

# NCOLS Staff Handbook



# INTRODUCTION

This handbook outlines and describes the duties and responsibilities of NCOLS Staff and Student Leadership. This handbook will be used by the staff in all stages of NCOLS, and staff members will be familiar with it.

## NCOLS STAFF

The Staff of NCOLS is the Activity Director, several Instructors, one or more Training Officers, the Cadet Operations Officer, and other Cadet staff members. The NCOLS Staff is a single integrated group with duties based on experience and ability. The primary difference between the Seniors and Cadets of the Staff is that the Seniors work with the students as instructors and mentors, and Cadets as trainers, advisors, and coaches.

### Key Duties

**Set the Standard.** The Staff must provide a positive image for the Students at all times. The staff should be professional and enthusiastic, calm and composed, and have a positive outlook and a can-do attitude. The Staff will embody the high standards of military bearing and decorum suited to the Cadet Program.

**Shape the Training Environment.** The Staff is responsible to create an environment that will allow the Students opportunities to make decisions. They must train, observe, and advise NCOLS students, in preference to commanding them. The Staff should reveal as much of the Staff decision-making processes to the Students as possible, and involve the Student leadership wherever practical.

**Enable the Students.** The Staff must allow the Student leadership to make and implement decisions, and even to make mistakes. The Student leaders will be given advice, opinions, and

mentoring, but will be allowed freedom of action within the needs of safety, regulations, Student well-being, and the curriculum.

**Maintain good order and discipline.** The Staff is responsible for ensuring that Students comply with CAP regulations, NCOLS SOPs, and the requirements of the host site. The Staff must be sensitive to the moods and emotional status of the Students, and work to maintain the best possible training environment.

# NCOLS SENIOR STAFF

## Activity Director

### Synopsis

The NCOLS Activity Director is the commander of NCOLS. The Director reports to the Wing Commander, who is the authorizing authority for NCOLS. The Director is personally responsible for all aspects of NCOLS, from the initial curriculum development to the delivery of the final AAR. The Director must have in-depth understanding of the goals of the Cadet Program and the leadership training provided to NCOLS students. The Director is also responsible for all administrative, coordination, and reporting requirements. The Director must be an effective commander and a capable staff officer, working with and through the Staff to develop and conduct NCOLS.

**Immediate Supervisor:** Wing Commander

### Key Duties

**Curriculum Development.** It is the Director's mission to ensure NCOLS curriculum meets the training goals established by the Wing Commander. The Director will work closely with the Wing Cadet Programs Directorate to ensure the training is within

established guidelines, meets training requirements, and complies with directives from NHQ/CP.

**Activity Planning.** The Director takes the lead in planning and organizing the activity. The Director develops the draft daily activity schedule, and acquires quartering, rations, and other facilities and assets needed by NCOLS.

**Staff Selection and Training.** The Director has primary responsibility to interview, select, and train the Staff. This includes delivering Required Staff Training prior to the activity start.

**Exterior Coordination.** The Director is the primary interface between NCOLS and external organizations. The Director works through Wing channels, coordinates with other activities (in the case of shared facilities), uses existing relationships with external entities, or creates new relationships where none exist.

**Conducting NCOLS.** The Director is responsible for implementing the NCOLS schedule, conducting required training, and seeing to the well-being of the Students and Staff.

**After Action Report and Recommendations.** The Director will ensure a thorough review of NCOLS is conducted by the Staff and Students. This review will be written into a memorandum for the Wing Commander and DCP, and will include review information and recommendations for improvements to NCOLS.

## Instructors

### Synopsis

The Instructors represent the Director and have authority over students while they are receiving instruction. Instructors are responsible to ensure that Courses of Instruction (COIs) are delivered on time, effectively, and using 'best practices' established by the Director. Instructors will also serve as Training Officers as needed

**Immediate Supervisor:** NCOLS Director

## Key Duties

**Prepare and Conduct Training.** The content of the class, all materials or training aids, and the preparation of the class area are the responsibility of each Instructor. Instructors are also responsible for the conduct of their class room or training area. Instructors will delegate class area setup work to the Student leaders to the greatest extent possible.

**Student Evaluation.** Instructors will monitor the achievements and progress of the Students and report their observations and opinions to the Director as requested. Instructors will collect feedback from Students at the conclusion of each class.

**Training Officers Duties (as required).** Depending on the size of the Staff and the number of Students, Instructors can expect to assume the duties of Training Officers when they are not instructing.

## Training Officers

### Synopsis

The Training Officers represent the Director and have authority over Students at all times. Training Officers are responsible and accountable for the daily operations, discipline, leadership development, and overall supervision of the Students. Training Officers work directly with the Students to shape the training environment and ensure they are getting the best opportunities to apply the training. Training Officers mentor the Student leadership and inspire cadets to develop effective leadership styles through role-modeling, counseling, and training. Training Officers present informal instruction to the Students and work with individual Students as needed.

