

ROBINS NONCOMMISSIONED OFFICER ACADEMY



STUDENT HANDBOOK

Fiscal Year 2004

(Revised: 15 Apr 04)

Please visit our web site <http://www.robins.af.mil/rncoa/index.htm>



DEPARTMENT OF THE AIR FORCE

ROBINS NCO ACADEMY
ROBINS AIR FORCE BASE GEORGIA 31098-2235

6 Jun 03

MEMORANDUM FOR ROBINS NCO ACADEMY STUDENTS

FROM: Robins NCO Academy/CO

SUBJECT: Student Information

Congratulations on your selection to attend one of the most dynamic and career enhancing programs the Air Force has to offer, the Noncommissioned Officer Academy (NCOA) Professional Military Education course. Your selection reflects the future potential your commander and supervisor see in you to take the Air Force through the next century.

The NCOA program is a substantial investment of resources, personnel, and facilities; all dedicated to providing you with the tools you need to lead people and manage resources. The Air Force's senior leadership strongly supports this investment because of the importance they place on strengthening enlisted leadership.

The goals of the Robins NCO Academy are to provide the best academic program possible and to maintain our service's high military standards. This academy is not a college campus, nor is it an extension of basic military training. It is a professional school designed to educate and advance the high ideals necessary for good order and discipline in the Air Force.

Achieving course objectives is a shared responsibility between the academy staff and you. Vital to your success at the academy is your positive and objective attitude. Our standards are high and our educational program is intentionally demanding. As with any effort, you only get out of it what you put into it; so we strongly encourage you to give this course your best effort.

We stand ready to assist you in any way we can to ensure this learning experience is the best possible for you and the Air Force. We look forward to helping you broaden your leadership and supervisory skills and expand your perspective of our military profession.

//Signed//

ORLANDO W. JUSTICE, CMSgt, USAF
Commandant, Robins NCO Academy

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ROBINS NCO ACADEMY

MISSION

Provide professional military education to prepare noncommissioned officers for positions of increased responsibility, by broadening their leadership and supervisory skills and expanding their perspective of the military profession.

VISION

Support the College for Enlisted Professional Military Education vision by creating an educational center fully capable of meeting any mission increase, while continuing to enhance every aspect of our capabilities

CORE VALUES AND DEFINITIONS

Integrity First - Doing the right thing always; a commitment to honesty and fairness, and the courage to stand by your words and deeds

Service Before Self - Tenacious dedication to serving our customers, the Air Force and the nation, regardless of the sacrifice

Excellence In All We Do - Relentless quest to improve our processes and services, while inspiring each other to reach our greatest potential

COMMITMENT

Air Force professionals inspiring a climate of integrity, dedication, respect, quality, sacrifice, and initiative every day of life

HISTORY

The first NCO Academy was established by the Strategic Air Command in RAF West Drayton, England in 1953. In 1956, Air Force Logistics Command (AFLC) established their second NCO Academy at McClellan AFB, California. The first and third AFLC NCO Academies were, respectively at Norton AFB, California, and Wright-Patterson, Ohio. After June 1960, McClellan AFB had the only NCO Academy in AFLC.

In August 1970, AFLC transferred the NCO Academy to Robins AFB and consolidated it with the leadership school already there. As a matter of record, the leadership school was certified as a NCO Preparatory School on 21 May 1958, and later renamed the AFLC NCO Leadership School. With the exception of a brief interlude to conduct a command-initiated Senior NCO Executive Course in 1973, the Academy has operated continuously since October 1970.

Several significant events occurred during the 1970s. In 1975, the School became affiliated with the Community College of the Air Force. Then in 1976, the School completed accreditation with the Southern Association of Colleges and Schools, permitting graduates to receive college credit from completing either course of instruction. Next, the School was awarded the Air Force Organization Excellence Award (AFOEA) in 1978 for outstanding support of USAF NCO Professional Military Education (PME) programs from 1 June 1974 through 31 May 1977. More importantly, during graduation for NCO Academy Class 78-1, the first Chief Master Sergeant was inducted as Commandant of the AFLC NCO Academy/Leadership School at Robins AFB.

