

STUDENT GUIDE

ENTER TO LEARN, LEAVE TO LEAD!

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1 MAY 2004

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FOREWORD

This student guide will assist in preparation and attendance at the 3d Infantry Division (Mechanized) and Fort Stewart Noncommissioned Officer Academy. These policies and procedures are based on Army and TRADOC regulations and are strictly enforced.

Each student must read and comply with the contents of this guide. Students are subject to the policies of this Academy as published by the Commandant. Failure to read and comply with the contents will result in deficiency counseling and may constitute grounds for a motivational or disciplinary release.

*THIS GUIDE IS SUBJECT TO CHANGE BASED ON UPDATED
DOCTRINE OR MISSION REQUIREMENTS*

DEPARTMENT OF THE ARMY
3d Infantry Division (Mechanized) and Fort Stewart
Noncommissioned Officer Academy
Fort Stewart, Georgia 31314-6002

AFZP-HCN

1 September 2004

MEMORANDUM FOR Students, 3d Infantry Division (Mechanized) and Fort Stewart,
Noncommissioned Officer Academy, Fort Stewart, Georgia 31314

SUBJECT: Introduction and Welcome

1. The mission of the 3d Infantry Division (Mechanized) and Fort Stewart, Noncommissioned Officer Academy is to provide relevant training for select leaders in preparation for future leadership challenges of the 21st Century. Your selection is a reflection of your past performance and potential for continued education and subsequent advancement to higher levels of leadership responsibility and accountability.
2. This Student Guide provides an overview of the Academy and clearly articulates our policies and procedures. This guide will prove invaluable before and during your attendance at the Noncommissioned Officer Academy. A thorough working knowledge and understanding of its contents are essential to successful completion of the course.
3. The Academy is fully committed to the development of professional attributes in students that assures competence, self- awareness, self-confidence, a sense of responsibility and accountability, and *warrior ethos* required of the future military leader and Noncommissioned Officer.
4. The Academy environment is one conducive to learning. You will be provided the necessary tools essential to your success; however you must make the ultimate sacrifice and stewardship to perform the work. As a student, you must focus all your time and energy to the course of instruction. Do not look at the course as a check the block requirement. The Cadre will not condone negative attitudes or substandard performance.
5. Congratulations on reaching a most important milestone in your military career. The Academy staff stands ready to assist you in any way possible. We welcome and wish you an enjoyable and professionally rewarding tour at the Academy.



MITTIE A. SMITH
CSM, USA
Commandant

3D Infantry Division NCO Academy History

The formulation of our NCO Academy commenced as a recognized need by Major General Vaught and Command Sergeant Major McElroy. In late November 1977, the office of the Division Sergeant Major was designated as the action agency for the creation of our Academy. During the week of 28 November 1977, a TRADOC unit analysis team visited Fort Stewart as part of the TRADOC study on viability of the project. In late January 1978, LTC Tennis and 1SG Gates were designated as initial members of the Academy action group with reporting channels to the Division Command Sergeant Major. Initial assessment by the NCO Academy action group revealed the TAC-X facility as being a highly suitable site for the Academy. Renovation and upgrading of the existing facilities appeared feasible through a combination of self help and dedicated engineer support from organic elements.

Effective 1 April 1978, the 24th Infantry Division and Fort Stewart NCO Academy was formed and 1SG Julius Gates was the first Commandant. Renovation and construction of the school area began immediately and personnel were interviewed for cadre positions. On 1 May 1978, TRADOC sponsored cadre training; by June 1978, all training aids were present and cadre rehearsal of the Programs of Instruction (POI) began. On 15 June 1978, construction was completed. In July 1978, Primary Leadership Course (PLC) and Primary Noncommissioned Officer Course (PNCOC) instructor training was complete and the Pilot Courses began. In January 1979, BNCOC planning was initiated. The first pilot course began in June and trained SPC (P) and SGTs in the MOSs of 11C and 19E.

The original idea to combine PNCOC and PLC began here at Fort Stewart. Our Academy was chosen as the test site for the Army's Primary Leadership Development Course (PLDC). In January 1980, the program began. After a successful one-year test period, it was instituted throughout the Army in 1981. In 1983 the large open field in front of the Academy was renamed and dedicated as Dean Field in honor of Major General William F. Dean, Medal of Honor recipient and former Commander of the 24th Infantry Division, during the Korean conflict.

On 23 August 1990, the NCO Academy was closed due to the deployment of the Division to Desert Shield/Storm. PLDC reopened in January 1991, BNCOC reopened in July 1991. BNCOC trained SGT (P) and SSGs in the MOSs of 11M, 12B, 13B and 19K. In September 1992, the first female was assigned the duties of PLDC Chief Instructor. Modernization and upgrade of the Academy continues today, exteriors of buildings have been upgraded with new siding and interiors completely renovated.

In February 1996 the NCO Academy was redesignated as the United States Army, 3d Infantry Division (Mechanized) Noncommissioned Officer Academy. In March 1996, the NCO Academy dedicated the newly remodeled student lounge in memory of SFC Michael W. O'Mallon and designated it as O'Mallon Hall. On April 25, 1996 the 24th Infantry Division (Mechanized) was reflagged as the 3^d Infantry Division (Mechanized).

This Academy has received eight TRADOC accreditations and recommended for a Bar of Excellence as a United States Army School and was designated as the model Academy worldwide. On the left breast pocket the cadre wear a whistle attached to 50/50 cord which is used as an attention getter and represents the tightness of the unit. The wear of the black pistol belt represents standard bearers.

The Academy is located twenty miles from the main post. We have thirty-two structures and over eighty-six hundred acres of land dedicated for Noncommissioned Officer's training. The Academy environment is one conducive to learning. The remote location enhances our motto:

"ENTER TO LEARN, LEAVE TO LEAD"

NCO ACADEMY ORGANIZATION
Past and Present Commandants

DATES	COMMANDANT
Aug 78 – Aug 78	1SG Julius W. Gates
Aug 78 – Jul 81	CSM Robert M. Newman
Aug 81 – Jan 84	CSM Lawrence E. Miller
Jan 84 – Jun 86	CSM James C. McHenry
Jun 86 – Aug 89	CSM Howard Bullard
Aug 89 – Aug 90	CSM Robert E. Hall
Dec 90 – May 91	SGM Don B. Watkins
Jun 91 – Oct 92	CSM Ashley J. Luke
Oct 92 – May 94	CSM Jeffery G. Jordan
May 94 – Oct 95	CSM Randy L. Stephens
Oct 95 – Jun 98	CSM John T Taylor
Jun 98 – Dec 00	CSM Carl T. Smith
Dec 00 – April 01	CSM John L. Humphries
MAY 01 – May 04	CSM Albert D. Newton
May 04 – Present	CSM Mittie A. Smith

Two of the previous Commandants, 1SG Julius W. Gates (April 1978 – August 1978), and CSM Robert E. Hall (August 1989 – August 1990), attained the position of Sergeant Major of the Army. In May 2004, the first female was selected to be the Commandant of our NCO Academy.

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 TACTICALLY AND TECHNICALLY 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!

LEADER'S CODE

I became an Army leader by what I can do.

I know my strengths and weaknesses and I strive constantly for self-improvement.

I live by a moral code and set an example others can emulate.

I know my job, and I carry out in spirit as well as the letters of the orders I receive.

I take initiative, seek responsibility, face any situation and make my decisions as to the best course of action. No matter what the results, I assume full responsibility.

I train my soldiers as a team; I lead them with tact, enthusiasm and confidence.

I demand their confidence and loyalty. They know I would not consign them to any duty I myself would not perform.

I ensure they understand their orders and I follow through energetically to ensure their duties are fully discharged.

I keep my soldiers informed and I make their welfare one of my prime concerns.

This I do unselfishly, in fulfillment of the obligations of leadership and for achievement of the group's goal.

3d INFANTRY DIVISION SONG

“DOGFACE SOLDIER”

I WOULDN'T GIVE A BEAN
TO BE A FANCY PANTS MARINE;
I'D RATHER BE A DOGFACE SOLDIER LIKE I AM.

I WOULDN'T TRADE MY OLD O.D.s
FOR ALL THE NAVY'S DUNGAREES
FOR I'M THE WALKING PRIDE OF UNCLE SAM.

ON ARMY POSTERS THAT I READ
IT SAYS BE ALL THAT YOU CAN,
SO THEY'RE TEARING ME DOWN
TO BUILD ME OVER AGAIN.

I'M JUST A DOGFACE SOLDIER
WITH A RIFLE ON MY SHOULDER,
AND I EAT RAW MEAT FOR BREAKFAST E'V'R'Y' DAY.

SO FEED ME AMMUNITION;
KEEP ME IN THE THIRD DIVISION,
YOUR DOGFACE SOLDIER'S A-OKAY!

THE ARMY SONG

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

THEN IT'S HI! HI! HEY!
THE ARMY'S ON ITS WAY
COUNT OFF THE CADENCE LOUD AND STRONG
(TWO! THREE!)

