You will receive extensive training on developmental counseling. The focus is to assess your performance (positive and negative) against the nine leadership competencies outlined in FM 6-22.

17. Bulletin Boards: The training schedule is posted on the student bulletin board in each classroom. Additional information can be attained through your student chain of command.

18. Storage: TDY students will store excess luggage or equipment in the unused wall-lockers located in the billets. Safe keeping of valuables is an individual responsibility. Lock them in your personal wall locker.

19. Physical Security: Physical Security is extremely important, not only of personal equipment, but of military equipment as well. All valuables, such as cellular phones, laptops, personal records, loose change, wallets, phone cards, stamps, checkbooks, ATM cards, debit cards, keys, credit cards, compasses, TA-50, and items signed for from unit supply will be locked in your wall locker. No personal items will be left in the classrooms unattended at any time. First security violation will result in a Spot report. And any violation thereafter will be recorded on a DA Form 4856.

20. Alcohol: There will be absolutely no alcohol consumption by BLC students, to include while released on pass. This is an NCO Academy Policy. Any student caught consuming alcohol will receive a DA Form 4856 and will be dismissed from the course (See Alcohol Policy on Page 40).

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21. PX: The PX is located in the rear of Bldg. #19201. The PX is only open on certain days during the training cycle, hours of operation are posted on the door. This is a privilege.

22. Medical and Dental: Students will inform the student chain of command prior to reporting to the Aid Station, Bldg. #19215 during sick call hours (0530-0600) unless an emergency exists. If required, NCOA Medics will transport students to the hospital or dental facility for treatment. If a student is transported to a medical or dental facility, they must have in their possession their CAC and a copy of their DD1610 or attachment orders.

23. Mentorship and Cadre Assistance: The Fort Stewart NCO Academy provides students with the best possible training. An MFLC representative and cadre personnel are available to assist students who may be suffering from academic or personal issues.

24. Service School Academic Evaluation Report (AER - DA Form 1059):

a. The Academic Evaluation Report (AER) governed by AR 623-3 is designed to portray the accomplishments and potential (Whole Soldier Concept) that each Soldier demonstrates while attending BLC.

b. The Academy prepares a DA Form 1059 on all Soldiers enrolled in the course. The disposition of the AER is:

(1) Original: Forwarded to US Army Enlisted Records and Evaluation Center, Fort Benjamin Harrison, IN.

(2) One copy: Forwarded to your Unit's Records Processing Center (AER DA Form 1059 only).

(3) One copy: To the individual (Full Packet).

(4) One copy: Filed at the NCO Academy (Full Packet).

(5) One copy: To your Unit Commander by your Major Subordinate Command (Full Packet).

c. Students released prior to completing required training will receive a referred AER DA Form 1059, through distribution, stating the cause of their release; medical administrative, or disciplinary.

25. Lesson Reviews:

a. Reviews is an available resource training sessions and conducted IAW the BLC

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training schedule. Training and lesson review sessions are under the supervision of Academy Cadre. Reviews are used as preparatory time for student's next day course evaluations, to review any training presented in the course, and for the rehearsal of upcoming classes and presentations.

b. Students are responsible for taking initiative during study hall. Some areas of emphasis are:

(1) Notes - Note taking must be detail and accurate. Compare notes with classmates.

(2) References - Ensure references are organized and noted in your notes.

(3) Reviewing - Student handout, advance assignments, and reading will be located on either the BLC Black Board site or on the student bulletin board in the classrooms. Prescribed homework is required prior to prior to the next day's training.

26. TRAINING MATERIALS:

a. Computers are provided in all classrooms for student use. As with any military property or equipment, care will be exercised to ensure all classroom materials are kept in good condition for the benefit of the next user. Students will be held accountable for their computers, assigned equipment, and materials. No programs, memory sticks, or external devices or material, of any kind, will be downloaded onto NCO Academy computers.

SECTION FOUR:

CADRE AND STUDENT ORGANIZATION

1. PURPOSE: This section outlines the organizational structure and key leadership responsibilities for the Basic Leader Course.

2. GENERAL: Academy cadre and the student Chain of Command / NCO Support Channel work together to develop leadership potential in students. The focus is for a smooth operation and continuity of student leadership. For the student leadership to function, each student must understand the provisions of the Student Guide and make a maximum effort to comply with all instructions, policies, and directives.

3. INSTRUCTOR SECTION:

a. Optimal classroom facilitator-to-student ratio for the ELM is 1:8 One Small Group Leader (SGL) is assigned for each group of students. BLC is designed for two facilitators per classroom. SGLs maintain daily contact with their students during each

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phase. As students rotate through the various four phases, a new set of SGLs will become their sole facilitator.

b. One Senior Small Group Leader (SSGL) is assigned for every four SGLs. The SSGL is a de facto Platoon Sergeant and serves as the primary trainer and administrator for the Platoon. The SSGLs are the link between the Student Chain of Command and the BLC Chief. The SSGLs will assist you in any way possible and act as an advisor in matters related to administration. They will aid you in establishing required individual standards to become a BLC graduate.

c. The BLC Chief is responsible for all areas of school operations. Areas include, but are not limited to training, administration, operations, support, discipline, and standards.