The Air Force reorganized PME in 1984, establishing the NCO Preparatory Course (NCOPC) for junior airmen. On 1 April, the NCOPC was assigned to the AFLC NCO Academy/Leadership School. With that action, three of the existing four levels of enlisted PME (EPME) came under the purview of the School. In January 1986, in an effort to better portray the current mission and organization, the School was renamed the AFLC NCO PME Center. The AFLC NCO PME Center received its second AFOEA in 1988 for the period 1 April 1985 through 31 March 1987.

Next, EPME re-aligned on 1 October 1991 to form the Airman Leadership School (ALS) by combining the NCOPC and NCO Leadership School, resulting in the three-tier EPME structure that exists today. In July 1992, Air Force Systems Command and AFLC combined to form Air Force Material Command (AFMC), changing the school to the AFMC NCO Academy East.

Then the name changed to Robins NCO Academy (RNCOA) on 1 September 1993, and on 1 November, RNCOA transferred to the newly activated College for EPME (CEPME) as part of Air Education and Training Command. Additionally, in the spring of 1994, the ALS transferred to the 78th Mission Support Squadron and moved to their new location on Robins AFB. Since being assigned to CEPME, the Academy earned a third AFOEA for the period of 1 July 1994 through 30 June 1996, and a fourth AFOEA for the period of 1 July 1996 through 30 June 1997.

The RNCOA staff is very proud of their EPME heritage and the outstanding path set by their predecessors. They continue to meet their predecessors' charge by ensuring the students can live up to the Academy's motto: ENTER TO LEARN - DEPART TO LEAD.

ADMISSION REQUIREMENTS

1. ELIGIBILITY PREREQUISITES: Students must meet eligibility requirements listed in AFI 36-2301, Professional Military Education, and Education and Training Course Announcements (ETCA), and USAF EPME Procedural Guidance. However, your commander may prescribe other screening and selection criteria. Active duty students must be either a technical sergeant (TSgt) or TSgt selectee to attend the academy. Air National Guard (ANG) and Air Force Reserve Command (AFRC) staff or technical sergeants may also attend. The following eligibility requirements apply to all personnel:

a. Must not be on a control roster, under investigation, or charged with an offense punishable under the Uniform Code of Military Justice.

b. Be within weight standards of AFI 40-502, The Weight Management Program.

c. Must have at least 6 months retainability upon graduation from the course.

d. Personnel with certified medical profiles (Temporary or Permanent) will not attend NCOA without prior approval of MAJCOM. Forward all reports (include AF Form 422) for medical profile attendance to servicing MAJCOM enlisted PME functional manager as soon as possible following quota allocation--students will not depart for NCOA without prior approval. MAJCOMs will coordinate requests for medical profile attendance with NCOAs. All AF Forms 422 must specifically address NCOA attendance and any limitations on a member's ability to:

(1) March or walk.

(2) Stand for extended periods (30 minutes minimum).

(3) Speech or writing limitations.

(4) Limitations on physical conditioning activities such as aerobic exercise, walking, running, etc.

e. In most cases MSgt Selects in a "must train" status and personnel on Permanent Medical Profiles will be authorized to attend (if cleared by medical authorities), however personnel on Temporary Medical Profiles will be delayed until the condition is resolved.

f. Requests for waivers to prerequisites other than medical profiles, must be submitted through the MAJCOM to HQ USAF/DPDE for approval.

g. Be recommended by their unit commander.

2. SELECTION CRITERIA: The Military Personnel Flight (MPF) identifies TSgt selectees and TSgts eligible by date of rank to attend the NCO academy based on the quotas allocated by HQ AFPC. Active duty TSgts must complete the in-residence NCO academy before they assume the rank of Master Sergeant (MSGT). Additionally, MSGT selectees, who haven't completed the NCO academy, are given priority to attend the academy before reaching the month of their line number. The ANG and AFRC develop selection procedures for their organization. Contact the Classification and Training (C&T) office at your base MPF for further guidance.

COURSE PREPARATION

1. LOCATION: Robins AFB is 16 miles south of Macon, Georgia, on Highway 247, adjacent to the city of Warner Robins. Robins AFB is the home of Georgia's largest single industry - the Warner Robins Air Logistics Center. Warner Robins is known as the "International City" and has excellent community relations with Robins AFB. Warner Robins, with a population of approximately 50,000 people, is one of the most progressive communities in Georgia.