FOR WHERE'ER WE GO
YOU WILL ALWAYS KNOW
THAT THE ARMY GOES ROLLING ALONG

SECTION ONE: COURSE DESIGN

1. PURPOSE: This section outlines the purpose and scope of the Primary Leadership Development Course (PLDC).
2. PLDC is the first of four levels in the Noncommissioned Officer Education System (NCOES). The focus is to provide non-MOS specific, common leader training to SPC/CPL(P) and SGTs. Emphasis of this course is on leadership and duties, responsibilities, and authority of Noncommissioned Officers. Soldiers are selected for attendance by their units based on potential to assume NCO leadership positions. This is a 30-day live-in course designed to immerse the student in a military environment. Training is conducted seven days a week with the Academy maintaining control over the environment, twenty-four hours a day. By design, it's fast-paced and stressful.
3. The proponent for PLDC is the United States Army Sergeants Major Academy (USASMA). This course is conducted using the small group process. Current subjects included by area are:
 - a. Leadership:
 - (1) Introduction to Army Leadership
 - (2) The Human Dimension Role in Leader Development
 - (3) What a Leader Must Be-Know-Do
 - (4) The Four Direct Leadership Skills
 - (5) The Three Direct Leadership Actions
 - (6) Maintain Discipline
 - (7) Enforce the Equal Opportunity Program
 - (8) Demonstrated Leadership Evaluation in Garrison
(*FM 22-100, AR 600-20, AR 623-205 and FM 7-22.7*)
 - (9) Conduct Developmental Counseling
 - (10) Supervise the Implementation of Financial Readiness Actions
 - (11) The Army Writing Style
 - (12) Commandant's Orientation
 - (13) Introduction to PLDC
 - (14) ID the Historical Progression and Significant Contributions of the NCO
 - (15) Perform Personnel Actions
 - b. Supply/Maintenance:
 - (1) Supply Procedures
 - (2) Supervise Preventive Maintenance Checks and Services (PMCS)
(*Maintenance Management Update, Unit Supply Update*)
 - c. Professional Skills:
 - (1) Physical Fitness Train the Trainer
 - (2) Drill and Ceremonies
 - (3) Wearing of the Uniform
(*FMs 21-20, 3-21.5, 27-1, 22-100, AR 670-1, 20-1, 350-41, 600-9, 1-201, 27-10, DA PAM 350-18, 350-22*)

d. Training:

- (1) Individual Training Evaluation
- (2) Training the Force
- (3) After Action Review
- (4) Training Safety
(*STP 21-1 SMCT, FM 22-100, FM 7-0, 7-1, 25- 102, ARTEP 7-8-MTP*)

e. Military Studies:

- (1) Combat Orders
- (2) Introduction to MILES
- (3) Map Reading
- (4) Land Navigation
- (5) Environmental Awareness
(*STP 21-24-SMCT, FMs 3-25.26, 24-1, 24-35, 24-35-1, 21-10, 7-8, 101-5, 3-22.9, TMs 9-1265-211-10, 9-1265-370-10-2*)

f. Individual Study:

- (1) APFT
- (2) Written Examinations
- (3) Study Hall
- (4) Training Support Activities
- (5) Student Counseling
(*FM 21-20, PLDC SOP, USASMA CMP, USASMA POI, FM 22-100*)

g. Situational Training Exercise: (30.0 hours)

- (1) Demonstrated Leadership - Tactical
- (2) Situational Training Exercise
(*FMs 7-8, 23-12, 7-10, 21-75, STP 21-1-SMCT, STP 21-24 SMCT*)

h. Additional Areas:

- (1) Spouse Seminar
- (2) Activity/Organization Briefs

TRAINING SCHEDULE

The following is an example of a typical training day in PLDC:

DAY 4	0530	WAKE UP/BARRACKS MAINTENANCE
	0630-0635	REVEILLE
	0635-0735	PHYSICAL FITNESS TRAINING
	0735-0840	BREAKFAST
	0900-0930	PLAN AND CONDUCT INSPECTIONS
	0930-1230	DUTIES, RESPONSIBILITIES, AND AUTHORITY OF NCOs
	1230-1330	LUNCH
	1330-1430	DUTIES, RESPONSIBILITIES, AND AUTHORITY OF NCOs
	1430-1530	AFTER ACTION REVIEW
	1530-1730	SAFETY
	1730-1745	RETREAT
	1745-1845	DINNER
	1845-2045	STUDY HALL
	2045-2200	STUDENT LEADER TIME
	2200	LIGHTS OUT

SECTION TWO: GENERAL POLICIES/ PROCEDURES

1. **PURPOSE:** This section outlines general policies of the Academy and explains the standards of behavior, conduct, and performance expected of students.
2. **GENERAL:** To develop a sense of responsibility, all students are managed as Noncommissioned Officers. The program is designed to test each student, every day on all aspects of performance. Students organize teams, squads, platoons, and themselves to carry out assigned tasks to the highest standards. The goal is excellence and all students are expected to strive to meet that goal.

THE HONOR CODE

Honor is the guiding principle of every endeavor involving the profession of the Army. Integrity (absolute honesty) is a basic attribute demanded of every Noncommissioned Officer. This personal quality requires, among other things, that "Your work must be your own." Examinations and performance oriented training evaluations are given throughout the course. **Presentations are prepared by each individual student. This work is evaluated based on individual effort. Each student's work will be entirely original in every manner.** The copying of another student's work violates the intent of the honor code. Students are encouraged to work together, utilizing the team system; however, the final results will be original. The honor system does not cease with academic honor and integrity. It also applies to the observance and adherence of rules, regulations, and policies. To knowingly violate a rule, regulation, or policy, whether or not this violation is discovered is a discredit to your own word of honor. To know of a violation and fail to report it, means you condone the violation. It is your responsibility as a student and as a Noncommissioned Officer to report all violations of rules, regulations, and policies immediately to the Chain of Command. Failure to do so is a violation of the honor code and is grounds for dismissal.

3. **INPROCESSING:** In-processing is conducted at the NCO Academy. The students' uniform is the Improved Physical Fitness Uniform (IPFU). Students will report to Academy Briefing Center, Bldg. 19218 NLT 0630 on pick-up day. Students will have all required Initial Issue TA-50 for inprocessing. Assigned sponsors remain at the Academy until released by the in-processing NCOIC. Following are the stations students will process through:

a. **STATION 1:** Students will show their ID card and have their Student Information Sheet completed. The Operations NCOIC at this station will verify all administrative qualifications prior to course enrollment. The following items are checked:

(1) Students previously released from PLDC (academic, motivational, or disciplinary) must have in their possession a memorandum from their commander stating retraining was conducted, and the letter must be approved by the Commandant prior to re-enrollment. (See example, page 35).

(2) Physical limiting profiles are screened. Soldiers that have permanent profiles must forward a copy to the Academy prior to the in-processing date. P2 profiles must have all appropriate signatures. P3 profiles must have MMRB or MEB results attached. Profiles are reviewed for proper authentication and limitations are screened against course requirements (Commanders must sign and review).

(3) Promotion status and ETS are verified, using the Order of Merit List (OML) only. Soldiers attending PLDC must be in the rank of Specialist/Corporal (Promotable) or Sergeant. Students must have six months time in service remaining at graduation.

(4) Pre-execution checklist (see pages 33-34).

b. STATION 2: Weigh-in: All students are screened for compliance with the height and weight standards IAW in AR 600-9. Soldiers exceeding table screening weight (AR 600-9; Table 1) must have in their possession a bodyfat worksheet (DA Form 5500-R/5501-R) signed and verified by their First Sergeant. All students that exceed the screening table weight undergo body fat measurement (TAPE TEST). If the student exceeds the maximum body fat percentage authorized by age category, he or she will be re-taped by the PLDC Chief and the Commandant. If he or she fails the third test, they will be denied enrollment. Soldiers denied enrollment for noncompliance of Army weight control standards will have a memorandum forwarded to the first General Officer in their Chain of Command. Requests for reentry must be endorsed through the soldier's Chain of Command to the Commandant for approval.

c. STATION 3: Platoon Assignments: Students will turn in medical records, pre-execution checklists (see page 32-33), receive a student number, and be assigned to a training platoon by the platoon Senior Small Group Leader.

d. S-1: All students will have in their possession a meal card issued by their units. BAS is not authorized while in student status.

e. STATION 4: Initial Issue and TA-50 Inventory and Inspection: All students must meet the standards outlined in AR 670-1. Students in violation will not be enrolled. Students will secure their weapon and bags then lay out their equipment in the platoon area. **All equipment on the packing list (pages 39-41) must be present and serviceable.** Small Group Leaders will inspect soldiers' equipment and sponsors will record all deficiencies. If more than four items are missing from the initial inspection or need exchanging, the student will be denied enrollment. If four items or less are missing, the sponsor will have until 1845 hours the following day to correct the deficiencies. Failure to correct all deficiencies will result in non-enrollment of the student. **All weapons will have a current DA Form 2404 in the butt stock which will be signed by the soldier's squad leader.**

f. S-4: Students will sign for linen which includes pillow, pillow case, two wool blankets, and two sheets. Students will turn in individual weapons to the Academy Arms Room.