4. STUDENT CHAIN OF COMMAND: The student Chain of Command is designed to give students the opportunity to function in a leadership position. Students will exercise the authority and assume the responsibilities for the position to which they are assigned.

5. LEADERSHIP POSITIONS: Assignments to leadership positions are rotational. Responsibility for the enforcement, control and discipline rests with the student leadership. As a student, you must perform and respond to orders of the student leadership and cadre.

6. DUTIES AND RESPONSIBILITIES OF THE STUDENT CHAIN OF COMMAND ARE LISTED BELOW, BUT ARE NOT LIMITED TO:

a. **FIRST SERGEANT** - The First Sergeant is responsible for:

(1) Communicating information from the BLC Chief and the SSGLs down to the student leadership.

(2) Supervising details assigned to the BLC students, ensuring platoon sergeants understand and accomplish tasks.

(3) Formations during BLC will be conducted IAW FM 3-21.5, rendering true and accurate reports.

(4) Ensuring that all personnel are in the prescribed uniform as indicated on the training schedule. Changes to uniform wear may be issued by the BLC Chief or SSGLs.

(5) Responsibilities cannot be delegated to another student leader.

(6) Ensuring students report to the visiting area for sponsor visits in a timely manner.

b. **PLATOON SERGEANT** - The Platoon Sergeant is responsible for:

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- (1) Making on-the-spot corrections.
- (2) Supervising details assigned to the platoon, ensuring squad leaders and squad personnel understand and accomplish tasks.
- (3) Ensuring the student Chain of Command is functioning smoothly, all assignments are given in a timely manner, and all details are distributed to ensure a fair work load for all squads.
- (4) Forming the platoon promptly and conducting formations IAW FM 3-21.5, rendering true and accurate reports.
- (5) Ensuring personnel are in the prescribed uniform as per the training schedule and guidance given.
- (6) These responsibilities cannot be delegated to another student leader.

c. SQUAD LEADER - The Squad Leaders are responsible for:

- (1) Assisting the platoon sergeant by exercising control over the squad and correcting all deficiencies.
- (2) Making "On-the-Spot" corrections.
- (3) Supervising the details assigned to team leaders, ensuring team leaders understand and accomplish all tasks.
- (4) Accountability of student whereabouts throughout the day.
- (5) Ensuring squad personnel are in the prescribed uniform.

d. TEAM LEADER - The Team Leaders are responsible for:

- (1) Assisting the squad leader by exercising control over the team.
- (2) Duties are the same as those of squad leader listed above.

e. Leaders' 10 Simple Rules for "Effective Communication"

- (1) **Always** ask yourself, "Who else needs to Know?"
- (2) Think before you speak - - Think, Push, Talk.
- (3) Know when to stop speaking.

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- (4) Make things as simple as possible, but no simpler.
- (5) Answer, "Yes" or "No", question with, "Yes" or "No."
- (6) Know the difference between "Assumption" and "Fact."
- (7) No pronouns – Someone is responsible, use their name / position / office.
- (8) "Working" is not a status, condition or action.
- (9) "I don't know, but I'll find out and get back with you," is an acceptable answer, as long as you "get back with."
- (10) "A reasonable expectation of understanding = "3 X 5". Use 3 modes of communication and tell them 5 times.

SECTION FIVE:

STUDENT STANDARDS AND RESPONSIBILITIES

1. PURPOSE: This section outlines individual standards and responsibilities for students. It further defines common areas of responsibility for the student Chain of Command

2. AREAS OF RESPONSIBILITY: Students are responsible for ensuring billets and personal areas are maintained to the highest standards. The student Chain of Command is responsible for the upkeep and police of the Academy buildings and outside areas. Areas of responsibility are inspected daily. If students need supplies for the barracks, common latrine, etc., ensure to get with SGL/SSGL before supplies run out. Fill out the appropriate supply request and submit. The following tasks are accomplished daily prior to morning formation each day:

- a. Beds will be made and male students will shave prior to first formation
- b. Wall lockers are secured
- c. Trash cans emptied before every morning formation
- d. Lights out when not in use
- e. Brooms and cleaning materials stored in the student supply closet
- f. Brooms stored heads up; mops stored outside.

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NOTE: Fire extinguishers will not to be moved or tampered with in any way.

3. EVENING DETAILS:

a. CLASSROOMS:

- (1) Furniture cleaned, dusted, and aligned
- (2) Floors swept and mopped IAW SGL approval
- (3) Lights off when not in use
- (4) Desk tops clean, neat, and orderly
- (5) Trash cans emptied and bags replaced
- (6) Coffee pots cleaned and powered off

b. LATRINES:

- (1) Floors swept and mopped as directed by Staff Duty NCO.
- (2) Urinals and commodes cleaned
- (3) Toilet tissue in each stall x 2
- (4) Sinks cleaned and stoppers present
- (5) Soap trays cleaned and soap restocked
- (6) Shower room walls/floor cleaned/curtains closed
- (7) Trash cans emptied and the trash bag replaced
- (8) Paper towels restocked

c. LAUNDRY ROOMS:

- (1) Floors swept and mopped as directed by Staff Duty NCO.
- (2) Clean washers & dryers. Open lids and doors for inspection.
- (3) Clean dryer screens
- (4) Trash cans emptied and trash bag replaced

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4. INSPECTIONS: Daily in-ranks and barracks inspections are conducted by the student leadership and SGLs.

