

Jan 2009



UNITED STATES ARMY
NONCOMMISSIONED OFFICERS
ACADEMY



ENTER TO LEARN, LEAVE TO LEAD



Warrior Leader Course

Student Guide

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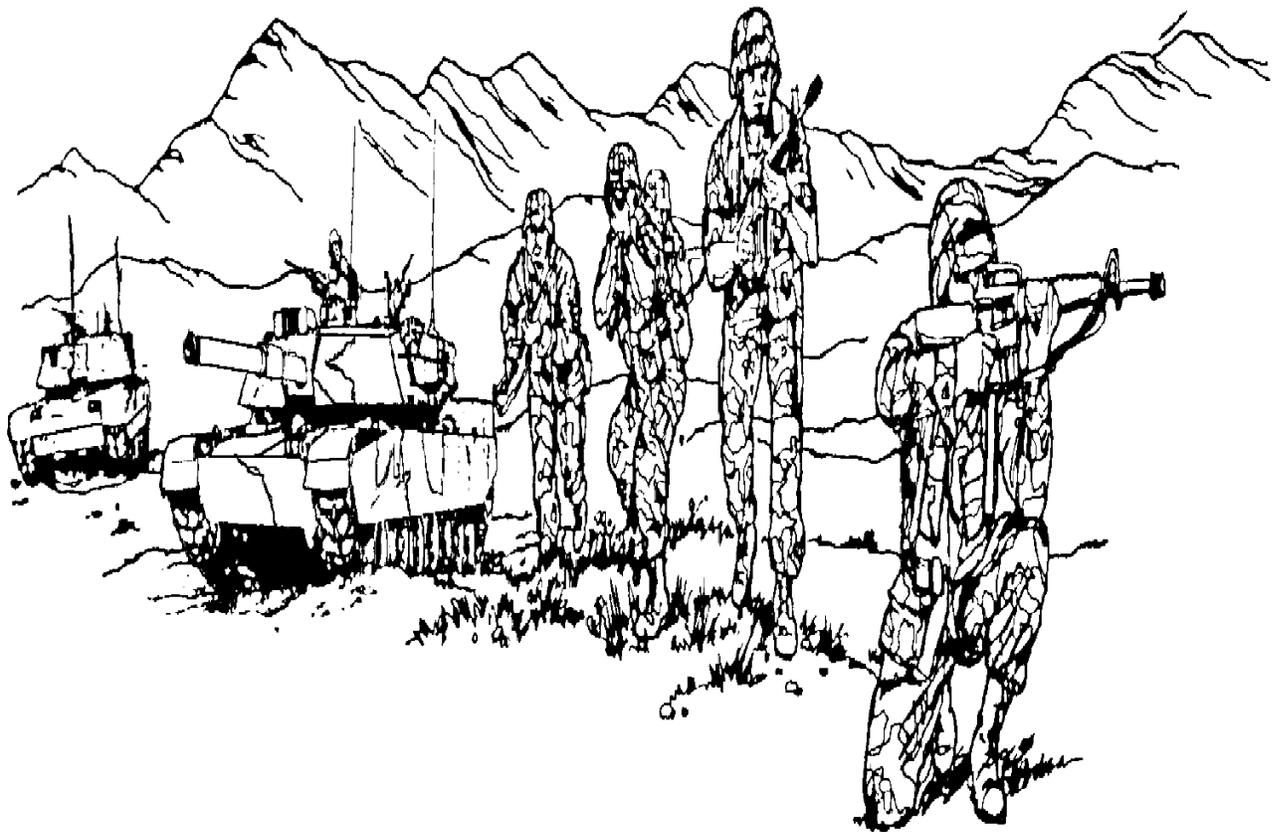
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NEBRASKA ARMY NATIONAL GUARD
1st Battalion, 209th Regiment
220 County Road A, Ste 3
Ashland, NE 68003-6000

1 January 2009

Warriors,

Welcome to Camp Ashland, NE, the home of the 209th Regiment (RTI). The 1st Bn, 209th Regiment (NCOA) trains the Warrior Leader Course (WLC) and the Basic Noncommissioned Officer Course (BNCOC), phase 1. Over 4000 Soldiers are trained annually by our dedicated and professional staff and cadre. The mission of the 1st Battalion is to develop within the Noncommissioned Officer Corps those professional attributes, personal characteristics, and leadership traits which will ensure the necessary competence, self confidence, and the sense of responsibility required of military leaders.

Soldiers attending the Warrior Leader Course and the Basic Noncommissioned Officer Course are getting the highest quality of training available. By living the principles of the Soldiers Creed, you will be successful in learning and improving on the leadership skills needed to graduate from WLC.

Graduation from WLC demonstrates to your commander, unit leaders and Soldiers that you are ready to accept the challenges and demands of being a Noncommissioned Officer, a leader of Soldiers, in today's Army.

John Payer
CSM, NEARNG
Commandant

209TH RTI NCO Academy Student Guide for the Warrior Leader Course

Effective Date **JANUARY 2009**

Supersedes 209TH RTI NCO Academy Student Guide
Dated 01 January 2008

Proponent The proponent for this student guide is the Commandant, 209TH
RTI NCO Academy.

Commandant
209TH RTI WLC
220 County Road A; Suite 3
Ashland, NE 68003
POC phone numbers: DSN-279-7683, Comm: 402-309-7683

World Wide Web This student guide can be downloaded from the Academy home
page at <http://www.neguard.com/units/rti/index.htm> Additional
information such as the WLC packing list, class dates, current
student test scores, medical information, pre-execution checklists,
and WLC Sponsor Brief can also be accessed.

**Comments and
Recommendations** Send comments and/or recommendations for changes or additions
to the proponent listed above. Comments are welcome either
written or telephonically.

Purpose The purpose of this student guide is to provide a single-source
document outlining policies and procedures for students reporting
to and attending WLC. All students must carefully read this guide;
students are responsible for being familiar with and for complying
with its contents within 24 hours after arrival at the NCO Academy.
Failure to comply with the policies or procedures contained herein
could result in an early release from the Academy.

**Gender
Disclaimer** The words “He” or “His” when used in this publication represents
both masculine and feminine genders.

Distribution One copy per squad is provided on the first day of the WLC training cycle along with other course reading material. Electronic copy is available on every student computer. Students are required to read the Student Guide within 24 hours of receipt and comply with the contents within.

Student Guide Approval The following individuals have reviewed and approved this Student Guide for publication and implementation at the 209TH RTI NCO Academy for use by the WLC student.

Name/Signature	Rank	Title	Date Signed
JOHN PAYER	CSM	Commandant	JANUARY 2009
DENNIS CARROLL	MSG	Branch Chief, WLC	JANUARY 2009
MATTHEW DORSEY	MSG	QAO	JANUARY 2009
MONTE KERCHAL	MSG	Operation Sergeant	JANUARY 2009



CREED OF THE NONCOMMISSIONED OFFICER

N

o one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time-honored corps, which is known as the “Backbone of the Army”.

I am proud of the corps of the Noncommissioned officer and will at all times conduct myself so as to bring credit upon the corps, the military service, and my country, regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

C

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

O

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



“The Army Song”

FIRST TO FIGHT FOR THE RIGHT,

AND TO BUILD THE NATIONS MIGHT;



AND THE ARMY GOES ROLLING ALONG.

PROUD OF ALL WE HAVE DONE,

FIGHTING ‘TIL THE BATTLE’S WON;



AND THE ARMY GOES ROLLING ALONG.

THEN IT’S HI! HI! HEY!



THE ARMY’S ON ITS WAY,

COUNT OFF THE CADENCE LOUD AND STRONG,



FOR WHER-E’ER WE GO,

YOU WILL ALWAYS KNOW,



THAT THE ARMY GOES ROLLING ALONG!

ACADEMY HISTORY

A Short History of Camp Ashland, Nebraska

Although Camp Ashland has been a training site for the Nebraska National Guard troops since the very early 1900's, its prominence as a training site began after the signing of the 1920 National Defense Act. This Act emphasized the integration of the reserve component and active component forces into one military serving the United States of America. In other words, the 1920 National Defense Act reaffirmed the tradition of the citizen-soldier and made the state forces integral components of the American military. Federal funds were thus made available to the states for the renovation, refurbishing and construction of training sites. This availability of federal funds was particularly important for the development of Camp Ashland to its prominence as a training facility.

Although used for training of state troops prior to WWI, Camp Ashland had been allowed to fall into a state of disrepair. Renovation of Camp Ashland began in 1921 and continued until its completion in 1923. In August 1923, the Nebraska National Guard, which numbered 1,510 soldiers, had their first annual encampment at Camp Ashland. For the next 13 years, the Nebraska National Guard had their encampments at the Camp Ashland training site. Only after rumors of war and eventually war in Europe occurred did Nebraska National Guard units train in other locations.

Camp Ashland's location made it ideally suited for training. The camp grew into prominence as a premier training site because of its proximity to highways, especially the O.L.D. Hi-way (Omaha-Lincoln-Denver), and its easy access to the railroad. Its collocation between Omaha and Lincoln also added to Camp Ashland's attractiveness as a training site. As a result, during the later 1920's into the late 1930's, Camp Ashland became a sprawling military post, with Ashland residents enjoying the revenue the military brought in the community.

Barracks and kitchens were constructed throughout the 1920s. During the 1930's, the WPA (Works Progress Administration) built 50 various buildings, some of which still stand today outside the Loop. A rifle range as constructed during this period as well, which sits on the west side of Camp. The WPA also constructed Memorial Hall during this time period. Memorial Hall was officially dedicated on 07 August 1930. This building was a beautiful one for the time. With a screened in porch over looking the Platte River, a stage for plays and concerts, foyer, fireplace and a bar for refreshments. Dances, ceremonies, banquets, receptions, movies and social get-together occurred frequently in Memorial Hall.

Sporting events such as baseball, basketball, track, wrestling and boxing were scheduled spectator sports between 1800 and 2200 hours during encampments at Camp Ashland. During these encampments in the 1920s and 1930s, the Governor's Cup was presented to the excelling athlete on the last day of encampments. During this same time period, Camp Ashland featured two swimming sites, a fishing area. The boxing arena, completed in 1939 still stands at the south end of post. Boxing brought in additional spectators from the community, with up to 3000 spectators not uncommon.

