EIGHTH ARMY
MSG JAMES M. WIGHTMAN
NONCOMMISSIONED OFFICERS ACADEMY

BASIC LEADER COURSE

STUDENT GUIDE

“By Example!”

01 APRIL 2021
MEMORANDUM FOR Commanding General, Eighth Army (ATTN: Noncommissioned Officer Academy)

SUBJECT: Legal Review – Noncommissioned Officer Academy Basic Leader Course Student Guide

1. References.

2. BLUF. There is no legal objection to the proposed Basic Leader Course Student Guide.

3. Background. The Eighth Army Noncommissioned Officer Academy (NCOA) submitted the above-referenced guide for review prior to its promulgation. The proposed student guide provides guidelines for behavior of students, establishes disciplinary actions that may be taken against students, and lays out course evaluation and reporting.

4. Authority and analysis. The student guide complies with legal requirements. The disciplinary standards it lays out comply with the NCOA command’s authority to ensure maintenance of good order and discipline as described in AR 600-20. The academic evaluation standards and reporting comply with AR 623-3, paragraph 3-15, and the promotion points granted for distinguished graduates complies with AR 600-8-19, paragraph 3-18(a)(2). As such, this student guide complies with Army regulations, and there are no legal issues with this guide.

5. The point of contact for this memorandum is the undersigned at (315) 755-8308 or brenna.n.parish.mil@mail.mil.

PARISH.BRENNAN
.NOEL.15385523
95
BRENNAN N. PARISH
CPT, JA
Administrative Law Attorney

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MISSION STATEMENT

MISSION

The Eighth Army Wightman NCO Academy will deliver Professional Military Education to Junior Leaders IOT develop fit, disciplined, and well-educated NCOs capable of leading tomorrow’s Army. Additionally, we prepare Korean Augmentation To the United States Army (KATUSA) Soldiers to be fully integrated in the Eighth Army mission IOT strengthen the ROK/US alliance during all operations. Concurrently, the academy is prepared to conduct RSOI operations in support of contingency operations on the peninsula.

VISION

Developing tomorrow's Servant Leaders who have critical and creative thinking skills, who are adaptive, flexible, innovative, mentally strong, and are Stewards of the Army Profession. We continue to develop Junior Leaders who care for their Soldiers and families, build strong and cohesive teams that exemplify the "This Is My Squad" philosophy. We intend to inspire a culture of care, pride, and ownership in units across the Army.
Unclassified//FOUO

Take action to keep your squad in the Band of Excellence. Invest time in your Soldiers and your soldiers will invest in you.

Good leaders have the personal courage to say and do what's right.

Junior leaders are responsible for cultivating their organization's culture.
No matter your role in the Total Army, you have a squad you can be proud of.

Good leaders want their teammates to do the very best at everything they do.

Be proud of your Squad.

Understanding our most cohesive teams allow the Army to measure and increase lethality.

Embrace the Army's meritocracy culture - Reward the best and the rest will follow.

Good leaders identify and replace the positive attributes of their strongest teams.

Highlight the Positive - Themes and Messages

Outreach - Engage community and MOS/SOF/NE leaders to maintain public support for the Army.

Command Media - Leverage organic Army and support/briefing platforms with positive, relatable and inspiring content.

External Media - Engage and collaborate with online and traditional outlets that enhance the Total Army.

Face-to-face - Conduct in-person and virtual engagements focusing on junior NCOs, SOF and Spouses.

NCO Support Channel - NCOs at all levels will be the primary channel for communication.

Channels

Best Effects

This is My Squad. This is My Squad.
“This is My Squad”

Junior NCOs own the culture of small units and are empowered to care for their Soldiers and Families. Leaders look at what their strongest and most cohesive teams do and replicate those traits across their sphere of influence. Soldiers and Families are proud to be a part of their squads. Officers trust NCOs to create a work environment where Soldiers want to come to work, train, and grow. The American People understand that the U.S. Army is America’s Army, continue to trust the Army, and are better connected to the Army’s People.
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MEMORANDUM FOR Incoming BASIC LEADER COURSE Students

SUBJECT: Welcome from the Commandant

1. Congratulations! On behalf of the cadre of the Eighth Army Wightman Noncommissioned Officer Academy, it is my pleasure to welcome you to the Basic Leader Course.

2. This is a leadership development school designed for personnel whose performance has indicated their potential for advancement and increased responsibility. Your selection to attend this course is tangible evidence of your professional ability and the confidence placed in you by your leaders. Your successful completion of the course is further evidence that their confidence was well placed.

3. This academy has no challenges or obstacles that students cannot achieve. With this in mind, prepare yourself with a positive mental attitude and the confidence that you can and will graduate. We will provide you the training and motivation to accomplish this task. I have instructed my cadre to teach, coach, and mentor you in every way. We will place you in a challenging environment and it will be up to you to achieve and maintain the graduation standards.

4. The Student Guide is designed to assist you in understanding the operation and administration of the school. You will avoid any unnecessary mistakes by studying it carefully. The Eighth Army Wightman NCO Academy enforces the Army standard. We expect you to have a positive attitude and personally commit yourself to succeed. Further, we expect all graduates to return to their parent unit willing to assume and carry out their basic responsibilities as Noncommissioned Officers.

5. I extend my congratulations to you on being selected to attend the Basic Leader Course and hope your stay is beneficial and rewarding. “By Example!”

WALTER E. KIRK
CSM, USA
Commandant
# Eighth Army Wightman NCO Academy Student Guide for the BASIC LEADER COURSE

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<th><strong>Effective Date</strong></th>
<th>01 April 2021</th>
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<td><strong>Supersedes</strong></td>
<td>All previous editions of Eighth Army Wightman NCO Academy Student Guide, hard copy or web based.</td>
</tr>
<tr>
<td><strong>Proponent</strong></td>
<td>The proponent for this Student guide is the Commandant, Eighth Army Wightman NCO Academy.</td>
</tr>
<tr>
<td></td>
<td>Commandant</td>
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<td></td>
<td>Eighth Army Wightman NCO Academy</td>
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<td>Unit 15351</td>
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<td>APO AP 96271</td>
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<td>POC phone numbers: DSN: 756-3510 (BLC Chief)</td>
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<tr>
<td><strong>World Wide Web</strong></td>
<td>This Student Guide can be downloaded from the academy home page at <a href="https://8tharmy.korea.army.mil/NCOA/">https://8tharmy.korea.army.mil/NCOA/</a>. Additional information such as the BLC packing list (also Annex B of this document), class dates, medical information and pre-execution checklists can also be accessed.</td>
</tr>
<tr>
<td><strong>Comments and Recommendations</strong></td>
<td>Send comments and/or recommendations for changes or additions to the proponent listed above. Comments are welcome either written or telephonically.</td>
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<tr>
<td><strong>Purpose</strong></td>
<td>The purpose of this Student Guide is to provide a single-source document outlining policies and procedures for Students reporting to, and attending BLC. All Students must carefully read this guide; Students are responsible for being familiar with and for complying with its contents upon arrival to the NCO Academy. Failure to comply with the policies or procedures contained herein could result in an early release from the Academy.</td>
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<td><strong>Gender Disclaimer</strong></td>
<td>The words “He” or “His” when used in this publication represent both masculine and feminine genders.</td>
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<td><strong>Distribution</strong></td>
<td>A copy of the Student Guide can be found on the visitor’s table in each classroom. Students are required to read the Student Guide within 72 hours of receipt and comply with the contents within.</td>
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<td><strong>Student Guide Approval</strong></td>
<td>The following individuals have reviewed and approved this Student Guide for publication and implementation at the Eighth Army Wightman NCO Academy for use by the BLC Student.</td>
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<tr>
<td>Name</td>
<td>Rank</td>
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<tr>
<td>SHELTON L. STANSBURY</td>
<td>MSG</td>
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<td>FRANCISCO R. GAYLE</td>
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<tr>
<td>WALTER E. KIRK</td>
<td>CSM</td>
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ACADEMY HISTORY

The Academy is named in honor to MSG James M. Wightman, of the 17th Infantry Regiment, 7th Infantry Division. MSG Wightman distinguished himself by extraordinary heroism in action against an armed hostile force in the vicinity of Tri-Goot, Korea on 9 March 1951. As the platoon sergeant of the assaulting platoon, MSG Wightman led his men to assault against a numerically superior force entrenched on Hill 1232 near Tri-Goot. Nearing the objective, the platoon encountered intense automatic and small arms fire and was pinned down. He motivated his men to increase their rate of fire and led them in an assault on the hill. He located a machine gun, which was placing withering fire upon his platoon. He single-handedly assaulted the machine gun emplacement and was killed when he was hit by a burst of enemy fire. His heroic act enabled his platoon to close with and seize the enemy position. As a result of this action, MSG Wightman was posthumously awarded the Distinguished Service Cross.

The Academy was originally established in May 1960 as the 7th Infantry Division Noncommissioned Officer's Academy at Camp Casey. The program of Instruction was the Primary Noncommissioned Officer's Course/Combat Arms (PNCOC/CA).

In March 1971, the Academy relocated to Story Barracks, between Camps Casey and Hovey. Its doors were opened to provide training to units in Thailand, Japan, Taiwan, and Okinawa. Since that time, only Japan and Okinawa continue to send their junior leaders for training.

In November 1975, the Academy was relocated to its previous location at Camp Jackson. Camp Jackson is named for PFC George W. Jackson Jr., of the 1st Field Artillery Observation Battalion, 25th Antiaircraft Artillery. PFC Jackson was awarded the Silver Star for bravery in November 1951, during the Korean War.

In January 1976, a Command Sergeant Major was named as Commandant of the Academy. This placed more direct responsibility on the senior NCOs for the military education and training of the NCO Corps of today's Army.

In February 1978, the Primary Leadership Development Course of Instruction was implemented. This placed the first line supervisor, or a Soldier about to become a supervisor upon graduation into the enlisted personnel management system. This course combined the Primary Leadership Course for Combat Service Support skilled Soldiers with the Primary Noncommissioned Officers Course for Combat Arms skilled Soldiers into one course. The primary purpose was to develop leadership, supervisory and management skills, and upgrade combat survivability training, in addition to developing those attributes that would ensure confidence and develop a sense of responsibility required of all Noncommissioned Officers.

In the early 1990s, the Academy was renamed the 2d Infantry Division Noncommissioned Officers Academy. It was re-designated the Eighth Army Wightman Noncommissioned Officers Academy on 1 June 1994.
Our contemporary operational environment (COE) and the assimilation of the warrior spirit into our current culture demands a change. As of August 2005, the first leadership course our Noncommissioned Officers (NCOs) attend changed its title to better align itself with relevant curriculum and lessons learned. The name Primary Leadership Development Course (PLDC) is replaced by the Basic Leader Course (BLC).

In May 2018 the Academy was relocated to Camp Humphreys as part of the peninsula transformation.

Constant reinforcement enhances the ability of the leader to visualize, describe, and react to any operational environment. The title Basic Leader Course is the only accurate description that embodies the cultural change our Noncommissioned Officer Corps deserves.