The Middle Georgia climate is moderate and produces an average winter temperature of 50 degrees Fahrenheit during the day, while the summer average is 83 degrees. Please keep in mind these are averages. A light jacket or sweater is adequate for evenings during May through September, while heavier clothing may be needed during the later part of September through April. The average annual rainfall measures about 44 inches with the largest rainfall during the months of January through April, so also bring an umbrella.

Robins offers a small town atmosphere with outstanding MWR facilities and excellent recreational services. Among the things to do on base are the fitness center, golf course, fishing, skeet range, and the Museum of Aviation, to name a few. You will have no trouble keeping busy during your off-duty time.

2. TRANSPORTATION: If you're driving, the base can be reached via Interstate 75 exiting at the Centerville/Warner Robins exit 146, and following Highway 247C East. The base is 10 miles East of this exit, and the route will take you directly through the city of Warner Robins. Follow the signs to the base, and report to billeting, building 557, to obtain your room assignment in the academy dormitory.

The closest airport, Middle Georgia Regional Airport, is approximately seven miles from Robins AFB located between Macon and Warner Robins. All connecting flights into Macon go through Hartsfield International Airport, Atlanta, Georgia. Commercial bus and shuttle transportation serves Warner Robins in the form of Greyhound/Trailways and Groome Transportation. Groome Transportation provides daily shuttle service directly to Robins AFB from the Hartsfield International Airport. To obtain this service, follow the ground transportation signs to the non-metro loading area, stalls 14-19 located under the international flags. The Groome shuttle to Robins AFB is approximately \$27 for one-way and \$50 for round-trip. After you arrive on Robins AFB, contact Vehicle Operations at 926-3493 for government transportation to billeting.

3. DEPENDENTS: The NCO academy is an in-residence course. We strongly recommend you do not bring your dependents, because you'll be busy with course activities and won't be able to spend much time with them. We'll have a number of special activities at the end of the course, and we encourage you to invite your spouse, relatives, friends, commander, and supervisor to attend them. As a reminder, it's your responsibility to accomplish all things necessary to ensure your dependents are taken care of while you're TDY.

4. FINANCES: Make all pay and allowance arrangements before departing your duty station. Only under the most unusual circumstances will you be allowed to draw pay through the Robins AFB Finance Office. Personal checks may be cashed at the Base Exchange on base. You may also cash checks at the Robins AFB Enlisted Club, provided you are a member of another enlisted club.

Local area students, usually those assigned to Robins AFB, will be assigned billeting sometime during the first few days of class; authorization letters will be given out. Attendance for active duty students is funded by AETC. However, when active duty students are returned to their parent command as a result of being unqualified to enter the NCO academy program or released for disciplinary reasons, all TDY expenses to and from the school will be paid by the individual's MAJCOM. The organization publishing the released-student's TDY orders will ensure the orders are amended to show the MAJCOM's fund cite. Ensure you have sufficient funds to cover meals and incidental personal expenses. The following information provides a general idea of those expenses. Class and flight photos may be purchased for \$6 each; academy coffee mugs, travel mugs, and water bottles are also \$6 each; academy coins go for \$5.00 each, and an academy T-shirt sells for \$12. Additionally, class functions, such as bowl-a-thons or field trips, could result in other expenses if you choose to participate. Graduation is a mandatory formation, and the meals for you and your guests are another out-of-pocket expense. The graduation meal cost varies between \$16 and \$21 per person, depending on the meal and whether you are a member of an enlisted club.

5. UNIFORM REQUIREMENTS: It isn't necessary to purchase new uniforms if your uniforms are in compliance with the standards of AFI 36-2903, Dress and Personal Appearance of Air Force Personnel. Patent finished shoes are optional. Ribbons and permanently awarded badges are mandatory with service uniforms during inspections. We recommend your uniforms be ready when you arrive, since your free time will be limited. The clothing lists below represent the minimum essential requirements. Consider temperature variations, alterations, and potential cleaning delays when preparing your wardrobe. Students typically wear any combination of the service uniform Monday through Wednesday, and BDUs on Thursday and Friday, unless otherwise instructed.