During 1937 – 1940, Nebraska Guardsmen also trained at Fort Riley, Kansas and Camp Ripley, Minnesota in order to prepare for the looming prospect of war. Since that time, Nebraska National Guard units have principally trained on these and other larger posts. When Camp Ashland's mission as an encampment training site for the entire Nebraska National Guard came to a close, the Camp took on the mission of training soldiers and officers in leadership and the skills of war. Camp Ashland became known as the "Schoolhouse for the Military".

A Short History of Camp Ashland, Nebraska continued:

In 1950, Memorial Hall was converted to an administrative building and continued to be so for the next 45 years until the current classrooms, billeting, administrative building and dining facility were constructed during the 1990's. Memorial Hall underwent a massive renovation, dedicated to restore its original glory and splendor. Memorial Hall was rededicated in 2005. Many other buildings on Camp Ashland are slated to receive renovations over the next several years to restore them to their original configuration and luster. Additional plans also call for added classroom space, added billeting, updating the dining facility and other range and training area improvements.

Camp Ashland today is a standard bearer in the training of soldiers. Vast improvements and modernization have combined to create electronic classrooms that feature state of the art equipment, coupled with outstanding staff and faculty, that provide soldiers training at Camp Ashland not only the ability to shoot, move and communicate, but also the technological edge on the modern battlefield. Camp Ashland provides training in the following courses:

NCOES – WLC and BNCOC for all reserve and active component Army forces.

OCS – Open to Nebraska National Guard and Army Reserve soldiers primarily from the state of Nebraska.

ABIC – Army Basic Instructor Course

SGITC – Small Group Instructor Training Course

CLC – Combat Lifesaver Course

RSP – Recruit Sustainment Program

Camp Ashland has been identified as an 88M MOSQ site in the very near future.

Boy Scouts, Civil Air Patrol, Marines, Navy and the USAF all use the facilities at Camp Ashland throughout the year.

The role Camp Ashland has in the Nebraska National Guard, the National Guard and Reserve and the U.S. Army continues to evolve and develop. With continued integration of USAR and Active Duty soldiers into training at Camp Ashland and the addition of peacekeeping and combat service training needs on a global scale, Camp Ashland's role as a "Schoolhouse for the Military" will continue to expand and become ever more encompassing. Camp Ashland Nebraska, Enter to Learn, Leave to Lead.

CHAPTER 1 GENERAL INFORMATION

General Information

The Warrior Leader Course (WLC) is the first step in the Noncommissioned Officer Education System. WLC trains newly appointed sergeants in basic leadership skills, Noncommissioned Officer (NCO) duties, responsibilities and authority, and how to conduct performance-oriented training. WLC focuses on leadership training. The course produces battle-competent junior NCOs who are qualified team/section/squad leaders, trainers of leader and war fighting skills, evaluators and counselors, conductors/participants in individual and collective training, and performers/teachers of leader skills, knowledge and attitudes.

The course is non-MOS specific, taught in an NCO Academy live-in environment, using classroom instruction with practical application, followed by hands-on performance-oriented training conducted in a field environment, culminating with an extensive situational training exercise (STX). Small Group Leaders (SGL's) assess the students' leadership potential and evaluate their ability to apply lessons learned, and effectively lead their classmates in a tactical environment.

Course Length

WLC is a 15-day course, including Weapons Immersion Training, culminating with a 96-hour STX.

Prerequisites

Soldiers attending WLC (MOD) must fall into the following priorities-

- Priority One: Sergeants that are non-WLC graduates. The SGTs may or may not have a WLC waiver.
- Priority Two: SPC/CPL promotable. Use the following priority list:
 - SPC/CPL (P) who meets the cut off score.
 - SPC/CPL (P) in MOSs which would have had additional promotions if more promotable SPC/CPLs had been available and identified as "Star MOS" by monthly HRC Promotion Cut-Off Memorandums.
 - SPC/CPL (P) in other MOSs serving in an authorized NCO position based on the highest number of promotion points.
 - All other SPC/CPL (P) on a recommended list based on the highest number of promotion points.
- Priority Three: SPC/CPL in leadership positions. In order to fill all WLC training seats, non-promotable SPCs with demonstrated leadership potential may attend WLC (MOD) only after exhausting all other higher order of merit list (OML) categories.
- Priority Four: PFC is authorized to fill units OML and attend WLC.

Students must

- Meet height and weight standards.
- Possess eligibility for reenlistment and recommended by their commander.

- Have no convictions of a misdemeanor crime of domestic violence (Lautenberg Amendment).
- If age 40 or over, have completed a periodic physical exam within the last five years. The pre-execution checklist (PEC) in Part I Unit pre-execution, line 10 must have the initials of the first line leader and the Soldier. If the initials are missing, verify the physical data in AKO. NCOAs will not enroll a student over the age of 40 without proper verification of the physical. Soldiers will no longer hand carry a copy of the physical.

**Reporting to
Camp Ashland**

Students are required to report for in-processing in seasonal PT uniform **NLT 1800**. Students must have in their possession:

- TASS Checklist signed by unit Commanding Officer.
- Copy of all orders and amendments
- I.D. Tags and I.D. Card.
- All clothing and equipment on the packing list.

Transportation is provided from Eppley Airport from Omaha only. Transportation will not be provided from the Lincoln Municipal Airport. Students reporting earlier than the report date will be responsible for their transportation and accommodations.

Physical Profiles

A student with a permanent profile must bring a copy of the DA Form 3349 to in processing. Soldiers with P-3 or P-4 profiles must bring MMRB results also. The profile must include an aerobic event for the APFT and list all activities the soldier can do. Soldiers with permanent profiles that do not allow completion of course graduation requirements are not enrolled in the course and are returned to their units. The Commandant, on a case-by-case basis, will determine whether or not the student will continue with training after receiving a temporary or permanent profile after enrollment.

**Physical
Requirements**

Students must be able to meet the following physical requirements during the course: (Exception--Soldiers with temporary profiles due to participation in OIF/OEF)

- Pass the APFT.
- Negotiate rough terrain under varying climatic conditions.
- Conduct, demonstrate, and lead physical fitness training.
- Walk a minimum of 3200 meters with load carrying equipment (LCE) in a minimum of three hours.
- Lift and carry all required packing list items (OCIE and CTA 50-900) for short distances.
- Carry a 48 pound combat load that contains mission essential

- equipment (weapon, helmet, uniform, LCE included in 48 lbs).
 - Lift and carry fuel, water, ammo, MREs, or sandbags occasionally.
 - Low crawl, high crawl, and rush for three to five seconds.
 - Move over, through, and around obstacles.
 - Carry and fire individually assigned weapon IAW applicable regulatory guidance.
 - Carry mission-oriented protective posture (MOPP) gear.
-

Educational Goals

The training in WLC focuses on:

- Professional ethics.
 - Leading, disciplining, and developing soldiers.
 - Planning, executing, and evaluating individual and team training.
 - Planning and executing missions and tasks assigned to team-size units.
 - Caring for soldiers and families.
 - Self-discipline.
-

Graduation Requirements

To achieve course graduation requirements, the student must meet the minimum score as indicated:

- NCOER Practical Examination
 - APFT (60% or better in each event). *Temporarily suspended due to ALARACT message.*
 - Land Navigation Evaluation (3 of 4 points) (75 %).
 - Physical Fitness Training Evaluation (70%).
 - Individual Training Evaluation (70%).
 - Leadership Evaluations (Garrison and Field) (70%).
 - Fully participate in the STX.
-

Curriculum

There are three blocks of instruction: Leadership Skills, Training Skills, and War fighting Skills. The United States Army Sergeants Major Academy (USASMA) has designed an educational philosophy to challenge the students through a thorough academic regime. WLC tests the students' comprehension of the subject matter with written examination and performance evaluations. The course of instruction enhances those skills with which students are familiar and develop new skills that they need in the performance of their NCO duties.

Training Support Package (TSP) Synopsis	The following tables provide a brief synopsis of the Training Support Packages (TSP)--
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TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS
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L221, Army Leadership (8 Hrs)	During this lesson students will learn the Army leadership framework, the human dimension role in leadership, communication skills, problem-solving, leadership styles, and maintaining discipline.
L228, Conduct Developmental Counseling (5 Hrs)	Students will learn the fundamentals and techniques of developmental counseling. They will prepare for and conduct a subordinate-centered counseling session producing a plan of action that focuses the subordinate on individual and unit goal accomplishment. This will take place during the PE centered in a role play counseling session.
L230, The Army Writing Style (2 Hrs)	This lesson introduces the student to the Army writing style. The student will learn how effective Army writing transmits a clear message in a single rapid reading and is generally free of errors in grammar, mechanics, and usage.
L231, Commandant's Orientation (1 Hr)	The commandant welcomes the new students and provides them an orientation and briefing on the local SOP. His welcome includes a safety briefing and a standard of conduct expected while attending the course and introduces the staff and faculty. He also explains WLC graduation requirements, unscheduled training, NCOA standards, and local command policies. (Developed by local academy commandant).
L232, Introduction to WLC (2 Hrs)	SGLs will provide the students an overview of WLC and explain the objectives and course standards. They also discuss the course's content, explain the small group process, and cover study requirements and techniques.
L233 IS, History of the NCO (0 Hrs)	This lesson teaches the student the historical progression and significant contributions that the NCO has made as he existed during the pre-Revolutionary War period, Revolutionary War, War of 1812, Civil War, World War I, World War II, Korean War, and Vietnam. This is an independent study (IS) lesson.
L234, NCO Evaluation Report (4 Hrs)	Students will learn how to perform the duties as a rater of a subordinate Soldier using the NCO Counseling and Support Form (DA Form 2166-8-1) and the Noncommissioned Officer Evaluation Report (NCOER) DA Form 2166-8. Student will participate in a graded PE, standards are GO / NO GO.