The Eighth Wightman Noncommissioned Officers Academy's motto continues to be:

“By Example.”
CHAPTER 1 GENERAL INFORMATION

General Information

The BLC is a 22 day course and is conducted in four modules with two rotations: Module 1 (Base Group), Module 2, Module 3 (1st Rotation), and Module 4 (2nd Rotation returning to Base Group). Soldiers will rotate to a new classroom with new facilitators in the middle of the course.

The BLC focuses on six Leader Core Competencies (LCC). These competencies are Readiness, Leadership, Training Management, Communications, Operations, and Program Management. BLC is designed to build basic leader and trainer skills needed to lead a team size element; while providing the foundation for further development along the Professional Military Education (PME) learning continuum.

Instruction at the BLC is accomplished with 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 include critical and creative thinking activities and exercises, which aid in learning. Facilitators assess the Soldiers’ leadership ability and potential through observing discussions and interactions.

Reporting to The Academy

Students are required to report for in-processing in a serviceable Army Physical Fitness Uniform (APFU) (Weather Dependent) and with a fresh haircut at the prescribed time by their schools NCO at the Wightman Field (Building 6120), (time is subject to change) located at the center of the academy grounds. It is recommended to arrive 15 minutes prior to the first formation in order to confirm all OML students are present and prepared for the authorized physical assessment on Day 0. Students must have the following in their possession: Sponsors can maintain their student’s packing list until the layout is conducted in the afternoon. With COVID mitigation, students will report to the Academy in OCP IAW the Cycles Welcome Letter.

1. I.D. tags and I.D. Card.
2. All clothing and equipment on the packing list (Annex B).
3. Physical profile of any type if applicable.
4. Japan Students only: Government Travel Card (GTC).
Out of Area Reporting

Students reporting from Japan will follow the below guidelines:

1. **USAR-J** Students report to the Academy Headquarters (building 6120) up to seven (7) days prior to the class in processing date, 0900-1600. If reporting after 1600, report to the SDNCO in the same building. Lodging for that timeframe is provided. **During COVID-19 mitigation, students will attend the 8A NCOA Virtual BLC.** Point of Contacts for USAR-J students will be through their Schools NCOs.

2. **DAEGU.** Students in the area of Daegu will report to the location communicated through their local Schools NCO. All information for students in Daegu will be communicated through the Assistant Instructors in Daegu and the Eighth Army’s NCO Academy BLC Cadre.

    In case of travel restrictions, students will report to their schools NCO and receive further guidance.

**NOTE:** Japan students are the only students authorized to report early.
CHAPTER 2 ADMINISTRATIVE INFORMATION

Administration
General
The purpose of this chapter is to provide you with basic information regarding the conduct of BLC. It is not intended to describe every possible situation, but will answer many of the most frequently asked questions. You are encouraged to ask questions about any matter that is not clearly understood. This will preclude problems from arising later.

Food Service
The Spartan Dining Facility (DFAC) (BLDG 6321) is approximately a quarter mile from the academy (See Chapter 7). Unless on approved pass or other restrictions (e.g. HPCON Charlie), students will march as an academy for every meal. Students must comply with published Dining Facility standards (Eighth Army Blue Book). Students are required to pass through the DFAC headcount, giving the students an opportunity to eat. No eating or drinking of anything without passing through the DFAC headcount.

While in the Dining Facility:

1. No smoking or using tobacco products in the DFAC, classrooms or any other unauthorized areas.
2. Do not place headgear on serving lines or tables
3. Do not eat or drink in the serving line.
4. Place your tray at your table prior to getting your drinks.
5. Place your tray in the dishwasher’s window when finished eating to make room for other Students.
6. Do not remove food from the Dining Facility.
7. Visibly unclean areas or utensils in the dining facility will be addressed to the first SGL available.

NOTE: Eating at the academy is restricted to the DFAC and BLC Barracks Dayroom. No food is allowed in the classroom. Students may have water, Gatorade, and coffee inside the classroom. Students are allowed to have snacks in the day room of the BLC barracks but not in any sleeping quarters.

Visitation
Visitors will report directly to the SDNCO at the main entrance of the academy upon arrival. Members of the Student’s Chain of Command and sponsors may visit as necessary, but visitors will not disturb or interrupt training. Visitors are not allowed in the
Student billets. Sponsors and members of the Student’s Chain of Command must be in duty uniform to visit the Student.

1. **Lunch meal visitation:** Students may have up to three lunch visitors per day. Only sponsors and members of the Student’s Chain of Command may have lunch with their Student during visitation days, as long as arrangements have been made with the Chief of BLC preferably at least 24 hours in advance. Number of visitors is limited to 30 per day. **Appointments are necessary** and prior coordination with the Chief of BLC is required. The lunch meal hours are from 1100 – 1200.

2. **Special Visitations:** Sponsors and members of the Student’s Chain of Command are encouraged to visit their Soldier to provide motivational guidance whenever a Student has failed a performance evaluation i.e.: PRT EVAL. Prior coordination with BLC Chief is required.

**Electronic Devices**

All electronic devices, to include cell phones, laptop computers, GPS’s, translators, MP3 players, tablets, or portable gaming systems will not be permitted during any classroom instruction or training event. Cell phones will remain on silent and only used in case of emergencies. Students can use cell phones on the 10-minute break or barracks room during non-duty hours. No phones will be allowed while standing in line at the DFAC. Headphones are not allowed in the classroom.

**Privately Owned Vehicles**

While residing at NCO Academy’s barracks in Building 6120, students will not be authorized to drive POV’s during their 22 Day attendance. Sponsors will be responsible for a student’s transportation to and from the academy.

**Absences**

Absence from your appointed place of duty is unauthorized. While attending BLC, your place of duty during duty hours is the academy. After duty hours, your place of duty is the Student sleeping quarters (second and third floor of the academy building). BLC Cadre may authorize you to be at another location or as specified by the training schedule. If it is necessary to leave your place of duty, you will utilize the Cadre NCO Support Channel for authorization. The Commandant, the Deputy Commandant, or the Chief of BLC can authorize Students to leave academy grounds:

1. Leaves of an emergency nature are granted by the Student’s Parent Unit. Students are disenrolled from the course and returned to their parent unit for the processing emergency leave. The Student’s unit arranges for transportation to and from the academy.
2. Personnel going on leave upon completion of BLC must have a DA Form 31 approved from their parent unit.

3. Prior to attending BLC, Students will have rescheduled any appointments. Missing four (4) or more hours of Program of Instruction (POI) time could result in dismissal from the course. As a rule, no outside appointments are honored while attending BLC unless approved by the Commandant.

**NOTE:** If a Student must attend an appointment, the sponsor is responsible for escorting the Student to and from the appointment.

**Accountability**

Due to the nature/structure of the course, 100% accountability is maintained at all times. Students will not leave their place of duty without the permission of BLC Cadre. The BLC Cadre and the training schedule will define duty and non-duty hours. The cadre conduct accountability inspections on a random, unannounced basis after duty hours throughout the course. Failure to be accounted for as directed may constitute an absence from place of duty. *(NOTE: Students that are identified to be eligible to proceed back to their assigned barracks will be able to do so after being released by the Chief of BLC. These students will proceed in a DIRECT ROUTE from the Academy to their assigned Barracks Area and vice versa. Students will NOT DETOUR anywhere else when en route to their barracks, unless specifically coordinated with the Chief of BLC. Students will depart from the Academy NLT 1930 hrs and be restricted within their barracks footprint until movement back to the Academy. ALL RULES AND GUIDELINES APPLY TO ALL STUDENTS RETURNING TO THEIR PERSONAL BARRACKS (i.e. Uniform, Lights out, Alcohol Policy, etc). These students will be restricted within their Barracks Area from arrival until 2200. Between the hours of 2200-0430, students are restricted to their sleeping quarters, except in the case of EMERGENCIES. In the event of an emergency that would cause students to leave their sleeping quarters, they will IMMEDIATELY notify the NCOA Staff Duty at 756-3502.)*

1. The only authorized student areas during non-duty hours are the Student break/smoking area, first floor amenities, classroom, Student Fitness Area, Wightman Field and dayroom... These are the only other areas besides the sleeping quarters that the inspecting Cadre will check when conducting an accountability inspection.

2. Overhead lights will be turned off **NLT 2200** daily until **0400** (first call). The SDNCO and the CQ will conduct bed checks at 0100 hrs. to ensure all students are in their assigned quarters during the 0100-0400 curfew hours. Everyone must be in bed until first call unless on a scheduled duty. No
Students will leave their BLC sleeping quarters prior to 0430, unless it is an emergency.

3. Accountability formations are held daily in accordance with the BLC training schedule. It is mandatory for all Students to be in their assigned platoon formation according to the timeline on the training schedule. Students’ living quarters will remain in a high state of readiness for all/unannounced inspections. Prior to 0800 all trash/food must be removed from common areas.

4. Failure to comply with the paragraphs in this section may result in a recommendation for disciplinary release.

Readiness Recall
Students will abide by and adjust to the current Eighth Army NCOA curfew policy.

Pass Policy
Students will be authorized a day pass every Saturday after POI and safety brief until 2100 hours and Sunday between the hours of 0700-2100 hours. All student passes are restricted to Camp Humphreys, Anjeong-ri and Pyeongtaek metropolitan areas only. Exceptions to this policy require approval by the Commandant. Any Student that miss the 2100hrs accountable formation will be counseled and pass privileges canceled for the reminder of the Basic Leader course. Students ARE NOT authorized to leave academy grounds, except on official business, unless they have an approved pass signed by the Commandant. Passes are a privilege, not a right.

The battle buddy system is mandatory at the academy and will be observed by students at all times, unless otherwise instructed by the Commandant.

Buddy Policy

1. The buddy system establishes policy for the pairing of BLC Students into teams for the following reasons:

   a. USFK policy.

   b. Mutual support and assistance.

   c. Teaching teamwork.

   d. Development of a sense of responsibility and accountability for fellow Soldiers.

   e. Improving safety during training.
f. Reducing the likelihood and opportunity for sexual harassment, misconduct, and suicide gestures or attempts.

2. Students are introduced to the buddy team concept at BLC. Team members learn to help each other in all aspects of training. Buddy teams are formed on the following guidelines:

   a. Instructors will instruct all Students on the purpose and rules of the buddy system.

   b. Buddy teams will not be required to attend sick call or personal appointments together. However, if a single student has an appointment a battle buddy team will escort them to the NCOA Staff Duty to meet their sponsor and ensure safety and accountability. Cadre are authorized to escort if needed.

   c. Students in groups of three or more will march at all times during duty and non-duty hours, when outside of the academy building.

   d. During duty hours, BLC Student(s) will not be permitted to move around the academy alone. During non-duty hours, Students are allowed to move around the academy footprint alone. However, if Students are moving in groups of three or more, they must still march during both duty and non-duty hours.

Academy Facilities

The academy has limited amenities that are available for student use. If a Student requires items that cannot be purchased on academy grounds their sponsor can deliver items to Students or Students can purchase necessary items when on approved pass.

