

NHWG NCOLS Student SOP



July, 2023

Introduction

This Standing Operating Procedure (SOP) provides you with guidelines for procedures and informs you about restrictions on your activities and conduct while you're an NCOLS Student.. The restrictions are stated as policy and guidelines. This SOP is not all-inclusive; you may be provided additional written or verbal policy and guidelines.

Deviation from Policy

With the exceptions listed in the next paragraph, if you fail to follow the policy and guidance in this SOP you'll be subject to disciplinary action; the severity of the action will vary based on the severity of your violation.

You may appropriately deviate from policy described in this chapter only if the Director or the Director's designated representative approves you doing so, or you perceive that an emergency exists that requires you to violate policy. An emergency is a situation in which the potential for injury or death or the destruction of property exists.

General Procedures

Tone & Approach

NCOLS is an 'academic' course designed to teach leadership techniques; it is not basic Encampment. Students will conduct themselves as young adults and leaders, and will be treated the same way. Students are expected to take responsibility, exercise initiative, and look for opportunities to lead.

Customs & Courtesies

In keeping with the traditions of noncommissioned officers, Students will internalize and demonstrate the highest standards of professional conduct. Standard customs and courtesies will be performed enthusiastically and correctly. Students will use proper forms of address (i.e.: “Sergeant Smith”) among themselves when in class or in spaces shared with Encampment. Students will respond to superiors by grade, saying, “Yes, sergeant” or “No, captain”.

Behavior

Students will treat their leaders, their Cadets, and their peers with respect. Students will think before speaking. They will avoid controversial or divisive topics. They will not discuss politics, or express racist, sexist, or homophobic views. Students will respect others’ physical and emotional boundaries, and be mindful that *“Cadets will not engage in inappropriate touching or displays of affection”*. (CAPR 60-2, par. 2.4.1)

Schedule

The Staff will maintain and update the schedule. The Students and the Student Leadership have primary responsibility for sharing and adhering to the schedule. The Students may recommend changes, such as the time or location of classes, or the length of a class. The time of coordinated events, such as formations with encampment or activities with outside groups, are generally fixed. Students will present their request for a change and the supporting arguments to the NCOLS Staff for consideration.

Accountability Procedures

The most important function of formations is to ensure accountability of every student. Accountability will be established at every formation. Element leaders will accurately report their

status to the flight sergeants, who will report to the Class Leader.

Accountability formations will be held every time any part of the class moves from one site to another. Unless directed by an NCOLS Instructor or TO, the class will not leave a site until full accountability is established.

- **Area of Operations (AO):** The classroom or class area, and the surroundings within immediate sight and easy hearing.
- **Area of Influence:** The class building or training area within sight and shouting distance.
- **Area of Interest:** The area of post regularly used by Encampment/NCOLS.

Unless specifically instructed otherwise, students will always be at least in pairs when leaving the barracks and classroom areas. Students will generally remain in the Area of Operations (AO). Every student has a wingman, and students should tell their wingman if they are leaving the current location for any reason (i.e.: Visiting the restroom during class.). Students will report to their leadership before leaving the AO, and upon return. Each student is personally responsible for reporting their whereabouts to their leadership; students may not have their wingman report for them.

Personal Items

Students will normally have these items with them:

- CAPID
- Hydration
- Drill Manual
- Student Guide
- Note-taking Materials
- Notebook & Pen
- Flashlight (after 1730 and before 0530)
- Watch
- Keycard or room key

- Necessary medications

This is not a restrictive list, it is a minimum requirement. Students are encouraged to bring the things they need. When moving between facilities, students will have these required items. Students might not be able to retrieve missing items.

Movement Between Facilities

Movement between facilities is transiting from one building or site to another. If the doors or forming areas of the two facilities are more than 50 meters apart, Students will move in formation using appropriate drill commands unless it is impractical or unsafe to do so. This is to provide opportunities to practice drill, and to demonstrate discipline and attention to detail.