NOTE: The APFT is conducted within 72 hours of enrollment. If the soldier fails the initial APFT, a retest will be administered 7 to 14 days later. If the soldier fails the second APFT, he or she will be dismissed from the course, and will receive an Academic Evaluation Report (DA Form 1059) stating the reason for dismissal.

4. OUT-PROCESSING: Students will clear all administrative sections prior to departure from the Academy (graduating or early dismissal). As part of the clearance procedures, the following requirements will be completed:

a. Wall lockers empty and clean.

b. Floors vacuumed and all trash cans emptied.

- c. Beds aligned.
- d. Linen: blankets, sheets, pillows, pillowcases and mattress covers turned in to supply.
- e. Training materials turned in to SGLs.
- f. Students will not depart without having all out-processing checklists signed by the section and approved by the Chief Instructor.
- g. Medical records returned to students.

5. RELEASES PRIOR TO COMPLETION OF THE COURSE:

- a. There are five ways in which a student can be released prior to graduation:

(1) ADMINISTRATIVE: Results from Unit Recall for emergencies or contingencies. The student's unit is responsible for submitting all paperwork. Administrative releases for emergency reasons must conform to the criteria for emergency leave IAW AR 630-5. Red Cross verification is required. Releases for contingency operations require approval through Headquarters, 3d Infantry Division (Mechanized). Students who miss four or more hours of training are considered for administrative release from the course.

(2) MEDICAL: Injury or illness resulting in quarters, hospitalization or restrictive physical profiles, which preclude the student from meeting the requirements for graduation.

(3) MOTIVATIONAL: Results after developmental counseling concerning attitude and/or motivation prove unsuccessful.

(4) DISCIPLINARY: Violations of the Uniform Code of Military Justice, conduct unbecoming of a soldier, or an infraction of the student guide or school policies.

(5) ACADEMIC: Students who fail to meet established HQ TRADOC test standards through two separate evaluations (i.e., original test and one retest) with the first failure followed by remedial training are dismissed from the Academy for academic deficiency.

b. Failure of a student to maintain standards during the course may constitute an infraction of the UCMJ or may simply indicate a lack of motivation or aptitude. Students released for disciplinary or motivational reasons will not be allowed to re-enter PLDC for a minimum of 6 months from date of release. Dismissal packet is forwarded to the Soldier Support Battalion for appropriate action.

c. Students released for academic deficiency from NCOES courses must be removed from the Army Promotion System IAW AR 600-8-19 and DA Message, 30 Nov 99. The soldier may re-enter the course when he/she has been re-boarded and passed the promotion board. The unit commander will submit in writing to the Commandant that the soldier has been re-trained to correct deficiency, re-boarded, and placed on the OML. (See example, page 35)

- d. In establishing student dismissal procedures, the following considerations are addressed:

- (1) The right of the individual to due process.

(2) The need of the institution to dismiss students who require so much faculty attention to succeed that other students suffer unreasonably as a result.

(3) The need of the Army to safeguard adherence to basic Army policy and standards.

e. Students released for Academic, Motivational or Disciplinary reasons may appeal. Appeals are forwarded to the Commandant who will refer the proposed action and appeal to the Judge Advocate to determine legal sufficiency of the dismissal action. The Commandant is the final approving authority for appeals.

f. Students dismissed for medical reasons may not appeal.

6. GRADUATION:

a. Graduation ceremonies are intended to honor students who have successfully completed the course.

b. Graduates are encouraged to invite their spouses, unit Chain of Command, and other guests to these ceremonies. There is limited room and seating available. The date and time of each graduation is announced through command bulletins and indicated on the class training schedule.

c. All graduates receive a graduation diploma.

d. Students who excel are considered for special awards and honors at course completion. Consideration for any award or honor is limited to students not previously released for cause or academic deficiency. Candidates must achieve first time GOs (passing score) on all written and performance evaluations. Contenders are then screened using the whole soldier concept (student records/counseling session records/SGL assessments etc.).

(1) DISTINGUISHED HONOR GRADUATE: (1 PER CYCLE) CRITERIA: Must achieve an initial passing score on all tests, performance and written, maintain the highest academic average, have no negative DA 4856s and excel in all other areas of training and leadership, using the whole soldier concept.

NOTE: In the event of a tie, the highest APFT score will determine the awardee.

(2) HONOR GRADUATE: (1 PER CYCLE) CRITERIA: Must achieve an initial passing score on all test, performance and written, maintain the second highest academic average, have no negative DA 4856s and excel in all areas of training and leadership, using the whole soldier concept.

NOTE: In the event of a tie, the highest APFT score will determine the awardee.

(3) COMMANDANT'S LIST: (NO MORE THAN 20% OF CLASS ENROLLMENT) CRITERIA: Must achieve an initial passing score on all tests, performance and written, maintain an academic average of 90% or better, have no negative DA 4856s and excel in all areas of training and leadership, using the whole soldier concept.

(4) LEADERSHIP AWARDEE: (1 PER CYCLE) CRITERIA: Must achieve an initial passing score on all tests. The individual is selected by their peers, SGL and their SSGL for

outstanding demonstrated leadership abilities which contributed to the overall success of his/her squad. They must also have no negative DA 4856s and excel in all areas of training and leadership, using the whole soldier concept. The soldier selected from each platoon will go before a board consisting of the Commandant, Deputy Commandant, PLDC Chief, and Chief of Training. Only one person will be selected as the Leadership awardee.

(5) COMMANDANT'S INSPECTION AWARD: (1 PER CYCLE) CRITERIA: Individual must distinguish himself/herself as having the best area and overall knowledge displayed during the Commandant's Inspection. The soldier selected from each platoon will appear before the Commandant's Board.

(6) IRON PERSON AWARD: (1 PER CYCLE) CRITERIA: The person with the highest score on the APFT will become the Iron Person awardee for the class. The extended score table will be used in the event more than one soldier scores more than 300 points (100 or more in each event is required for the extended scale).

(7) A Letter for Physical Excellence signed by the Commandant is given to all graduates who score 270 or better on the APFT.

7. COMMANDANT'S OPEN DOOR POLICY: Procedures for registering complaints and grievances are posted on the Academy bulletin board. Students will seek resolutions to their problems through the Chain of Command. If a problem cannot be solved in this manner, they may request to see the Commandant (see Policy Letter #1).

8. VISITORS:

a. Unit chain of command and sponsors are encouraged to visit students. They are encouraged to schedule lunch with their soldiers. Due to limited space within the dining facility, all other visitors may schedule lunch with their soldiers on a space available basis. The Academy Dining Facility is civilian contracted primarily for students only. In order for the chain of command or sponsors to have lunch (1230-1330) with their soldiers, they must make reservations 24 hours in advance with Academy Operations, 767- 8067/1732. Visitors are not permitted to eat in the dining facility during the Spouse Seminar.

b. Visiting hours for sponsors are 1230-1330 & 1745-1845 daily. Visitors will report to the break area, adjacent to Building #19207 upon arrival at the Academy and report to the student at the desk. The student at the desk will coordinate to bring the visited PLDC student to the visiting area. All official military visitors will be in appropriate military uniform (Duty, Class A, Class B), whether weekdays or weekends. **Military spouses cannot be sponsors.**

c. Unofficial visitors (spouses) are restricted to a designated area. Unofficial visits are on Tuesdays, Thursdays, and Saturdays from 1745-1845, and on Sundays from 1230 to 1430 except during Situational Training Exercises and STX recovery. Unofficial visitors will not be allowed for the first three days after Pick-up Day unless the third day falls on a Saturday. Visitors will report to the break area located next to Bldg. #19207.

d. The only area authorized for parking of visitors' POVs or Military Vehicles is in the Academy parking area adjacent to the student break area. Sitting in POVs with spouses and/or children is prohibited; visits will be in picnic area only. Visitors will be placed indoors (Academy

Briefing Center) during inclement weather; students are responsible for policing the area after visitation.

9. LEAVE: Ordinary leave and passes are not authorized for students. The Commandant may grant passes to PLDC students on single Federal Holidays for a period of not longer than 24 hours.

10. OFF LIMIT AREAS: Students are restricted from entering the following areas:

- a. Cadre billets and latrines.
- b. Cadre offices (unless directed by a SGL/SSGL or the PLDC Chief).
- c. Headquarters building (unless on official business, and only when escorted by a SGL/SSGL or the Staff Duty NCO).
- d. Operations office Bldg. #19202, Chief of Training office BLDG #19202
- e. PLDC Chief's Bldg #19206 (unless directed by a SGL/SSGL or the PLDC Chief)
- f. All students will be in buddy teams when directed to enter the above areas.