1. AAFES Laundry & Tailor: The barracks laundry room provides self-service washers and dryers. All Students are required to present a neat military appearance. Alterations required for proper uniform fit can be accomplished at the tailor shop. The laundry and tailor shops are located on the first floor of the academy.

   NOTE: ASU uniforms not purchased at authorized locations (i.e. AAFES Clothing Stores) may not be authentic. The result has been color bleeding when utilizing unapproved uniforms

2. Barber Shop: The barbershop is located on the first floor of the academy. Hours are posted on the Barber Shop door. It is the Student’s responsibility to ensure hair is maintained in a professional appearance IAW AR 670-1
3. **Smoothie King**: The Smoothie King is located on the first floor of the academy. Hours are posted on the Smoothie King Door.

4. **Blanket**: The Blanket shop is located on the first floor of the academy. Hours are posted on the shop door.

5. **Student Fitness Center**: Refer to the Staff Duty book.

   NOTE: Students may utilize the amenities located on the first floor when on authorized breaks or lunch during the duty day. However, utilization of the above amenities does not excuse lateness. If a student is late returning to class or to any formation, they will be counseled and removed from honors.

6. **ATM**: There is no ATM location(s) on Academy grounds.

### Medical Services

The Aid Station is on the first floor of the academy. Sick call hours are Monday through Friday from 0500-0600. An instructor will escort Students to the Aid Station if necessary. After-duty or emergency sick call is available at any time. Report to the SDNCO and he/she will contact the Medics. Personnel returning from sick call will report to their squad and turn in their sick slip, DD Form 689, to their SGL. If Students are referred to an outside facility (hospital) then the sponsor is responsible for returning the Student back to the academy for training. SGL’s may escort if needed.

### Religious Services

Religious services are not available at the academy. However, Students are allowed to leave academy grounds to attend religious services every Sunday (religious pass time is from 0500-2100). If you have specific religious needs while at BLC, notify your SGL and the academy will make all efforts to give reasonable accommodations (i.e., consumables, prayer, special items, etc.).

### Student Assistance

The BLC cadre and NCO Support Channel of the academy are available to assist Students with any problems (i.e., academic, personal, financial, spiritual, etc.).

1. There is not a full time Chaplain located at the academy; however, the cadre can arrange appointments should the need arise. The student’s parent unit Chaplin is the POC.

2. Students who are previous hot or cold weather injuries, or susceptible to anaphylactic shock due to insect or shellfish allergies need to advise their SGLs and battle buddies for monitoring. This will also allow the cadre to ensure EpiPens are
available through the medic if the Student did not bring their own.

3. Unit sponsors will represent and support each Student attending BLC. The sponsor's responsibility is to fully support the Student he/she is assigned to sponsor. The sponsor should communicate with the Student at a minimum on a weekly basis. Visitation is encouraged. Sponsors are encouraged to bring or exchange equipment, clothing, and their Student's mail to the SDNCO desk. **Sponsors are required to be in a presentable duty uniform in order to see the Student.** Visitors or Sponsors must report to staff duty desk.

4. The academy posts a copy of the training schedule in each classroom.

5. Students are responsible for reading information posted on Student Bulletin Boards in the morning and evening. Bulletin boards are located on each floor of the academy and in the Student break area.

6. Sponsors will ensure Students have transportation from the academy on graduation day. Students are not released from the academy until adequate private or military sponsored transportation has been made available.

**Grievances**

All Students have the right to present their complaints and/or grievances verbally or in writing anytime during duty hours. Students are highly encouraged to utilize their Student NCO Support Channel for routine matters.

1. The Wightman NCO Academy NCO Support Channel consists of: Instructor, Senior Instructor, Chief of BLC, Deputy Commandant, and the Commandant.

2. The Commandant's Open-Door Policy applies to all Students. This is posted on the BLC Bulletin Board. If possible, the NCO Support Channel will handle all complaints.

3. Inspector General: Each Student has the right to see the IG; however, Students are encouraged to use the Academy Chain of Command.

**Sexual Harassment and Sexual Assault**

S.H.A.R.P and E.O related incidents will not be tolerated and will be dealt with promptly and swiftly. Leading to the perpetrator(s) amongst other things, being dismissed/dropped from the course. Leaders and supervisors at all levels are responsible for the fair and equal treatment of all Soldiers, Civilians, and Family members. We expect Soldiers, supervisors, and leaders at every level to take
responsibility for both the prevention and appropriate corrective action(s) to eliminate sexual harassment/assault. Here at the NCOA, we encourage reporting and work hard to reduce the stigma associated with reporting sexual violence.

**Academy Behavior Standards**

Students will demonstrate proper military customs and courtesies. These include but are not limited to:

1. Students will march everywhere while outdoors on academy grounds, during duty hours. IAW TC 3-21.5 January 2012.

2. Use correct titles of address as specified in AR 600-20.

3. Extend military courtesy to seniors (both officers and enlisted).

4. Extend courtesy to the U.S. Flag and Korean Flag.

5. Render the hand salute and/or greeting of the day.

6. Stand at parade rest when being addressed by an NCO, stand at attention when being addressed by an officer. **THERE ARE NO EXCEPTIONS!**

7. In Student barracks rooms, call “At Ease” whenever any BLC-Cadre NCO enters. Stand at “Parade Rest,” until the NCO says: “At Ease.”

8. In Student classrooms, call “At Ease” once in the morning when the SGL enters the room. In the evening, call “At Ease” when he departs for the day.

9. Call “At Ease” if any Cadre enters the outdoor Student break area.

10. Call “At Ease” if any Cadre Senior to the SGL enters the classroom, unless actively conducting class or training.

11. Cadre and Students will refrain from using profane language.

12. Designated smoking areas are the only authorized smoking areas.

13. Students are not authorized to roam the academy grounds with coffee cups, soda cans, sports drink bottles, etc. These items are not authorized during training events.

**Reporting to Cadre**

Students will adhere to the following procedures when reporting to Cadre:
1. Knocking loudly on the door.

2. Enter when told to do so. Upon entering, assume the position of attention three paces in front of the person of reporting.

3. Report as follows: “Sergeant, Student # reports” or “Sergeant, SGT (your last name)” (Do not salute).

4. The Instructor will place the Student at Parade Rest.

5. Once dismissed, assume the position of attention, sound off with the academy motto of “By Example”, execute “about face”, and step off with the left foot exiting the office by the most direct route.

### Appearance Standards

All Students will maintain a high standard of appearance IAW AR 670-1, and DA PAM 670-1. The uniform for each day is on the training schedule. Changes are posted on the Student bulletin board. The following applies:

1. The Operational Camouflage Pattern (OCP) is the duty uniform. Uniform appearance and fit will comply with AR 670-1, DA PAM 670-1 and TM 10-227.

2. Clothing worn or displayed will be properly fitted, clean, and serviceable. When pressed, uniforms will NOT be starched.

3. While on academy grounds, Students will not wear civilian clothing. Students leaving the academy for official business will be in OCP. Students will wear civilian attire when leaving the academy on an approved weekend pass or on post day pass.

### Classrooms

The Small Group Leaders establish classroom norms. The emphasis of classroom conduct is to foster the best learning environment possible.

1. Students maintain professional discipline and military bearing at all times.

2. If Students are tired, they can stand quietly behind their chairs during POI.

3. Classrooms are always in a high state of organization, cleanliness, and repair.

4. Use of tobacco products in classrooms is prohibited.

### Maintenance of the Academy Area

The Student NCO Support Channel is responsible for the up keep and police call of the Academy buildings and outside areas. Supplies or
materials for maintenance can be procured from the academy supply room. The Senior SGL will appoint a Supply Liaison to control maintenance and utilization of supplies.

1. Put cleaning materials and supplies in the janitor’s closet when finished using them.

2. Store mops properly in storage closets when not in use.

3. Except during clean up, do not move or tamper with the fire extinguisher in any way. Fire extinguishers identified as expended (out of the green on the indicator) will be immediately reported to the SGL.

4. Student leaders will inform subordinates of the time and place of any evening details or formations.

5. Student details, except in unusual circumstances, are limited to the following:
   a. Police of assigned individual living area.
   b. Police of assigned common areas in barracks.
   c. Police of assigned classroom.
   d. Police of BLC area.
   e. Academy Auditorium and multipurpose room areas and latrines.

**Prohibited Conduct**

The following conduct is prohibited and can result in a release from the course or adverse counseling:

1. Gambling, Student-Cadre, Student-Student, of any type.
2. Possession of unauthorized or unregistered weapons.
3. Transporting of weapons in POV.
4. Lying, cheating, stealing or dishonesty of any kind.
5. Fighting.
6. Tardiness.
7. Loss of military bearing (physical/oral).
8. Leaving the academy/duty area without authorization.

9. Fraternization: Student/Cadre or Student/Student.

10. Conduct unbecoming of a Soldier, on or off duty.

11. **ALCOHOL**: BLC Students will not bring alcoholic beverages onto academy grounds. Students will not consume any alcoholic beverages while attending the BLC course, including training/non-training time, weekends, or on pass/leave.

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**Fraternization**

Cadre and Students must conduct themselves in a **professional** manner at all times. Cadre may act as mentors to Students; however, interactions which may give the impression of an inappropriate personal relationship must be avoided at all times.

**Prohibited actions between cadre and Students include:**

1. Neither cadre members nor Students will use their positions at this academy to establish inappropriate relationships.

2. Cadre and Students will not display affection at any time, which could be perceived unprofessional. Conduct such as kissing, petting, hand holding in either public places, billets, concessions or classrooms.

3. Students will not engage in fraternization with other Students or with Cadre.

4. Social affairs, unless scheduled as part of the POI, are prohibited prior to graduation. The Commandant is the approval authority for social affairs.

5. Arranging dates between Cadre and students.

6. Using first names for both cadre and Students.

7. Making suggestive comments or using profanity by Students or cadre.

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**Harassment**

Soldiers coming to this academy as Students must feel safe from harassment of all types. Making sexually suggestive and offensive comments to any Student is prohibited. Any Student observing or receiving harassment must report it to the NCO Support Channel as soon as the situation presents itself. Physical abuse, verbal abuse, sexual harassment, or racial comments are treated as a serious incident and are reported to the Commandant immediately.
Infractions/ Behavior Not Tolerated

Cadre may conduct adverse counseling as warranted within 24 hours of the infraction. Students with a sub-standard performance counseling are not eligible for academic achievement awards or graduation honors.

1. **Minor Adverse Infractions:** Student displaying a pattern of minor infractions will be referred to the Chief of BLC for counseling and consideration of dismissal from the course. The Deputy Commandant will decide whether to release the Student from the course. All Students who receive adverse counseling’s are removed from honors contention and may be recommended for course dismissal. Examples include (but not limited to):

   a. Infractions of academy policy.
   b. Unsatisfactory performance on any inspection.
   c. **Unexcused lateness for class, detail, training, etc. will receive a spot report. A second spot report will result in a counseling. A third spot report will result in an additional counseling for lateness and will result in consideration for dismissal from the course.**
   d. Lateness to an accountability formation will result in an automatic counseling.
   e. Failure to follow instructions.
   f. Inappropriate conduct (on or off duty).
   g. Inappropriate language (spoken, written, or body language).
   h. Loss or damage of government property (other than sensitive items).
   i. Smoking, vaping, or dipping in unauthorized areas.
   j. Sleeping in class.
   k. Falling asleep while on security or on barracks monitor duty.