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, continued
L235, Army's Sexual Assault Prevention and Response Training (New Leader) (2 Hrs)	This lesson teaches the students the Army's sexual assault prevention and response program. They will learn about: sexual assault trends in the Army, chain of command responsibilities, types of sexual assault and influencing factors, rights of victims and alleged perpetrators, individual responsibilities, procedures for timely reporting, and resources available for victims.
L236, Personnel Recovery (1 Hr)	This lesson teaches students the Army's Personnel Recovery (PR) concepts and execution. They will learn PR terms and execution concepts, as a Warrior Leader, which upholds the Warrior Ethos by never leaving a fallen comrade.
L237 IS, Cultural Awareness (0 Hrs)	The goals of this lesson teach the student a concept of culture and show how culture affects the contemporary operational environment (COE). Students will study what culture is in general terms, the major and minor components comprising a culture, culture shock, and how cultural factors affect military operations. This is an independent study (IS) lesson.
L238, Junior Leader Battlemind Principles (1 Hr)	The goal of this lesson is to teach the students about Battlemind leadership principles. Students will learn about Battlemind components, leadership approaches and their impact on Soldiers during combat. They will learn effective and non-effective leader actions and the reasons why Soldiers fail to seek mental health care.

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, continued
T221, Composite Risk Management (3 Hrs)	This lesson teaches the students how to implement the composite risk management process to minimize the frequency and severity of accidents in the activities they will lead. They will learn the basic principles required for implementing composite risk management; the five steps of composite risk management, the human behaviors that affect mission readiness, and the hazards associated with fratricide.
T222, After Action Review (AAR) (2 Hrs)	Students will learn how to conduct an AAR and the importance of the AAR process, by allowing all participants in an exercise to provide input into how well an exercise went, what the purpose of the training was, what went right, what went wrong, and how to improve.
T223, Training Management (10 Hrs)	This lesson will provide a basic introduction to battle focused training. Students will learn the Army's ten principles of training, training doctrine, Mission Essential Task List (METL) development process, the training planning process, and requirements for training execution. Also, the students will learn the NCO's training responsibilities, preparation necessary to conduct individual training, and training execution considerations. Students will prepare and conduct individual training.
T224, Physical Fitness (6 Hrs)	Students will learn the techniques and procedures needed to conduct the Army's physical fitness program. This lesson's primary focus is to enhance the students' knowledge of physical fitness and how to conduct a variety of fitness training exercises. This lesson offers the students the opportunity to actually perform the different exercises.
T226, Supervise the Implementation of Preventive Medicine Policies (2 Hrs)	This lesson provides the students some of the most important aspects of training their subordinates in the medical threat and principles of preventive medicine measures. It teaches them that as an NCO it is their responsibility to ensure their Soldiers remain healthy during field operations. Students will learn preventive medicine measures for heat injuries, cold injuries, insects, poisonous plants and fruits, food and waterborne diseases and illnesses, noise hazards, and toxic chemicals (non-NBC). Students will also learn to monitor their subordinates' personal hygiene and physical and mental fitness.
T240, Suicide Prevention for Junior Leaders (2 Hrs)	This lesson focuses on the Army Suicide Prevention Program. It teaches how to recognize a fellow Soldier in distress and what you can do to provide buddy aid and leadership in preventing the disastrous effects of an impulsive decision. Suicide is a serious subject. This training will show students how to recognize the warning signs and know how to react when faced with a potentially suicidal Soldier which can make suicide preventable. The instruction will also focus on the ability of the leader and battle buddy to save a Soldier in distress.

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, continued
W221, Map Reading (8 Hrs) RTP (SH-3) is Self-Study	This lesson provides the student with reinforcement training of some of the skill level one map reading and land navigation skills, in a self-study format. The lesson will also teach the more complex skill level one tasks. This lesson is a foundation for the land navigation lesson later in the course. Students will learn how to determine elevation, orient a map using a lensatic compass, determine direction, covert azimuths, determine polar coordinates, and intersection and resection techniques.
W222, Combat Orders (4 Hrs)	This lesson will teach students troop-leading procedures and three types of combat orders--warning order, operation order, and fragmentary order. They will also learn the importance of conducting precombat checks. Students will learn to implement a squad level combat order by conducting troop-leading procedures, and interpreting the commander's intent of a combat order.
W223, Conduct Individual, Team, and Squad Movement Techniques (6 Hrs)	Students will learn some basic techniques and procedures used to employ a squad-sized element in combat. They will learn the basics of moving a squad/team--using hand and arm signals--using the appropriate movement techniques in the proper movement formation based on the tactical situation. Students will also learn how to select a movement route using a map, conduct actions at danger areas, conduct security during movement and at halts, and enforce detection prevention measures.
W224, Occupy an Assembly Area (4 Hrs)	Students will learn the procedures required to occupy an assembly area. They will learn how to prepare to occupy the area, move to the area, establish security, and defend an assigned sector.
W225, Combat Operations (5 Hrs)	Students will learn the basics of leading a team/squad in basic combat operations by reacting to contact, breaking contact, and reacting to an ambush (far and near).
W226, Land Navigation (14.5 Hrs)	Students will utilize the skills they learn from this lesson, coupled with the skills they learned in the map reading and conduct movement lessons. Introduces basic DAGR/PLGR operations and navigation from one point on the ground to another point while dismounted using a lensatic compass during day and night. Students will take a performance examination where they must find a minimum of three of four points to graduate from WLC.
W227, Situational Training Exercise (STX) (96 Hrs)	Soldiers will participate in an end-of-course situational training exercise. SGLs will assign students to leadership positions where they will lead a section/squad. SGLs will evaluate the students in their leadership abilities and on how they use their troop-leading procedures and other leader skills they learned in the course. Also cultural awareness, personnel recovery and counterinsurgency scenarios are presented during the 96 hours STX.

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, continued
W228, Tactical Operation Reports (2 Hrs)	This lesson teaches the student the format and use of the SPOTREP, Situation Report (SITREP), Explosives Hazard Spot Report (EH SPOTREP) and the Call for Fire/Adjust Indirect Fire Reports. The student will utilize the reports during the situational training exercise at the end of the course.
W229, React to Possible Improvised Explosive Device (2 Hr)	This lesson provides the students with a base of knowledge of improvised explosive devices (IED); how they are made, employed, and the action to take when a Soldier finds a possible IED, to include reporting the find using the Explosives Hazard Spot Report (EH SPOTREP)..
W230, Casualty Evacuation (3 Hrs)	This lesson covers the basic fundamental procedures Soldiers must follow to plan, rescue, and assist with the safe, effective evacuation of injured and wounded Soldiers on the battlefield. Students will learn that the basic principle of first aid is to evaluate the casualty's injuries and administer first aid before moving them.
W231, Detainees Operations (2 Hrs)	This lesson provides the student with the understanding of how to handle and process detainees. Soldiers will learn how to search and restrain detainees guided by the warrior ethos, Army values, and U.S. military policy, to provide humane treatment and care to detainees from the moment of their capture until their eventual release.
W232, Counterinsurgency (1 Hr)	This lesson provides the student with the principles and guidelines for counterinsurgency operations (COIN). Students will learn how to handle, the training of indigenous security forces during counterinsurgency operations. Students will also learn how to apply the appropriate leader and ethical responses to a given situation during counterinsurgency operations.

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, continued
A201, In processing/ APFT/Weigh-in (5 Hrs AC / MOD)	Students receive advance sheets, required publications, administrative processing, and height and weight evaluation. Students must take the APFT and Weigh-in. Commandants will arrange for students to meet the APFT and Weigh-in requirements while allowing for retest. Task Organization: Academies are required to organize students with a mix of Specialties of Combat Arms, Combat Support, and Combat Services Support when forming teams.
A202, Out-processing (2 Hrs AC / MOD)	A202 allocates time for the purpose of out-processing students at the conclusion of WLC.
A204, Graduation (2 Hrs AC / MOD)	A204 allocates time for the purpose of conducting a formal graduation where the commandant and cadre can present students with honors and diplomas.
S201, Study Hall (14 Hrs AC) (8 Hrs MOD)	Study hall provides students time to adequately study and prepare for the next day's lessons. It allows the SGL to recognize and assist students in correcting poor study habits. Students who require remedial training receive assistance from peers and the SGL during this time.
S202, Training Support Activities (33 Hrs AC) (15 Hrs MOD)	The commandant uses these hours at his discretion for retraining/retesting, equipment issue/turn-in, travel time as required to/from training areas, physical fitness retesting and sustainment, and other non-program of instruction (POI) hours that require instructor contact hours (ICH).
S203, Student Counseling (14 Hrs AC) (5 Hrs MOD)	SGLs use these hours for reception and integration counseling, mid-course counseling, end-of-course counseling and additional counseling as required.

CHAPTER 2

ADMINISTRATIVE INFORMATION

Administration General

The purpose of this chapter is to provide you with basic information regarding the conduct of WLC. 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 Dining Facility (Bldg. 70) is located in the Academy area. Students must comply with published dining facility standards. No eating or drinking of anything without passing through the DFAC headcount. While in the dining facility:

- No smoking or using tobacco products.
 - Remain at Parade Rest in the chow line.
 - Do not place headgear on serving lines or tables.
 - Do not eat or drink in the serving line.
 - Place your tray on the dishwasher's table when finished eating to make room for other students.
 - Do not remove food from the dining facility.
-

Visitation

Visitors will report directly to the SDNCO in Bldg. 508 upon arrival. Students are responsible for the conduct of their visitors. Members of the student's chain of command may visit as necessary. Visitors are not allowed to 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.

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, provided the student is not in the field and prior arrangements have been made with WLC Operations **no more than 24 hours in advance**. Due to the size of the DFAC, the number of visitors is limited to 30 per day. APPOINTMENTS ARE NECESSARY and prior coordination with the WLC Operations at 309-7610 is required. The lunch meal hours are from 1130 – 1300.

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 an examination or evaluation. Prior coordination with Academy Operations is required.

Privately Owned Vehicles Students will park their POV's in the designated parking area. Students will not access their POV's without prior approval from their SGL.

