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DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY
BUILDING 3661 SWARTZ ROAD
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

14 April 2022

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

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

1. I am available for anyone and everyone (all cadre and students). There will be no reprisals for anyone requesting to see me. No Military or Civilian personnel in the NCO Academy will not deter anyone from seeing me.
2. I highly encourage Soldiers to use their immediate chain of command to resolve issues at their level. I am available to meet with any member of this NCO Academy, students or cadre, at any time to discuss their issues or concerns.
3. Whenever I visit training, I encourage all Soldiers to tell me what is on their mind. If you have a better way of doing something, address anything; please feel free in doing so.
4. To set up an appointment, contact my administrative assistant at (580) 442-3141/2417.

A handwritten signature in black ink, appearing to read "JP Alcedo".

JEAN PIERRE ALCEDO
CSM, USA
Commandant



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY
BUILDING 3661 SWARTZ ROAD
FORT SILL, OKLAHOMA 73503-5600

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14 April 2022

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

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

1. I am personally committed to supporting the Army's mission in returning the best soldiers and leaders. For re-enlistment and Reserve Transition I authorize:
 - a. The day of re-enlistment off, after the ceremony.
 - b. The re-enlistee will be allowed to select the location of the ceremony anywhere on Fort Sill, in keeping with the formalities of the event.
 - c. The re-enlistee will be granted a 72-hour (3-day, weekend) pass, to be taken within 90 days of re-enlistment date.
 - d. Select an item for the re-enlistment incentive list.
2. All passes will be granted in accordance with AR 600-8-10 Leaves and Passes.
3. I will be notified 72-hours prior to all re-enlistment ceremonies.
4. I will make maximum effort to attend all re-enlistment ceremonies for the NCO Academy.


JEAN PIERRE ALCEDO
CSM, USA
Commandant



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14 April 2022

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

SUBJECT: NCO Academy Policy Memorandum # 3, Equal Opportunity

1. Equal Opportunity is a right and expectation for every member of this NCO Academy. Everyone, Soldiers, Employees and Contractors will receive equal treatment without regard to their race, sex, color, religion, sexual orientation or national origin.
2. I fully support the Army Values and have no tolerance for any form of prejudice or mistreatment of others. I am fully committed to the objectives of the Army Equal Opportunity Program outlined in AR 600-20 and USAFCOEFS REG. 600-7. I am equally committed to ensuring that all members of the NCO Academy, their Families, and students are provided equal opportunity and receive proper courtesy and respect, free from all forms of discrimination.
3. I encourage all Soldiers to commit themselves to providing an environment free from racial or other prejudices. Our commitment to this principle is simply good leadership and professional behavior.
4. Soldiers and Family members having complaints or concerns regarding any form of discrimination are strongly encouraged to notify their chain of command. If complaints involve personnel in the chain of command, report the issues to their next higher command, the EOC, the EAO or the FCOE IG Office. There are other agencies including the Chaplains, Installation EO Channels, Provost Marshall, CID, and the Housing Referral Office to assist anyone seeking resolution to their complaints or concerns. The Fort Sill Equal Opportunity Hotline, (580) 442-6648, is also available to seek information concerning complaint processing.


JEAN PIERRE ALCEDO
CSM, USA
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14 April 2022

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

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

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

A handwritten signature in black ink, appearing to read "JP Alcedo", is positioned above the printed name.

JEAN-PIERRE ALCEDO
CSM, USA
Commandant



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23 June 2022

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: NCO Academy Policy Memorandum #5, Sexual Harassment/Assault Response and Prevention Program

1. References:

a. Army Regulation 600-20, Army Command Policy, 24 July 2020.