11. STUDENT CONDUCT: The 3d Infantry Division (Mechanized) Noncommissioned Officer's Academy teaches the standards of the US Army, and as students representing the Noncommissioned Officer Corps, you will maintain these standards.

a. Students will maintain the highest standards of military courtesy. If addressed by an Officer, you will remain at attention, unless given other instructions. When addressed by a Noncommissioned Officer you will remain at parade rest. If a field grade officer or general officer enters a building, the first person noticing him will call "ATTENTION." In student barracks, "ATTENTION" will be called whenever any officer enters. When an NCO enters a room, the command of "AT EASE" is given. The only exception is while classes are in session.

b. In the Billets: Gambling or playing cards, dominos, game boys, laptop computers, use of profanity, in any form is strictly prohibited. Loud, profane or boisterous conduct is prohibited. Male billets and latrines are off limits to females and female billets and latrines are off limits to males. The only exception to this policy is when student leaders are checking the area or when approved by cadre. Radios of any kind, to include clock radios, walkman radios, or CD players, are not allowed. Snacks or food of any type are not allowed in the billets. **Cellular phones are not permitted.**

c. Off duty: There is no off duty time while at the NCO Academy. You will maintain the high standards of the Noncommissioned Officer Corps, and the 3d Infantry Division (Mechanized) NCO Academy at all times. Conduct unbecoming of a soldier will result in immediate disciplinary action.

d. Fraternalization: Fraternalization/social contact and/or sexual harassment between cadre and students will not be tolerated and will result in disciplinary actions. Students will not fraternize with other students.

e. Use of Tobacco Products: Use of tobacco products (cigarettes, chewing tobacco, smokeless tobacco) is a privilege. Use of tobacco products will only be permitted in the break area by Bldg #19207 and behind the basketball court. All areas will be policed of cigarette butts, wrappers, dip cans, etc. Failing to comply will result in loss of privileges.

f. Use of unprescribed drugs or alcoholic beverages will not be tolerated. Weight gain or weight loss supplements (Ripped Fuel, Creatine, Stackers, etc.) will not be allowed at PLDC. Violation will result in immediate disciplinary action or release from the course. Vitamins (One a Day, Geritol, Centrum, Ginseng, etc.) will be turned in to Academy Medic.

g. Students who fail to display the discipline, attitude, or conduct of a professional Noncommissioned Officer will be referred to the PLDC Chief and/or the Commandant for possible release from the course after corrective actions have been taken. The following are examples of leadership deficiencies. These examples are not inclusive:

- (1) Violation of integrity.
- (2) Conduct unbecoming of a soldier.
- (3) Violation of the Honor Code.
- (4) Loss of military bearing. This includes using profanity, vulgar language or gestures, or any other type of communication that is disrespectful or unbecoming.
- (5) Failure to comply with current regulations.
- (6) Sexual Harassment or EO noncompliance.
- (7) Violation of pass policy.
- (8) Shave/Haircut.
- (9) Late for classes/formations.
- (10) FFI (Failure to Follow Instructions).
- (11) Disrespect to cadre.
- (12) Disrespect to student Chain of Command/NCO Support Channel (will be reported immediately to a SGL/SSGL or the PLDC Chief).
- (13) Student company not formed on time.
- (14) Failure to communicate/pass information.
- (15) Failure to supervise.
- (16) Hands in pockets.
- (17) Failure to salute.

(18) Use of Profanity.

12. STANDARDS OF APPEARANCE:

a. Students are required to have prescribed items of clothing and equipment in their possession while at the Academy. The inventory and inspection conducted during in-processing will determine completeness and serviceability of these items. The uniform for each day's training is posted on the training schedule. Students are not allowed to wear berets during attendance. The wearing of leadership tabs is not authorized during this course.

b. During attendance, students will maintain high standards of appearance. Students with uniforms that show wear and tear (holes, etc.), which are ill-fitted or dirty, will correct these deficiencies immediately. Footgear will be highly shined at all times (to include display), and IAW AR 670-1. Earplugs will not be worn on the BDU.

c. Jewelry, watch chains, or similar items will not appear exposed on the uniform. The wear of a personal wristwatch, I.D. bracelet or ring is authorized as long as the style is conservative and in good taste. The wear of religious medals on a chain is authorized as long as it is not exposed.

d. The wear of fad devices, vogue medallions, a personal talisman, amulet or earrings (Except within regulation while in Class A uniform for females) of any description, when in uniform on or off duty, is strictly prohibited. Any item of personal wear that has disruptive, moral or social overtones, whether basically an accepted item or not, is unauthorized IAW AR 670-1.

e. Haircuts must be maintained IAW AR 670-1. The "high & tight" is an authorized hairstyle, however, the end result must present a tapered appearance.

f. Civilian clothes are only authorized for wear for the Social Event. Clothing will be slacks with collared shirt, or conservative dresses for females. Students will be in the prescribed uniform IAW the training schedule. IPFU Shorts and T-shirt will be worn as sleep attire.

g. Physical Training is conducted in the standard Improved Physical Fitness Uniform (seasonal).

13. FORMATIONS:

a. Formations are conducted in accordance with FM 3-21.5.

b. Students will march at the position of attention. The command "ROUTE STEP, MARCH" will not be used in the immediate Academy Area. When poor road conditions prevail, formations will march at "Route Step." Under no circumstances will horseplay or unprofessional conduct be tolerated.

c. In ranks and/or barracks inspections are conducted daily.

14. COUNSELING: Counseling sessions, oral and written, develop professional standards, habits, attitudes and correct deficiencies. You will receive extensive one-on-one developmental counseling. The focus is to assess your performance (positive and negative) against the nine leadership competencies outlined in FM 22-100.

15. BULLETIN BOARDS: Students will read the bulletin board at least twice daily. Once prior to 1300 and once after 1700. The training schedule is posted on the student bulletin board. Changes

to the training schedule will be posted with a change (1,2) on the left corner. Changes to the training schedule will be authorized by the Commandant.

16. SUPPLY: TDY students will store excess luggage or equipment in the Academy supply room. Safe keeping of valuables is an individual responsibility. Lock them in your wall locker. A safe is available for large sums of cash or high dollar items.

17. PHYSICAL SECURITY: Physical Security is extremely important, not only of personal equipment, but of military equipment. All valuables, such as wallets, checkbooks, ATM cards, debit cards, and credit cards will be locked in your wall locker, stored behind your kevlar, unless carried on your person. Loose change and stamps will also be secured at all times. Wall lockers will be ready for inspection at all times and will be closed and locked at all other times (this includes going to the shower).

18. BARBER: The Barber Shop is located in Bldg. 19211. Hairstyles will be neat and clean at all times, and maintained in accordance with Army regulations. Loitering in the Barber Shop is prohibited. Operation hours of the Barber Shop are announced by the PLDC Chief.

19. PX: The PX is located in the rear of Bldg. 19211. The PX is only open on certain days during the training cycle. Operating hours of the PX are announced by the PLDC chief.

20. MEDICAL AND DENTAL: Students will inform the student chain of command prior to reporting to the Aid Station, Bldg. 19215 during sick call hours (0530-0615 & 1745-1830 Mon-Fri, 0630-0715 Sat) unless an emergency exists. Medics will transport students to hospital/dental facilities for treatment if required.

21. ASSISTANCE: The 3d Infantry Division (Mechanized) NCO Academy provides students with the best possible training. Cadre personnel are available to assist students with academic and personal problems.

22. SERVICE SCHOOL ACADEMIC EVALUATION REPORT (DA Form 1059):

a. The Academic Evaluation Report governed by AR 623-1 is designed to portray the accomplishments and potential (Whole Soldier Concept) that each soldier demonstrates while attending the NCO Academy.

b. The Academy prepares a DA Form 1059 (Academic Evaluation Report) on all soldiers enrolled in the course. The disposition of the Academic Evaluation Report is:

(1) Original: Forwarded to US Army Enlisted Records and Evaluation Center, Fort Benjamin Harrison, IN.

(2) One copy: Forwarded to local Records Processing Center.

(3) One copy: To the individual.

(4) One copy: Filed at the Academy.

(5) One copy: To Commander through Major Subordinate Command for students in the rank of SGT or below.

c. Students released prior to completing required training receive a DA Form 1059 (Academic Evaluation Report). It will be annotated on the students' DA Form 1059 who are released for disciplinary reasons, lack of motivation, or failure to master tasks at sufficient speed to meet course training requirements.

d. Strengths, weaknesses, and potential are annotated on DA Form 1059 (Academic Evaluation Report).