Absences Absence from your appointed place of duty is unauthorized. When enrolled in WLC, your place of duty during duty hours is Bldg 509 (classrooms). After duty hours, your place of duty is in the billets, Bldg's 501 - 504. WLC Cadre may authorize you to be at another location or as specified by the training schedule. If for some reason you find it necessary to leave your place of duty, you must utilize the Cadre chain of command for authorization. In all emergency cases, the Commandant is notified immediately.

- Only leaves/passes of an emergency nature are granted. Students are disenrolled from the course and returned to parent unit for processing emergency leave. The student's unit arranges for transportation to and from Camp Ashland.
- Prior to attending WLC, the student should make every effort to reschedule any appointments. Appointments not rescheduled will be dealt with on a case-by-case basis. As a rule, no outside appointments are honored while attending WLC.

Accountability Due to the nature/structure of the course, 100% accountability is required at all times. Students will not leave their place of duty without the permission of WLC Cadre. Normally, a duty day is from 0430 to 2230. WLC Cadre and the training schedule will define the duty hours and after duty hours. The Cadre conducts accountability inspections on a random, unannounced basis after duty hours throughout the course. Failure to be accounted for as directed will constitute an absence from appointed place of duty (violation of Article 86, UCMJ).

You are authorized to use the break area, dayroom, Post Exchange, classrooms and the fitness center. These are the only other areas besides the sleeping area that the inspecting cadre will check when conducting an accountability inspection.

Students are authorized to be at the Post Exchange, however, drinking alcoholic beverages is **not allowed** at anytime during weapons immersion at Camp Ashland as a WLC student.

Overhead lights will be turned off NLT 2230 daily until **0430** (first call). The SDNCO will conduct bed checks sometime after lights out.

Accountability formations are held daily 10 minutes prior to schedule training; arriving to formations ten (10) minutes prior and time management will be enforced. Soldiers' living quarters will be left in a high state of readiness for all/any unannounced inspections.

Failure to comply with the paragraphs in this section will result in your being recommended for disciplinary release, and or receive punitive/non-punitive action.

Buddy System Policy

The buddy system establishes policy for the pairing of WLC soldiers into teams for the following reasons:

- Mutual Support and assistance
- Teaching teamwork
- Development of a sense of responsibility and accountability for fellow soldiers
- Improving safety during training
- Reducing the likelihood and opportunity for sexual harassment, misconduct, and suicide gestures or attempts.

Soldiers are introduced to the buddy team concept at WLC. All WLC soldiers are formed into two man (same gender) buddy teams upon arrival at the Academy. Team members learn to help each other in all aspects of training. Buddy teams are formed on the following guidelines:

- Instructors will brief all soldiers on the purpose and rules of the buddy system.
- Buddy team changes from the initial pairing should be limited
- Buddy teams will not be required to attend sick call or personal appointments together. Cadre will pair other soldiers of the same gender who are also reporting to sick call. If a soldier is transported to Offutt, AFB for an appointment, that soldier's buddy will take control of his weapon. Soldiers will march in groups of three or more at all times while in WLC; to include personal time during Training Support activities (TSA). At no time will a WLC student be permitted to move around Camp Ashland alone.

Postal Service

Mail call is held once daily. A mail drop is available at the Mail Room located in Bldg. 508. Your mailing address while attending WLC is:

Student's Name and Rank
Squad number & Platoon Number
220 County Road A; Suite 4
Ashland, NE 68003

**Camp Ashland
Facilities**

Barber Shop: Located in BLDG. 509, Room 237A, hours will be posted.

Post Exchange: The PX is located in Bldg. 56 and offers most items required by students. Hours of operation are: Mon-Sat 1800-2100 and Sun 1700-2000. Uniform items are limited, but may be obtained by a want slip. **Students will not purchase alcoholic beverages from the exchange during weapons immersion.**

Telephone: You can make official phone calls from Bldg 509, in the outer office located at operations. No morale calls will be made without prior authorization through the Small Group Leader (SGL) or the Senior Small Group Leader (SSGL). Cell phones, pagers, palm pilots, PDA's or thumb drives are **not authorized to be carried at any time during the duty day, or brought into BLDG 509.** Use of cell phone is authorized in the break areas under the student billets and assigned rooms only; soldiers are not authorized to utilize their cell phones in the stair landing area or walk around the billets utilizing their cell phones.

ATM: There is an ATM located in Bldg 508, south end.

Basketball & Volleyball Courts: Students are authorized to use these after duty hours at the discretion of the student chain of command, and at their own risk. Basketballs and volleyballs are available for signing out at the staff duty desk.

Fitness Center, Bldg 60: Available for use after duty hours.

**Medical
Services**

The Aid Station is located in Bldg. 508. Sick call hours are everyday from 0630 – 0730. Students will report to sick call with their DD Form 689 after the first formation. For After-duty or emergency sick call is conducted at any time. Report to the SDNCO and he 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.

**Religious
Services**

The 209th RTI makes every attempt to provide an interdenominational service during the course. These services will be announced in advance when we have a Chaplain available. Local Church services are available. Transportation may be possible, but not guaranteed. Prior coordination with your SGL is required (Minimum of 48 hours). It is

the soldier's responsibility to make up any course material missed. If you need special religious services, the Academy will coordinate through the supporting Chaplain to accommodate if possible.

Student Assistance

The WLC cadre and chain of command of the Academy are available to assist students with any problems (i.e., academic, personal, financial, spiritual, etc.).

- There is a full time chaplain located on Camp Ashland; and Cadre can arrange an appointment for a student to see a chaplain should the need arise.
- A copy of the training schedule is posted in each of the student classrooms.
- Students are responsible for reading information posted on student Bulletin Boards in the morning and evening. Bulletin boards are located on the first floor of Bldg 509.

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 chain of command for routine matters.

- The 209th RTI chain of command is: Small Group Leader, Senior Small Group Leader, WLC Branch Chief, and then the Commandant.
- The Commandant's Open Door Policy applies to all students. This is posted on the WLC Bulletin Board. If possible, all complaints will be handled by the Chain of Command.

Academy Behavior Standards

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

- Use correct titles of address as specified in AR 600-20.
- Extend military courtesy to seniors (both officers and enlisted).
- Extend courtesy to the U.S. Flag.
- Render the hand salute and/or greeting of the day.
- Stand at parade rest when being addressed by an NCO, stand at attention when being addressed by an officer. **THERE ARE NO EXCEPTIONS!**
- In student barracks rooms, call "At Ease" whenever any WLC-Cadre NCO enters. Stand at "Parade Rest," until the NCO says: "At Ease."
- 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.
- Do not call "At Ease" in the classroom, or anywhere a class or training is being conducted.
- Cadre and students will refrain from using profane language.

- Smoking is allowed in designated smoking areas only.
- Students will not wander around Camp Ashland with coffee cups, soda cans, sports drink bottles, etc. Do not bring any of these items to training events.

Reporting to Cadre

Students will adhere to the following procedures when reporting to Cadre:

- Knocking loudly on the door.
- Enter when told to do so. Upon entering, assume the position of Parade Rest three steps in front of the cadre.
- Report as follows: "Sergeant, SGT (your last name) reports as ordered."
- When the conversation is complete, come to the position of "Attention", and execute "about face", and step off with the left foot exiting the office by the most direct route.

Appearance Standards (Garrison)

All soldiers on Camp Ashland are expected to maintain a high standard of appearance IAW AR 670-1. The uniform for each day is posted on the training schedule. Changes will be briefed at the Evening leader briefing and can be found on the student computers/shared folder.

The following applies:

- The duty uniform will be ACU's. Uniform appearance and fit will comply with paragraph 1-9, AR 670-1, and TM 10-227.
- When in garrison, with or without weapon, students will wear the patrol cap, tan boots, clean duty uniform, ID card and ID tags.
- You can wear boots of your choosing, so long as they comply with AR 670-1 standards.
- To and from GRADUATION, students will wear berets.
- The Army IPFU is worn to and from PT, the billets, and student break area after the duty day. Elastic bandages, braces, and other devices are not worn with the IPFU unless prescribed by medical personnel (profile sheet required). Gray or black spandex shorts are authorized as long as they are in compliance with AR 670-1.
- Wearing of jewelry will comply with paragraph 1-14, AR 670-1.
- Eyeglasses will comply with paragraph 1-15; AR 670-1, except only medically required/prescribed sunglasses may be worn. Non-prescription sunglasses or tinted/polarized prescription glasses are not authorized for wear in formations.
- Clothing worn or displayed will be properly fitted, clean and serviceable.
- Civilian clothing is not worn while attending WLC.

**Field Uniform
And Appearance
Standards**

The basic field uniform consists of ACU's, boots, ACH/Helmet, IBA, with two full canteens of water, or Camel-Bak, socks, T-shirt, ID card, ID tags, notebook, pen or pencil. Additional equipment is worn or added as prescribed by the training schedule or cadre instruction. ACU sleeves are worn down at all times.

- ACU's are clean and serviceable.
- Cold weather boots are highly recommended for wear in the winter at Camp Ashland.
- When worn, camouflage face paint is worn IAW STP 21-1-SMCT, task 052-191-1361 (during winter month's use of camouflage will be determined by the risk assessment).
- You will not wear a rag around your neck or any type of stocking cap on your head. Neck gaiters can be worn in the winter when authorized by the cadre.
- The ACH/Kevlar helmet is worn with the chinstrap fastened – always. You can remove your helmet when conducting After Action Review's, eating, or sleeping. Otherwise, it's on your head. Dew rags or patrol caps are not worn underneath the helmet.
- Civilian style black backpacks are not worn in the field.
- Finger-less or cut-off gloves are not worn. You may wear black leather gloves or black shells.
- Ammunition is carried properly. All 5.56mm M-16A2 ammunition is carried in magazines. All linked machine gun ammunition is carried in bandoleers, butt-packs or rucksacks. You will not carry linked ammo in belts wrapped around your waist or shoulders.
- Soldiers allergic to insect stings carry the bee-sting kit in their left breast pocket with the red belt-tab extended for easy identification.
- Load Bearing Equipment (LBE) or Load Bearing Vest (LBV) is worn properly. All buckles and snaps are secured, waist belt fastened. Secure all loose cords, tape all buckles, silence all noisy metal-on-metal items, and subdue all shiny objects.
- Camel-Bak canteens are optional items, but recommended in the summer months. No labels or logos are visible when wearing the carrier. Cover the Camel-Bak® logo with a sewn-on nametag or cut off the logo tag. The Camel-Bak® carrier will be the woodland camouflage, black pattern, ACU or DCU pattern only.