- a. Uniforms will be serviceable, clean and worn IAW AR 670-1.
- c. Personal Hygiene, will be neat, hair well-groomed and IAW AR 670-1.
- d. CAC card, dog tags, pen / paper in possession at all times.
- e. Deficiencies will be corrected after the initial correction. Student will correct the deficiencies during personal break times between scheduled classes as directed by the SGLs/SSGLs, or during the following weekend break, before the next accountability formation.

5. MAINTENANCE / R&U:

- a. Everyone is responsible for reporting through the student Chain of Command anything inoperative, broken, damaged, or missing throughout the Academy area.
- b. Each Platoon will inform the student 1SG on work order information in the problem area. The student platoon sergeants will turn in a consolidated list of maintenance requirements to the student 1SG, who in turn passes it up to the SSGL's. The Senior Instructor will review this list and place a work order into TFW or the NCOA R&U NCO. SSGL's will report any deficiencies to the BLC Chief if no action is taken by TFW to correct the problem in a timely manner. The BLC Chief will expedite work orders for malfunctioning air conditioning units, heat or hot water issues, and plumbing.

FORT STEWART NCO ACADEMY ORGANIZATION

Past and Present Commandants

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DATES	COMMANDANT
April 1978 - August 1978	1SG Julius W. Gates
August 1978 - July 1981	CSM Robert M. Newman
August 1981 - January 1984	CSM Lawrence E. Miller
January 1984 - June 1986	CSM James C. McHenry
June 1986 - August 1989	CSM Howard Bullard
August 1989 - August 1990	CSM Robert E. Hall
December 1990 - May1991	SGM Don B. Watkins
June 1991 - October 1992	CSM Ashley J. Luke
October 1992 - May 1994	CSM Jeffery G. Jordan
May1994 - October 1995	CSM Randy L. Stephens
October 1995 - June 1998	CSM John T. Taylor
June 1998 - December 2000	CSM Carl T. Smith
December 2000 - April 2001	CSM John L. Humphries
May 2001 - May 2004	CSM Albert D. Newton
May 2004 - December 2006	CSM Mittie A. Smith
February 2007 - March 2011	CSM Jerry L. Taylor
March 2011 - January 2013	CSM Jim L. Pegues
January 2013 - November 2015	CSM Lindsey G. Streeter Sr.
November 2015- Present	CSM Bryan S. Kernen

Two of the previous Commandants, **1SG Julius W. Gates** (April 1978-August 1978), and **CSM Robert E. Hall** (August 1989-August 1990), and one of our previous Senior Instructors, **SFC Daniel A. Dailey** (1999-2000) attained the position of **Sergeant Major of the Army**. In May 2004, **CSM Mittie A. Smith** (May 2004 –December 2006) was the **first female Soldier to be selected Commandant**, Fort Stewart Noncommissioned Officers' Academy.

Fort Stewart Noncommissioned Officers' Academy History

The formulation of Fort Stewart NCO Academy commenced as a recognized need by Major General Vaught and Command Sergeant Major McElroy. In late

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November 1977, the office of the Division Sergeant Major was designated as the action agency for the creation of the Fort Stewart NCO Academy. During the week of 28 November 1977, a TRADOC unit analysis team visited Fort Stewart as part of the TRADOC study on viability of the project. In late January 1978, LTC Tennis and 1SG Gates were designated as initial members of the NCO Academy action group who reported directly to the Division Command Sergeant Major. Initial assessment by the NCO Academy action group revealed the TAC-X facility as being a highly suitable site for the NCO Academy. Renovation and upgrading of the existing facilities appeared feasible through a combination of self-help and dedicated engineer support from organic elements.

Effective 1 April 1978, under the Command and Control of Major General James B. Vaught, the 24th Infantry Division and Fort Stewart NCO Academy was formed and First Sergeant Julius W. Gates was selected and appointed as the first Commandant. Renovation and construction of the school area began immediately and personnel were interviewed for cadre positions. On 1 May 1978, TRADOC sponsored cadre training; by June 1978, all training aids were present and cadre rehearsal of the Programs of Instruction (POI) began. On 15 June 1978, construction was completed. In July 1978, Primary Leadership Course (PLC) and Primary Noncommissioned Officer Course (PNCOC) instructor training was complete and the Pilot Courses began. **Established in August 1978, under the leadership of Commandant, Command Sergeant Major Robert M. Newman, on the left breast pocket the cadre wore a “Whistle” attached to a woven “550 Cord” which was used as an attention getter and represented the tightness of the unit. They wore the “Black Pistol Belt” which represented standard bearers.** In January 1979, Basic Noncommissioned Officers Course (BNCOC) planning was initiated. The first pilot course began in June and trained SPC (P) and SGTs in the MOSs of 11C and 19E. The original idea to combine PNCOC and PLC began here at Fort Stewart. Our Academy was chosen as the test site for the Army's Primary Leadership Development Course (PLDC) and on January 1980, the PLDC program began. After a successful one-year test period, it was instituted throughout the Army in 1981. In 1983 the large open field in front of the Academy was renamed and dedicated as Dean Field in honor of Major

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General William F. Dean, Medal of Honor recipient and former Commander of the 24th Infantry Division, during the Korean conflict.