FEMALE ITEMS:

Service Dress uniform with skirt

Slacks (with belt if required)

Blouse, blue (with necktab)

Blouse, white (as appropriate for the semi-formal and mess dress uniforms)

Ribbons (with authorized devices) (mandatory while attending the NCOA)
Occupational Badge(s) (mandatory while attending the NCOA)
Hose
Shoes, oxford (Optional)
Shoes, pumps (heel size is according to individual desires but IAW AFI 36-2903)
Undergarments
Tab (blue inverted-V, polyester herringbone twill (self-fastening tails) for new service dress;
black crescent or blue satin inverted for semi-formal; blue satin crescent shape for mess dress)
Flight cap (See note 2)
BDU uniform set (shirt and trousers)
Belt, blue (with black tip and buckle)
Belt, blue (with silver tip and buckle)
Socks
Boots (for wear with BDU uniform)
Cap, BDU camouflaged (Army or baseball style) (See note 2)
Athletic clothing
Shoes (sneakers for outside running and use inside a gym, etc.) (See note 1)
Mess Dress (Optional)

MALE ITEMS:

Service Dress uniform
Trousers, service
Shirt, blue with epaulets
Shirt, plain white for semi-formal uniform (no button down collars)
Ribbons (with authorized devices) (mandatory while attending the NCOA)
Occupational Badge(s) (mandatory while attending the NCOA)
Socks
Shoes, low quarter
Undergarments
Tie (polyester herringbone twill tie)
Bow tie (blue satin with the mess dress)
Flight cap (See note 2)
Belt, blue (with silver tip and buckle)
BDU uniform set (shirt and trousers)
Belt, blue with black tip and buckle
Boots (for wear with BDU uniform)
Cap, BDU camouflaged (Army or baseball style) (See note 2)
Athletic clothing
Shoes (running, gym, sneakers, etc.) (See note 1)
Mess Dress (Optional)

NOTE 1: Black-soled athletic shoes are not permitted in the Robins AFB fitness center. The center is used for physical conditioning exercises and during inclement weather.

NOTE 2: The camouflaged baseball style cap without squadron emblem and/or lettering is authorized with the BDU uniform. Authorized distinctive berets may be worn with all uniforms as prescribed by AFI 36-2903.

ADDITIONAL ITEMS SUGGESTED FOR FEMALE AND MALE STUDENTS:

Umbrella
Bathrobe
Sweatsuit (plastic and rubber suits not authorized)
Shower shoes
Sweater, pullover or Cardigan (Oct-Mar)
Jacket, lightweight (Oct-Mar)
BDU Field jacket (Oct-Mar)
Gloves, black or gray
Rain scarf, clear
Handbag, black
Coat, all weather
Gore-Tex Jacket (Cloth chevrons must be worn on tabs while TDY to Robins AFB)

Security police may wear the CWU46-P blue jacket. Organizational clothing such as zippered sleeping shirts, parkas, ponchos, etc., are NOT authorized for wear while attending the NCO academy.

COURSE ATTENDANCE

1. **REPORTING PROCEDURES:** Report to Robins AFB Billeting office at building 557 prior to orientation at the academy (see Class Schedule). You are required to be in uniform for orientation. A welcome letter will be available when you check-in to billeting. **Sign-in** for orientation occurs at the academy starting at 0630, on the first day of training. A course schedule and other information will be provided at orientation. The Formal Training office at your servicing MPF may have provided you a student identification record (SIR). If so, complete it and bring it to orientation. If you did not receive a SIR, one will be provided at orientation.

Please call DSN 468-2098, or commercial (478) 926-2098 and inform the Information Management Section or the Director of Education if you will arrive after the scheduled reporting time due to commercial transportation time schedules or any other situation beyond your control.

2. **ORIENTATION:** The orientation briefing begins promptly at 0830 on the first day of training at the RNCOA, building 799, following sign-in. You need to bring the following items with you to orientation:

- a. Two copies of your TDY orders and any amendments.

b. Any physical profile waiver, either permanent or temporary. (See Eligibility Prerequisite).

c. Completed Student Identification Record (SIR). The following information is required for your SIR. [Click here to download the SIR from our web page.](#)

(1) Personal and spousal information, and the name and phone number of the person to notify in an emergency.

(2) Information about PME and education background, volunteer status, whether you were interviewed by your commander, etc.

(3) The name, duty address, and duty phone number of your wing commander, command chief master sergeant, immediate commander, first sergeant, and supervisor.

3. ACADEMY FACILITIES: The RNCOA three-story dormitory is configured with a dayroom, kitchen, nautilus/exercise room, and 68 private rooms. Sixty of those private rooms share a bathroom, three are suites with their own living room and bathroom, and the other five rooms have a private bathroom as well.