23. REVIEWS/STUDY HALLS:

a. Study hall is mandatory.

b. Study hall is conducted IAW the training schedule and the USASMA Course Managers Plan. Sessions are under the supervision of Cadre. Study hall is used as preparatory time for students next day of training and to review any training presented that training day.

c. Students are responsible for taking initiative during study hall. Some areas of emphasis are:

- Note taking accuracy - compare notes with classmates
- References - ensure references are organized and noted in your notes
- Student handout advance assignments & reading for the next day's classes

24. TRAINING MATERIALS:

a. Computers are provided in all classrooms for student use. As with any military property or equipment, care will be exercised to ensure all classroom materials are kept in good condition for the benefit of the next user. Students will be held accountable for their computers. **No programs or material of any kind will be downloaded onto Academy computers.**

SECTION THREE: CADRE AND STUDENT ORGANIZATION

1. **PURPOSE:** This section outlines the organizational structure and key leadership responsibilities for the Primary Leadership Development Course.
2. **GENERAL:** Academy Cadre and the student Chain of Command/NCO Support Channel work together to develop leadership potential in students. The focus is smooth operation and continuity of the student leadership. For the student leadership to function, each student must understand the provisions of the Student Guide and make maximum effort to comply with all instructions/directives.
3. **INSTRUCTOR SECTION:**
 - a. One Small Group Leader (SGL) is assigned for each group of students. The SGL is a de facto Squad Leader and serves as the primary trainer for the squad. SGLs maintain daily contact with their students, from in-processing to graduation.
 - b. One Senior Small Group Leader (SSGL) is assigned for every four SGLs. The SSGL is a de facto Platoon Sergeant and serves as the primary trainer and administrator for the platoon. The SSGLs are the link between the student Chain of Command and the Chief Instructor. The SSGLs will assist you in any way possible and act as an advisor in matters related to administration. They will aid you in establishing required individual standards.
 - c. The Chief Instructor is responsible for all areas of school operations. Areas include, but are not limited to training, administration, operations, support, discipline and standards.
4. **STUDENT CHAIN OF COMMAND /NCO SUPPORT CHANNEL:** The student Chain of Command/NCO Support Channel is designed to give students the opportunity to function in a leadership position. Students will exercise the authority and assume the responsibilities for the position to which they are assigned.
5. **LEADERSHIP POSITIONS:** Assignments to leadership positions are rotated. Responsibility for the enforcement, control and discipline rests with the student leadership. As a student, you must perform and respond to orders of the student leadership and Cadre.
6. **DUTIES AND RESPONSIBILITIES OF THE STUDENT CHAIN OF COMMAND ARE LISTED BELOW BUT ARE NOT LIMITED TO:**
 - a. **FIRST SERGEANT:** The first sergeant is responsible for:
 - (1) Making on-the-spot corrections.
 - (2) Supervising details assigned to the company, ensuring platoon sergeants understand and accomplish tasks.
 - (3) Forming the company and conducting formations in accordance with FM 3-21.5 and rendering true and accurate reports.
 - (4) Ensuring that all personnel are in the prescribed uniform as indicated on the training schedule.
 - (5) These responsibilities cannot be delegated to another student leader.
 - (6) Ensuring information such as Chaplain's visits and hours for the PX and barber shop are disseminated to the chain of command.

b. PLATOON SERGEANT: The Platoon Sergeant is responsible for:

- (1) Making on-the-spot corrections.
- (2) Supervising details assigned to the platoon, ensuring squad leaders and squad personnel understand and accomplish the tasks.
- (3) Ensuring the student Chain of Command is functioning smoothly, all assignments are given in a timely manner, and all details are distributed to ensure a fair work load for all squads.
- (4) Forming the platoon promptly for formations in accordance with FM 3-21.5, and rendering true and accurate reports.
- (5) Ensuring personnel are in the prescribed uniform as per the training schedule.
- (6) These responsibilities cannot be delegated to another student leader.

C. SQUAD LEADER: (This is an evaluated position. These responsibilities can not be delegated to another student). The squad leaders are responsible for:

- (1) Assisting the Platoon Sergeant by exercising control over the squad and correcting all deficiencies.
- (2) Making "on-the-spot" corrections.
- (3) Supervising the details assigned to team leaders, ensuring team leaders understand and accomplish all tasks.
- (4) Maintaining a list of absentees throughout the day.
- (5) Ensuring squad personnel are in the prescribed uniform.

d. TEAM LEADER: (This is an evaluated position. These responsibilities can not be delegated to another student). The team leaders are responsible for:

- (1) Assisting the Squad Leader by exercising control over the team.
- (2) Duties are the same as those of Squad Leader listed above.

SECTION FOUR: STUDENT STANDARDS AND RESPONSIBILITIES

1. **PURPOSE:** This section outlines individual standards and responsibilities for students. It further defines common areas of responsibility for the student Chain of Command/NCO Support Channel.
2. **AREAS OF RESPONSIBILITY:** Students are responsible for ensuring billets and personal areas are maintained to the highest standards. The student Chain of Command is responsible for the upkeep and police of the Academy buildings and outside areas. Areas of responsibility are inspected daily.
3. The following are accomplished daily prior to 0615:
 - a. Beds will be made and male students will shave prior to first formation
 - b. Carpets vacuumed and front and back door entrance cleaned
 - c. Windows and window sills cleaned and dusted
 - d. Desks and chairs cleaned and aligned
 - e. Wall lockers properly displayed, dusted and aligned
 - f. Bunks and uniforms properly displayed and aligned
 - g. Dust covers properly aligned
 - h. Trash cans emptied with can/bags properly displayed
 - i. Lights out when not in use
 - j. Barracks doors closed
 - k. Bay will be properly ventilated when weather permits (windows open 2")
 - l. Blankets serviceable and free of dust
 - m. Footgear highly shined and properly displayed
 - n. Top of wall lockers cleaned
 - o. Base boards cleaned
 - p. Brooms and cleaning materials neatly stored in the student supply closet
 - q. Vacuums placed inside the student supply closet

NOTE: Fire extinguishers are not moved or tampered with in any way and never utilized for cleaning purposes.

4. The following are accomplished during evening details:
 - a. **STAFF DUTY OFFICE:**
 - (1) Floors cleaned and vacuumed

- (2) Windows and window sills cleaned and free of dust
- (3) Furniture cleaned, dusted, and aligned
- (4) Lights off when not in use
- (5) Baseboards cleaned

b. CLASSROOMS:

- (1) Carpets vacuumed
- (2) Windows and window sills cleaned and free of dust
- (3) Furniture cleaned, dusted and aligned
- (4) Lights off when not in use
- (5) Baseboards cleaned
- (6) All brass shined
- (7) Desk tops clean, neat, and orderly
- (8) All electrical equipment unplugged

c. LATRINES:

- (1) Floors cleaned and mopped
- (2) Urinals and commodes cleaned, with seats up
- (3) Toilet tissue in each stall
- (4) Windows and window sills cleaned and dusted
- (5) Pipes and doors cleaned and dusted
- (6) Lights off when not in use
- (7) Water spots and stains removed from all fixtures
- (8) Sinks cleaned and stoppers present
- (9) Soap trays cleaned and soap restocked
- (10) Shower room walls/floor cleaned
- (11) Trash cans emptied and the trash bag replaced
- (12) Paper towels restocked

(13) Dust tops of window and door frames

d. LAUNDRY ROOMS:

(1) Floors cleaned and mopped

(2) Washers & dryers unplugged when not in use (Lids and doors opened, dryer screens cleaned and halfway out)

(3) Trash cans emptied and trash bag replaced

(4) Lights off when not in use

(5) Baseboards cleaned

(6) Windows and window sills cleaned and dusted

e. OFFICES:

(1) Floors cleaned and vacuumed

(2) Trash cans emptied with trash bags replaced

(3) Windows and window sills cleaned and dusted

(4) Baseboards cleaned

(5) All window shades dusted

NOTE: (DO NOT TOUCH PAPERWORK ON DESKS. DO NOT OPEN DESK DRAWERS.)

f. SUPPLY ROOMS:

(1) Brooms stored with heads up (Lint Free)

(2) Mops cleaned and stored outside in platoon tuff sheds

(3) Cleaning material stored in neat manner

(4) Floors cleaned and mopped

NOTE: Materials needed for cleaning are picked up from the supply representative or Platoon Sergeant. The Student Platoon Sergeant will turn in to the SSGL a list of supplies needed on the Platoon Orange Report. The SSGL will obtain supplies needed.

5. INSPECTIONS:

a. Daily in-ranks or barracks inspections are conducted by the student leadership and Cadre.

(1) Living Areas are displayed IAW the display in student guide at all times.

- (2) All items needed for the day's training removed from the billets prior to 0800.
- (3) The uniform will be serviceable, pressed, and worn IAW AR 670-1.
- (4) Boots serviceable and highly shined.
- (5) Hair, to include mustache, will be neat, well groomed and IAW AR 670-1.

(6) If deficiencies are not corrected after the initial follow-up period (set by SGLs/SSGLs); the student will correct the deficiencies during personal break times between scheduled classes. This will be directed by the SGLs or SSGLs.

6. MAINTENANCE / R&U:

a. Everyone is responsible for reporting through the student Chain of Command anything inoperative, broken, damaged, or missing throughout the Academy area.

b. Each platoons R& U will call the work order in to 767-2883, annotate the work order information in the leaders book, and post the work order information on or near the problem area. All work order information will be posted on the DA form 2404 in the barracks or classroom. The student Platoon Sergeants will turn in a consolidated list of maintenance requirements to their Senior Instructor. The Senior Instructor will review this list and report any deficiencies to the PLDC Chief Instructor if no action is being taken by DPW. For Air Condition/ Heat or Hot Water issues, report the deficiency with work order information immediately to the Senior Instructor. If no action is taken within 24 hours, inform the Senior Instructor immediately.

