

Army Bands Noncommissioned Officer Academy
Senior and Advanced Leader Courses
Student Guide



DEPARTMENT OF THE ARMY
ARMY BANDS NONCOMMISSIONED OFFICER ACADEMY
1420 GATOR BOULEVARD
VIRGINIA BEACH VA 23459-2617

ATSG-SMG

4 January 2024

MEMORANDUM FOR Army Bands NCO Academy Students

SUBJECT: Welcome to the Academy

Congratulations on being selected to attend the Army Bands NCO Academy. Selection is an indication of the Army's confidence in your potential for increased levels of responsibility in the Army Bands Career Program.

Our mission is to provide a challenging, relevant, and rewarding educational experience that is firmly grounded in the Army Values and the Army Leader Requirements Model.

Your mission is to prepare yourself—physically, mentally, and spiritually—to be an active learner. Read the enclosed Student Guide and contact the Academy office if you have any questions. Take some time to think about what you want to get out of the course, what might get in your way, and develop a plan for overcoming both known and unknown obstacles.

I'm proud of you for reaching this milestone, and I look forward to our time together.

Encl.
Student Guide

A handwritten signature in black ink, appearing to read "Daniel P. Welch", is positioned above the printed name.

DANIEL P. WELCH
CSM, USA
Commandant



Creed of the Noncommissioned Officer

No 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 Noncommissioned Officers 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.

Competence 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 I 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.

Officers 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 GOES ROLLING ALONG

Verse: March along, sing our song, with the Army of the free.
 Count the brave, count the true, who have fought to victory.
 We're the Army and proud of our name!
 We're the Army and proudly proclaim:

Chorus: First to fight for the right,
 And to build the Nation's might,
 And The Army Goes Rolling along.
 Proud of all we have done, Fighting till the battle's won,
 And the Army Goes Rolling Along.

Refrain: Then it's hi! hi! hey!
 The Army's on its way.
 Count off the cadence loud and strong; For where'er we go,
 You will always know
 That The Army Goes Rolling Along.

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I. Course Prerequisites

Senior Leader Course (SLC) attendees must meet the following eligibility criteria:

- Active Army or Reserve Component Staff Sergeant or Sergeant First Class who meets enlistment requirements and is qualified in MOS 42R IAW DA PAM 611-21.
- Selected by Human Resources Command (Active Army) or recommended by the unit commander (Reserve Component).
- Six months minimum time in service remaining after graduation.
- Successfully completed ALC/BNCOC.
- Successfully completed Distributed Leader Course 3 (DLC 3) or Structured Self-Development 3 (SSD 3).
- Have not previously completed SLC/ANCOC for 42R or any other MOS.
- Complete TASS Unit Pre-Execution Checklist (AD courses and Soldiers) or the ATRRS automated post reservation checklist (PRCL) (RC courses and Soldiers).
- Meet physical fitness and height/weight standards upon enrollment.
- Meet requirements outlined in AR 350-1 and TRADOC Regulation 350-18, para. 3-5.
- RC only: Valid & passing AMPA (MOSQ minimum requirement), scored by USASOM within the last 12 months. Units and the USASOM Registrar will confirm that the Soldier has a valid AMPA on file at USASOM prior to enrolling them in ATRRS. The AMPA must be current within 12 months at the time of registration; it does not have to be within 12 months of the course start date. If previously taken to satisfy another course's graduation requirement (for example, an AMPA taken during Advanced Individual Training used to satisfy prerequisite requirement to attend Advanced Leader Course), that Soldier will be ineligible to compete for honors that require a score above MOSQ.

Advanced Leader Course (ALC) attendees must meet the following eligibility criteria:

- Active Army or Reserve Component Sergeant or Staff Sergeant who meets enlistment requirements and is qualified in MOS 42R IAW DA PAM 611-21.
- Selected by Human Resources Command (Active Army) or recommended by the unit commander (Reserve Component).
- Six months minimum time in service remaining after graduation.
- Successfully completed BLC/WLC/PLDC.
- Successfully completed Distributed Leader Course 2 (DLC 2) or Structured Self-Development 2 (SSD 2).
- Have not previously completed ALC/BNCOC for 42R or any other MOS.
- Complete TASS Unit Pre-execution Checklist (AD courses and Soldiers) or the ATRRS automated post reservation checklist (PRCL) (RC courses and Soldiers).
- Meet physical fitness and height/weight standards upon enrollment.
- Meet requirements outlined in AR 350-1 and TRADOC Regulation 350-18, para. 3-5.
- RC only: Valid & passing AMPA (MOSQ minimum requirement), scored by USASOM within the last 12 months. Units and the USASOM Registrar will confirm that the Soldier has a valid AMPA on file at USASOM prior to enrolling them in ATRRS. The AMPA must be current within 12 months at the time of registration; it does not have to be within 12

months of the course start date. If previously taken to satisfy another course's graduation requirement (for example, an AMPA taken during Advanced Individual Training used to satisfy prerequisite requirement to attend Advanced Leader Course), that Soldier will be ineligible to compete for honors that require a score above MOSQ.