Billeting assigns the academy students to rooms in our dormitory, building 798. Washers and dryers are available at no cost in the laundry room located on each floor. Maid service is provided as part of the \$25 daily cost. Fire safety rules prohibit electrical cooking appliances, as well as space heaters in the dormitory. The telephones in each room are switched through billeting, and you will not be charged for local phone service. Long distance service is very expensive; long distance calls can cost as much as \$2.85 a minute, depending on the distance and time of day for the call. Internet connections and 1-8XX numbers are \$.35 per call (Charge applies to long distance service providers, Internet Service Providers and access to base local area networks). Billeting doesn't levy any of the phone charges nor make a profit from them. Other telephones are located in the dayroom. Everyone, including Robins students, will be held accountable for their telephone bill.

The RNCOA's academic and administrative rooms are located in building 799, referred to as the academic building. The academic building includes five classrooms, auditorium, distinguished visitors lounge, and library. The library is equipped with a computer and printer, and there are three computers in each classroom for students' use. Students are also encouraged to bring their own personal computers with them; however, the course is designed to be completed without a computer. There will be no smoking or use of tobacco products during the academic duty day in accordance with AFI 40-102. Otherwise, smoking and the use of tobacco products is not permitted in any of the RNCOA facilities, including the dormitory and its exterior terrace. The only authorized smoking area is a small covered patio at the southeast end of the dormitory. The orderly room, staff offices, and conference room are located in the academic building.

8. DINING FACILITIES: There is an abundance of places to eat. On-base facilities include the Food Court adjacent to the AAFES main store, the bowling alley snack bar, Burger King and the Pizza Depot in the Smith Community Center. The base restaurant is located in building 166 on Byron Street (between First and Second Streets) and is open to all base personnel. The Enlisted Club and JR Rockers are located directly across the street from the academy. The Wynn Dining Hall is across from building 755, about a 5-minute walk from the academy dormitory. You are encouraged to use on-base dining facilities particularly during the class day due to traffic congestion and possible delays when off base.

9. MEDICAL CARE: The clinic at Robins AFB will provide medical care including emergency hospitalization, if required. Dental work, eyeglasses (bring a spare pair), and other specialized medical needs should be accomplished prior to attending the academy or departure from your duty station. If you require routine medical treatment while attending the academy, contact your flight instructor for assistance.

10. BASE SERVICES: Virtually all services are located within walking distance of the academy. Further information containing current operating hours and phone numbers is available in your dormitory room.

a. AAFES EXCHANGE COMPLEX: Consists of the BX, florist, optical shop, laundry/dry cleaners, barber/beauty shop, Frank's Franks, Anthony's Pizza, and Baskin Robbins ice cream. Same day service is not available from the laundry. The Shoppette and Class Six Store are located two blocks south of the academy, across the street from the Commissary.

b. ARTS AND CRAFTS CENTER: Wood, photo, engraving, and framing.

c. AUTOMOTIVE HOBBY SHOP: Provides equipment and facilities for do-it-yourself repairs.

d. BANK: Located adjacent to the Base Exchange and Post Office. Offers most services normally provided.

e. BOWLING CENTER: Sixteen lanes and a snack bar.

f. CHAPEL: The Robins AFB Chapel has a complete program of religious activities.

g. CLOTHING SALES: Located one block from the Academy in the Base Exchange.

h. COMMISSARY: Located across from the Base Exchange.

i. ENLISTED CLUB: Located across the street from the NCO Academy. Offers a full line of dining and entertainment. Check cashing for members of any NCO/Enlisted Club, and a barber shop.

j. FITNESS CENTER: Offers a full line of equipment and facilities.

- k. **GOLF COURSE:** 18 holes, offers a complete pro-shop and snack bar. Open daily.
- l. **LIBRARY:** Offers a broad variety of research and reading material, video, and audio items for check out. Located on the first floor of building 905.
- m. **MWR SUPPLY - RENTAL:** Offers an extensive line of equipment for outdoor recreation.
- n. **SWIMMING POOLS:** The base pools are open only during the summer.
- o. **SMITH COMMUNITY CENTER:** Billiards and other games available. Reduced price tickets for area recreational activities. The Pizza Depot and Japanese Grill are located in the same building, and are opened on the weekend, though the operating hours are shortened.
- p. **TENNIS AND RACQUET BALL COURTS:** Several racquetball courts are available. Tennis courts are abundant. Both are readily accessible and located near the dormitory.
- q. **THEATER:** Open on weekends, usually Friday through Sunday, with a Saturday matinee.