Flights will use their guide when in a flight formation. When the formation comprises the class, the school guidon will be used. When the class moves as individual flights, the guidon bearer will stay with the Class Leader when moving between locations.

Do not depart a training location without properly accounting for members of the formation with which you arrived. The Student in charge of a formation must report any absent Students and any incidents that occur during movement to the Director or a TO.

Stay clear of restricted areas and follow established roads and footpaths when moving from one area to another.

Road guards are required for all formation movements. Follow the safety procedures of the hosting unit or facility. If none are established, the Class Leadership will establish procedures to be approved by the NCOLS Staff.

Barracks Procedures

Students will keep rooms neat and tidy at all times. No food or drink is allowed in the barracks rooms; food and drink is limited to the common areas or day rooms. Report damaged or missing

items immediately. Students will sleep in their assigned rooms and beds.

Room Layout & Appearance

A room layout will be developed by the Students on Day 1 of NCOLS. Student Leadership is responsible for creating the layout. The layout will consider the requirements of this SOP, the physical space, and the furniture and storage that is available. The proposed layout must be approved by the Director.

When practical, the layout will include these elements:

- The bed will be made with hospital corners on the sheets and bedding. The sheets and bedding will be folded back from the headboard with a collar to the size of the pillow. The blankets and sheets will be tight with minimal wrinkles. If an extra blanket is present, it will be folded neatly at the foot of the bed.
- The towel will be folded and draped over the frame at the foot of the bed. The washcloth will be next to the towel.
- There will be nothing on the floor except for footwear and luggage.
- Trash will be emptied.
- All horizontal surfaces such as desks, dressers, and tables will be free of items.
- All doors and drawers will be closed when not in use.
- Luggage will be stored on top of the locker. If this is not possible, it will be stored in the bottom of the locker. If this is not possible, it will be stored under the bed behind the shoes.
- Items that are not part of the room display will be stored in luggage.

Entering Rooms

Students will ask permission before entering any room other than the one to which they are assigned. Students will knock distinctly,

announce themselves, ask permission to enter, and enter only after receiving permission from the room's assigned occupants.

Latrines

Everyone in the barracks is responsible for the cleanliness of the latrines in that barracks. The floors, shelves, and appliances in the latrines will be kept free of litter, water, and excessive dirt. Towels, washcloths, soap, shampoo and personal toiletries will not be left in the latrines. When leaving the barracks for the day, trash will be emptied and sinks and shower stalls will be clean and dried.

Inspections

When leaving the barracks, rooms will be ready for inspection. The NCOLS Staff will conduct walk-through inspections as needed. Stand-by room inspections may be conducted at the discretion of the NCOLS Staff.

Conduct & Safety

Because NCOLS teaches and requires responsibility, Students are responsible for complying with scheduled 'lights out' and 'first call'. After 'lights out' and before 'first call', Students will not leave their room except to use the latrine, or to report an emergency. Lights will be turned off between 'lights out' and before 'first call', and whenever the room is unoccupied.

Leaders must be aware of the risks their teams face. Unnecessary risk can lead to mishaps which affect operational capability. Students will take ordinary care in all ways, especially making sure to be careful and proceed at a walk on stairs, to be mindful of those in lower bunks, and to be courteous with toiletry products.

In the event of any emergency Students will go to their designated rally points and perform accountability procedures.

Door Markings

Every Student room will have a door card 3'x5", 4"x6", or A7 in size affixed using tape or 'blue tack'. This card may be machine printed or hand written, but will be neat and legible and conform to the following general layout. The letter in the upper left corner indicates the gender of the room; use M or F.



Example door card.

Barracks Visitors

Except for designated study times or after lights out, when a Senior Member or Cadet Officer enters the billeting area, the first Student who recognizes the Officer comes to attention and loudly calls the class to attention by giving the command "Attention on the Floor." At this command, all Students on the floor immediately come to attention in the hallway against the wall next to their rooms. The Class Leader (or designee) will approach and greet the visitor, and assist as requested.