2. **Major Adverse Infractions:** Students receiving a spot report for a major infraction are immediately referred to the Chief of BLC for counseling and consideration of release from the course. The Commandant will decide whether to release the
Student from the course. Some examples include (but are not limited to):

a. Failure to correct equipment deficiencies within 72 hours.

b. Honor code violations.

c. Insubordinate conduct toward an Officer or NCO.

d. Disruptive behavior in class or training.

e. Failure to follow instructions resulting in an injury or safety violation.

f. Alcohol related incident, on or off academy grounds.

g. Willful or neglectful damage, destruction, or loss of government property.

h. Improper association (fraternization) between Students or Student-cadre.

i. Possession, use, or distribution of controlled items or contraband. This includes distribution of your own, or use of someone else’s prescription medication.

j. Unexcused absence from class, formation, detail, training, etc.

k. Failure to follow and support SHARP policies.

l. Failure to follow Equal Opportunity (EO) guidelines.

**Crime Prevention**

Crime prevention is the responsibility of all personnel assigned to the Academy. Individuals are responsible for providing adequate locks for their wall lockers and duffel bags and must keep them locked when not in use. Individuals should not bring high dollar items ($50.00 value or more).

In the event of a break-in or theft, the individual suffering the loss should immediately report the loss to an Instructor or the SDNCO and give all the details pertaining to the loss. If Military Police are involved, Academy NCO Support Channel must be informed as soon as possible.

**Student Charge Of Quarters (CQ)**

CQ is posted at the third floor CQ desk between 2000 and 0400 during duty days/POI times. Responsibilities of the CQ are to ensure that no unauthorized personnel enter the building and to alert the occupants in
the event of an emergency. If CCTV loses functionality for any reason during the pass period, the Staff Duty runner will sit at the CQ desk. The only authorized material for reading is official military publications (i.e. Smart Books, BLC Study Material, etc.).

The uniform for duty is the PT uniform. Food delivery vehicles will be told to report to the Academy Staff Duty desk and the Student who ordered will be notified.

The Student First Sergeant prepares and posts the CQ roster with Cadre guidance. The CQ keeps a DA Form 1594 (Duty Journal) on which, all events or incidents are annotated. The last CQ will complete the bottom of the form, sign it and give it to the SSGL over duty Platoon for review. No one is exempt from this duty, regardless of position within the Student NCO Support Channel.

**Prohibited Items**

Students are not authorized to bring or possess the following items at the Academy:

1. Any type of privately owned weapon.
2. Any knife (**Exception**: multi tools with knives are authorized.)
3. Brass knuckles or any device fitting over the hand and used as a striking device.
4. Blackjacks, slappers, or related devices.
5. Straight razors or razors other than normally used for shaving.
6. Ammunition of any type (including fireworks).
7. Homemade percussion-type weapons or articles not associated with everyday use, which can be considered dangerous.
8. Televisions, DVD players, VCRs, and Camcorders (**laptops or tablets are permitted**).
9. Drugs other than authorized prescription medicine or over-the-counter medicine available at exchanges.

**Physical Security**

The Student is responsible for the security and maintenance of all assigned equipment and material. The Student is responsible for the proper security and safe handling of weapons, ammunition, and explosives. The safekeeping of valuables is a personal responsibility. Wall lockers will remain secured with **all personal items inside** to include all high dollar items of $50.00 or more and the following items:
cash, loose change, credit cards, ID cards, and any paperwork that displays Social Security Numbers when the Student is not physically in their room. High dollar items will be on DA Form 4986. The doors to all inhabited rooms will remain closed during the duty day. Failure to follow Student Guide standards will result in an adverse counseling and removal from honors.

**Off limits Areas**

Students are restricted from entering the following areas:

1. Headquarters office area, unless performing academy maintenance or escorted by cadre.

2. KTA Classroom Area

3. KTA barracks, 5th through 7th floors of the academy.

4. Their home unit personal barracks room or unit area, unless on official pass or business.

5. Any cadre member’s personal room.

6. Any other Student’s room after lights out.

7. Male and female students will not enter or congregate in a member of the opposite genders barracks room at anytime.

8. Any unoccupied rooms in the barracks. Established off limits areas are posted in each classroom and available on the Eighth Army website.

**Inspections**

The cadre and Student Chain of Command will conduct daily inspections of the barracks, common areas, and all police call areas to ensure high standards are maintained (See chapter 7 for Barracks Inspection Standards). The barracks are subject to inspection at anytime.

An in-ranks inspection is conducted daily unless otherwise directed by the training schedule. Individual deficiencies are noted and the Student is required to make the necessary corrections. During
inclement weather, the squad will conduct their inspection in the billets or classrooms.

**Formations**

Formations are conducted IAW TC 3-21.5 and occur at designated or unannounced times. Attendance is mandatory and only cadre can authorize an absence. Under normal conditions, Students will march at the position of attention. When icy road conditions prevail, formations are marched at “Route Step.” Horseplay or unprofessional conduct will not be tolerated under any circumstance.
Academic Evaluation Report

1. Throughout the course you are expected to contribute to the group as an integral member of the team by applying the Army’s leadership attributes and competencies. The 1009A assesses the areas on the DA Form 1059 Part II (blocks f – k) and will be used for qualitative purposes only on the DA Form 1059 Academic Evaluation Report. Ratings within these areas will contribute to the DA Form 1059 Part III Overall Academic Achievement for class standing determination but will not be applied any quantitative value contributing to GPA. Students are assessed on leadership attributes and competencies using the 1009A throughout the entire course. At the end of the course, instructors will complete the 1009A block for that semester and will provide feedback to the student with emphasis on opportunities for growth, development, character, and presence. The six attributes and competencies are assessed independently of each other on this form. The score of one attribute will not be added to the score of another attribute / competency (i.e. Character will not be added to Presence). This form will produce six separate scores, one for each attribute / competency.

2. You derive your non-GPA score IAW the assessment rubric provided. The following ratings apply toward the rating in PART II blocks f thru k on your DA Form 1059, Service School Academic Evaluation Report. Academic evaluation performance summary portray the accomplishments and potential that an individual demonstrates while attending the course. Assessments of a Student’s performance is based on academic average, performance evaluations, “Whole Soldier Concept”, adherence to academy policies, and demonstrated leadership ability. Based on the performance assessment criteria, Students will receive one of the following ratings:

   (a) 96 - 100 rates “FAR EXCEEDED STANDARDS.”
   (b) 90 - 95 rates “EXCEEDED STANDARDS.”
   (c) 70 - 89 rates “MET STANDARDS.”
   (d) 69 and below rates “DID NOT MEET STANDARDS.”

3. Students who received any “Did Not Meet Standard” assessment within the DA Form 1059 PART II blocks f through k from the academic rater may only be assessed as a “Failed to Achieve Course Standards” or “Achieved Course Standards” Overall Academic Achievement box check selection. A box check selection of “Achieved Course Standards” requires explanation. (AR 623-3, paragraph 3 - 13e(5)(a)6) Any student receiving two or more “Did Not Meet Standards” rating in PART II, blocks f thru k, will be rated as “Failed to Achieve Course Standards” in PART III, block a.
4. Environmental considerations: Inform Soldiers of any known environmental factors they must observe IAW local SOP.

5. Safety: Ensure Soldiers observe all safety procedures IAW local SOP.

6. See next page for rubric.
## Competencies of Leadership

<table>
<thead>
<tr>
<th>I. LEADS/COMMUNICATION &amp; ENGAGEMENT</th>
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<tbody>
<tr>
<td>LEADS: Leads others involves influencing Soldiers and Army Civilians in the leader’s organization. Extends influence beyond the chain of command involves influencing others when the leader does not have designated authority or while the leader’s authority is not recognized by others, such as with unified action partners. Builds trust is an important competency to establish conditions of effective influence and for creating a positive environment.</td>
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<tr>
<td>COMMUNICATION &amp; ENGAGEMENT (oral, written, and negotiation): Soldiers and leaders express themselves clearly and succinctly in oral, written, and digital communications. They use interpersonal tact, influence, and communication to build effective working relationships and social networks that facilitate knowledge necessary for continuous improvement. Engagement is characterized by a comprehensive commitment to transparency, accountability, and credibility.</td>
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<th>g. DEVELOPS/COLLABORATION</th>
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<tr>
<td>DEVELOPS: Leaders create a positive environment and inspire an organization’s climate and culture. Leader prepare themselves and encourage improvement in leading and other areas of leader responsibility. Leaders develop others to assume greater responsibility or achieve higher expertise. A leader is a steward in the profession and maintains professional standards and effective capabilities for the future.</td>
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<tr>
<td>COLLABORATION: Soldiers and leaders create high-performing formal and informal groups by leading, motivating, and influencing individuals and partners to work toward common goals effectively. They are effective team members, understand team dynamics, and take appropriate action to foster trust, cohesion, communication, cooperation, effectiveness, and dependability within the team. Leaders build teams, seek multiple perspectives, alternative viewpoints, and manage team conflict.</td>
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<tr>
<th>h. ACHIEVES/LIFE LONG LEARNER</th>
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<tr>
<td>ACHIEVES: Gets results and accomplishes tasks and missions on time and to standard. Getting results is the goal of leadership while leading people and creating positive conditions. This requires the right level of delegation, empowerment, and trust balanced against the mission.</td>
</tr>
<tr>
<td>LIFE LONG LEARNER (includes digital literacy): Soldiers and leaders continually assess themselves, identify what they need to learn and use skills that help them to effectively acquire and update knowledge, skills, and attitudes. Soldiers and leaders value and integrate all forms of learning (formal, informal) on a daily basis to seek improvement of themselves and their organizations continuously. Soldiers and leaders access, evaluate, and use information from a variety of sources and leverage technology (hardware and software) to improve their effectiveness and that of their teams while executing the Army’s missions. Digital literacy skills are developed at initial entry and increase progressively at each career level.</td>
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<tr>
<th>An example for the Character/Accountability attribute earned:</th>
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<tbody>
<tr>
<td>Foundation Phase: 25 points</td>
</tr>
<tr>
<td>Leadership Phase: 23 points</td>
</tr>
<tr>
<td>Readiness Phase: 18 points</td>
</tr>
<tr>
<td>Assessment Phase: 18 points</td>
</tr>
<tr>
<td>Total score for this attribute and competency is 84.</td>
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<tr>
<th>Eligibility Scale</th>
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<tr>
<td>Commandant’s List &amp; Superior Academic Achievement</td>
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<tr>
<td>480 - 600</td>
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</table>

This equates to a **Met Standard** rating for the Character/Accountability attribute on the DA Form 1059.
### Attributes of Leadership

#### i. CHARACTER/ACCOUNTABILITY

**CHARACTER:** Leadership is affected by a person’s character and identity. Integrity is a key mark of a leader’s character. It means doing what is right, legally and morally. The considerations required in leader choices are seldom obvious as wholly ethical or unethical. Character is a critical component of being a successful US Army leader. Character is one’s true nature including identity, sense of purpose, values, virtues, morals, and conscience. Character is reflected in a US Army professional’s dedication and adherence to the US Army Ethic and the US Army Values.