WALL LOCKER ITEMS (DISPLAY)

(Refer to figure 4-1, page 35)

1. Black Glove Shells (initial issue), fingers pointing out, palms facing, one on top of the other and thumbs touching the side wall. Fingertips touching the front edge of the shelf (insert underneath, two (2) pair, Green). One (1) pair Black Dress Gloves (On top and displayed as glove shells).
2. Beret w/unit crest as worn and on line with edge of wall locker shelf.
3. BDU cap w/rank facing out and on line with edge of wall locker shelf one behind the other.
4. Ballistic helmet, (complete) w/name on camouflage band and rank, 1155(Witness statement on individual) and 1156 (Casualty feeder report) in a zip lock bag inside of helmet (Displayed same as BDU cap), touching side wall of the wall locker.
5. Black tie (**not a clip on tie**) (Male) will be folded in half, then folded in half again (quartered), centered in drawer two, between towels and belt/ decorations. The female Neck Tab will be centered in the same drawer. (See Figure 4-3)
6. Face cloth, folded evenly in half, draped and centered over bath towel (7) on a hanger, on the outside of the right locker door, with open edge facing right.
7. Bath towel, folded evenly in half on a hanger, on the outside of the right locker door, with the open side facing to the right.
8. All hangers will be the same type. Extra hanger will be displayed on far right side of locker. **No more than one extra hanger displayed.**

9. Gore-Tex Jacket will be displayed to the right of the last set of BDUs, displayed with zipper facing left as worn, with all zippers zipped, buttons buttoned and snaps snapped. The nametag is required and will be sewed on the sleeve pocket.
10. Battle Dress Uniforms w/rank, buttoned as worn, buttons facing left, trousers under the shirts w/fly facing outward. Legs on right side of hanger.
11. Green shirt, AG 415 (Short sleeve) buttoned, top button open, buttons facing left. Rank will be displayed as worn.
12. Green shirt, AG 415 (Long sleeve) buttoned as worn, buttons facing left. Rank will be displayed as worn.
13. Civilian clothes buttoned as worn, buttons facing left, pants on hanger under the shirt. (Social Dinner)
14. Class A uniform, buttoned, buttons facing left, trousers under coat w/zipper facing outward. Legs on right side of hanger. Female: Skirt right of Class A jacket folded as pants.
15. Coat, Cold Weather, w/rank, buttoned as worn, buttons facing left.
16. Coat, black, all weather, buttoned as worn, with rank, buttons facing left (liner winter months only).
17. A BAG- Alice Pack (medium or large) with or without frame (A Bag) in the center, on the bottom of the wall locker map case facing out.

a. A BAG WALL LOCKER DISPLAY (contents inside of Alice pack):

- Overshoes
- Wet weather jacket and pants (center outside pocket, snap is closed)
- Poncho (right outside pocket, snap is closed) (liner optional)
- MOPP suit
- Wet weather bag
- Work gloves (white leather)
- Camouflage stick or camouflage pack
- Cleaning kit complete (M16)
- Entrenching tool (attached to the left side as worn on outside of ruck)
- Pants, Gore-Tex

NOTE: The brown sweater will be added to the A Bag packing list for winter season (Oct-Apr).

b. A BAG FIELD: All items as above with the following items added:

- 1 BDU uniform
- 1 pr green or black socks
- 1 pr underwear
- 1 brown T-shirt
- 1 towel
- Personal hygiene items
- MREs

18. Load bearing equipment (LBE) or Load Bearing Vest (LBV) complete. Flashlight attached to right side of suspenders/ITV. Earplug cases will be worn on the LBE/LBV on the upper left, attached to the metal adjustment buckle under the 1st aid pouch. LBE will be draped over Alice Pack with canteens facing out. Canteens will have tops open, with both canteen cover buttons snapped. When canteens are required to be with students for hydration purposes the canteen will always be filled. Canteen cup will be in the right hand canteen cover. A canteen will be put in the left and right cover.

19. Protective mask, placed in locker w/decon kit, on top, facing out with compartments closed. It will be aligned with the front edge of the wall locker.

20. Shaving kit, black or green, (not CLS bag, Claymore mine satchel, plastic bag, or Tupperware container) with toothpaste, toothbrush, shaving cream, razor, comb or brush, soap with soap dish and shampoo, will be placed on top of three drawer chest, to the back. (Students with top bunks will place their kit on the left) See figure 4-6

21. Missing Items will be printed on a "5 x 8" card and placed on the left front corner/right front corner of the 3 drawer chest. (Student with top 3 drawer chest on the left) Include date and student #. The card will be filled out in pen and pencil so that the dates and items can be changed. It will be updated daily. See figure 4-7

* Three Drawer Chest: Two chests stacked neatly one atop the other, placed at the end of the bunks.

22. Drawer 3: Personal drawer will be neat. This drawer may be inspected at any time.

23. Drawer 1: Open to 3 inches when displayed - See Figure 4-2.

(1) Socks, cotton white. (Rolled individually)

(2) Socks, OG408 or black. (Rolled individually, top of socks facing up.) stacked if necessary

(3) Undershirts, cotton, brown. (Rolled 6", not tucked or taped)

(4) Undershirts, cotton, white. (Rolled 6", not tucked or not taped)

(5) Drawers, cotton, brown or white (Rolled 4", not taped)

(6) Socks, cotton green or black (rolled individually)

(7) Brassieres, white, black, or neutral (folded and stacked with cup upward)

24. Drawer 2: Open to 6 inches **when displayed**- See Figure 4-3

(8) Black Tie(M) / Neck Tab(F) (quartered, centered)

(9) Towels, brown or white (rolled 6", not taped)

(10) Washcloth, brown or white (rolled 6", not taped)

(11) Belt rolled with brass buckle in front, displayed as worn

(12) Brass Card with (displayed drawer 2 flush in corner as per diagram page 34 & figure 4-3):

- U.S. Brass
- Ribbons
- Branch Insignia
- Qualification Badge(s)
- Skill Badge(s)
- Name Plate
- Distinctive Unit Insignia

NOTE: Other authorized decorations, unit citation and regimental crest are placed in the personal drawer.

25. B Bag- Duffel bag secured with lock. Displayed on top of wall locker (on the left side above PTs) with bottom of bag flush with the back of the wall locker. The carrying handle will be to the left with the long straps underneath.

a. B BAG WALL LOCKER:

- Sleeping bag

NOTE: The following items will be added to the B Bag during winter season (Oct-Apr):

- Sleeping shirt
- Coat, Cold Weather w/Liner
- Thermal underwear

b. B BAG FIELD PACKING:

- All items listed above with the following items added:
- 1 BDU uniform
- 3 pr green or black socks
- 3 pr underwear
- 1 pr boots
- 1 towel and washcloth
- 3 brown t-shirts

26. Laundry Bag, displayed on top of wall locker.(right side)(For Commandant's Inspection: folded behind rucksack in wall locker, with minimal amount of dirty clothes)

NOTE 1: PT uniform placed on a hanger and centered on the left door of the wall locker. Winter uniform on top, summer uniform underneath. When the wall locker is closed, the PT uniform will be displayed as above on the outside of the door.

NOTE 2: Wall lockers will be prepared for inspection daily. During inspections, doors will be open at a 90 degree angle. Top drawer will be open 3" and second drawer open 6". Personal drawer remains shut.

LIVING AREA

(Refer to figures 4-4 and 4-5, Page 27)

1. BUNKS: (See Figure 4-4)

a. Bunks are made so that the head of all bottom bunks face toward the wall and the head of all top bunks face the opposite way. The dust cover will be folded to 20 inches and placed over the pillow at the head of the bed. Both dust covers and blankets are folded to a 45 degree angle at the bed corners.

b. Footgear is aligned under the bed with the toes in line with the bed frame. Footgear is displayed, as worn, all laces will be pulled tight, tied and tucked with the boots against the bunk pole at the individual's head (See Figure 4-4). Additional footwear will be placed neatly behind the displayed footwear.

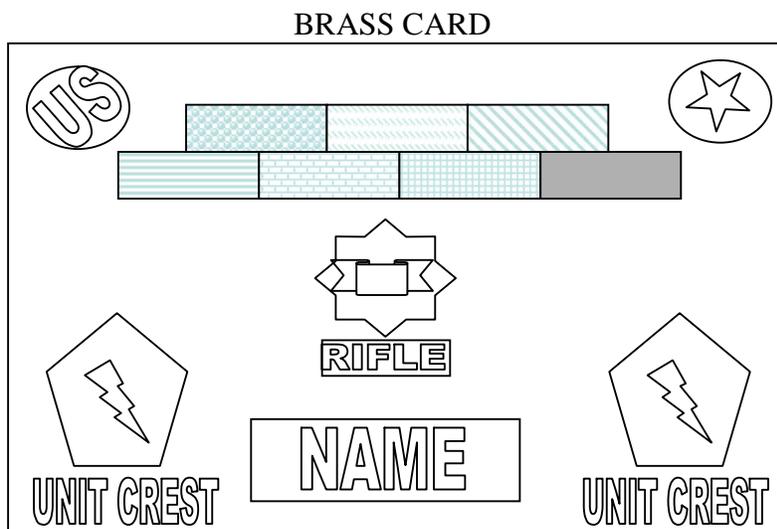
1. Boots
2. Shoes, Oxford, Black
3. Pumps (Females)
4. Running Shoes
5. Shower Shoes

c. Footgear will not be rearranged to close the gap for shoes being worn.