Classrooms

The small group leaders establish classroom norms. The emphasis of classroom conduct is to foster the best learning environment possible.

- Students maintain professional discipline and military bearing at all times.
- Classrooms are maintained in a high state of organization, cleanliness, and repair.
- Smoking (or using tobacco products) and eating in classrooms is prohibited. You may only have one cup of coffee, or a cup of soda at your desk in a covered container.

Maintenance of the Academy Area

The student chain of command is responsible for the upkeep and police of the Academy buildings and outside areas. Supplies or materials for maintenance can be procured from the Academy's supply room located in building 508.

- Put cleaning materials and supplies in the janitor's closet when finished using them.
- Store mops in mop racks outside, under the buildings when not in use. DO NOT USE PINE OIL IN WATER ON FLOORS THAT ARE WAXED. I.e. Building 509 hallways
- Academy maintenance may be performed in PT Uniform at the Platoon Sergeant's discretion.
- Student leaders will inform subordinates of the time and place of any evening details to be performed.
- 1st PLT: Bldg 56, Bldg 57 latrine
- 2nd PLT: Bldg 509 Bldg entries and stairwell (West and East)
- 3rd PLT: Bldg 509 1st floor, South & West hall, and East Male latrine / janitor closet
- 4th PLT: Bldg 509 1st floor North & East hall, Bldg 508/509 outside police call
- 5th PLT: Bldg 509 1st floor West male latrine / janitor closet
- 6th PLT: Bldg 509 2nd floor hallways (Break room on day 13 and 14 only)

1. **DAYROOM (Bldg 56):** The dayroom is located on the east side of running track (next to river). The floors will be swept and mopped. All windows and blinds are to be dust and streak free. Recreational equipment will be clean and neatly arranged. Furniture will be neatly arranged. **Bldg 57**, both latrines will be swept and mopped. Toilets and urinals will be sanitized with bowl cleaner and toilet seats up. Sinks and mirrors will be cleaned, and cleaning supplies will be re-stocked. Trashcans will be free of trash.

2. **OUTSIDE POLICE CALL (Bldg 508/509):** Police call around Bldg 508 & 509 will be done nightly. The trash and butt cans will be emptied. The area will be free of all trash.

3. **BREAKROOM (Bldg 509, 2nd Floor):** The floor of the break room will be swept, mopped, and buffed to a high shine. Trashcans will be emptied when ½ full. The refrigerator exterior will be clean. The microwaves will be clean inside and out. **(Day 13 and 14 only) (As assigned by SSGL)**

5. HALLWAYS AND LATRINES (Bldg 509): Hallways will be swept and damp mopped **with cold water and mild floor soap** daily. **DO NOT USE PINE OIL WITH, OR WITHOUT WATER ON THE HALLWAYS!** Hallways will be free of dirt and film. Buffers are not to be used on the hallway floors. Latrine floors will be swept and damp mopped **with hot water and pine oil disinfectant only**. The sinks and the shelf above the sinks will be wiped dry, with no water spots or soap residue. Mirrors will be clean and free of streaks. Urinals and toilets will be cleaned with bowl cleaner daily. Latrine and cleaning supplies will be restocked daily. Trashcans will be empty when ½ full. Janitor closets will be clean and orderly. Mops, mop buckets, and brooms neatly arranged underneath the center of the building.

Prohibited Conduct

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

- Inability to display the Army Values and Warrior Ethos
- Student-Faculty personal finance transactions of any type.
- Gambling, student-cadre, student-student, of any type.
- Possession and/or consumption of alcoholic beverages during weapons immersion.
- Possession of unauthorized or unregistered weapons.
- Possession of ammunition after amnesty period.
- Transporting of weapons in POV.
- Lying, cheating, stealing or dishonesty of any kind.
- Fighting.
- Apathy.
- Tardiness.
- Loss of military bearing (physical/oral).
- Leaving the Academy/duty area without authorization.
- Fraternization: student/cadre or student/student.
- Conduct unbecoming of a soldier, on or off duty.
- ALCOHOL: students or visitors will not bring alcoholic beverages onto Camp Ashland.

Fraternization

Cadre and students must conduct themselves in a professional manner at all times. Any action that gives even the impression of a personal relationship is wrong.

- Neither Cadre members nor students will use their positions at this Academy to establish relationships.
- Cadre and students will not display affection at any time, which could be perceived unprofessional. Conduct such as kissing, petting or hand holding either in public places or in billets, concessions or classrooms is prohibited.

- Students will not engage in fraternization with other students or violate in any way the provisions of Article 134 (UCMJ).
- Dating between cadre and students is prohibited. Arranging dates after graduation is prohibited.
- Using first names for both cadre and students is prohibited.
- Making suggestive comments or using profanity by students or cadre is prohibited.
- Student counseling sessions will be either open door or another cadre will be present when the counselor and counselee are opposite sex.

Harassment

Soldiers coming to this Academy as students must feel safe from harassment of all types. Making suggestive and offensive comments to any soldier is prohibited. Any soldier observing or receiving harassment must report it to the chain of command as soon as the situation presents itself. Those who fail to report incidents will be considered as accessories to the incident itself. Physical abuse, verbal abuse, sexual harassment, simple harassment or racial comments are treated as a serious incident and are reported to the Equal Opportunity Advisor or the Commandant during the same day, or as soon as possible.

Counseling

Students are counseled by their SGL several times during the course. As a minimum each student is counseled:

- Reception and integration counseling.
- After failing a written examination or performance evaluation.
- Mid-course counseling.
- At any other time deemed necessary by the Cadre.
- After the completion of training events
- End of course counseling

Adverse Counseling

Students with negative counseling are not eligible for academic achievement awards or graduation honors.

Major Adverse Infractions: Students receiving an adverse counseling for a major infraction are immediately referred to the SSGL for counseling and consideration of release from the course. The SSGL will then counsel the student and make recommendations to the Commandant. The Commandant will decide whether or not to release the student from the course. Some examples include (but not limited to):

- Honor code violations (see chapter 5).
- Insubordinate conduct toward an officer or NCO.
- Loss of a weapon or sensitive item.
- Failure to secure a weapon.

- Negligent discharge of a weapon.
- Falling asleep while on security in the field.
- Disruptive behavior in class or training.
- Failure to follow instructions resulting in an injury or safety violation.
- Willful or neglectful damage, destruction, or loss of government property.
- Improper association (fraternization) between students or student-cadre.
- Possession, use, or distribution of controlled items or contraband. This includes distribution of your own, or use of someone else's prescription medication.
- Unexcused absence from class, formation, detail, training, etc.
- Apathy
- Possession of live ammunition.

Minor Adverse Infractions: Student displaying a pattern of minor infractions is referred to the SSGL for counseling and consideration of release from the course. The Commandant will decide whether or not to release the student from the course. Examples include but not limited to the following:

- Uniform violations (AR 670-1)
- Unsatisfactory performance on any inspection.
- Unexcused lateness for class, formation, detail, training, etc.
- Failure to follow instructions.
- Inappropriate cadence calling.
- Inappropriate conduct (on or off duty).
- Inappropriate language (spoken, written, or body language).
- Unprepared for training.
- Loss or damage of government property (other than sensitive items).
- Smoking or dipping in unauthorized areas.
- Sleeping in class.

Positive Counseling:

- Outstanding performance on any inspection.
- Superb preparation and delivery of Training the Force presentations.
- Exceptionally positive influence on the squad or platoon.
- Outstanding performance in a leadership role.
- Preventing an accident through advance recognition of a hazard.

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. Police are not notified without permission from the WLC Branch Chief, or Commandant except in cases of extreme emergency.

Prohibited Items

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

- All items not listed on the Academy's packing list.
 - Any type of privately owned weapon.
 - Any single knife having a blade length more than 2 ½ ".
 - Any single knife with a switch or automatic blade opener.
 - Brass knuckles or any device fitting over the hand and used as a striking device.
 - Blackjacks, slappers or related devices.
 - Straight razors or razors other than normally used for shaving.
 - Ammunition of any type (including fireworks).
 - Homemade percussion type weapons or articles not associated with everyday use, which can be considered dangerous.
 - Televisions, VCRs, and Camcorders.
 - GPS devices.
 - 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. Physical security control measures include:

- The student is responsible for the proper security and safe handling of weapons, ammunition, and explosives.
- High dollar items must be recorded on DA Form 4986, and secured when not in use.
- Valuable items are secured prior to 0500 formations. This includes, but not limited to, alarm clocks and cellular phone chargers.
- The safekeeping of valuables is a personal responsibility.
- Students will ensure that their wall locker is secured at all times.

Weapon and Sensitive Item Security:

- During field training; individual weapons and sensitive items are accounted for at all times. There is a 100% accountability of sensitive items report to be submitted at 0500 & 1700 daily.
- Sensitive item reports are submitted before, during, and after the Situational Training Exercise (STX).
- Within 30 minutes of the loss of the weapon or sensitive items, the Commandant is informed through the chain of command.

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). Health and Welfare inspections may be conducted at **any time**. This includes inspection of barracks and vehicles. In-ranks inspection is conducted a minimum of 2 times during the course, 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 FM 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.

CHAPTER 3

INSTRUCTIONAL INFORMATION

Examinations and Evaluations

In order to graduate from WLC, each student must pass all performance evaluations. This is to measure the progress of the students, the quality of lessons, and the effectiveness of instruction.