II. Required Documentation, Uniform, and Equipment

All required documents will be submitted in digital format via Blackboard prior to the start of the course. Small Group Leaders (SGLs) will communicate specific details pertaining to document submission in the weeks prior to course start date. A list of required documents is included in the appendix.

NOTE: Students who began phase 1 training without having submitted required documents in digital format must upload all required documents within 72 hours of reporting or they will be considered for disenrollment.

Required equipment for Phase 1

- Computer (desktop and/or laptop) with access to the internet or Wifi.
- Webcam
- Working speakers and a microphone, preferably as a headset with mic.
- Phone, preferably a smart phone.
- A quiet space with minimal interruptions and noise
- Baton or like item (pencil, pen...)

Highly encouraged equipment for Phase 1

- Computer with a dual monitor set up. This will provide working space while the online sessions occur.
- Mace

Uniform requirements are included in the suggested packing list in the appendix.

Equipment required for the resident phase of the course will be provided by USASOM Supply.

III. Phase 1

Phase 1 will be conducted over Blackboard in a Virtual Learning (vL) environment. Students will be required to login 30 to 60 minutes prior to start of Phase 1 to conduct a video and comms check. SGLs will email any further information about phase 1. Please see the following links to check browser support and compatibility.

[Browser Support \(blackboard.com\)](https://blackboard.com/support)
[Browser Checker \(blackboard.com\)](https://blackboard.com/support)

IV. Arrival and Reporting In

Arrival Routes

The Army Bands NCO Academy / Army School of Music is located on Joint Expeditionary Base Little Creek - Fort Story West (JEBLC-FS), Virginia Beach, VA on Shore Drive (Route 60). Students arriving at Norfolk International Airport should secure taxi service to lodging,

JEBLC-FS West (approximately \$20 one way). Students will be reimbursed for the cost when they file their travel voucher. The USASOM does not provide shuttle service to or from the airport.

Report Date and Day 1 of Phase 2

On the phase 2 report date, NCO Academy (NCOA) students will check-in to lodging and will not officially sign-in to the Academy until the following morning on Day 1 of the resident course. Students will be notified via email regarding which lodging location will be utilized during the course. A group reservation has been made, so do not make individual reservations.

Students must report to the U.S. Army School of Music (BLDG. 3602) located at 1420 Gator Blvd on Day 1 for weigh-in. Formation location and time will be specified by your Small Group Leader (SGL) in the welcome email. Uniform for weigh-in on Day 1 is the Army Physical Fitness Uniform (APFU) with reflective belt, approved socks, and running shoes. You are not to wear spandex for the weigh-in (spandex built in to APFU shorts is approved). Ensure you have your ID card, ID tags, and a pen with you for the weigh-in.

Students will be released for a short time after the weigh-in is complete to change into ACUs and eat breakfast. We recommend you bring breakfast and a set of ACUs to the weigh-in.

V. General Information

Billeting

This is for the resident phase of the course. All reservations for students have been made by the NCO Academy. **DO NOT** call and make your own reservation. All students will reside in the Navy lodge unless otherwise directed. Students must contact the Navy Lodge to confirm their reservation with their government travel card before 1600 (EDT) on the date of their arrival, but not more than one week prior. The reservation process is complete when the room is transferred into your name. Failure to do so will result in the Navy Lodge cancelling your reservation. Students will be charged the Standard Room rate. Follow all instructions from your Small Group Leader prior to arrival to the course.

Per Diem

NCOA students are not issued a meal card. Government mess at the galley is available; students will be authorized government meal rate while attached to the NCOA. Orders should reflect government meal rate, plus \$5.00 a day for incidentals. The current rate is available at: <https://www.defensetravel.dod.mil/site/faqmeal.cfm>

Transportation

Rental cars are NOT authorized for those who fly, and 'in and around' mileage is NOT authorized for those who choose to drive. Privately Owned Vehicle (POV) use is authorized. POV inspections may be necessary on a case-by-case basis. Students should bring the following:

- Issued License
- Automobile registration.
- Proof of liability insurance, at least equal to the Virginia minimum.