On 23 August 1990, the Fort Stewart NCO Academy was closed due to the deployment of 24th Infantry Division, Fort Stewart and Hunter Army Airfield's Soldiers in support of Desert Storm / Desert Shield. PLDC reopened in January 1991 and BNCOC reopened in July 1991. BNCOC trained SGT (P) and SSGs in the MOSs of 11M, 12B, 13B and 19K. In September 1992, 1SG Diane Phillips, first female Soldier to be assigned the duties of PLDC Chief Instructor.

Modernization and upgrade of the Academy continues today, exteriors of buildings have been upgraded with new siding and interiors completely renovated. In February 1996 the NCO Academy was re-designated as the United States Army, 3rd Infantry Division (Mechanized) Noncommissioned Officer Academy. In March 1996, the NCO Academy dedicated the newly remodeled student lounge in memory of SFC Michael W. O' Mallon and designated it as O' Mallon Hall. On April 25, 1996 the 24th Infantry Division (Mechanized) was reflagged as the 3rd Infantry Division. October 1998 BNCOC officially closed. October 2004 The Fort Stewart NCO Academy taught Distant Learning Common Core Basic Noncommissioned Officer Course Phase I. In October 2009 BNCOC Common Core closed and is now available on line through the E-Army University System.

In October 2005, Primary Leadership Development Course was renamed to the Warrior Leader Course (WLC). January 2013 TRADOC and USASMA implemented the 22 Day Program of Instructions for the Warrior Leader Course. On **1 October 2015** the **Warrior Leader Course** was renamed to **Basic Leader Course**. It's a fast paced, stressful, physically demanding, lived-in environment. This Academy has received Eleven TRADOC accreditations and a three times recipient of the Institution of Excellence, as a United States Army School and was designated as the model Academy worldwide 1978-2009. Memorandum of Agreement (MOA) between United States Army Forces Command (FORSCOM) and United States Army Training and Doctrine Command (TRADOC), Subject: Transfer of FORSCOM Noncommissioned Officer Academies to TRADOC, signed by the Commanding General, TRADOC, 15 March 2010 and Commanding General, FORSCOM, 27 March 2010, given authority to

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reassign the Fort Stewart NCO Academy to the United States Army Maneuver Center of Excellence (MCoE), Fort Benning, Georgia; published Permanent Orders 258-2 with an effective date of 1 October 2010. An Installation Service Support Agreement between U.S. Army Garrison, Fort Stewart and MCoE, Fort Benning concerning the Fort Stewart NCO Academy was officially signed on 24 February 2011. On 06 July 2011, CSM Jim L. Pegues authorized the Cadres' Black Rope and Whistle to be replaced with an Infantry Blue Plated Badge bearing the 3rd Infantry Division Crest, identifying Cadre from Soldiers/Students attending the Fort Stewart NCO Academy. The Blue Plated Badges were replaced on 05 February 2014 by the Department of the Army, Deputy Chief of Staff, G-1, Military Personnel Structure and Plans Division by establishing the Personnel Development Skill Identifier for Basic Army Instructor, Senior Army Instructor and Master Army Instructor Military Occupational Classification and Structure and Permanent Instructor Badges for each level of subject matter expertise to identify TRADOC, Army Noncommissioned Officer Education System Instructors in skill level 2 and above who have successfully qualified at one of the three training experience levels. 1 October 2016 The Fort Stewart NCO Academy was reassigned under the United States Army Sergeants Major Academy, Noncommissioned Officer Academy Mission Command for the purpose of Operational Control (OPCON). Currently the Fort Stewart NCO Academy is located twenty miles from Fort Stewart's main post.

The Fort Stewart NCO Academy has thirty-three structures and over eighty-six hundred acres of land dedicated for Noncommissioned Officers' training. The Academy environment is one conducive to learning. The remote location enhances our motto:

"ENTER TO LEARN, LEAVE TO LEAD"

Creed Of The Noncommissioned Officer

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No one is more professional than I, I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as the Backbone of the Army. I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind - accomplishment of my mission and the welfare of my Soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers, and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

THE SOLDIER'S CREED

I am an American Soldier.

I am a Warrior and member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am guardian of freedom and the American way of life.

I am an American Soldier.

“THE ARMY GOES ROLLING ALONG” LYRICS

March along, sing our song, with the Army of the free
Count the brave, count the true, who have fought to victory
We're the Army and proud of our name
We're the Army and proudly proclaim

First to fight for the right
And to build the nation's might
And the Army goes rolling along

Proud of all we have done
Fighting till the battle's won
And the Army goes rolling along

Then it's Hi! Hi! Hey!
The Army's on its way
Count off the cadence loud and strong
(Two! Three!)