**ACCOUNTABILITY:** Leaders employ character when all decisions, big or small, are analyzed for ethical consequences. One must have the knowledge of how to address the consequences. This knowledge comes from the US Army Ethic, personal experience, and others’ guidance. Army ethics develops strong character, ethical reasoning, and decision-making, empathy for others and the self-discipline to always do what is right. The understanding that Soldiers are individually accountable not only what is done, but also for what might not be done.

#### j. PRESENCE/COMPREHENSIVE FITNESS

**PRESENCE:** The impression a leader makes on others contributes to success in getting people to follow. This impression is the sum of a leader’s outward appearance, demeanor, actions and words and the inward character and intellect of the leader. Presence entails the projection of military and professional bearing, holistic fitness, confidence, and resilience. Strong presence is important as a touchstone for subordinates, especially under duress.

**COMPREHENSIVE FITNESS:** Soldiers and leaders develop and maintain individuals. They display physical, mental, and emotional persistence, quickly recover from difficult situations, and exemplify the resilience necessary to fight and win in any operational situation.

#### k. INTELLECT/CRITICAL THINKING & PROBLEM SOLVING

**INTELLECT:** The leader’s intellect affects how well a leader thinks about problems, creates solutions, makes decisions, and leads others. Each leader needs to be self-aware of strengths and limitations and apply them accordingly. Being mentally agile helps leaders address changes and adapt to the situation and the dynamics of operations. Judgment, as a key component of intellect, is an ability to make considered decisions and come to sensible conclusions. Leaders can reflect on how they think and better foster the development of judgment in others.

**CRITICAL THINKING & PROBLEM SOLVING:** Problem solving, critical and creative thinking, and ethical reasoning are the thought processes involved in understanding, visualizing, and directing. Critical thinking ensures that the person is engaged in the learning process, critically considering the information or practice of skills. Critical thinking requires analysis, comparisons, contrasting ideas, making inferences and predictions, evaluating the strength of evidence, and drawing conclusions. It also requires the self-discipline to use reason and avoid impulsive conclusions.
<table>
<thead>
<tr>
<th>Far Exceeded Standards</th>
<th>Exceeded Standards</th>
<th>Met Standards</th>
<th>Did Not Meet Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>25</strong></td>
<td><strong>23</strong></td>
<td><strong>18</strong></td>
<td><strong>0</strong></td>
</tr>
<tr>
<td>Consistently considerate to others. Proactively takes care of classmates.</td>
<td>Often displayed consideration to others. Proactively takes care of classmates.</td>
<td>Displays consideration to others. Proactively takes care of classmates.</td>
<td>Inconsiderate to others; rarely helps others in need; makes unethical, ineffective, and inefficient decisions (e.g. cheats, ignores prudent risk in mission planning, wastes time).</td>
</tr>
<tr>
<td>Makes ethical, effective, and efficient decisions, even under challenging conditions (e.g. personal views conflict with Army moral principles).</td>
<td>Makes ethical, effective, and efficient decisions, even under challenging conditions (e.g. personal views conflict with Army moral principles).</td>
<td>Makes ethical, effective, and efficient decisions, even under challenging conditions (e.g. personal views conflict with Army moral principles).</td>
<td>Does not attempt to view situations from the point of view of another or identify with and enter into another person’s feelings and emotions.</td>
</tr>
<tr>
<td>Consistently displays the ability to see things from another person’s point of view.</td>
<td>Often displays the ability to see things from another person’s point of view.</td>
<td>Demonstrates the ability to see things from another person’s point of view.</td>
<td>Does not take accountability for their own professional development.</td>
</tr>
<tr>
<td>Consistently demonstrates the capability to identify with, and understand another person’s feelings, and emotions.</td>
<td>Often demonstrates the capability to identify with, and understand another person’s feelings, and emotions.</td>
<td>Demonstrates the capability to identify with, and understand another person’s feelings, and emotions.</td>
<td>Disrespects others; displays impartiality and unfairness to others.</td>
</tr>
<tr>
<td>Consistently takes accountability for his/her own professional development.</td>
<td>Often takes accountability for his/her own professional development.</td>
<td>Accepts accountability for his/her own professional development.</td>
<td>Did not attempt to add value to the learning environment; makes dialogical contributions congruent to assigned readings.</td>
</tr>
<tr>
<td>Consistently displays respect for others; remains firm, impartial, and fair.</td>
<td>Often displays respect for others; remains firm, impartial, and fair.</td>
<td>Displays respect for others; remains firm, impartial, and fair.</td>
<td>This leader does not build credibility with peers and enhances trust within organization. Did not display an unwavering commitment to the goals of the institution and the US Army.</td>
</tr>
<tr>
<td>Consistently adds value to the learning environment on a daily basis; always makes dialogical contributions congruent to assigned readings.</td>
<td>Often adds value to the learning environment; makes dialogical contributions congruent to assigned readings.</td>
<td>Adds value to the learning environment; makes dialogical contributions congruent to assigned readings.</td>
<td>Had to be reminded of organizational standards and discipline.</td>
</tr>
<tr>
<td>Consistently displays a selfless commitment to the course, small group, and entire class.</td>
<td>Often displays a selfless commitment to the course, small group, and entire class.</td>
<td>Displays a selfless commitment to the course, small group, and entire class.</td>
<td>Engages in inappropriate actions or actions are inconsistent with words.</td>
</tr>
<tr>
<td>This leader extraordinarily builds credibility with peers and enhances trust within organization.</td>
<td>This leader builds credibility with peers and enhances trust within organization.</td>
<td>This leader builds credibility with peers and enhances trust within organization.</td>
<td>Solutions usually do not take into account the elements and standards of critical reasoning.</td>
</tr>
<tr>
<td>Has an unwavering and consistent commitment to the goals of the institution and the US Army.</td>
<td>This leader often builds credibility with peers and enhances trust within organization. Has an unwavering commitment to the goals of the institution and the US Army.</td>
<td>Creative or innovative capacity is evident in some proposed solutions.</td>
<td></td>
</tr>
<tr>
<td>Consistently presents the truth in an appropriate and tactful manner, even if unpopular or difficult.</td>
<td>Often presents the truth in an appropriate and tactful manner, even if unpopular or difficult.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clearly the leader of leaders.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Reference DA Form 1059 Part II f. Character/Accountability

Far Exceeded Standards: 25
Exceeded Standards: 23
Met Standards: 18
Did Not Meet Standards: 0
<table>
<thead>
<tr>
<th>Far Exceeded Standards</th>
<th>Exceeded Standards</th>
<th>Met Standards</th>
<th>Did Not Meet Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>23</td>
<td>18</td>
<td>0</td>
</tr>
<tr>
<td>Consistently projects a commanding presence and a professional image of authority by looking and acting like a courteous and professional Soldier.</td>
<td>Often projects a commanding presence and a professional image of authority by looking and acting like a courteous and professional Soldier. Often instills resilience and a winning spirit in peers through leading by example. Often considerate of the character and motives of others and interacts appropriately to the situation. Students often perceive him/her as the informal class leader based on appearance, demeanor, actions, and words. Often possesses superior interpersonal characteristics that enhance command presence. Often projects self-confidence and inspires confidence in others.</td>
<td>Displays a commanding presence and professional image of authority by looking and acting like a courteous, professional Soldier. Instills resilience and a winning spirit in peers through leading by example. Understands the character, motives of others and interacts appropriately to the situation. Students perceive him/her as the informal class leader based on appearance, demeanor, actions, and words. Possesses interpersonal characteristics that enhance command presence. Recovers quickly from setbacks, shock, injuries, adversity, and stress while maintaining focus on course and professional goals.</td>
<td>Did not project competence or certainty by losing composure; body language (posture, gesture, eye contact, and vocal expressiveness) detract from the student’s command presence. Discourteous to others or does not look or act like a professional Soldier. Struggles to maintain awareness of the character and motives of others. Is often impolite or discourteous. Had an emotional outburst about organizational standards or instructional units. Does not project self-confidence and inspires confidence in others.</td>
</tr>
</tbody>
</table>
## Reference DA Form 1059 Part II h. Intellect/Critical Thinking & Problem Solving