Performance Evaluations:

- NCOER Practical exercise: Evaluates student's ability to complete the NCOER (DA Form 2166-8). Student's must correctly complete 40 of the 56 blocks of the rater's portion of the NCOER to receive a GO.
- Garrison Leadership Evaluation: Evaluates the student's leadership performance based on ability to apply leadership doctrine and effectively lead classmates in a garrison environment.
- Field Leadership Evaluation: Evaluates the student's demonstrated leadership performance based on application of lessons and effectiveness as a leader in a tactical environment.
- Army Physical Fitness Test: Soldier must demonstrate the ability to pass the APFT IAW FM 21-20.
- Physical Fitness Training Session: Evaluates student's ability to properly conduct a Physical Training (PT) session per FM 21-20.
- Individual Training Session: Evaluates student's ability to train soldiers on an individual task. (CTT related)
- Land Navigation: Evaluates student's ability to navigate from one point on the ground to another using a map and a compass. Students must correctly find 3 of 4 points in the time allowed.

Performance Evaluations: You will receive either a GO or NO GO for all performance evaluations. Additionally, each event is converted into a point value, this is used in computing the student academic average. You are **NOT** allowed to use a cue card during a performance evaluation (i.e. a 3 x 5 index card).

Retraining and Retesting: If you fail one of the performance evaluations you will attend a re-training session. Reevaluation will be done no earlier than 24 hours. If you pass, the maximum score attainable is 70. You must attain a minimum standard of 70% as a GPA to graduate.

Students who fail to meet established TRADOC standards after two separate evaluations (i.e., original test and one re-test), with the

first failure followed by reinforcement training and reviewed by the Commandant, will be dismissed from the course for academic failure.

Academic Evaluation Report

Academic evaluation performance summary is designed to portray the accomplishments and potential that an individual demonstrates while attending the course. A student's performance is assessed based on academic average, APFT score, performance evaluations, total soldier concept, adherence to Academy policies, and leadership ability.

Based on the performance assessment criteria, students will receive one of the following ratings:

A. Exceeded Course Standards: For those students whose overall course achievement is significantly above the standards of the course. This category is restricted to those students who are considered deserving by the Commandant, but will not exceed 20% of the class enrollment. The following guidelines represent the minimum considerations for this rating:

- Displayed superior performance, Army values, and the "Whole Soldier Concept" throughout the course, **and**
- Received first-time "GO" on all examinations/performance evaluations/APFT, **and**
- Have an **overall** grade point average of 90% or higher on the combined requirements, **and**
- Have a SUPERIOR rating in three or more rated "DEMONSTRATED ABILITIES" blocks, Block 14, DA For 1059, **and**
- Did not receive any adverse developmental counseling, and
- Presented superior military appearance and bearing throughout the course.
- Recommended by their SGL.

NOTE: If more than 20 percent of the students exceed course standards, use student grade point average in descending order (highest to lowest) to determine class standing. Use the actual APFT score for breaking any ties.

B. Achieved Course Standards: For those students, who achieve course standards, but do not meet the above criteria, the following guidelines represent the minimum considerations for this rating:

- Have an **overall** grade point average of 70% or higher, this includes all examinations/performance evaluations/APFT, **and**

- Have not received more than two adverse developmental counseling's (neither for the same offense-excludes counseling for academic shortcoming), **and**
- Have as a minimum, a satisfactory rating in Demonstrated Abilities in Block 14b, c, and e, of the AER.

C. Marginally Achieved Course Standards: For students who achieved course standards but do not meet the above criteria, the following guidelines represent the minimum considerations for this rating:

- Have received a minimum of "Satisfactory" ratings in block 14b, c, d and e, but required retesting on fifty percent or more course graduation requirements, **or**
- Received three or more adverse developmental counseling's (excluding counseling for academic shortcomings). Refer these students to the Commandant for dismissal consideration, **or**
- Students whose personal characteristics, behavior, attitude, conduct, or overall performance does not justify dismissal, but warrants documentation.
- Personnel who exceed body fat standards and/or fail the APFT and re-test IAW Department of the Army Memorandum dated 10 August 2006.

D. Failed to Achieve Course Standards: criteria.

- Failed to meet any course graduation requirement, **or**
- Dismissed from the course IAW regulatory guidance.

Upon satisfactory completion of the WLC Course, a graduation ceremony is held to recognize those students who have successfully met all course requirements. Graduation will be held in Bldg 50. You are encouraged to invite guests. Upon graduation, each student receives as a minimum:

- Academic Evaluation Report (AER) DA Form 1059.
 - Certificate of Graduation.
-

Academic and Performance Honors

1. COMMANDANT'S LIST GRADUATES: These graduates will not exceed 20 percent of the class enrollment. This percentage includes the Distinguished Honor Graduate. These graduates must have "EXCEEDED COURSE STANDARDS" rating in Block 13a of the AER.

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

- a. Received no adverse developmental counseling. Received a superior rating in Block14c (Leadership Skills) of their AER.
- b. Selected by their peers with final recommendation by the SGL.

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

- 1. All criteria for the commandant's list graduate.
- 2. Have highest overall academic average.
- 3. Have no adverse developmental counseling.

NOTE: In the event of a tie, the commandant will use the score of the written examination as a tiebreaker for these honors. If they are the same, the commandant will use the APFT score. The DA Form1059 for the Soldier must reflect the type of recognition awarded to receive the promotion points.

Leadership Assessment and Development

1. The purpose of the Leadership Assessment Form (LAF) is to aid the Soldier in future leader self-development efforts after departing the NCOA.

2. SGLs will base their leadership assessment of the Soldier on the demonstrated leadership evaluations (garrison and tactical).

Study Hall Study hall is very important and is mandatory for all students. 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. Commandants should have enough SGLs present to ensure 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 and requires training to be missed, will be counseled by SGL/SSGL. If the student misses more training than can be made up, then recommendation for dismissal will be initiated thru the cadre chain of command. (special circumstances will be considered on a case-by-case basis by the Commandant)

Student Chain Of Command A student chain of command 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 Chain-of-command 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 leadership rank sewn onto the map bag they are carrying.

Student First Sergeant The student First Sergeant is not a rated position for the purpose of meeting USASMA requirements. Students selected for this responsibility is 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:

- Conduct formations, inspections, and movement of the company to and from various areas as prescribed by the training schedule.
- Maintain awareness of the accountability of the class and report that status correctly at formations.

**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:

- Responsible for the actions of the platoon.
- Keep the student squad leaders informed of any changes.
- Ensure that the student squad leaders are properly performing their duties and are aware of their responsibilities.
- Ensure the platoon is at the proper place at the proper time and in the proper uniform.
- Receive status reports from student Squad Leaders and submit them to the student first sergeant and Cadre.
- Designate and oversee any student details that the platoon is responsible for.
- Supervise the daily conduct of police call.
- Keep the Cadre informed of any disciplinary, personal, or other problems within the platoon
- Report barracks/classroom deficiencies to the Cadre.
- Make "on the spot" corrections.

**Student Squad
and Team
Leader's**

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 Team Leaders include:

- The discipline, training, welfare, morale, control and tactical employment of the squad/team.
- Maintain the squad/team's equipment and area. Report deficiencies to the Student Platoon Sergeant.
- Render accurate and up-to-date status reports at all formations.
- Continuously account for squad personnel.
- Supervise daily police call.
- Make "on the spot" corrections.

While in leadership positions, students are rated on a GO / NO-GO basis and receive point values used to compute GPA on the following areas:

Garrison Leadership Evaluation:

- The seven Army values.
- Influencing
- Operating
- Improving

Tactical Leadership Evaluation:

- Phase I: Troop leading procedures (steps 1 thru 8).
- Phase II: Warrior tasks (four tasks).
 - o The one warrior task the student led his squad through during the STX.
 - o Conduct security during movement and at halts.
 - o Evacuate, Request MEDEVAC, and Report Casualties.
 - o React to an Improvised Explosive Device (IED).
- Phase III: Overall Evaluation.

CHAPTER 4

ELIMINATION FROM THE COURSE

Administrative Release Administrative release from WLC 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 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.

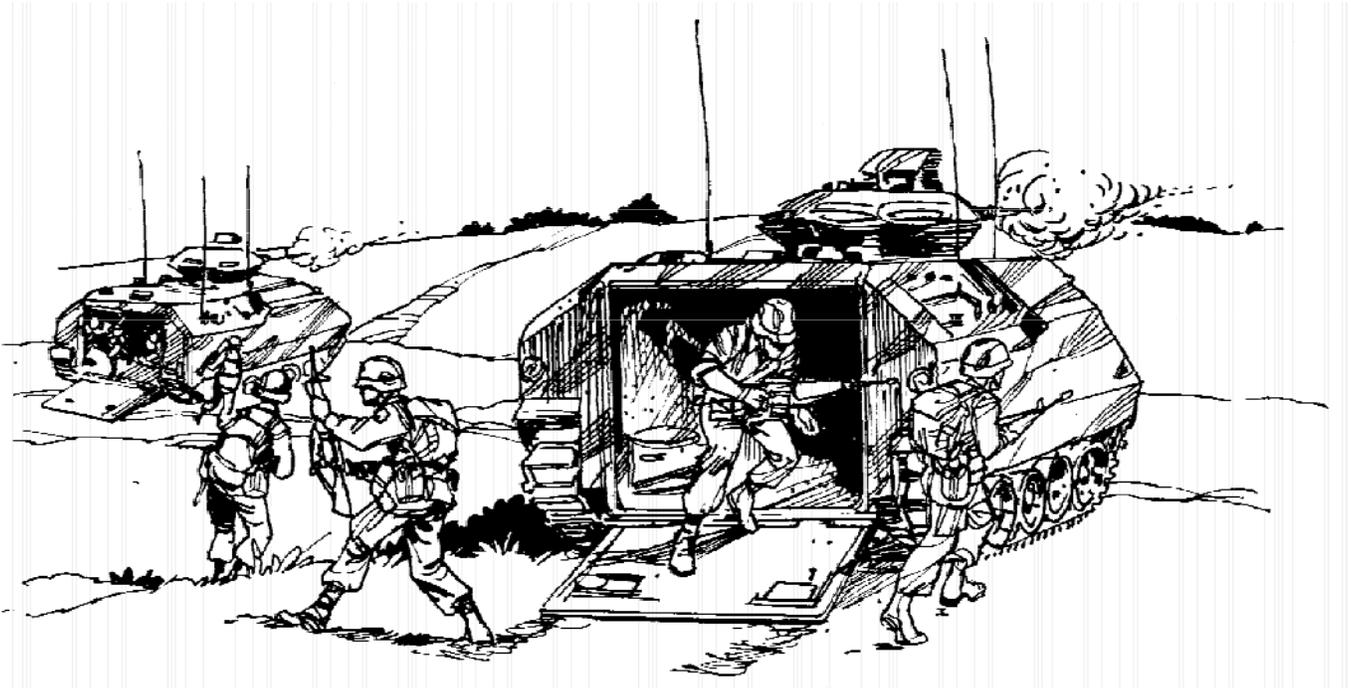
Academic Release Academic release is based upon failure to achieve a GO on any written examination or performance evaluation within two attempts. A soldier eliminated for academic reasons may re-enter the course when both the unit commander and the soldier determine that the student is prepared to successfully complete the course. Students released for Academic reasons receive an Academic Evaluation Report DA Form 1059 with comments reflecting performance.