2. The Noncommissioned Officer Academy upholds all Army prevention of sexual harassment, sexual assault, and treatment of complainant and victim policies. We are committed to the Army's policy of promoting the prevention of sexual harassment, sexual assault, and the appropriate treatment of victims. Our goal is the complete elimination of any form of sexual harassment and sexual assault.

a. Sexual harassment and sexual assault are incompatible with the Army Values and will not be tolerated. We will eliminate these acts through a comprehensive program of awareness and prevention, training and education, victim advocacy, accountability and support through the Sexual Harassment Assault Response Prevention (SHARP) Program.

b. This memorandum serves as the policy letter for these prevention measures. I expect the environment within the Noncommissioned Officers Academy (NCOA) to be one in which Soldiers care so much about trust, teamwork and cohesion, that they never allow trust, teamwork and cohesion to fray or disintegrate by allowing any form of sexual harassment or sexual assault to happen. This applies to all members assigned, attached or present for duty at the NCOA, on or off duty, and on or off post.

3. Trust, the foundation of teamwork and cohesion, is essential in any organization and directly drives our readiness. NCOA leaders will ensure that our command climate levels sustain these three important principles. Even in training, our lives are frequently in the hands of our fellow Soldiers. All Soldiers, Civilians, and Family Members at the NCOA must live the Army Values and the Soldier's Creed. We always treat others with dignity and respect. Any instance of someone who is not treated with dignity and respect, or a failure to display adherence to the Army Values, will be immediately addressed and corrected.

4. Sexual harassment is any conduct that involves unwelcome sexual advances, requests for sexual favors, deliberate or repeated offensive comments, and gestures of a sexual nature or use of disparaging and/or sexualized terms. Any person in a

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SUBJECT: NCO Academy Policy Memorandum #5, Prevention of Sexual Assault and Treatment of Victims

supervisory role or command position, who uses or condones implicit or explicit sexual behavior, to control, influence, or affect the career, pay, or job of a Soldier or Civilian employee engages in sexual harassment. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance and creates an intimidating, hostile or offensive working environment. Any form of sexual harassment occurring in person, through electronic communication. Including social media and other forms of communication is unacceptable and is not compatible with an environment that fosters trust, teamwork and cohesion. Under SHARP there are three complaint procedures anonymous, informal and formal. Commanders at all levels will immediately contact the full-time (O-6 level) Sexual Assault Response Coordinator (SARC) when they become aware of a sexual harassment complaint to ensure a coordinated response. Refer to Para. 7-7, page 104, AR 600-20, 24 July 2020

5. Sexual assault is a crime. Sexual assault is intentional sexual contact characterized by use of force, threats, intimidation or abuse of authority or when a victim does not or cannot consent. The term includes a broad category of sexual offenses consisting of the following UCMJ offenses: rape, sexual assault, aggravated sexual assault, abusive sexual contact, or attempts to commit these acts. Under SHARP there are two reporting options for sexual assault: restricted and unrestricted reporting. Refer to Para. 7-7, page 105, AR 600-20, 24 July 2020.

6. All personnel have the right to be treated with dignity and respect. Crime victims have the following additional rights: to be reasonably protected from the accused, to be notified of the court proceedings, to be present at public court proceedings, to confer with the government attorney on the case, available restitution, and to information about the conviction, sentencing, imprisonment, and release of the offender. This list is not all-inclusive but outlines some of the rights of the victim.

7. All individuals seeking assistance will be able to do so without fear of retaliation. Retaliation may include reprisal, ostracism, or acts of cruelty, oppression or maltreatment. Retaliation against victims, alleged victims, witnesses, bystanders, SARCs, Victim Advocates (VAs) and first responders will not be tolerated and may be punished under Article 92, UCMJ. Acts of retaliation may be reported to Command, Fort Sill Inspector General's Office (580) 442-3172, the Criminal Investigative Division (580) 442-5404 or the SHARP hotline at (580) 94-SHARP.