<table>
<thead>
<tr>
<th>Far Exceeded Standards</th>
<th>Exceeded Standards</th>
<th>Met Standards</th>
<th>Did Not Meet Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consistently thinks through second- and third-order effects when decisions or actions do not produce the desired results.</td>
<td>Often thinks through second- and third-order effects when decisions or actions do not produce the desired results.</td>
<td>Displays the ability to think through second- and third-order effects when decisions or actions do not produce the desired results.</td>
<td>Does not anticipate or adapt to uncertain or changing situations; failed to think through second- and third-order effects when decisions or actions did not produce the desired results.</td>
</tr>
<tr>
<td>Consistently demonstrates mastery of the lesson content at the application level and often demonstrates mastery at the analysis level.</td>
<td>Often demonstrates mastery of lesson content at the application level and demonstrates mastery at the analysis level.</td>
<td>Demonstrates understanding of the lesson content at the appropriate level.</td>
<td>Struggles to demonstrate a grasp of the daily subject at least at the application level.</td>
</tr>
<tr>
<td>Comments in class discussions are consistently relevant and interesting. Consistently brings depth and breadth to daily classroom discussions.</td>
<td>Comments in class discussions are often relevant and interesting. Often brings depth and breadth to daily classroom discussions.</td>
<td>Comments in class discussions are relevant and interesting. Brings depth and breadth to daily classroom discussions.</td>
<td>Comments in class discussions are not relevant and does not bring depth and breadth to daily classroom discussions.</td>
</tr>
<tr>
<td>Consistently demonstrates mental agility through actions and decisions.</td>
<td>Often demonstrates mental agility through actions and decisions.</td>
<td>Demonstrates mental agility through actions and decisions.</td>
<td>Does not demonstrate mental agility through actions and decisions.</td>
</tr>
<tr>
<td>Consistently displays the ability to anticipate or adapt to complex environments or changing situations.</td>
<td>Often displays the ability to anticipate or adapt to complex environments or changing situations.</td>
<td>Displays an ability to anticipate or adapt to uncertain or changing situations.</td>
<td>Sometimes displayed an ability to anticipate or adapt to uncertain or changing situations.</td>
</tr>
<tr>
<td>Peers consistently view him/her as the problem solver; continually leads others during practical exercise development.</td>
<td>Peers often view him/her as the problem solver; continually leads others during practical exercise development.</td>
<td>Able to adapt to new environments and prevents complacency by challenging peers with forward looking approaches and ideas.</td>
<td>Expresses attitudes and beliefs as an individual, from a one-sided view. Is indifferent or resistant to what can be learned from diversity of communities and cultures.</td>
</tr>
<tr>
<td>Consistently exercises interpersonal tact by effectively interacting with peers by recognizing diversity and displaying self-control, balance, and stability.</td>
<td>Displays interpersonal tact by effectively interacting with peers by recognizing diversity and displaying self-control, balance, and stability.</td>
<td>Exercises interpersonal tact by effectively interacting with peers by recognizing diversity and displaying self-control, balance, and stability.</td>
<td>Does not effectively interact with peers by not recognizing diversity or by losing self-control, balance, or stability.</td>
</tr>
<tr>
<td>Reference DA Form 1059 Part II i. Leads/Communication &amp; Engagement</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Far Exceeded Standards</strong></td>
<td><strong>Exceeded Standards</strong></td>
<td><strong>Met Standards</strong></td>
<td><strong>Did Not Meet Standards</strong></td>
</tr>
<tr>
<td>25</td>
<td>23</td>
<td>18</td>
<td>0</td>
</tr>
<tr>
<td>Consistently sets the example by displaying high standards and emphasizing the need to do what is right.</td>
<td>Often sets the example by displaying high standards and emphasizing the need to do what is right.</td>
<td>Displays a standard of performance, personal appearance, military and professional bearing and physical fitness; completes individual and group tasks to standard and on time.</td>
<td>Language choices are unclear and minimally support the effectiveness of the message.</td>
</tr>
<tr>
<td>Consistently leads the way in performance, personal appearance, and physical fitness.</td>
<td>Often leads the way in performance, personal appearance, and physical fitness.</td>
<td>Leads the way in performance, personal appearance, and physical fitness.</td>
<td>Makes vague references to previous learning but does not apply knowledge and skills to demonstrate comprehension and performance in novel situations.</td>
</tr>
<tr>
<td>Consistently completes individual and group tasks to, or above, standard and on time.</td>
<td>Often completes individual and group tasks to, or above, standard and on time.</td>
<td>Maintains a positive outlook when situations become confusing or changes occur.</td>
<td>Does not exemplify or lead the way in performance, personal appearance, and physical fitness.</td>
</tr>
<tr>
<td>Consistently maintains a positive outlook when situations become confusing or changes occur.</td>
<td>Often maintains a positive outlook when situations become confusing or changes occur.</td>
<td>Communication abilities often induce others to act positively.</td>
<td>Failed to complete individual or group tasks to standard and on time or maintain a positive outlook when situations become confusing or changes occur.</td>
</tr>
<tr>
<td>Communication abilities consistently induce others to act positively.</td>
<td>Communication abilities often induce others to act positively.</td>
<td>Often displays the ability to understand message content and the urgency and emotion.</td>
<td>Does not clearly understand received messages or does not ensure transmitted messages are correctly, received, and clearly understood.</td>
</tr>
<tr>
<td>Consistently displays the ability to understand message content and the urgency and emotion.</td>
<td>Often displays the ability to understand message content and the urgency and emotion.</td>
<td>Ensures messages are correctly transmitted, received, and clearly understood.</td>
<td>Does not share with and support the efforts of others. Demonstrates minimal attention to context, audience, purpose, and to the assigned task(s).</td>
</tr>
<tr>
<td>Consistently uses his/her communication skills and abilities to positively impacts mission accomplishment.</td>
<td>Often uses his/her communication skills and abilities to positively impacts mission accomplishment.</td>
<td>Accepts and supports the efforts of others.</td>
<td></td>
</tr>
</tbody>
</table>
Reference DA Form 1059 Part II j. Develops/Collaboration

<table>
<thead>
<tr>
<th>Far Exceeded Standards</th>
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<th>Met Standards</th>
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</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>23</td>
<td>18</td>
<td>0</td>
</tr>
</tbody>
</table>

Consistently displays loyalty to the Army, and fellow classmates, and encourages fairness, inclusiveness, and open and candid communication.
Consistently maintains a high degree of self-discipline, mental wellbeing, and skillfully exercised time management and challenges others to do the same.
Consistently reflects on his/her strengths and weaknesses, analyzes lessons learned, and actively seeks self-development.
Consistently displays an effective ability to promote teamwork, cohesion, and cooperation within the classroom.
Consistently leads or participates in study groups, selflessly helping peers improve their academic performance.
Consistently develops others in the classroom and during his/her own personal time.
Consistently exhibits genuine interest toward developing and collaborating with others.
Consistently leads the collaboration efforts of others, resulting in positive action toward the objective.

Often displays loyalty to the Army and fellow classmates, and encourages fairness, inclusiveness, and open and candid communication.
Often maintains a high degree of self-discipline, physical fitness, mental wellbeing, and skillfully exercised time management and challenges others to do the same.
Often reflects on his/her strengths and weaknesses, analyzes lessons learned, and actively seeks self-development.
Often displays an effective ability to promote teamwork, cohesion, and cooperation within the classroom.
Often leads or participates in study groups, selflessly helping peers improve their academic performance.
Often develops others in the classroom and during his/her own personal time.
Often exhibits genuine interest toward developing and collaborating with others.
Often leads the collaboration efforts of others, resulting in positive action toward the objective.

Displays the ability to promote teamwork, cohesion, and cooperation within the classroom.
Displays loyalty to the Army, and fellow classmates and encourages fairness, inclusiveness, and open and candid communication.
Student is aware of his/her strengths and weaknesses, learns from his/her mistakes, and actively seeks self-development and exhibits self-motivation.
Maintains self-discipline, physical fitness, and mental wellbeing and skillfully exercises time management.

Shares ideas but does not advance the work of the group.
Passively accepts alternate viewpoints/ideas/opinions.
Does not promote teamwork, cohesion, or cooperation in the classroom.
Does not display loyalty to the Army, organization or fellow classmates, or practice fairness, inclusiveness or open and candid communication.
Student is unaware of his/her strengths, weaknesses, and yet repeats his/her mistakes.
Student lacks motivation, does not maintain self-discipline, physical fitness, or mental wellbeing, or fails to exercise time management.
## Reference DA Form 1059 Part II k. Achieves/Life Long Learner

<table>
<thead>
<tr>
<th>Far Exceeded Standards</th>
<th>Exceeded Standards</th>
<th>Met Standards</th>
<th>Did Not Meet Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>23</td>
<td>18</td>
<td>0</td>
</tr>
</tbody>
</table>

- **Consistently uses and shares formal and informal learning opportunities to foster continuous development and improvement of the knowledge, skills, and abilities required to be a successful leader in today's Army.**
- **Consistently achieves exceptional academic standing in BLC curriculum and professional development programs that far exceed course requirements through thorough research from extensive curiosity and initiative.**
- **Level of research and analysis demonstrates a mastery of transference of knowledge and deep thought in extensive and substantive responses to enabling learning outcomes.**
- **Consistently active throughout the academic year in multiple leadership roles, committees, and other curricular activities and events.**
- **Often uses and shares formal and informal learning opportunities to foster continuous development and improvement of the knowledge, skills, and abilities required to be a successful leader in today's Army.**
- **Often achieves exceptional academic standing in BLC curriculum and professional development programs that exceed course requirements through thorough research from curiosity and initiative.**
- **Level of research and analysis demonstrates a mastery of transference of knowledge and deep thought in extensive and substantive responses to enabling learning outcomes.**
- **Often active throughout the academic year in multiple leadership roles, committees, and other curricular activities and events.**

- **Gets results and accomplishes tasks and missions on time and to standard while leading people and creating positive conditions.**
- **Uses the right level of delegation, empowerment, and trust balanced against the mission.**
- **Continues to work on established professional and self-development goals and objectives.**
- **Takes initiative to improve through both self and professional development opportunities.**
- **Throughout the learning experience, the student exhibits curiosity, initiative (both in and outside the classroom), exhibits the transference of knowledge, and reflects on what is learned.**

- **Explores a topic at a surface level, providing little insight and/or information beyond the very basic facts indicating low interest in the topic.**
- **Does not get results and accomplishes tasks and missions on time and to standard while leading people and creating positive conditions.**
- **Does not use the right level of delegation, empowerment, and trust balanced against the mission.**
- **Takes or demonstrates no initiative to improve self or professional development.**
- **Throughout the learning experience, the student exhibited little curiosity, initiative, and independence to seek knowledge in or outside the classroom.**
- **Struggles to exhibit the transference of knowledge and struggles to properly use self-reflection.**
To earn one of the two Academic recognitions, you must:

a. Be assessed a first time GO on each of the 10 graded evaluations.

b. Earn a Superior rating in all of the 4 abilities in block 12 of the DA FORM 1059.

c. Do not receive any adverse counseling throughout the duration of the course.

d. U.S. and ROKA Students are eligible for these awards.

Upon satisfactory completion of the Basic Leader Course, a graduation ceremony is held to recognize those Students who have successfully met all course requirements. Upon graduation, each Student receives as a minimum:


2. Certificate of Graduation.

NOTE: Graduation ceremonies are at the academy or a designated location.

Based on your performance throughout the course, you may have the opportunity for acknowledgement, not only as a graduate, a major accomplishment within itself, but also the additional opportunity to strive for the following recognitions. These recognitions fall into three categories: Academic, Leadership and Physical Fitness. The awards and criteria are as follows:

a. Distinguished Honor Graduate: The highest overall GPA

   (1) Receive at a minimum of 480 out of 600 points in attributes/competencies.

b. Honor Graduate: The second highest overall GPA.

   (1) Receive at a minimum of 480 out of 600 points in attributes/competencies.

c. Commandant's List:

   (1) Earn a GPA of 90% or better.
(2) Place in the top 20% of the graduating Class *(Only the top 20% of the graduating class is eligible for Commandant’s list. The individually recognized academic awards are included in this percentage).*

(3) Receive at a minimum of 480 out of 600 points in attributes/competencies.

(4) Tie Breaking: In the event of a tie, the Commandant’s List is determined by a comparison of the individual scores on the authorized physical assessment.

d. **Superior Academic Achievement**

(1) Place in the top 21% to 40% of the graduating Class *(Only the top 21% to 40% of the graduating class is eligible for Superior Academic Achievement. The individually recognized academic awards are included in this percentage).*

(2) Receive at a minimum of 480 out of 600 points in attributes/competencies.

**Note:** Unit’s should consider recommending Distinguished Honor Graduate for an impact AAM upon graduation. IAW AR 600-8-19: Receive 40 promotion points when recognized as having achieved Distinguished Honor Graduate or as the Distinguished Leadership Graduate (verified on DA Form 1059) when competing for promotion to SGT. IAW AR 6008-19: Receive 20 promotion points when recognized as having achieved commandant's list status (verified on DA Form 1059) when competing for promotion to SGT.

**Leadership**

1. Leadership Award:

   a. Be assessed a first time GO on each of the 10 graded evaluations.

   b. Earn a superior rating in block 12c of the DA FORM 1059.

   c. Do not receive any adverse counseling’s throughout the duration of the course.

   d. Compete in and win a situational board, conducted by academy senior cadre.

**NOTE:** There is only one Distinguished Leadership Award presented per cycle.
2. Physical Fitness:

   a. Iron Soldier:

      (1) Be assessed a first time GO on the authorized physical assessment.