*Training Officers are the primary monitors ensuring that Students execute drill according to published regulations. They will provide timely correction and instruction when it is not.*

**Immediate Supervisor:** NCOLS Director

## Key Duties

**Student Welfare, Morale, and Discipline.** Training Officers are in nearly constant contact with the Students when they are outside the classroom, and will have the best picture of the overall status of the class. Training Officers will monitor the physical, emotional and mental well-being of the class, and monitor and build their morale. They will also enforce standards of discipline, behavior, and performance as necessary to maintain a proper training environment.

**Holistic Training.** The Training Officers are responsible for integrating leadership lessons into the Students' behavior and practice during NCOLS. They do this by being attentive to the behavior of the Students and the leadership processes employed by Student Leadership.

**Hands-On Mentoring.** Training Officers will closely and personally mentor the Students, especially the Student leadership. Training Officers are responsible for monitoring the students and directly mentoring the student leadership in implementing the lessons of NCOLS. Training Officers will make corrections and adjustments through one-on-one or group discussions.

**Student Evaluation.** Training Officers will report to the Director on their observations and opinions of their Students' success and progress. Their evaluations will be critical to decisions regarding changes in Student Leadership and where additional training might be needed to achieve NCOLS' training goals.

## Other Senior Staff

Other roles within NCOLS may be filled at the discretion of the Director, based on the needs of NCOLS, the instruction of the Wing commander, and guidance published by NHQ/CP and Wing/CP.

## NCOLS CADET STAFF

NCOLS Cadet staff positions require Cadets who can operate independently to accomplish their staff duties. These Cadets should be able to use personal initiative within established guidelines to execute the intent of the Director, with minimal guidance, oversight, and supervision. The Cadets of the Staff represent NCOLS and the Director, and must be comfortable working with CAP Senior Members, military NCOs and officers, and persons on the staff at the activity site. These positions demand Cadets who are organized, energetic, flexible, and persistent; and who display a high level of professionalism, enthusiasm, and a 'can-do' attitude.

NCOLS Cadet staff officers may assist the Director in developing and delivering training. They should be comfortable speaking in front of groups and familiar with classroom and outdoor teaching techniques. They are expected to be thoroughly familiar with the drill manual, and to know how to perform close order drill in perfect accordance with it. *Non-standard drill is not taught nor tolerated at NCOLS.*

The Cadets of the Staff will participate in all NCOLS Staff meetings and functions, and will meet daily with the Director to provide status reports concerning their staff positions. These Cadet officers will also serve as needed in the squadron and flight commander positions during formations.

Because NCOLS students provide their own leadership as a key part of their learning, NCOLS Staff Cadets will primarily serve as

Trainers, Advisors, and Counselors (TACs) to the Students. NCOLS Staff Cadets will allow and encourage the Students to take charge, exercise leadership, and make decisions within the expectations and boundaries established by the Director

The NCOLS Cadet Staff will serve as 'Charge of Quarters' (CQ) for the Student barracks. They are responsible for maintaining order, enforcing barracks rules, and ensuring the safety of the Students. They have authority to monitor and enforce barracks regulations, and will report violations and other problems to the Director.

## Cadet Operations Officer / Senior TAC

### Synopsis

The Cadet Operations Officer reports to and works directly with the Director, and functions as a full member of the Staff. The Cadet Operations Officer supports the day-to-day operations of NCOLS and supervises the other Cadets of the Staff, as directed by the Director.

**Immediate Supervisor:** NCOLS Director

### Key Duties

**Student Support.** The Cadet Operations Officer will meet regularly with the NCOLS student leadership to understand their support needs, and advise them of any changes that will affect their training.

**Training, Advising, Counseling (TAC).** The Cadet Operations Officer serves as the Senior TAC for NCOLS. TACs will train, advise, and counsel the Students, but they should not use the intensity of Basic Encampment while doing so. TAC interaction and training must be in accordance with NCOLS goals and



objectives, providing the Students opportunities to learn, make decisions, and lead.

**Coordination and Liaison.** When NCOLS is co-located with Encampment, the NCOLS Cadet Operations Officer has the role of liaison to the Encampment Cadet Staff. The NCOLS Cadet Operations Officer provides reports to the Encampment Cadet Commander and coordinates with the staff to ensure that NCOLS is nested within the Encampment schedule. The Cadet Operations Officer will also work closely with the Deputy Commander for Support to ensure that NCOLS is complying with applicable Standard Operating Procedures (SOP), and to coordinate any support requirements.

## Cadet Staff Officers / TACs

These Cadet officer roles are staff positions under the supervision of the Cadet Operations Officer. Having well-qualified and motivated Cadets in these positions will help make NCOLS a better experience for Students and Staff.