ACADEMY OPERATIONS

1. **NCO ACADEMY ORGANIZATION:** The Academy is a tenant unit hosted on Robins AFB, and is assigned to the CEPME under AU (see Figure 1). The host-tenant support agreement explains the direct and indirect support provided by and to the 78 ABW on Robins AFB, Georgia. See Figure 3 for information regarding the academy staff.
2. **GENERAL:** The Academy provides in-residence instruction for the second of the Air Force's three-level PME program. The NCO Academy program prepares NCOs for the leadership and supervisory roles required of mid-level supervisors. The student body consists of approximately 70 NCOs. The six-week course provides a comprehensive study in the Profession of Arms, Leadership, and Communication Skills areas.
3. **OBJECTIVES:** The course is oriented toward the work center supervisor and the NCO academy course objectives include:
 - a. Understanding human behavior relative to the military environment.
 - b. Supervisory practices and leadership techniques needed to effectively supervise people.
 - c. NCO responsibilities, development, and advancement.

- d. Techniques for improving your communicative abilities.
- e. Understanding the military's role in US and world affairs.
- f. NCO and Professionalism.

4. METHODS OF INSTRUCTION: The method of instruction is selected by considering educational objectives, available facilities, and student needs.

a. Large group instruction - Lectures, briefings, panels, and audiovisual presentations may be presented to the entire class in the auditorium.

b. Small group instruction - Informal lectures, discussions, role-playing exercises, and case studies may be presented in smaller flight groups. You can expect to spend much of your time in your individual flight which consists of 12 to 14 students.

c. Feedback - Feedback periods are designed to provide feedback and assistance. You may discuss your progress toward course objectives with your flight instructor throughout the course.

5. ACADEMIC NONATTRIBUTION: The RNCOA conforms to the basic philosophy of academic non-attribution, academic freedom, and professional behavior. In an effort to enhance learning and the value of material taught at the Academy, we encourage students to speak freely on all topics, yet adhere to the provisions of military protocol, professionalism and courtesies. Students, guest speakers, and instructors may openly voice opinions, examples, and ideologies. Individuals participating in the learning environment should be open to the comments made by others and feel free to agree, disagree, or abstain as he or she deems appropriate. In many instances, the best learning is achieved not from the instructor, but the student. Let common sense and good judgment prevail. Every effort must be made to refrain from comments which specifically defame persons, categories of persons, or organizations. Professionalism is the by-word. Profanity, vulgarity, and obscenity do not enhance learning and are inappropriate. Intentional defamation of character, name calling, etc., limit effective communication, restricts learning, and may seriously damage your standing in the class and your Air Force career.