For wherever we go
You will always know
That the Army goes rolling along

GENERAL INFORMATION

3rd INFANTRY DIVISION SHOULDER PATCH

The idea for the insignia originated with Brigadier General Preston Brown, who commanded the Division during the Meuse-Argonne offensive.

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The patch consists of a square containing three diagonal white stripes on a dark blue field. The blue stripes represent Infantry, loyalty, and the steadfastness of American Soldiers.

The three diagonal white stripes designate the major operations in which the Division took part up until the signing of the Armistice (the Marne, St. Mihiel, and the Meuse-Argonne), as well as represent the numerical designation of the Division.

3rd INFANTRY DIVISION CREST

The crest is a silver colored metal and enamel insignia, one and one-half inches in height, consisting of a silver rock issuing from the inner arc of a blue ring inscribed with "Nous Resterons La." A silver wyvern with blue wings and three diagonal bands stand on the rock. The rock, inscription, and wyvern refer to the names by which the Soldiers of the 3rd Infantry Division became popularly known - "Marne Men" and "Blue and White Devils." The rock represents the Division's firm stand against the German offensive at the Marne river in World War I. It was there the 3rd Infantry Division became known as the "Rock of the Marne." When surrounding units retreated, Commanding General, Major General Joseph Dickman told our French allies, "Nous Resterons La -We're staying there." The wyvern, a heraldic form of the devil, bears the Division's blue and white stripes on its wing in commemoration of the Division's action in World War II at Anzio, where Marne men were called "Blue and White Devils" by the enemy.

DOGFACE SOLDIER "ROCKY"

"I'm just a dogface Soldier, with a rifle on my shoulder." So go the words of the Division's theme song. Thanks to the creative genius of Walt Disney Productions, that

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"Dogface Soldier" was caricatured into a tan bulldog, "heroic, but humble, fierce, but gentle, quick-witted and wise, with a confidence and dignity that comes from having proved himself." The description is that of Major General Albert O. Connor, Third Division Commander, in visualizing verbally what he wanted for a "Dogface Soldier."

Walt Disney Productions complied. The "Dogface Soldier" was caricatured into a tan bulldog, with a rifle on his shoulder and a blue and white Marne patch on his sleeve. Attached to the rifle is a yellow flag with a black "3rd" in the center. The bull-dogface Soldier is dressed in an orange shirt and stands proudly on the background in the shape of an olive green army helmet.

All it cost was one dollar. The bulldog-face Soldier is the result of an exchange of letters between General Connor and Walt Disney Productions. In one of his letters to Disney, General Connor explained: "For many years, the 3rd Infantry Division (Mechanized) has been seeking a trademark based on the symbolism of the "Dogface Soldier." The term "dogface," he continued, "is an old one in our Army, dating back to the Indian Wars.

The Division received the final design of the bull-dogface Soldier in August 1965. Along with the drawing came a contract granting exclusive and perpetual right and license to reproduce the drawing. The only stipulations in the contract were that the Division pay the sum of one dollar and that the copyright notice, "Copyright 1965 Walt Disney Productions" be placed on all reproductions and publications of the design.

The one dollar bill provided by the Marne Association was autographed by the Division's Sergeant Major. Along with the autographed bill, which was framed, a letter of thanks to Walt Disney and his staff was sent for bringing to life the verbal conception of a song.

3rd INFANTRY DIVISION SONG

“DOGFACE SOLDIER”

I WOULDN'T GIVE A BEAN

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REPLY TO
ATTENTION OF

TO BE A FANCY PANTS MARINE;
I'D RATHER BE A DOGFACE SOLDIER LIKE I AM.

I WOULDN'T TRADE MY OLD O.D.s
FOR ALL THE NAVY'S DUNGAREES
FOR I'M THE WALKING PRIDE OF UNCLE SAM.

ON ARMY POSTERS THAT I READ
IT SAYS BE ALL THAT YOU CAN,
SO THEY'RE TEARING ME DOWN
TO BUILD ME OVER AGAIN.

I'M JUST A DOGFACE SOLDIER
WITH A RIFLE ON MY SHOULDER,
AND I EAT RAW MEAT FOR BREAKFAST E'V'R'Y' DAY.

SO FEED ME AMMUNITION;
KEEP ME IN THE THIRD DIVISION,
YOUR DOGFACE SOLDIER'S A-OKAY!

United States Army Sergeants Major Academy

Shoulder Patch

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The U.S. Army Sergeants Major Academy (USASMA) was founded in July 1972, The Academy is headed by a three-star level nominative command sergeant major and is supported by a world-class staff and academic faculty.