**Immediate Supervisor:** Cadet Operations Officer

### Key Duties

**Student Support.** The Cadet Staff Officers will work closely with the Students and will be advocates for the Students and represent the Director. They will keep the Director informed of any issues that may develop into serious problems, and all issues affecting the general safety and welfare of the Students.

**Charge of Quarters.** The Cadet Staff Officers are responsible for monitoring and enforcing rules, ensuring safety, and maintaining good order and discipline in the barracks. They have authority to use progressive discipline, and will report violations and any other perceived problems to the Director.

# Student Leadership

NCOLS students provide their own leadership as a key part of their learning. All Student Leadership positions are appointed by the NCOLS Activity Director. Except for the Element Leaders, they are temporary positions that will change as the Director deems appropriate. Element Leaders do not normally change during NCOLS.

- Class Leader (CL)
- Flight Sergeant (FS)
- Element Leader (EL)

## Class Leader (CL)

### Synopsis

The Class Leader is the primary leader for the class. The CL reports to the Director. The Class Leader serves as the commander of the class, and is empowered and expected to actively lead the class. The CL is expected to show initiative, and to be decisive and forceful. The CL will make decisions that affect the day-to-day operations of the class and the Staff.

The duties of the Class Leader are an amalgam of duties from different NCO and officer positions, tailored to the needs of NCOLS. The duties of the NCOLS Class Leader include the following, and other duties the Director may assign.

**Immediate Supervisor:** NCOLS Director

### Key Duties

**Schedule.** The Class Leader has primary responsibility for keeping the class on schedule. The CL reviews the schedule when it is published, proposes and discusses changes with the

Director, and advises the Operations Officer of any changes. The CL is aware of the time, and keeps students and staff on schedule. The CL is also responsible for lights on and lights out for the class.

**Formations.** In formations, the Class Leader assumes the role of the First Sergeant, and forms the Class as a squadron of several flights. The CL will oversee the conduct of Flight Sergeants within the formation, making corrections as necessary. The CL will also march the Class as a squadron as required.

**Accountability.** Ensures that FSs maintain an accurate list of students in their flights and can account for students who are not in the immediate area. Reports to the NCOLS Senior Staff or TAC before the class departs the location and as soon as the class arrives. Reports to instructors at the start of each period of instruction. Reports student status to the Director.

**Inspections.** Supervises the inspection of students at the beginning of each day. Inspects the flight sergeants' uniforms. Ensures uniform inspections are conducted to standard. Ensures that Student Leadership inspects common areas for compliance with appearance and maintenance standards. Ensures student areas are properly cleaned and ready for inspection at all times. Accompanies the Director (or designated representative) on inspections. Performs a walk-through inspection at lights out to ensure compliance with NCOLS policies and guidance.

**Morale and Well-Being.** Monitors the physical, emotional and mental well-being of the class, and builds their morale.

**Motivation, Discipline, and Bearing.** Enforces student discipline, military bearing, and appearance. Influences and motivates the Class.

**Delegation.** The Class Leader will fully employ subordinate leaders and delegate to them to carry out assigned duties.

# Flight Sergeant (FS)

## Synopsis

The FS reports directly to the Class Leader. The duties of the NCOLS Flight Sergeant include the following, and other duties as the Director and CL may assign.

**Immediate Supervisor:** Class Leader.

## Key Duties

**Schedule.** Implements the plan for daily activities.

**Formations.** Forms the flight for formations. Oversees the conduct of the Element Leaders. Marches the flight as required.

**Accountability.** Accounts for the flight's Students and reports Students who are absent or late to the CL.

**Inspections.** Supervises the preparation of the flight areas and ensures they are always properly maintained and ready for inspection. Supervises the inspection of flight members at the beginning of the day. Inspects subordinates' uniforms and rooms as appropriate.

**Morale and Well-Being.** Monitors the physical, emotional and mental well-being of the flight, and builds their morale.

**Motivation, Discipline, and Bearing.** Monitors flight discipline, military bearing, and appearance, and takes corrective action when there are deficiencies.

**Delegation.** The Flight Sergeant will fully employ the Element Leaders and delegate to them to carry out assigned duties.

# Element Leader (EL)

## Synopsis

The EL reports directly to the Flight Sergeant. The duties of the NCOLS Element Leader include the following, and other duties that their leaders may assign.

**Immediate Supervisor:** Flight Sergeant.

## Key Duties

**Formations.** Reports on the element's status to the FS.

**Accountability.** Accounts for and maintains a roster of element members.

**Inspections.** Inspects the element's areas of responsibility, and the personal areas of the element and takes corrective actions if there are deficiencies. Inspects subordinates' uniforms daily.

**Morale and Well-Being.** Monitors the physical, emotional and mental well-being of the element, and builds their morale.

**Motivation, Discipline, and Bearing.** Monitors the element's appearance and conduct and takes corrective actions if there are deficiencies.

**Delegation.** The Element Leader will appoint an assistant element leader (AEL) if one is needed.