8. All Soldiers, Family Members and DA Civilians can receive assistance from the SHARP Program. Information and assistance provided will be specific to the eligibility of the individual seeking services. Commanders and leaders will ensure medical treatment and counseling, chaplain, legal services, law enforcement, military and civilian protective orders, expedited transfers, a Victim Advocate (VA) and/or Sexual Assault Response Coordinator (SARC) are available to victims and complainants who are eligible for services. Tenant units will receive support through their SHARP program. To reach an advocate 24 hours a day, 7 days a week, please call the Fort Sill SHARP

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SUBJECT: NCO Academy Policy Memorandum #5, Prevention of Sexual Assault and Treatment of Victims

9. This policy is punitive, violations may be punished under UCMJ, ART 92. Leaders who fail to address complaints or document sexual harassment may also be subject to punitive and/or adverse administrative action.

10. The point of contact for this policy is the NCOA SHARP Representative, (253) 304-4399.



JEAN PIERRE ALCEDO
CSM, USA
Commandant



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14 April 2022

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

SUBJECT: NCO Academy Policy Memorandum # 6, Safety

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

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

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

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

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

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

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

personnel and equipment. Leaders will utilize the following guidance throughout the NCO Academy.

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

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

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

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

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

(5) **Supervise the Operation.** The leader uses the same supervision techniques (e.g., on-the-scene, spot-checks, performance indicators) to monitor risk controls that he/she used to monitor overall operations. Follow control measures. Enforcing controls protects the workforce from accidental losses and contributes the accomplishments of your task, function or mission. It includes the follow up and to adjust to unforeseen problems and incorporate lessons learned for future use.

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SUBJECT: NCO Academy Policy Memorandum # 6, Safety

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

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

(1) **Integrate into planning.**

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

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

Decision Authority for Residual Risk:

Extremely High - USAFCOEFS Commander.

High - Deputy Commanding General USAFCOEFS.

Medium-Commandant.

Low-School Chief.

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

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



JEAN-PIERRE ALCEDO
CSM, USA
Commandant

Encls.

RISK MANAGEMENT TIPS

Hazards to Consider in Risk Management

Control Measures to Consider in Risk Management



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14 April 2022

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

m. Smoking with or providing tobacco products to students.

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

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

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

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

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

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

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

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

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

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

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

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

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

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


JEAN-PIERRE ALCEDO
CSM, USA
Commandant



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14 April 2022

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

SUBJECT: NCO Academy Policy Memorandum #8, Course Dismissal for Misconduct

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

a. The NCOA operates on an honor principle, in word and in deed. Soldiers attending USAFCOEFS, NCO Academy (NCOA) courses will demonstrate positive and strong moral character; uphold all Army Values, live the Warrior Ethos, exercise discipline, display empathy, and demonstrate humility. These leader attributes are replete in character of good leaders. Ethical and professional behavior is the expectation and standard for all Soldiers and involves Soldier's demonstrating respect for key moral principles including honesty, fairness, equality, dignity, diversity and other individual's rights. Violation or deviation from these attributes will subject Soldiers' to dismissal.

(1) AR 350-1 Paragraph 3-15 b. Personal conduct is such that continuance in the course is not appropriate (for example, students violate regulations, policies, or established discipline standards). No formal adjudication of guilt by a military or civilian court or by a commander under Article 15 of the UCMJ is necessary to support dismissal under this paragraph.

(a) Any violations of the Army leader attributes, not demonstrating positive and strong moral character; upholding all Army Values, living the Warrior Ethos, exercising discipline, displaying empathy, and demonstrating humility), are subject to dismissal. For example, but not limited to: Stealing, lying, cheating, unwanted advances, inappropriate relationship, SHARP related incidences, Drug or Alcohol abuse, derogatory comments reference anyone's race, religion, sexual orientation will not be tolerated.

(b) For Soldiers who receive two derogatory counseling's for the same offense the School Chief will recommend course dismissal. For Soldiers receiving three or more derogatory counseling's, regardless of the situation, the School Chief will recommend course dismissal.

(2) Students demonstrating negative or poor attitudes, and or a lack of motivation is prejudicial to the interest of the other students' in the class, and such behavior is subject to dismissal from NCOA courses.