2. STUDENT DESKS/ENTERTAINMENT CENTER: (SEE Figure 4-5) Entertainment center doors will be closed at all times with desk area in the up position. Drawers are closed (except when used as three drawer chest substitute; drawers will be displayed in the same manner as the three drawer chest).

a. Chairs will be placed in front of the credenza, one on top of the other with the bottom chair facing out.

b. The bottom three drawers are for miscellaneous items.



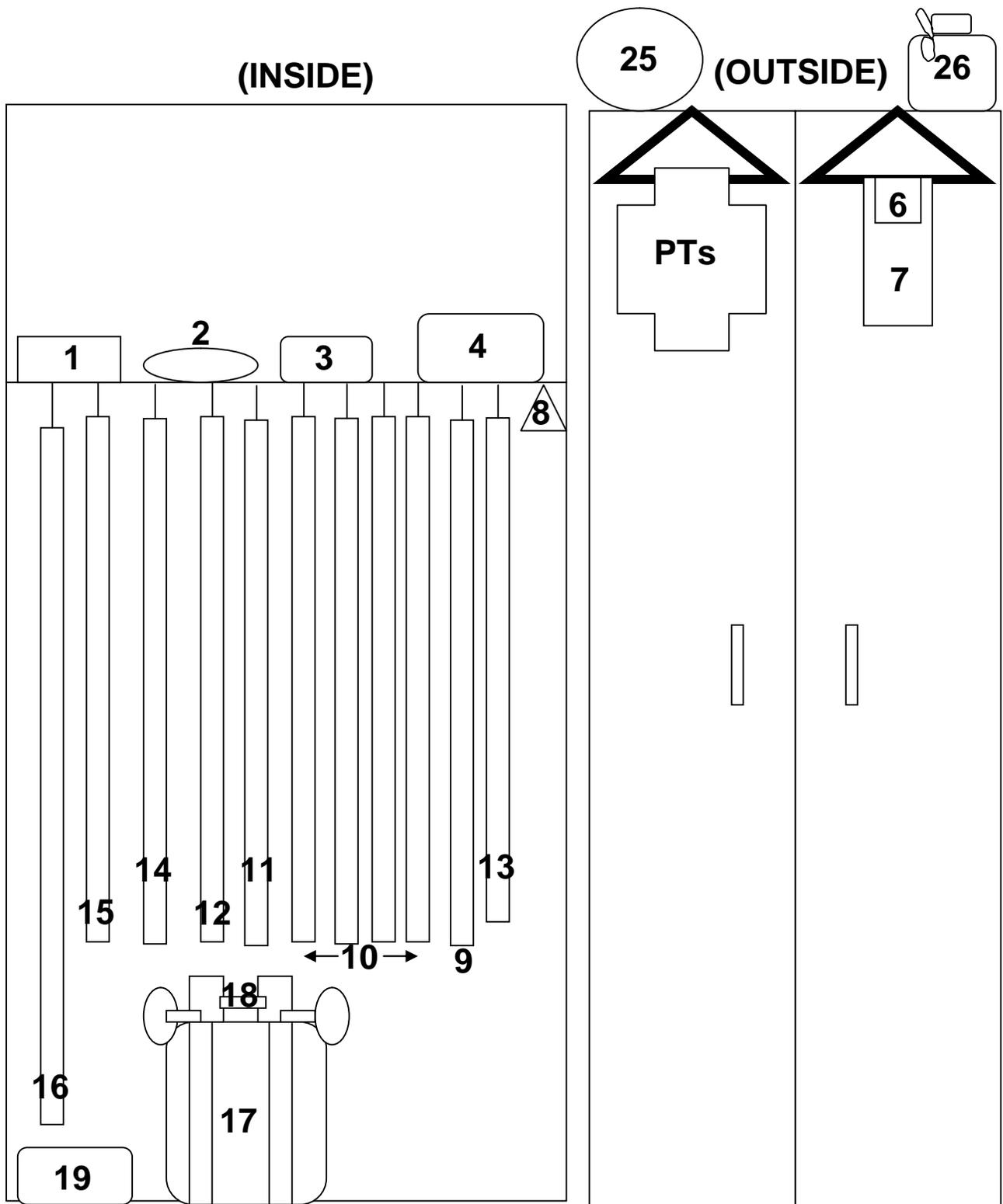
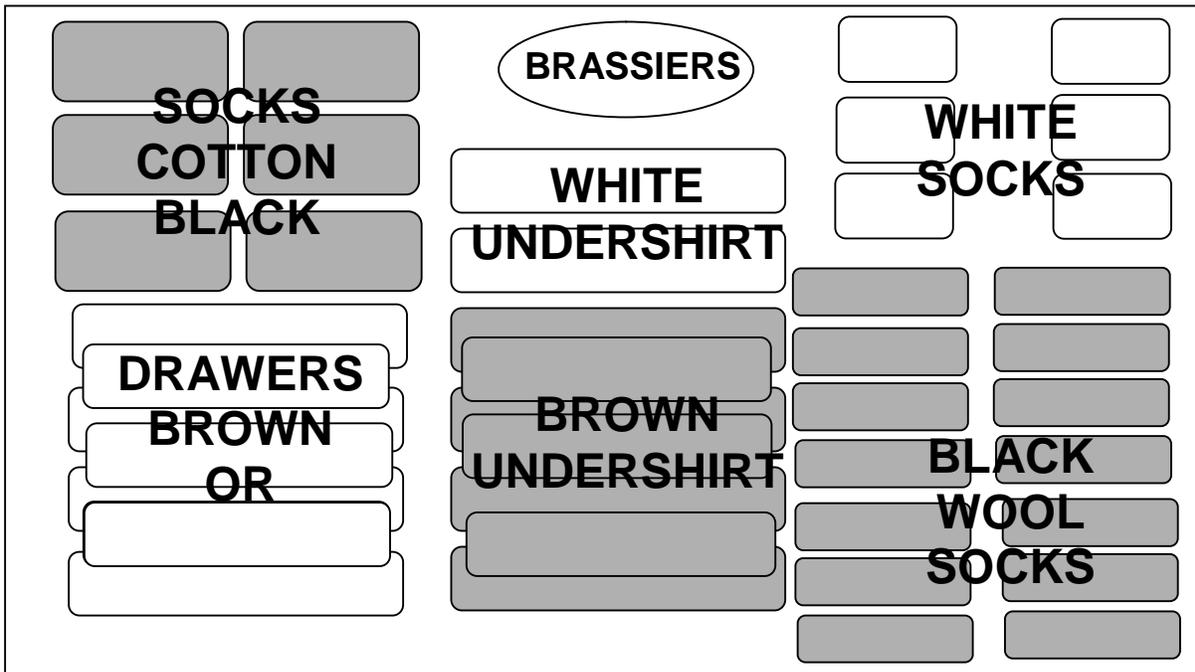
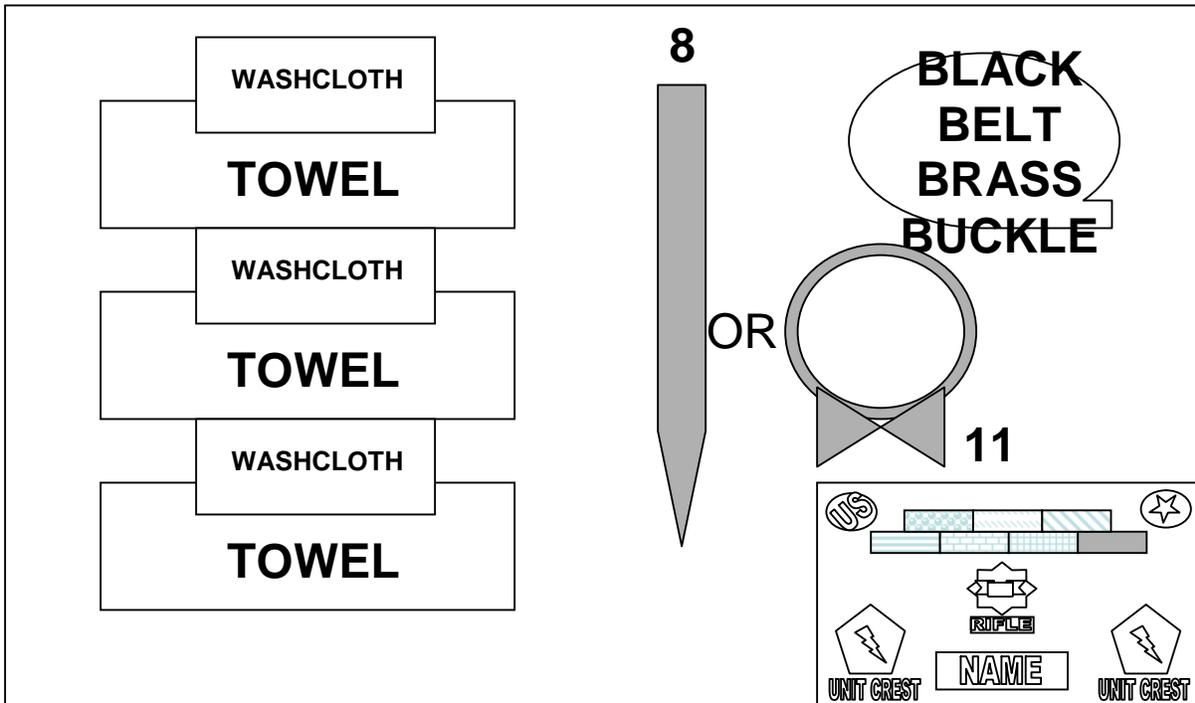