- Proof of safety inspection (if applicable). The safety inspection may be from the state in which your car is registered if it is renewable yearly. JEBLC-FS police will ticket cars without a safety inspection sticker.
- Motorcycle riders must show proof of attending a motorcycle safety foundation approved safety course (within 3 years).

Pay

Pay matters should be handled prior to departure from the parent unit. If pay problems arise once training begins, they will be addressed through student leadership to the Small Group Leader.

Students should ensure their government travel card is activated prior to the course, unless they are being monetarily reimbursed (Reserve Component) or receiving an advance (Active Component). If students are attending the course in a TDY en route status, they should contact their losing unit to work out any issues with their travel card if deactivated from their losing unit.

Defense Travel System (DTS)

Students should ensure that they have been received by their unit in DTS prior to the course. If attending the course in a TDY en route status, ensure your losing unit does not detach you prior to attendance.

Appointments

Appointments that take the student out of the classroom (PHAs, dental exams, ID card renewal, etc.) should be done before arriving at NCOPDS. When appointments are necessary, they will be scheduled through the Academy Cadre in order to minimize the amount of training missed. Refer to the current Individual Student Assessment Plan (ISAP) for information on the number of hours of training that can be missed due to medical appointments and other issues.

Leave / TDY En route

Students taking leave, before or after course dates, must hand-carry an approved DA 31 from their home station to the Academy. Students attending the course in a TDY-en route status must also follow these guidelines., and they will have their DA 31 end date signed at their new duty station.

Mail

Mail will be delivered to NCOA students via USASOM Mail Clerks. Use the following address:

RANK LAST, FIRST MI
Army School of Music NCOA
Suite B215
1420 Gator Blvd
Virginia Beach, VA 23459-2617

Graduation

Graduation times will be announced during the course. Uniform for graduation will be the Army Service Uniform or the Army Green Service Uniform.

When making travel arrangements, ensure return flights are scheduled no earlier than 1500 on the final day of the course.

VI. Preparing for NCOPDS

To prepare for course attendance, review the following resources. Depending on your IT setup, you may have to physically copy and paste the link into your browser:

- [SLC - ALC Individual Student Assessment Plan \(ISAP\)](#): The appropriate ISAP will outline assessment and graduation requirements for the course you are attending.
- [ATP 1-19 \(U.S. Army Bands / Dated: 28 Jul 21\)](#): All students will be discussing current trends and doctrine in Army Bands using the ATP as a main reference.
- [TC 3-21.5 \(Drill and Ceremony / Dated: 3 May 21\)](#): SLC students will be assessed in non-musical key leader positions during a review ceremony. Students should become familiar with Chapter 10.
- [TC 1-19.10 \(Army Ceremonial Music Performance: 29 Jul 22\)](#): SLC students will be assessed on their ability to lead an ensemble for performance in a marching ceremonial setting. Students should become familiar with the Army Bands marching style and Band Commander movements.
- [TC 1-19.50 \(The Army Drum Major: 15 Apr 17\)](#): ALC students will be assessed on their ability to lead a marching band as a Drum Major. Students should become familiar with the Army Bands marching style and all drum major movements and responsibilities.
- [TC 1-19.51 \(The Army Ceremonial Conductor: 15 Apr 17\)](#): ALC and SLC students will be expected to execute basic conducting skills in line with leading indoor and outdoor ceremonies, respectively.
- [TC 1-19.52 \(Army Bands Leader Development: 20 May 21\)](#): ALC and SLC students will be expected to facilitate technical skills development, and perform as MPT Leaders (SLC) and Assistant MPT Leaders (ALC).
- [FM 7-22 \(Holistic Health and Fitness: 1 Oct 2020\)](#): Students will design and lead physical training. It is the responsibility of all students to become familiar with this FM prior to arriving at the course.
- Recent Academy graduates in your band. They can provide you information about what to expect and how to prepare.

VII. Policies

Fraternization

NCOPDS students will not have any unauthorized contact with the following personnel:

- Any student from the Army, Navy, or Marine Corps; regardless of course.
- Staff personnel: defined as any person (Army, Navy, or Marine Corps member) assigned to the School of Music. This includes officers and enlisted personnel, instructors, support personnel, and DOTD personnel.

NCOPDS students may request authorization to associate with the above personnel under the following guidelines:

- Students must submit an “Army Bands NCOA – ALC / SLC Student Special Request Form” through the student support channel to the NCOPDS cadre for authorization and Deputy Commandant approval.
- If a special request is made to fraternize with a staff member, request will not be approved until the staff member finalizes any assessments for the student.

NCOs found out of compliance with this policy are subject to dismissal from the course.