APFT Failure Department of the Army Memorandum dated August 17, 2007 states soldiers who fail the initial APFT and re-test will be rated marginal for the course and a comment stating "Failed to meet APFT standards" will be placed on DA Form 1059.

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

- Violations of Academy policies or Army regulations.
- Academic progress, lack of motivation, attitude, or conduct is prejudicial to others in the class.
- Personal conduct is such that their continuation in the course is not appropriate.
- Actions make it extremely unlikely they can successfully meet the standards for course graduation.
- Violations of the Student Honor Code System.
- Any conduct unbecoming of a Noncommissioned Officer.

- Absent from appointed place of duty, i.e. formation/classes etc.
 - A Student receiving excessive adverse counseling (three or more) is considered a habitual offender and recommended for release from the course.
 - Any unsafe action that endangers self or another student, resulting in an injury or illness and/or loss of training time.
 - Other reasons as determined by the Commandant.
 - Students will be evaluated until released to return to home station. Actions unbecoming of an NCO that occur before that time may be grounds for a disciplinary release.
-



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 soldier. 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 students must reflect their own originality and techniques. Honor violations of the section include, but are not limited to:

- Cheating.
- Copying and/or using someone else's work as your own.
- Compromising the land navigation course by asking other students for help to find the correct point. **Note: You are briefed prior to taking the land navigation evaluation that any form of communication (either verbal or nonverbal) with another student while on the course constitutes a violation of the honor code.**
- Possessing or distributing pre-marked maps of the Land Navigation Course or list of stake grid coordinates.
- Using a GPS on the land navigation performance evaluation.

Personal Conduct

All actions of the student must be kept 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:

- Lying or dishonesty.
- Theft, stealing, or gambling or using gambling machines.
- Consumption of alcoholic beverages during duty hours or during weapons immersion.
- Possession, distribution and/or use of any illegal or controlled drug/substance at any time.
- Student-faculty personal financial transactions of any type.
- Possession of any unauthorized weapon or the unauthorized transportation of a weapon in a POV.

- Conviction under the provisions of the Uniform Code of Military Justice (UCMJ) or conviction in civilian court (except for minor traffic violations).
 - Failure to comply with written or oral instructions, regulations, or SOPs.
 - Rendering a false report.
 - Any action, which shows a lack of motivation on the part of the student.
 - 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 soldier are preserved. Honor violations of this section include but are not limited to:

- Fraternalization.
- Sexual harassment.
- Disregard for human relations 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 any provision of this system is subject to disciplinary release. In all cases, the Commandant determines student releases under the provisions of the Honor System.

209th RTI 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 continues in our Army today. 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 Camp Ashland 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

STUDENT BARRACKS STANDARDS

General

Maintenance and upkeep of Army facilities is a responsibility of the Noncommissioned Officer. The standards for upkeep of your barracks are purposefully high. This is to reinforce an age-old trait (skill) of the NCO: **Attention to Detail**. You are given simple, written instruction of what the standards are. An NCO (your SGL) will show you exactly what these standards are. You are expected to follow these guidelines explicitly. As a student leader, you are expected to enforce these guidelines explicitly. You are evaluated on your ability to follow simple, written instructions. As an NCO, you cannot be expected to enforce simple instructions if you can't follow them yourself.

Your cadre will demonstrate standards of proper maintenance and display of clothing and equipment during the first 48 hours of of this course.

Maintenance Guidelines

You are evaluated on your ability to follow the instructions in this chapter daily.

- All inspectable items such as billets, police area, break area, classroom, latrine, field equipment, uniforms, lockers, etc., are prepared for inspection prior to first formation, daily.
 - Walls, floors, and baseboards are cleaned daily.
 - Latrine is cleaned daily.
 - Use only the cleaning materials issued by the Cadre to clean the barracks. Use no other items. Trash cans are to be emptied when $\frac{1}{2}$ full.
 - Open blinds in the bay everyday prior to first call formation.
 - All windows are closed during the duty day.
-

Barracks Rules

Here is a list of general rules that apply in the student barracks:

- Turn off all lights when the billets are unoccupied.
- Do not remove or tamper with fire extinguishers or smoke detectors.
- A complete and appropriate uniform is worn when not in the billets. Students may wear IPFU (**complete and appropriate**) while off duty in the barracks.
- During personal time, you can listen to pocket-sized radios or CD players when inside your barracks rooms (**not in the hallway**), with headphones only.
- No smoking or dipping in the barracks. Use tobacco products in designated areas only.

- Safeguarding of valuables is an individual responsibility. Ensure your locker is secure before leaving your area. Locks will have two keys or be a combination-type lock. All items are locked up in a wall locker except those items displayed outside of the wall locker. Secure your property before going to bed.
 - Male soldiers will not enter female-soldier bays
-

Bunks

Bunks are made daily with the use of your sleeping bag.

- The mattress cover is placed on top of the mattress and pulled out tight and wrinkle free.
 - The pillow is centered at the head of the mattress
 - The head is toward the center on the top bunks.
 - The head is toward the windows on the bottom bunks.
 - The sleeping bag is canoed.
-

Footgear

Footgear is placed at the end of bed along the frame facing away from the wall in the following order:

- Boot display belongs at pillow end.
 - Combat boots are aligned with the outside edge of the bed leg.
 - Running shoes on line with boots.
 - Shower shoes on line with the running shoes.
 - All laces are tied in a bowknot and tucked into the footgear.
-

Latrine

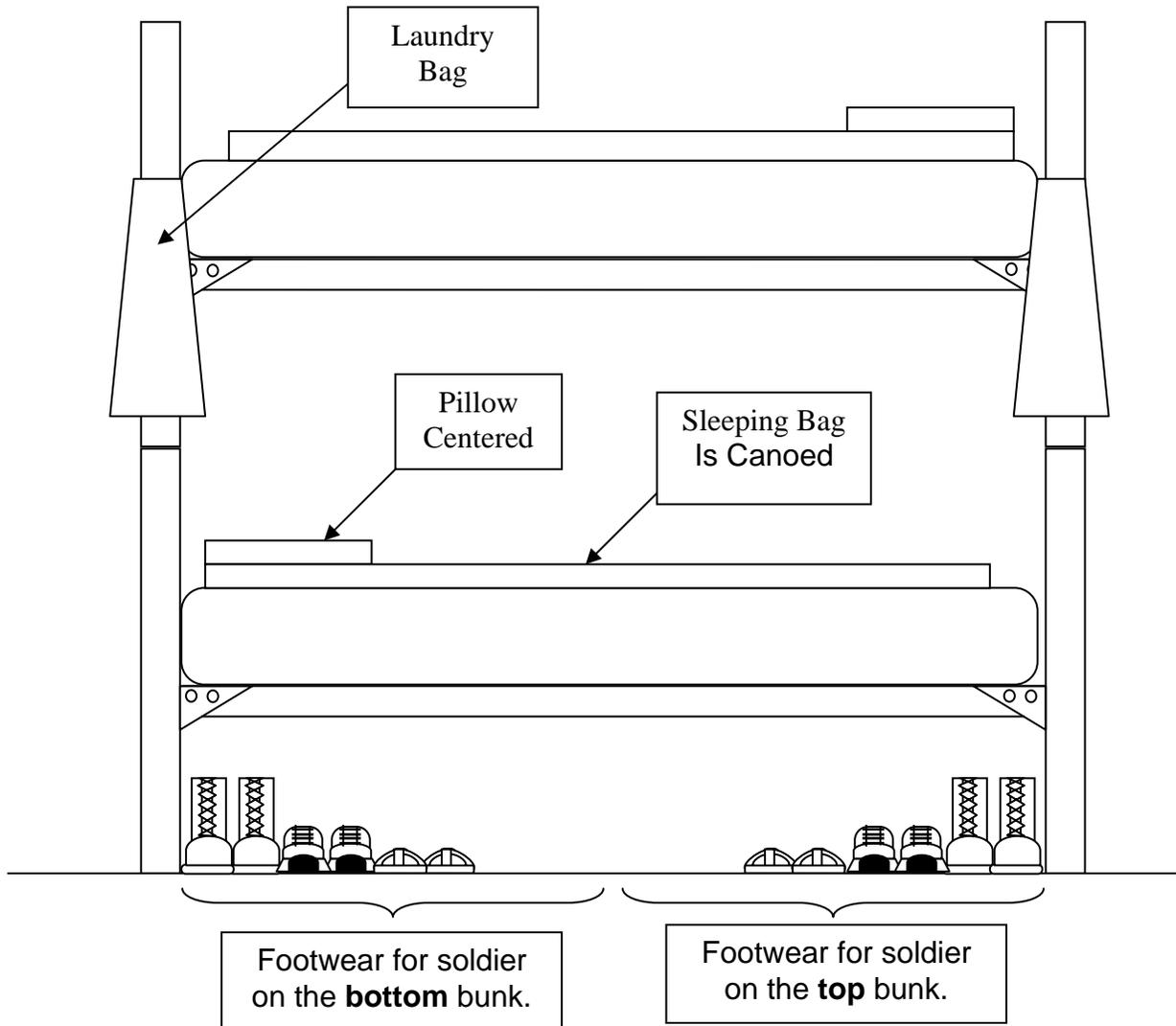
Leave the shower curtain opened 2 inches at each end to allow air to circulate.