The U.S. Army Training and Doctrine Command (TRADOC) directed USASMA to bring all Forces Command (FORSCOM) NCOAs under a single proponent. USASMA activated the Noncommissioned Officer Academy Mission Command (NCOAMC) on 01 October 2016, and is now the single proponent for mission command over the following NCOAs: Fort Bliss, Fort Hood, Joint Base Lewis-McChord, Fort Stewart, Fort Campbell, Fort Drum, and Fort Bragg. During the start of Fiscal Year 2018, NCOAMC will assume mission command over the following OCONUS NCOAs: Korea, Hawaii, Alaska, and Germany.

The focus is to consolidate and synchronize the United States Army's Noncommissioned Officer Professional Military Education (Common Core) to facilitate an ever-changing transformational learning environment and to support the Army's mission in developing highly effective leaders. NCOAs are continually developing, educating, and training critical thinking, problem solving, agile, adaptive, and innovative Noncommissioned Officers and Soldiers in their initial leadership learning progression in BLC and again further in Soldiers careers in MLC. Unifying the common core will prepare noncommissioned officers to work through complex problems and succeed as part of any unit while contributing to strengthening the force by developing professional Soldiers to become Army Leaders.

Effective on 20 JUNE 2018, Official Organization Name Change of The U.S. Army Sergeants Major Academy (USASMA) has changed to the Noncommissioned Officer Leaders Center of Excellence (NCOL CoE).

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DEPARTMENT OF THE ARMY
Noncommissioned Officer Leaders Center of Excellence
Fort Stewart Noncommissioned Officer Academy
35 Road B. Building 19204
Fort Stewart, Georgia 31314-6002

ATZB-NSC

29 July 2018

MEMORANDUM FOR RECORD

SUBJECT: The Wear of the LBV, LCE, and LBE, FLC Standard for Basic Leader Course Students.

1. The minimum equipment that must be worn on the Load Bearing Equipment (LBE) and Modular Lightweight Load Carrying Equipment System (M.O.L.L.E) is listed and explained below. Extra equipment is authorized but it must present a useful and organized look.
2. One (1) quart canteen attached to the left side and one (1) quart canteen attached to the right side slightly to the rear of the Pistol Belt or M.O.L.L.E or camelback. At a minimum, all Students will have attached to their gear: two (2) 1 quarts canteens and a Camelback. If a Student wants to wear more than two quarts of water with Camelback, an additional source can be added following the above SOP.
3. When wearing the Load Bearing Vest (LBV) or Load Bearing Equipment (LBE), anything without build-in ammunition pouches; the ammunition pouches will be attached to the front of the Pistol Belt or system.
4. Combat and special skill badges are "Not Authorized" for wear on the OCP while wearing the LBV, LCV, or LBE, unless the skill badges are sewn on uniform.
6. The fully equip Improved First Aid Kit (IFAK) will be attached to the lower left side of the LCV, LBE as the Student wears it.
7. Two copies of DA Form 1156 (Casualty Feeder Card) will be filled out to the fullest extent possible. One copy is carried in the upper left sleeve pocket of the ACU/OCP Jacket and one copy is carried in the IFAK. The Casualty Feeder Card will be in the water proof (type) bags.
8. NOTES:
 - a. Canteens/Camelbacks will be filled with water for all inspections and on STX missions. Especially, during the hot weather season.

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ATZB-NSC

SUBJECT: LBV,LCE, and LBE, FLC Standard for Basic Leader Course Students

- b. The Pistol Belt and all System will be fit securely; no sagging gear.
- c. All system will be snapped, zipped or fastened closed with all external straps secured and snug.
- d. Students who had previous HOT weather injury will mark on their left shoulder strap of the LBE, LCE, and LBV **RED TAPE** as the Student wears it.
- e. Students who had previous COLD weather injury will mark on their left shoulder strap of the LBE, LCE and LBV **BLUE TAPE** as the Student wears it.

//ORIGINAL SIGNED//
MIGUEL A. CORTES
1SG, USA
BLC Chief

The NCO Leadership Center of Excellence
Fort Stewart Basic Leader Course Student Guide



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
Noncommissioned Officer Leaders Center of Excellence
Fort Stewart Noncommissioned Officer Academy
35 Road B. Building 19204
Fort Stewart, Georgia 31314-6002

29 July 2019

MEMORANDUM FOR RECORD

SUBJECT: Noncommissioned Officer Academy After Hours Conduct

1. Basic Leader Course (BLC) students will do what is right at all times.
2. The only after hour's uniform allowed to be worn is the Army Physical Fitness Uniform (APFU) or Operational Camouflage Pattern (OCP).
3. Student Parking lot is off limits.
 - a. If you have to go to the student Parking Lot, notify the Staff Duty NCO (SDNCO).
4. Laundry Facilities located in the communal latrines building #19235, are available for student use at all times. Students will keep the facility clean.
5. Visitors are to report to Sponsors Desk located at the BLC Picnic and pavilion area during visiting hours. Exceptions beyond visiting hours are only approved by the BLC 1SG, Deputy Commandant, and Commandant.
 - a. Visitors will park near the approved visiting area only, no exceptions.
6. Students not abiding by the After Hours Conduct will receive a DA Form 4856, removed from the Commandant's List, and possible disciplinary drop from the course.