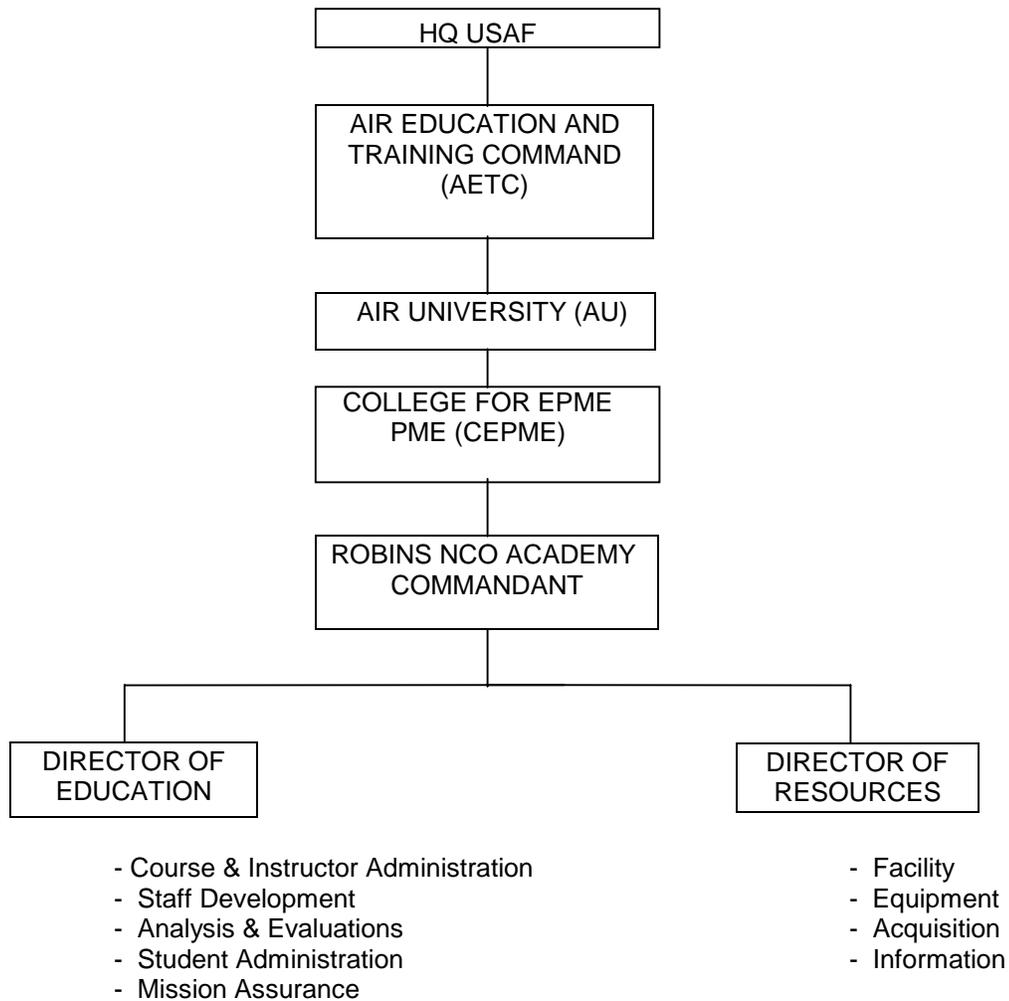


Figure 1. Robins NCO Academy Organizational Chart

6. **OPERATING INSTRUCTIONS (OIs):** Due to the Academy's unique requirements, we have developed several OIs and provide students a copy applicable to them while in class. These "general distribution-coded" OIs apply to staff members as well.

7. **COMMANDANT'S ADVISORY COUNCIL:** The Commandant's Advisory Council is composed of the Commandant, Director of Education and/or Director of Resources, student commander, and flight leaders. The council identifies student concerns and provides feedback to the Commandant and student leadership. Council meetings are usually held every Friday, with the exception of a Friday being the class start date. You are encouraged to use the advisory council to resolve issues affecting the welfare of the class.

8. **CLASS COMPOSITION:** The class is composed of students representing several MAJCOMs from Robins AFB and Moody AFB, Georgia, Charleston, South Carolina and various Air Force Special Investigations locations throughout the country. Additionally, students

from the ANG and the AFRC come to us from numerous locations. Students are divided into groups known as flights. Flights are constructed by computer distribution providing an equitable diversity, or balance, by AFSC, base, gender and race. This provides students the best opportunity to benefit from the sharing of expertise and ideas to attain lesson objectives. This, combined with the appropriate teaching method, greatly enhances the learning environment for the student.

9. DAILY CLASS SCHEDULE: You will be involved in class-related activities 9-to-10 hours each day, Monday through Friday, and will have an occasional Saturday activity. The student class hours are normally 0730-1615, unless schedule dictates otherwise. Classes include, but are not limited to, lectures, discussions, panels, drill and ceremonies, and physical conditioning activities. Classes are conducted in the flight rooms, the auditorium, and on the drill pad and exercise areas. You are discouraged from participating in activities, including off-duty education, not directly related to the Academy curriculum.

COURSE DESCRIPTION

1. CURRICULUM DESCRIPTION:

a. Profession of Arms area covers topics such as the Military Operations, National Strategy, Global Instability, National Security, Air Force Culture, Wellness, Standards of Conduct, AF History and Professionalism.

b. Leadership encompasses the areas of Human Behavior, Changing Behavior, Teams, Team Dynamics, Team Leader Skills, Situational Leadership, Discipline, NCOs Role in Discipline, Functions Of Management, Leadership, Substance Abuse, Human Relations, Performance Management Process, Enlisted Evaluation System, Change Management, Conflict Management, Problem Solving, etc.

c. The Communication Skills area of the Curriculum Covers Successful Learning, Barriers to Communications, Presentation Formats, Preparing to Communicate, Effective Writing, and Effective Speaking. One Individual Formative Writing and Speaking, one Group Summative Writing and Speaking and one Individual Summative Writing and Speaking are required exercise evaluations during the course.

d. The Administrative and Evaluation area is where the rubber meets the road, per se. This curriculum area covers course introduction, formative and summative evaluations, uniform inspections, writing evaluation and remediation, speaking evaluation and remediation, graduation activities, and out-processing.

e. Commandant's Time is prescribed by the Commandant for issues of special interest, guest speakers, etc.