      (2) Earn the highest male/female authorized physical assessment score.

      (3) Do not receive any adverse counseling throughout the duration of the course.

NOTE: One male and one female Iron Soldier Award is presented per cycle.

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**Student NCO Support Channel**

A Student NCO Support Channel is designated and rotated periodically, allowing each Student the opportunity to perform in a minimum of two leadership positions. The Student Leaders are responsible for the actions of the Students in his squad. Student leaders exercise normal authority and responsibilities in the execution of their appointed command functions. Students will cooperate and obey the orders of those appointed above them. Failure to cooperate with or disobeying directives of the Student NCO Support Channel may result in adverse actions such as dismissal from the course or adverse comments entered on the Student's DA Form 1059 (AER). Student Leaders are easily recognizable due to the wearing of the designated rank on the right side of their OCP collar.

**Student First Sergeant**

The Student First Sergeant is not a rated position for the purpose of meeting USASMA requirements. Students selected for this responsibility are done so based solely upon assessed academic strengths (so that the additional responsibility does not interfere with academic requirements). The Student First Sergeant's duties and responsibilities include:

1. Control, discipline, and appearance of the class.

2. Make “on-the-spot” corrections when necessary.

3. Assign platoon areas of responsibility for daily maintenance.

4. Ensure that the assigned platoon areas are clean and orderly.

5. Ensure that the class arrives at the proper place at the appointed time with all required materials and equipment.
6. Conduct formations, inspections, and movement of the company to and from various areas as prescribed by the training schedule.

7. Maintain awareness of the status of each member of the class and report that status correctly at formations.

8. Ensure that all Students are familiar with current academy policies and information posted on the Student bulletin board.

9. Ensure that all class members and NCO Support Channel are aware of details as assigned by cadre for any given evening.

10. Conduct meetings with cadre and Student NCO Support Channel as necessary to ensure responsibilities are understood and carried out properly.

**Student Platoon Sergeants**

The same rating and selection information as prescribed for the Student First Sergeant applies to the Student Platoon Sergeants, they are selected by the platoon’s senior cadre. The Student Platoon Sergeant’s duties and responsibilities include:

1. Responsible for the actions of the platoon.

2. Keep the Student Squad Leaders informed of any changes.

3. Ensure that the Student Squad Leaders are properly performing their duties and are aware of their responsibilities.

4. Ensure the platoon is at the proper place at the proper time and in the proper uniform.

5. Receive status reports from Student Squad Leaders and submit them to the Student First Sergeant and cadre.

6. Designate and oversee any Student details that the platoon is responsible for.

7. Supervise the daily conduct of police call.

8. Keep the cadre informed of any disciplinary, personal, or other problems within the platoon.

9. Request and receive supplies from the Senior Instructor on a weekly basis.
10. Report barracks/classroom deficiencies to the cadre.


### Student Squad and Team Leaders

These positions **are evaluated** in accordance with the Army leadership framework for the purpose of meeting course requirements. Duties and responsibilities of the Student Squad and Student Team Leader include:

1. The discipline, training, welfare, morale, control of the squad/team.

2. Maintain the squad/team’s equipment and area. Report deficiencies to the Student Platoon Sergeant.

3. Render accurate and up-to-date status reports at all formations.

4. Continuously account for squad personnel.

5. Supervise daily police call.


7. Ensure all task given by SGL’s are carried out.

**NOTE:** While in leadership positions, students are evaluated on the 600-point attributes/competencies system.

### Study Hall

Study hall is very important and is recommended for all Students prior to examinations. The SGLs must allow the Students to prepare just as they prepare for the next day’s class. Students **must** study the required TSP material prior to the presentation. The Commandant will ensure enough SGLs are present so that each Student gets the required assistance. Proper supervision is a judgment call reserved for the Commandant.

### Training Attendance

Attendance at training events is mandatory for all Students. Any student who has an official or medical appointment, quarters, or any emergency that causes a Student to miss **four (4) hours** (special circumstances will be considered on a case-by-case basis by the Chief of BLC) of programmed instruction will be considered for release from the course. The training is critical and time does not permit the Student to recover before moving on to other subject material.

### Leadership Evaluation

1. Troop Leading Procedures (8 TLPs).
2. Leads (leads other, extends influence, leads by example, communicates).

3. Develops (creates positive environment, prepares self, develops others).

4. Achieves (gets results).

5. Attributes (character, presence, intellect).

6. Broadly-skilled (critical and creative thinker, leader developer, resource manager, culturally astute leader, warrior leader) Battle Command (understand the situation, visualize the situation, describe a situation, direct and lead forces, assess operations).

**NOTE:** The Army Leadership #2 (Tactical) is not evaluated at the Eighth Army NCOA.
CHAPTER 4 ELIMINATION FROM THE COURSE

Administrative Release

Administrative release from BLC is determined by the Commandant on a case-by-case basis. Reasons for release include compassionate transfer, emergencies, unit recall or other reasons beyond the control of the Student. The Student is eligible to return to the course as soon as the situation is resolved. Administrative releases are not adverse in nature.

Medical Release

Medical release is a type of administrative release and is determined by the Deputy Commandant on a case-by-case basis. Reasons for a medical release include injury or illness resulting in unreasonable delay and/or loss of training time or being prohibited from participating in any required training. Medical releases are not adverse in nature. Released Students may return to the course as soon as the condition is resolved.

Academic Release

Academic release happens upon failure to score 70% on any written examination within two attempts or failure to achieve a GO on any performance evaluation within two attempts. Academic releases are considered adverse IAW AR 600-8-19, Soldiers failing required NCOES for cause or academic reason will be removed from the promotion-standing list. A Student eliminated for academic reasons may re-enter the course when both the Unit Commander and the Commandant determine that the Student is prepared to successfully complete the course. Students released for Academic reasons receive an Academic Evaluation Report, DA Form 1059, with adverse comments.

Disciplinary Release

Disciplinary releases are determined by the Deputy Commandant on a case-by-case basis and are considered adverse in nature. Disciplinary releases include (but not limited to):

1. Violations of Academy policies or Army regulations.

2. Lack of self-discipline or motivation.


4. Any conduct unbecoming of a Noncommissioned Officer.

5. Absent from appointed place of duty, i.e. formation/classes etc.

6. Student receiving excessive spot reports or adverse counseling two infractions of the same type or (three or more) is considered a habitual offender and recommended for release from the course.
7. Any unsafe action that endangers self or another Student, resulting in an injury or illness and/or loss of training time.

8. Other reasons as determined by the Deputy Commandant.

9. Students released for disciplinary reasons are not allowed to return to any NCOES Course for a period of six months. Additionally, Soldiers eliminated for cause may be barred from reenlistment, Flagged, receive non-judicial punishment or be reclassified (AR 350-1) by their Unit Commander. Additionally, the Soldier is removed from the promotion-standing list (AR 600-8-19) and receives a DA Form 1059 AER with adverse comments.

10. Violated the SHARP policies.

11. Failed to comply with the EO guidelines.

**Appeals**

Any Student pending release from the course has a right to an appeal. An appeal is a request to the Commandant to reconsider his decision to release the Student from training. Other appeal information includes:

1. The Student will acknowledge by endorsement within 2 days receipt of the written notification of dismissal action. The endorsement must indicate whether the Student intends to appeal the dismissal action.

2. If a Student decides to appeal, Student immediately returns to training until the matter is decided.

3. If the Student elects to appeal, Student must submit an appeal statement within 7 days after receipt of the written notification of dismissal action. Appeals will be submitted to the Commandant.

4. After receiving the Student’s written request for an appeal, the S-3 submits the entire packet to the SJA for legal review.

5. The SJA review is the attorney's opinion on the legality of the packet and the reasons for dismissal. It is not the final decision as to the disposition of the appeal, but rather an unbiased legal opinion based on the items included in the packet. IAW AR 350-1, para. 3-15(e) (4).

6. After the SJA review, the Chief of Training hand-carries the entire packet to the Commandant. The Commandant reviews the packet, considers all mitigating circumstances presented by the Student in the written appeal, and renders a final decision. The Commandant
may choose to allow the Student to remain in the course or dismiss the Student from the course.

**Returning to BLC After Being Released**

You are subject to your unit’s discretion as to when or if you will return to the academy to complete the course. This academy does not control whether or not you return to training. You will have to be reentered on your unit’s Order of Merit List and wait for the next opportunity. Soldiers released as academic or disciplinary releases are removed from the promotion-standing list for failure of NCOPDS course (AR 600-8-19). Those Soldiers have to be re-recommended for the promotion Order of Merit List. These Soldiers also must provide proof of retraining, verified by their current unit Commander before reenrolling. Students released before graduation (for any reason are required to start from the beginning of the course when returning to training.
CHAPTER 5 STUDENT HONOR CODE SYSTEM

General
Honor is the guiding principle of every endeavor involving the profession of arms. Integrity (honesty) is an expected basic attribute of every Student. In keeping with this basic concept, the following honor system is established.

Academics
All presentations and tests must be your own work. This is not to preclude or prohibit you from working and/or studying together. The work of the individual Student must reflect their own originality and techniques. Honor violations of this section include, but are not limited to:

1. Cheating.
2. Altering a test and/or test answer sheet.
3. Copying and/or using someone else's work as your own.
4. Compromising or attempting to compromise a written examination by writing down the questions and answers to pass on to future Students at the Academy.

Plagiarism
Plagiarism is presenting someone else’s work or ideas as your own, with or without their consent, by incorporating it into your work without full acknowledgement. All published and unpublished material, whether in manuscript, printed or electronic form, is covered under this definition. Plagiarism may be intentional or reckless, or unintentional. Under the regulations for examinations, intentional or reckless plagiarism is a disciplinary offence.

Forms of Plagiarism:

1. **Verbatim (word for word) quotation without clear acknowledgement:**
   Quotations must always be identified as such by the use of either quotation marks or indentation, and with full referencing of the sources cited. It must always be apparent to the reader which parts are your own independent work and where you have drawn on someone else’s ideas and language.

2. **Cutting and pasting from the Internet without clear acknowledgement:**
   Information derived from the Internet must be adequately referenced and included in the bibliography. It is important to evaluate carefully all material found on the Internet, as it is less likely to have been through the same process of scholarly peer review as published sources.
3. **Paraphrasing:**

Paraphrasing the work of others by altering a few words and changing their order, or by closely following the structure of their argument, is plagiarism if you do not give due acknowledgement to the author whose work you are using. A passing reference to the original author in your own text may not be enough; you must ensure that you do not create the misleading impression that the paraphrased wording or the sequence of ideas are entirely your own. It is better to write a brief summary of the author’s overall argument in your own words, indicating that you are doing so, than to paraphrase particular sections of his or her writing. This will ensure you have a genuine grasp of the argument and will avoid the difficulty of paraphrasing without plagiarizing. You must also properly attribute all material you derive from lectures.