Students will remain at attention until commanded to "Carry On" or the visitor leaves the floor. If the command "Carry On" is given, Students will repeat the command to ensure all Students hear it. If the Officer does not command "Carry On" before departing the floor, Students wait until the Visitor exits and then they may resume activities.

Selfcare

- Students make every effort to take at least one shower each day.
- Students will brush their teeth at least twice a day.
- Students will apply deodorant as needed.
- Students will comply with CAP grooming standards for hair, facial hair, and cosmetics.
- Students will take care of their feet and inform the NCOLS Staff of any problems.

Lights Out Procedures

Students will turn out their lights at the designated lights out time, and they will remain off until first call. Any deviation must be approved by the Director for the entire class, or by a staff member for individual rooms. A bed check will be conducted at a point after lights out.

Unless otherwise instructed by the Director, Students will leave their barracks doors ajar during lights out time. Interconnecting doors between shared latrines will be latched.

Cadet 'Charge of Quarters'

The NCOLS Cadet TACs will serve as 'Charge of Quarters' (CQ) for the Student barracks. Students will take instructions from the TACs regarding the barracks area, barracks procedures and regulations, and general good order and discipline.

Classroom Procedures

While the Instructor for each class is in charge during the class, it is up to the Student leadership to enforce classroom procedure rules and to maintain good order and discipline in the classroom. This includes keeping Students generally focused on the

instruction, and not engaging in unrelated activities and side conversations.

General

- Class Leaders (Class Leaders) will ensure that all Students are seated and prepared for instruction no later than the class start time listed on the training schedule.
- Do not slouch in your chair or appear to be uninterested or bored while in a class. Students are expected to meet the highest standards of appearance and conduct at all times.
- If a distinguished visitor (O-6 or higher) enters the classroom prior to the beginning of class or during a break in instruction, the first person recognizing the distinguished visitor will call the class to attention. Do not call classrooms to attention during instruction.
- When leaving a room, leave with everything you brought (unless instructed otherwise) and leave the room as you found it, or improved.
- Students will not have electronic devices active during a class unless specifically required by the class.
- If the Students are leaving belongings in the classroom between classes, those belongings will be identically arranged at each student position.

Reporting for Classes

Class Leadership will account for class members in Academic classes. To help with accountability, perform these reporting procedures at the beginning of morning and afternoon instruction (1st class), when there is a change of instructors, or when the class moves from one area to another during the day.

- Students will enter the classroom, sit at an open place, ground their gear per guidance, and wait. Quiet conversation is permitted.
- When the instructor enters the room, or if the instructor is already present, Students will sit silently and the Class

Leader will stand at attention and wait for the instructor to command 'Report'.

- The Class Leader will greet the instructor, state the number of Students assigned, the number of Students present, and account for any missing Students.
- The Class Leader will follow any directions from the instructor and then be seated.

Dining Procedures

General

Students are not required to 'ripple' through the DFAC line, but they will maintain a single-file line while entering. Students are allowed to engage in quiet conversation in line and at table during meals. Students will clean up after themselves, and some may be assigned to help clean up after each meal. Students will consider how many people still need to be served while serving themselves. Students that bring their own meals will only consume them at mealtimes.

Leadership Procedures

Student Leadership and the Chain of Command

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. Personally inspects 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.

Class Leadership Handoff

Class Leadership will be handed off in the evening, to allow the outgoing Class Leadership to do a good hand off, and so the incoming Class Leadership can prepare for the next day.

The outgoing Class Leadership will meet with the Director (or delegate), the Training Officer, and the Cadet Operations Officer (or delegate) to talk about the Class Leadership's overall performance during their tenure. The discussion will include topics such as:

- What went right.
- What went wrong.
- What would you do differently next time?
- What will you take away from the experience?
- Overall impressions.
- Information or advice for the group of leaders.

This is a give and take, and the Class Leadership is encouraged to give their thoughts, opinions, and ideas on the quality of the instruction, and how to improve the experience of Class Leadership for the next group of leaders. This should take no more than 15 minutes.