(a) Paragraph 3-15 f. Student dismissals for misconduct, lack of motivation, academic deficiency, or failure to maintain physical fitness, or height and weight standards will reflect as such on student's DA Form 1059, Academic Evaluation Report (AER) when applicable, and in accordance with (IAW) AR 623-3. Foreign student dismissals are IAW

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SUBJECT: NCO Academy Policy Memorandum #8, Course Dismissal for Misconduct

with AR 12-15.

(b) The Commandant will dismiss students for demonstrating plagiarism on any essay or other written assignments, students' will also receive a "failed to achieve course standards" on their AER. The Commandant will dismiss students turning in work that is not their own, i.e. the work of a fellow or previous student, also referred to as cheating. The Commandant will dismiss students submitting any essay or other written assignment that the student or someone else has previously submit to any institution, such as an NCO Academy or college level school for academic credit. All assignments will be new and original work of that student.

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

(d) Plagiarism: failing to cite quotations and borrowed ideas, failing to enclose borrowed language in quotation marks, and failing to put summaries and paraphrases in your own words. Students' must ensure they read and follow the handouts and instructions in each school.

(3) IAW AR 600-8-2, officers, warrant officers, and enlisted Soldiers disenrolled for disciplinary reasons may be subject to suspension of favorable personnel actions, or Flag from their home station unit, because of the their disenrollment. Enlisted Soldiers disenrolled for misconduct, may receive a BAR from reenlistment IAW AR 601-280 and AR 140-111. Commanders' may initiate separation proceedings IAW AR 635-200, AR 600-8-2, AR 600-8-24, AR 135-175 and AR 135-178.

2. All Soldiers will adhere to the policies and procedures outlined in AR 600-20, Army Command Policy and are subject to UCMJ proceedings under AR 27-10. When Soldiers' do not comply with the standards, example: inappropriate relationship, late to formation, drunk on duty, DUI or arrests, SHARP, unprofessional conduct, and disrespect to a senior NCO/SSGL, their Small Group Leader, Senior Small Group Leader, or School Chief will counsel Soldier DA Form 4856, General Counseling Form (GCF). School Chiefs will forward the GCF to the Commandant for further action.

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


JEAN-PIERRE ALCEDO
CSM, USA
Commandant



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14 April 2022

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

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

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


JEAN PIERRE ALCEDO
CSM, USA
Commandant



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY
BUILDING 3661 SWARTZ ROAD
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

14 April 2022

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

SUBJECT: NCO Academy Policy Memorandum #11, Privately Owned Weapons Policy,
and Motorcycle Rider and Prospective Rider Information.

1. I do not allow Students attending NCO Academy courses to bring carry or store any
privately owned weapons at the NCO Academy.

a. The NCO Academy will disenroll Students found in possession of weapon (s) from
their class and subject to possible UCMJ action from their parent unit.

b. SGLs and SSGLs must ensure that all students are aware and understand this
policy.

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

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

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

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

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

a. Appointment Orders signed by the Commandant



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14 April 2022

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

SUBJECT: NCO Academy Policy Memorandum # 13, Health Risk Assessment (HRA)

1. All School Chiefs will implement the Health Risk Assessment (HRA) into their in-processing schedules.
 - a. All students will be given the HRA surveys upon reporting to the NCO Academy and must complete the surveys prior to first formation of day one, in-processing.
 - b. The SGL will collect all HRAs and deliver to the SSGL or School Chief for initial review. Deliver those HRAs receiving a **HIGH** to **VERY HIGH** rating to the Community Health Nurse at Reynolds Army Community Hospital (RACH), phone 442-2061. School Chiefs will also immediately notify the Commandant that High or Very High risk levels exist.
 - c. Once the nurse has evaluated the HRAs, the nurse will contact the School Chief and inform him/her of the results. The nurse will also provide a written report and forward a copy to the School Chief via E-mail with recommendations concerning the "at risk" individual's circumstance, treatment and other precautions pertinent to Cadre awareness. **THE SCHOOL CHIEF MUST PROACTIVELY SEEK THIS INFORMATION.** Maintain a copy of the HRA in the student record.


JEAN-PIERRE ALCEDO
CSM, USA
Commandant