**Personal Conduct**

All actions of the Student must be in keeping with the highest standards and conduct of the Noncommissioned Officer. Whether on or off duty, Student actions must set an example of conduct above reproach. Honor violations of this section include but are not limited to:

1. Lying or dishonesty.

2. Theft, stealing, or gambling or using gambling machines.

3. Consumption of alcoholic beverages during the course.

4. Possession, distribution and/or use of any illegal or controlled drug/substance at any time.

5. Student-faculty personal financial transactions of any type.

6. Possession of any unauthorized weapon or the unauthorized transportation of a weapon in a POV.

7. Failure to comply with written or oral instructions, regulations or SOPs.

8. Rendering a false report.

9. Any action, which shows a lack of motivation on the part of the Student.

10. Any disregard or blatant violation of military customs and courtesy.
**Personal Rights**

All interaction between Students must create a climate of teamwork and professional cooperation, where the rights and dignity of the individual Students are preserved. Honor violations of this section include but are not limited to:

1. Fraternization.
2. Sexual harassment.
3. Disregard for human rights and/or Equal Opportunity policies.

**Reporting Violations**

Students who commit a violation of the Honor System must report the violation immediately to any Academy cadre member. A Student witnessing or having first-hand knowledge of a violation must report the violation, even if the person who committed it did not. Any Student having knowledge of a violation and fails to properly report it is also guilty of violating the Honor System.

**Consequences**

Violations of the Student Honor System are not tolerated. A Student in violation of this system is subject to disciplinary release. In all cases, the Deputy Commandant determines Student releases under the Honor System.
Wightman NCO Academy Honor Code

The concept of the Honor Code among Soldiers evolved centuries ago when individuals first banded together in order to establish a system for defending their land and property. Through the years, servicemen and women have grown from small bands into well-organized groups. In all such groups, leadership positions and Honor Codes have developed within them. Leaders established guidelines and regulations, which were carried out and enforced by their subordinates.

Subordinates also relied on the honesty and integrity of their leaders. This situation persists in our present day Army. Leaders still rely on the honesty and integrity of the Soldier, and your word is accepted as truth. If your actions are such that honesty and integrity may be questioned, then the leader not only jeopardizes his/her position and status, but the position and status of those who work for them. The basic concept of the Honor Code is that a Noncommissioned Officer does not lie, cheat or steal. In its most practical application, it means that an individual’s word is his/her bond. Attendance reports are presumed to be correct since Noncommissioned Officers render them to Officers.

The Wightman Noncommissioned Officer Academy Honor Code system operates on the principle that integrity is an essential attribute. It is not designed to stifle individual academic freedom, preclude the sharing of knowledge or interaction with fellow Students; however, all graded requirements, oral, written or hands-on must be an individual effort.

As a leader and Student, I will always tell the truth and keep my word.

I am above dishonesty, cheating, quibbling and evasive statements.

I will always respect the property rights of others and the government.

I am aware that my signature is my bond.

If I violate the Honor Code, I expect neither immunity nor special treatment.

I am honor bound to report any breach of honor that comes to my attention.

As a Noncommissioned Officer, I desire responsibility and expect accountability for my actions.
CHAPTER 6 ACADEMY SAFETY

General

Safety is force protection. Force protection is an integral part of mission accomplishment by including risk assessment and risk management in the decision-making process. Risk assessment/management eliminates unnecessary risk, minimizes fratricide and avoids accidental injury to Students and damage to equipment. Force protection responsibilities continue around the clock, both on and off duty.

Safety in training and training safety are not synonymous. Safe training is achieved by integrating safety in the planning, development and conduct of training (FM 7-0 and 7-1). Leaders must commit to accomplishing missions without unnecessarily jeopardizing lives and equipment. Leaders must recognize unsafe behavior while making prudent decisions and developing operational processes to minimize hazards.

Academy Grounds

Everyone is a safety officer. Everyone must identify risks, risky behavior, make corrections, and implement control measures. Safety is not taken lightly—this is serious business. Here are some general guidelines:

1. No horseplay anywhere.

2. Use tub mats provided for your tub. The tubs are slippery.

3. Use water from approved sources only. The water from faucets at the academy is safe to drink.

Summer Hazards

Summer season poses challenges to those stationed in Korea and attending this course. Heat can kill you and fellow Students if you are not careful. The Academy operations section monitors the Heat Index hourly. Your cadre will give you specific guidance about modifying the uniform or adjustments to the work-rest cycle depending on the heat category. Heat safety includes:

1. Hydration—drink water even if you are not thirsty. Drink up to, but not more than 1 ½ quarts per hour, no more than 12 quarts per day. Every Student has the responsibility to hydrate.

2. Water is the best liquid to hydrate your body. Soft drinks and sports drinks are loaded with sugar, and are not nearly as good at hydrating your body as water is.

3. Avoid activities in the direct sunlight if possible. Work in the shade.
4. Adjust clothing for maximum ventilation. (cadre will direct these measures as necessary).

5. Rest as often as possible. Save energy. Perform strenuous details in the cooler parts of the day if possible.

6. Salt tablets or salt supplements are not required and are unauthorized while in BLC. Your food has sufficient salt to accommodate your bodily needs. Use a little extra table salt on your food and you will be fine.

7. Monsoons typically occur in the summer months. Flash flooding can happen rapidly. Be prepared to move quickly from low ground and maintain 100% accountability of your personnel at all times.

8. Lightning frequently accompanies summer storms. Once a lightning alert is given, move to low ground. Lower all antennas on radios and turn off the RT. Ground weapons and metal equipment and move away from them. Be alert for flash flooding while in low ground and be prepared to move quickly.

9. Insect stings can kill you if you are allergic to them or are stung enough times. If you are allergic to insect stings, you must also carry a bee-sting kit with you in the field. Kits are carried in the left breast pocket with the red belt tab extended so others can identify you as being allergic to insect stings.

10. Wild animals, including dogs, are in the training area. Avoid these animals and they will avoid you. Don’t play with them or attempt to capture them.

11. Use caution when negotiating rough terrain in the training area.

**Winter Season**

Winter season in Korea poses unique and tough challenges to the Students training here. True, cold weather injuries are rare here, but can happen to those who are not careful or ignore risk reduction measures. Avoid becoming a cold weather casualty:

1. Dress loosely and in layers. Loose clothing traps air pockets, which insulate against the cold. Several thinner layers of clothing insulates better than one or two thick layers.

2. Don’t overdress. Overdressing will cause you to get too warm, sweat, and then your clothing will be wet. Wet clothing does not insulate you against the cold. Ventilate by opening clothing to avoid overheating while doing strenuous work. You can become a heat casualty in the winter.
3. Keep your head and neck covered. You lose body heat very quickly through an exposed head and neck. Exposed flesh may freeze when exposed to extremely cold air. Exercise to get blood flowing faster to carry core body heat to the extremities and exposed face, head, and neck.

4. Keep face covered as much as possible.

5. Change wet clothes immediately:
   a. Change socks 2-3 times per day if needed. Damp socks can cause trench foot and frostbite.
   b. Change your T-shirt when it becomes damp with sweat.

6. Hydrate. It is just as important to keep your body fluids up in the winter as it is in the summer. Ensure you continue to drink water.

7. Eat your meals. You need all the calories you can get in the cold weather. Your body burns fuel rapidly to stay warm in the winter.

8. Avoid caffeine and tobacco products. Both cause the blood vessels to constrict, reducing the flow of warm body core blood to the extremities.

9. Skin freezes to metal. Wear gloves when handling metal items.

10. Snow and ice will form on academy grounds during the winter. Use caution when running or marching troops on the roads.

11. March troops at “route-step”. Sweep sidewalks of fresh snow before people trample it down and turn it into ice.

Consequences

Any disregard of a safety measure that results in an injury or illness of a Student (to include you) is considered a safety violation. This chapter is meant to address many of the safety concerns at the academy; however, it would be impossible to list every possible safety concern or violation possible. Violation of safety measures can result in adverse counseling, disciplinary release from the course and/or recommendation for UCMJ punishment. Additionally, it could result in an injury or worse, the death of a Student. That Student could be you.
CHAPTER 7 DINING FACILITY OPERATIONS

General

The Dining Facility is open seven days a week, for breakfast, lunch, and dinner. Students will attend meal times as an academy, unless otherwise specified or on approved pass. Brunch hours are posted at the DFAC.

The normal operation hours are as follows:

a. Breakfast: 0700-0750

b. Lunch: 1100-1150

c. Dinner: 1630-1720

NOTE: While on pass students are permitted to go to the dining facility individually during dining hours.

Student Leadership Responsibilities

Student Leadership is responsible for the behavior of their fellow students and must enforce good conduct and standards. Leadership positions responsibilities are as follows:

1. First Sergeant: The Student First Sergeant does not remain in one location while Students are being served at the Dining Facility (DFAC). Rather, they walk around and ensure proper flow of the Student formation through the serving lines, correcting deficiencies as required.

2. Platoon Sergeants: Student Platoon Sergeants do not remain in one location while Students are being served at the Dining Facility (DFAC). Rather, they walk around and ensure proper flow of the Student formation through the serving lines, correcting deficiencies as required.

3. Squad Leaders: Student Squad Leaders position themselves at their designated position and direct their squad through the chow line. While in line, Squad Leaders will stand at the front of their squad and directly behind the last Student in the squad in front of them. As the last Student in the squad in front is called to the chow line, the Squad Leader will relieve the Student Leader currently positioned at the designated point. In the event there are two lines open for breakfast, the Squad Leaders at that side of the DFAC will execute their duties at multiple points designated by the cadre."

4. Team Leaders: Team Leaders ensure their team runs through the chow line. They eat after everyone in their team (not assigned to higher student leadership roles) go through the line.
**Order of Chow**

The Student First Sergeant will call the order of chow before the formation proceeds to the dining facility.

The Student First Sergeant is responsible for organizing how platoons will line up for chow. As the quality of chow and fairness both play large roles in affecting the morale of Students, it is strongly recommended that a rotating roster between the platoons for each meal is implemented. Table 1, below, shows an example 4-day rotation that can be repeated across the entire class cycle.

**Table 1**

Example Order-of-Chow Rotation.

<table>
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<tr>
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<th>Lunch.</th>
<th>Dinner.</th>
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<tr>
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<tr>
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<tr>
<td><strong>4th Day Rotation</strong></td>
<td>4th 1st 2nd 3rd</td>
<td>1st 2nd 3rd 4th</td>
<td>2nd 3rd 4th 1st</td>
</tr>
</tbody>
</table>

**Diagram 1**

Placement of Student Leadership in DFAC/ Movement of Students in DFAC.
**Off-Limits Areas**  Students will not enter the cadre seating area, seating areas designated for KTA or other units.

**Tray Carry Policy**  Immediately upon receiving food from the service lines, Students will place their trays in the dining area. Students will then, with hands free of tray, be able to get drinks.
CHAPTER 8 ACADEMY AREAS

Authorized Areas

The below diagrams show the BLC route to Spartan Dining Facility and the academy areas which BLC students are authorized to enter. BLC Students will not enter the KTA living quarters on the fifth through seventh floors or the KTA classroom wing on the first floor.

Diagram 1 Route to and from Spartan Dining Facility