//ORIGINAL SIGNED//
MIGUEL A. CORTES
1SG, USA
BLC Chief



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Fort Stewart Basic Leader Course Student Guide
DEPARTMENT OF THE ARMY
Noncommissioned Officer Leaders Center of Excellence
Fort Stewart Noncommissioned Officer Academy
35 Road B. Building 19204
Fort Stewart, Georgia 31314-6002

ATZB-NSC

29 July 2019

MEMORANDUM FOR RECORD

SUBJECT: Sponsors and Family Visitation Hours

DAY 0: NO VISITING OR EQUIPMENT DROP-OFF

DAY 1: 1150-1250 Sponsor Equipment Drop-Off ONLY, No visiting
1720-1820 Sponsor Equipment Drop-Off Sponsor and Family Visiting

DAY 2: 1150-1250 Sponsor Equipment Drop-Off ONLY, No visiting
1720-1820 Sponsor Equipment Drop-Off Sponsor and Family Visiting

DAY 3: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 4: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 5: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 6: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 7: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 8: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 9: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 10: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 11: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

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DAY 12: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 13: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 14: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 15: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 16: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 17: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 18: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 19: 1150-1250 Sponsor Visiting ONLY
1720-1820 Sponsor and Family Visiting

DAY 20: 1150-1250 Sponsor Visiting ONLY
1300 SPONSOR BAGGAGE PICK-UP ONLY
1720-1820 Sponsor and Family Visiting

DAY 21: NO SPONSOR OR FAMILY VISITATION – Academy Clean-up

DAY 22: Graduation Day

Routine Questions Call SENIOR OFFICE: 912-435-2511

Important Numbers
OPERATIONS: 912-435-2514
STAFF DUTY: 912-435-2513
BLC 1SG: 912-435-2517

//ORIGINAL SIGNED//
MIGUEL A. CORTES
1SG, USA
BLC CHIEF

The NCO Leadership Center of Excellence
Fort Stewart Basic Leader Course Student Guide

ATZB-NS

29 July 2019

MEMORANDUM FOR All Fort Stewart NCO Academy Personnel

SUBJECT: Students' Alcohol and Drug Abuse Policy

1. Applicability: This alcohol and drug abuse policy applies to Soldiers / Students attending Fort Stewart Noncommissioned Officer Academy, Basic Leader Course.
2. Purpose: This policy is intended to promote and enforce zero tolerance of alcohol and illegal / non-prescription drug usage while attending Military School (NCOES)
3. Policy:
 - a. There will be **absolutely no alcohol consumption by Soldiers / Students** while attending the Basic Leader Course, to include while released on pass.
 - b. Driving while impaired by alcohol will not be tolerated. I will recommend Uniform Code of Military Justice (UCMJ) and local laws regarding drinking and driving be administered. AR 190-5 mandates that documented reports of intoxicated driving or driving under the influence of alcohol, on-post or off-post, result in a General Officer Reprimand, a one year suspension of installation driving privileges, and a report of the offense to the state where the Soldier is licensed.
 - c. Any Student(s) caught with any amount of alcohol in their body, on their person, in their personal belongings or in their Privately Owned Vehicle (POV) will receive a DA Form 4856 (Developmental Counseling), notification of Disciplinary Drop and dismissed from the Basic Leader Course, with a six months suspension from attending any and all Noncommissioned Officer Education System (NCOES).
4. "Enter to Learn, Leave to Lead!"
5. Point of contact is the undersigned at 912-435-2501 or DSN 475-2501.

//ORIGINAL SIGNED//
JAMIE K. PRICE
CSM, USA
Commandant

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Fort Stewart Basic Leader Course Student Guide



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ATZB-NSC

29 July 2019

MEMORANDUM FOR RECORD

SUBJECT: Cellular Phone Use

1. The use of cellular phones is permissible under the following guidelines.
2. Students are allowed to maintain their cell phone during the duty day. The phone must be off, NOT on vibrate or silent, so as not to be a distraction during class. The prescribed break areas are the only areas where cell phones will be used. Cell phone accessories will be stored in the student's wall locker during the day, but may be left out to charge at night. Cell phones will not be used during quiet hours (2300hrs – 0500hrs). The student is responsible for the security of their cell phone. Cell phones will not be used in any latrines or during Academy maintenance time. Students assigned to work the sponsor desk, will not use their cell phone.
3. Cell phone use is defined as anything requiring the power to be turned on. Cell phones will not be used in the barracks, after lights out, or during study hall hours. Cell phone use is strictly prohibited during the entire Situational Training Exercise (STX) and left in the wall locker.
4. Only in emergency situations will cell phones be allowed outside of this established standard. The BLC 1SG and Senior SGL are the approving authority for emergency use of a cell phone.
5. Students caught using their cell phone in unauthorized areas or if the phone goes off inside the classroom, will receive a negative DA Form 4856, removed from honors, and a possible disciplinary drop.