While attending NCOPDS, students are not authorized to perform for pay outside of the duty day (i.e. paid gigs at the beach, etc.).

Pass Policy During the Course

For travel outside of a 250-mile radius of the Army School of Music during off-duty time, students will be required to fill out an "Army Bands NCOA – ALC / SLC Student Special Request Form." Leave / pass requests that include duty time will not be granted except for emergencies. Such requests will be handled on a case-by-case basis.

Smoking Policy

Smoking is permitted only in designated areas at the Army School of Music. Further guidance will be provided during the reception and integration briefing on day one.

Duty NCO

Active Duty students serve as Duty NCO at Scott Hall (DMOD) during the course. A briefing will be conducted prior to assuming duties and responsibilities. Duty NCO will be a priority over any course training and it is the responsibility of the Soldier to be on time to duty according to the received briefing. Address any concerns with your SGL.

Parking

Student parking will only be available across the street from Building 3602 (School of Music), in the bowling alley parking lot, in the parking spots closest to the intersection of Nider Blvd and Gator Blvd.

Conduct

Each student will maintain high personal and professional standards. Strict adherence to standards as prescribed in existing Army Regulations will be constantly enforced.

Weapons

Personally owned weapons, of any kind, are not authorized on Joint Expeditionary Base Little Creek-Fort Story.

Bicycles

Bike racks are available in the rear of Building 3602 (School of Music). You will need your own bike lock to secure your gear. Helmet and reflective belts, or vests, are required safety gear while riding on JEBLC-FS, as well as a front and rear light when riding during hours of poor visibility.

Military Customs and Courtesies

While in student status at the NCO Academy, you are expected to show courtesy to all of those working in the building. All enlisted Service Members, Officers, and Civilians should be greeted while on campus.

When a MSG/E-8 and above enters the room, students will call "AT EASE." When an officer CPT/O-3 and above enters the room, students will call the room to "ATTENTION." Students will stand at parade-rest / the position of attention when addressing any leaders senior to their rank.

JEBLC-FS renders honors each morning and evening via the loudspeaker system. If you are outside, you will come to the position of attention and render a salute in the direction of the speaker. If you are driving, you will safely bring your vehicle to a stop until the honors are complete. If you hear the Army Song, you will sing the lyrics at the position of attention.

Physical Fitness

Physical fitness training will be conducted during the course. You will be expected to take and pass an ACFT in order to complete graduation requirements. Physical fitness training is also encouraged outside of duty hours. Headphones are not authorized on the roads at JEBLC-FS, and may only be worn indoors or while running on the track.

Alcohol Policy

IAW AR 600-85: On-duty impairment due to alcohol consumption will not be tolerated. Impairment of Soldiers is defined as having a blood alcohol content equal to or greater than .05 grams of alcohol per 100 milliliters of blood. There will be no alcohol consumption during duty hours, while in uniform, or eight hours prior to formation. SMs may consume alcohol, while TDY, after being released for the day.

In Virginia, it is unlawful for any person to operate a motor vehicle while such person has a blood alcohol concentration (BAC) of .08 percent. On JEBLC-FS, individuals will be detained by the military police if they are thought to have a BAC of .02 percent or greater.

VIII. Contact Information
Army Bands NCO Academy Office
COM: (757) 462-5107/ 5680
DSN: 253-5107

IX. Appendix

**Army Bands NCO Academy
Required Documents**

All required documents must be submitted to Small Group Leaders (SGLs) in digital format via Blackboard no later than 72hrs after the start of Phase 1.

1. Pre-Execution Checklist <ul style="list-style-type: none">• TRADOC FORM 350-18-2-R-E, APR 2018
2. DA Form 705 or DA Form 705-TEST <ul style="list-style-type: none">• Most recent valid one conducted at your unit
3. Verification of Height and Weight if not on DA 705 <ul style="list-style-type: none">• Memo signed by your Commander or their representative certifying your most recent Height and Weight screening

3. DA FORM 5500 or 5501 (Body Fat Worksheet) (if applicable)

4. Enlisted Record Brief (ERB/SRB),
Reserve Component: Personnel Qualification Record (PQR) or Automated Record Brief (ARB), if applicable.

5. DD Form 1610 or DTS Travel Orders

- All Travel Orders must be signed by Approval Authorities to be Considered Valid

6. DA FORM 3349 (Permanent Profile / MMRB results).

- Soldiers with temporary profiles preventing full participation in a course that are not a result of operational deployment will be removed or deferred from school attendance consideration by their immediate commander until the temporary profile is removed.