- Mirrors will be clean and free of streaks.
 - The stainless steel trash receptacle is not to be used.
 - Trash cans are to be emptied when ½ full.
 - Toilets are cleaned daily; the seat is up.
 - Latrine door is open during the duty day (except when in use).
 - Shower curtain, wall, tile, and floor are cleaned daily.
-

Bulk Storage

All excess items, extra duffel bags and civilian luggage are labeled with student's name, roster number and are stored in spare wall lockers in your bay or student's POV's.

**FIGURE 1:
BUNK BED DISPLAY**



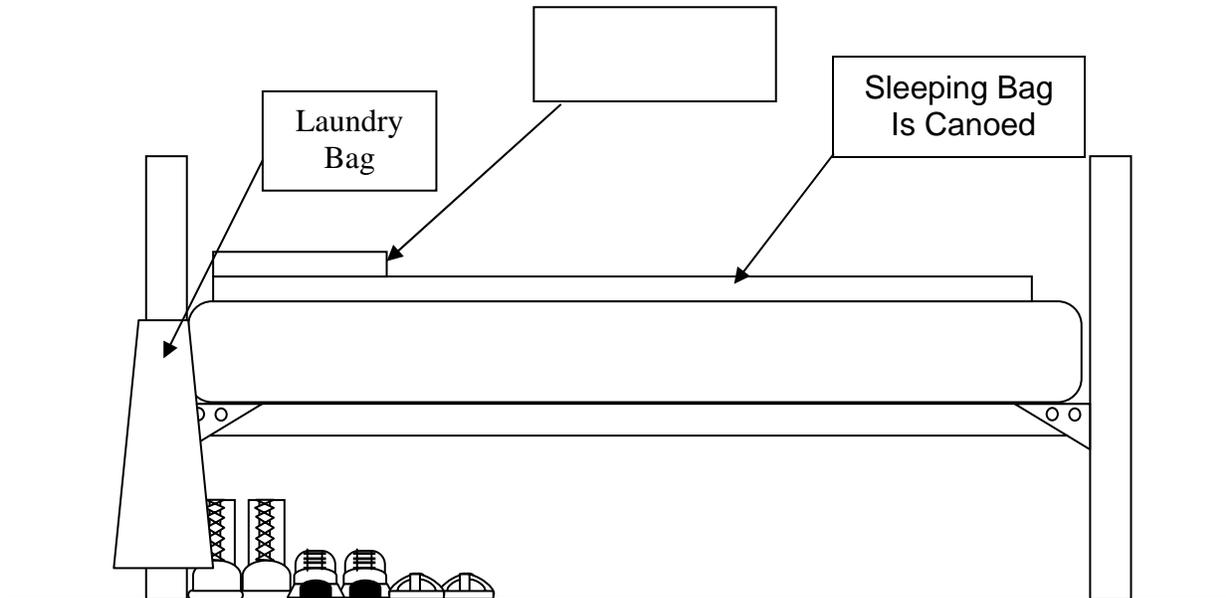
Notes:

- The pillow is centered at the head of the mattress and on top of the canoed sleeping bag.
- The pillow of the *top* bunk bed will be positioned near the **aisle** and the pillow of the *lower* bunk will be positioned near the **window**.
- Boot display belongs at pillow end.
- The first pair of shoes is aligned with and touching the bedpost at the foot of the bed.
- Order of display is: Boots, PT running shoes, shower shoes.



If you have additional footwear, it will be secured inside your wall locker. All Displayed footwear is clean.

**FIGURE 2:
SINGLE-BED DISPLAY**



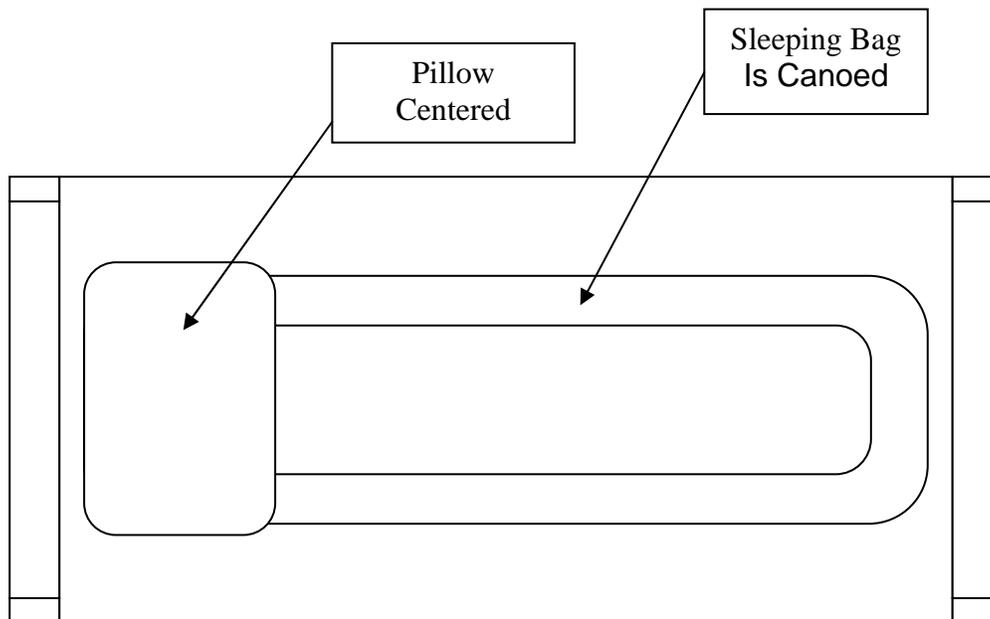
Notes:

- The pillow is centered at the head of the mattress and on top of the canoed sleeping bag.
- The pillow of the *top* bunk bed will be positioned near the **window** and the pillow of the bunk will be positioned near the **door**.
- Boot display belongs at pillow end.
- The first pair of shoes is aligned with and touching the bedpost at the foot of the bed.
- Order of display is: Boots, PT running shoes, shower shoes.



If you have additional footwear, it will be secured inside your wall locker. All Displayed footwear is clean.

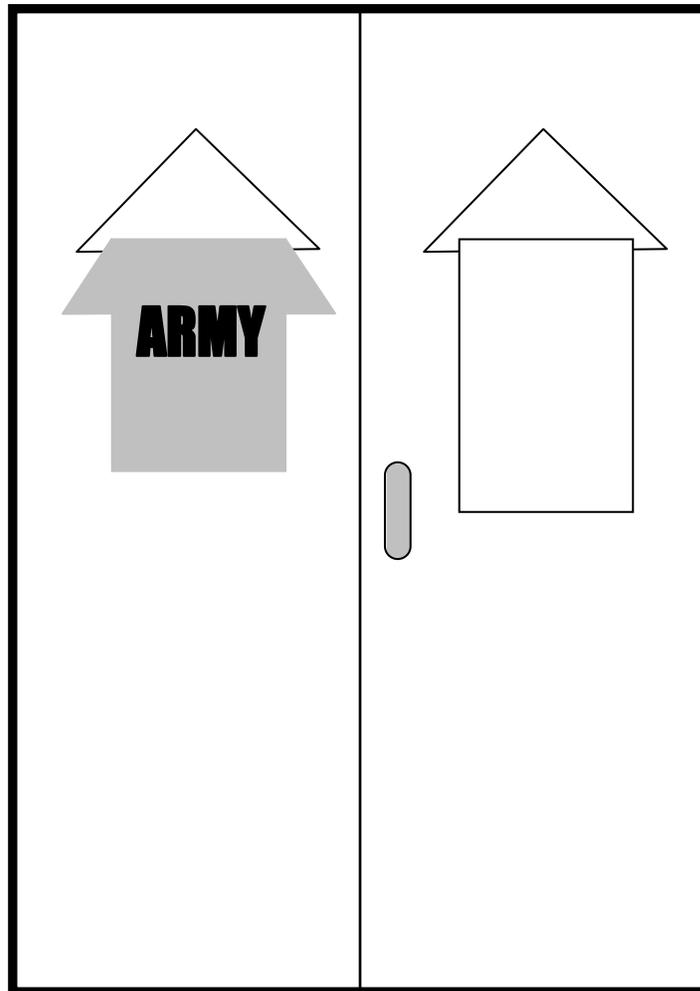
FIGURE 3:
TOP-VIEW BED DISPLAY



Notes:

- Bunks are made daily with the use of your sleeping bag.
- The mattress cover is placed on top of the mattress and pulled out tight and wrinkle free.
- The pillow is centered at the head of the mattress
- The head is toward the center on the top bunks.
- The head is toward the windows on the bottom bunks.
- The sleeping bag is canoed.

FIGURE 4:
WALL LOCKER DISPLAY



Notes:

- Tops of the wall lockers will be kept free of dust, dirt, and luggage. The inside of the wall lockers will be kept neat and in a good state of repair. Wall lockers may be inspected for health and welfare at any time. **Wall lockers will be kept locked at all times. Students will be individually responsible for any and all lost items from their wall locker any time it is not secured. Name tags must be present on the outside of the locker.**
- **TOWELS/WASH CLOTH:** Towels will be on a hanger on the right side door of the wall locker. The hook of the hanger will go into the bottom vent opening. The hanger will be centered on the vent opening with the open end of the hook towards the aisle. Towels will be folded in half, length wise, with the open seam towards the wall. Towels will be either white or brown. Washcloths will not be displayed.
- **PT UNIFORM:** The improved physical fitness uniform (IPFU)(T-shirt only) will be placed on a hanger and hung on the left door of the wall locker. The hook of the hanger will be placed in the bottom vent opening. The hanger will be centered with the open end of the hook towards the aisle. Only the T-shirt will be displayed. The jacket, pants, and shorts will be hung in the wall locker.