//ORIGINAL SIGNED//
MIGUEL A. CORTES
1SG, USA
BLC Chief

The NCO Leadership Center of Excellence
Fort Stewart Basic Leader Course Student Guide

ATZB-NS

29 July 2019

MEMORANDUM FOR All Fort Stewart NCO Academy Students

SUBJECT: Student Pass Policy (Policy # 15)

1. *Ordinary Leave for Soldiers / Students attending Basic Leader Course (BLC) is not authorized.* All Students attending the Fort Stewart NCO Academy Basic Leader Course will provide a "Plan-of-Action" for the weekend pass allotted while in training. Your plan-of-action must be completed and submitted to your Small Group Leader (SGL) 48 hours prior. The plan-of-action will include a physical address and phone number if planning to stay overnight, outside of the FS NCO Academy area. If you are staying in a hotel; it has to be an exact hotel address. (e.g. Days Inn, 126 Sheldon Road, Hinesville, GA 31314 Students will receive a safety briefing given by the BLC Branch Chief, students will sign the Fort Stewart NCO Academy Student Agreement, and be given specific guidance from the cadre on duty before departing the NCO Academy campus area.
2. All Students will leave a valid contact phone number, sign in and out at the Staff Duty Desk, which will be conducted / over-watched by a Senior Small Group Leader. The uniform for Signing-In will be appropriate civilian attire or Military Uniform IAW AR 670-1.
3. **No Alcohol will be consumed during the entire course** (see policy letter #5). To include after Signing-Out of the NCO Academy campus area while on pass.
4. Soldiers/Students are to remain within a 250 miles radius of Fort Stewart for weekend passes. The distance of travel will be no greater than 250 miles. A 50 mile radius will be in effect during extenuating circumstances when directed by the Commandant.
5. The Fort Stewart NCO Academy Staff Duty's phone Number (912) 435-2513 will be programmed into students' cell phones and verified (if possible with connectivity check) by the students SGL 24 hours prior. The local taxi phone numbers will also be programmed into students' cell phones. The cost of travel via "Taxi Service" will be students' responsibility if chosen NOT to use transportation provided by the Fort Stewart NCO Academy.

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Fort Stewart Basic Leader Course Student Guide

ATZB-NS

SUBJECT: Student Pass Policy (Policy # 15)

Students driving privately owned vehicles (POV) “In-and-Around Mileage” are not authorized.

NOTE: Soldier / Students must plan their return accordingly if they are planning to eat in the Dining Facility (Lunch Meal 1200-1300 and Dinner Meal 1730-1830).

6. In cases of emergency; the Fort Stewart NCO Academy's Staff Duty will be notified as soon as possible (ASAP) at 912-435-2513 or 912-435-2501.
7. Failure to comply with any or all of the Fort Stewart NCO Academy's established policies will result in receiving a DA Form 4856 and possible dismissal from the course.
8. Point of contact is the undersigned at 912-435-2501 or DSN 475-2501

//ORIGINAL SIGNED//
JAMIE K. PRICE
CSM, USA
Commandant

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Fort Stewart Basic Leader Course Student Guide



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Noncommissioned Officer Leaders Center of Excellence
Fort Stewart Noncommissioned Officer Academy
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Fort Stewart, Georgia 31314-6002

ATZB-NS

29 July 2019

MEMORANDUM FOR All Fort Stewart NCO Academy Personnel

SUBJECT: Student Academic Ethics Policy

1. Applicability: This academic ethic policy applies to Soldiers/Students attending Fort Stewart Noncommissioned Officer Academy, Basic Leader Course.

2. Purpose: Academic ethics are paramount to the Army leader development and education starting here at BLC and will continue to any Military Schools (NCOES) throughout your professional career. Academic ethics includes the application of ethical principles in an academic environment.

3. Policy

a. Soldiers/Students should consult with peers and their facilitators regarding the citing of researched material if they have any questions. Adverse actions and punishments for cheating, acting dishonestly, any violations of the Honor Code, or plagiarizing could include dismissal from the course and adverse administrative or UCMJ actions by the NCO Academy or their Unit chain of command.

- (1) Cheating is to act dishonestly or to commit fraud. The acts of stealing, lying, and plagiarizing are referred to as cheating.
- (2) Plagiarism is defined as incorporating into one's own work the work or work of another without properly giving credit to the original author or citing the original source.
- (3) Students will not work together during assessments or work jointly with others for the sole purpose of acting dishonestly.

The NCO Leadership Center of Excellence
Fort Stewart Basic Leader Course Student Guide

ATZB-NS

SUBJECT: Student Academic Ethics Policy

4. Point of contact is the undersigned at DSN 475-2501 or (912) 435-2501.

//ORIGINAL SIGNED//
JAMIE K. PRICE
CSM, USA
Commandant

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NCO ACADEMY PHONE DIRECTORY

OFFICE	PHONE #	BLDG #
Commandant	435- 2501	19204
Deputy Commandant	435- 2519	19204
Administrator	435- 2501	19204
Chief of Training	435- 2505	19202
OML Manager	435- 2524	19202
BLC Chief	435- 2517	19206
Senior SGL Office	435- 2511	19206
Operations NCOIC	435- 2514	19202
Staff Duty NCO	435- 2513	19204

DSN# is 475 for Ft Stewart
Ft Stewart Area Code: (912)