Uniform Checklist

Army Bands NCO Academy – Uniform & Equipment Checklist	
All uniform items must be serviceable and will be worn IAW AR/DA PAM 670-1 and all Army G1 ALARACTs.	
Required APFU Items	
APFU t-shirt, short sleeve	2 each
APFU t-shirt, long sleeve	1 each
APFU trunks, running	2 each
APFU jacket, running	1 each
APFU pants, running	1 each
Micro-fleece cap (black)	1 each
Reflective Belt (fluorescent yellow) (available for issue during course)	1 each
Authorized gloves	1 pair
Authorized commercial running shoes (minimalist shoes that divide the toes are not authorized)	1 pair
Authorized calf-length or ankle-length, plain white or black socks (no logos authorized)	
Required ACU Items	
ACU coat	2 each
ACU trouser	2 each
Tan two-inch rigger belt	1 each
Tan/Coyote Brown t-shirt, moisture wicking	5 each
Tan/Coyote Brown boots (Boots with zippers or sneaker-type construction are not authorized to be worn with the ACU.)	2 pair
ACU patrol cap with rank insignia and nametape	1 each
Green, black or tan boot socks	5 pair
ACU parka, wet weather	1 each
ACU trousers, wet weather	1 each
Required Army Service Uniform / Army Green Service Uniform Items	
Trouser w/belt	1 each
Coat w/awards, badges, and accoutrements	1 each
Necktie or Neck tab	1 each
Short sleeve shirt	1 each
Long sleeve shirt	1 each
Dress Shoes	1 each
Headgear	1 each
Dress socks	1 each
Black all-weather coat with rank insignia	1 each
Black leather dress gloves	1 each
Equipment	
Current ID Card and personal identification tags	1 each
Musician Hearing Protection (if owned; disposable will be provided)	1 each
Instruments (except rhythm and tuba players)	1 each
Drum Major gauntlets (ALC ONLY)	1 pair
Optional Items	
Gortex parka, ACU w/ rank insignia & nametape (centered on the bottom of the left sleeve pocket flap)	1 each
Layer III Fleece Jacket with rank insignia and nametapes	1 each
GEN III cold weather fleece (foliage green/coyote brown)	1 each
Cold weather, silk-weight, t-shirt (tan/coyote brown)	1 each
Spandex shorts (black)	1 each



DEPARTMENT OF THE ARMY
ARMY BANDS NONCOMMISSIONED OFFICER ACADEMY
1420 GATOR BOULEVARD
VIRGINIA BEACH VA 23459-2617

ATSG-SMN (800D-100)

11 March 2022

MEMORANDUM FOR All NCO Academy Personnel

SUBJECT: Policy Memorandum #3 — Standards for civilian attire and personal appearance while conducting official business

1. Purpose. This memorandum prescribes standards of dress and personal appearance for Academy students, cadre, and staff when conducting official business.
2. References. Army Regulation 670-1, Wear and Appearance of Army Uniforms and Insignia, 26 January 2021.
3. Applicability. This policy applies to all Academy students, cadre, and staff when conducting official business both on and off the installation.
4. General Policy. Soldiers will comply with AR 670-1. Their appearance will be conservative and meet the same high standards established for personnel in uniform when conducting official business both on and off the installation. Business dress, business casual, and "smart" casual styles are all acceptable.
 - a. There are numerous online sources for learning about various styles of business attire. See the enclosure for a few suggestions. A good rule of thumb: overdressed is better than underdressed.
 - b. NCOA cadre have the authority to direct any student to change their attire if there is any question about its appropriateness for the occasion. Students who do not own or do not bring appropriate options to school may wear or be directed to wear the AGSU or ASU Class B uniform.
5. Point of contact for this memorandum is the NCOA Deputy Commandant, MSG Boyle, at 757-462-5680 or scott.t.boyle.mil@army.mil.

Encl.
Articles on workplace attire

DANIEL P. WELCH
CSM, USA
Commandant

ATSG-SMN (800D-100)
SUBJECT: Policy Memorandum #3 – Civilian Attire

Enclosure—Articles on workplace attire



<https://www.mrporter.com/en-us/journal/fashion/how-to-nail-smart-casual-782322>



<https://www.hockerty.com/en-ca/blog/business-casual-for-men>

<https://www.myglamorista.com/business-casual/>



<https://www.masterclass.com/articles/smart-casual-dress-code-and-attire-guide#what-is-smart-casual-attire>



<https://gardner-webb.edu/student-life/career-development/interviews/business-attire-guide/>

Joint Expeditionary Base Little Creek – Fort Story

Army School of Music, Area of Operations