2. READING ASSIGNMENTS: It is imperative that you read this material *before* each class, because not all reading assignments are covered in the class. However, the reading assignments supplement the classroom instruction and some material is testable.

3. EXTRACURRICULAR ACTIVITIES: Students will be involved in a variety of activities while attending the NCO Academy. They include, but are not limited to, NCO of the Day, grounds maintenance, mail courier, car washes, class committees for MWR, snack bar, audio-video, banquet, etc. You will not be detailed to perform duties not related to the school or class functions.

4. STUDY MATERIALS: The RNCOA will provide student lesson guides, and study materials. Students must provide their own pens, pencils, and paper.

COURSE COMPLETION

1. STUDENT EVALUATIONS: To ensure students attain appropriate objectives, a variety of evaluation tools are used to measure achievement, progress, and understanding. These include formative (developmental measurement) and summative (confirmation of learning) objective evaluations, written and oral performance evaluations, demonstration of leadership skills, and compliance with dress and appearance requirements. The course is very demanding, fast paced, and allows little time for the student to adjust to the academic environment. Your success in this environment requires a positive attitude, disciplined studying, objective participation, and a dedicated effort to be part of the team. The more you put into the course, the more successful you will be.

2. AWARDS: Appropriate recognition may be earned by students who excel in various academic and performance evaluations, and demonstrate outstanding leadership traits. The following awards are presented to the high achievers of each class during graduation ceremonies.

a. JOHN L. LEVITOW AWARD - Named in honor of Air Force Sergeant John L. Levitow, the lowest ranking airman ever to receive the Medal of Honor. It is presented to the student who demonstrates the highest degree of excellence as a scholar and a leader. This is the highest honor awarded to a graduate.

b. COMMANDANT'S AWARD - This award is earned by the student who demonstrates overall excellence as a leader as selected by the students and flight instructor in each flight. The nominee from each flight meets a board to compete for this award.

c. DISTINGUISHED GRADUATE AWARD - presented to the students who demonstrate overall excellence and outstanding performance as leaders and scholars. This award is presented to the students in the top 10 percent of the class and includes the John L Levitow award recipient.

d. **ACADEMIC ACHIEVEMENT AWARD** - This award is earned by the student who attains the highest academic average on all summative objective and performance evaluations.

3. **GRADUATION**: The graduation banquet occurs on the evening prior to your departure. Attendance is mandatory and we encourage your spouse and guests to attend. Female civilian guests are asked to wear evening attire and male civilian guests are asked to wear a coat and tie. Officers are required to wear the mess dress uniform. Enlisted guests may wear the semi-formal uniform or the mess dress uniform.

4. **OUT-PROCESSING**: Out-processing will be accomplished the day of graduation. However, you will not be free to depart until 0500 hours the day after graduation, unless cleared by the Commandant. Billeting fees must be paid and your room key turned in to the billeting office before you leave.

5. **ACCREDITATION**: The RNCOA is fully accredited by the Southern Association of Colleges and Schools through the CCAF. The course is currently accredited at ten semester hours. Graduates should safeguard their diploma in the event it may be needed to verify course completion in the future. Listed below are the specific credits for each curriculum area.

Military Studies II - 2 hours
Leadership Studies - 6 hours
Managerial Communication II - 3 hours

6. **RELEASE OF STUDENT INFORMATION**: All student information is managed in accordance with the Privacy Act of 1974. Access to this information shall be restricted to the faculty/staff of the NCO Academy. Release of any portion of student information within the Department of the Air Force will be strictly for official use only and shall not be released in its entirety. Release of student information to the public shall be accomplished only after proper coordination through the Robins AFB Office of Public Affairs and the Freedom of Information act Office. Personal information such as social security number, birth date, home address, and home telephone number shall not be releasable except in the line of duty, in the case of an emergency, or for verification of records.

ROBINS AFB MAP