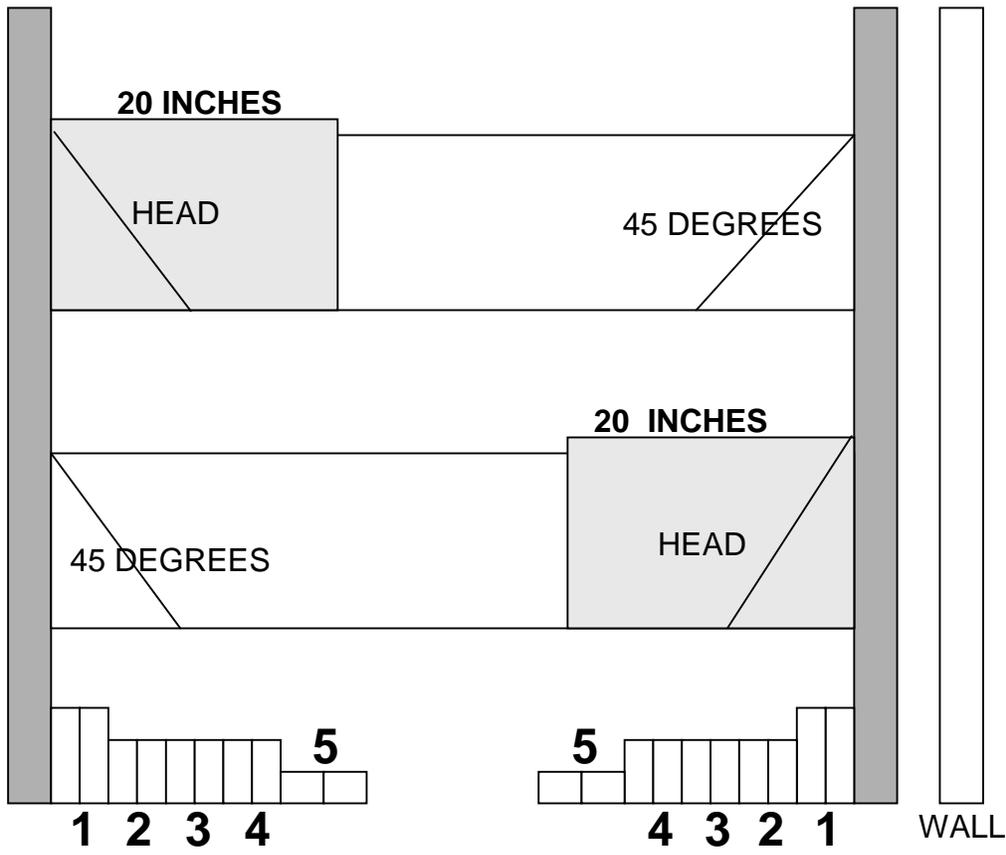
FIGURE 4-1 (Wall Locker)



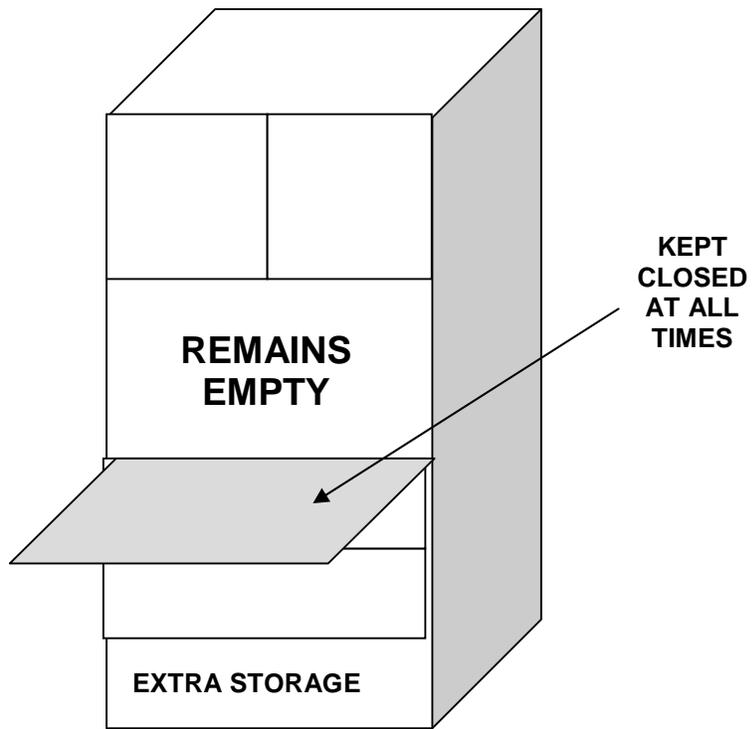
DRAWER 1 (FIG 4-2)



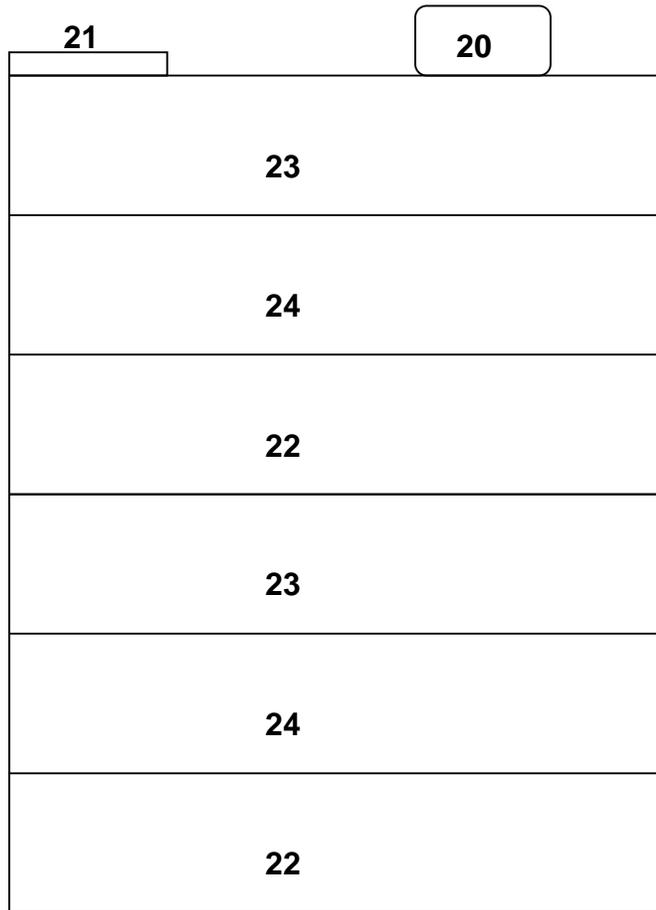
DRAWER 2 (FIG 4-3)



BUNK/ FOOTGEAR (FIG 4-4)



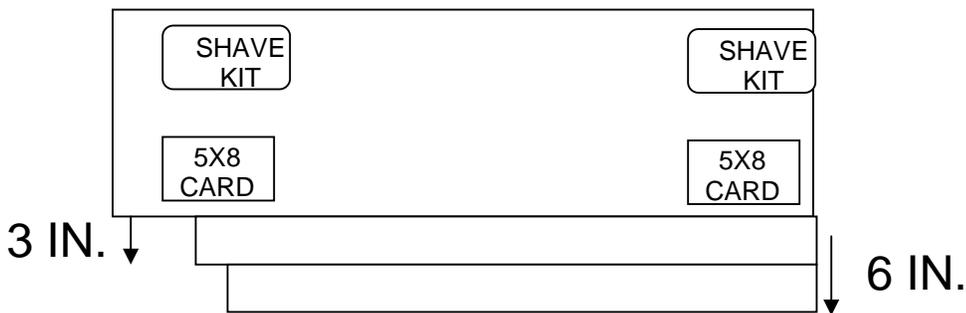
CREDENZA (FIG 4-5)



THREE DRAWER CHESTS (FIG 4-8)

Doe, John A. (PEN)	SN#	1 JAN 04 (PENCIL)
Missing Items: (PEN)		
A (Example) 1 set BDU's (worn)		
B (Example) 1 set summer PT's (laundry bag)		
C LIST THE ITEMS THAT EFFECT YOUR DISPLAY ONLY		

MISSING ITEMS 5 X 8 CARD (FIG 4-7)



TOP VIEW OF 3 DRAWER CHEST (FIG 4-6)

PLDC PACKING LIST

**** CTA 50-900 ITEMS ****

ITEMS	QUANTITY			
Bag, barracks	1 ea	C	Nameplate	2 ea C
Bag, duffel	1 ea	C	Necktie, black (No clip on)	1 ea M
Belt, web, black tip	1 ea	C	Neck tab, black	1 ea F
Belt, web, brass tip	1 ea	M	Nylons	1 pr F
Boots, combat, black all leather (NOTE 1)	2 pr	C	PT uniform, Jacket/ Pants, running	1 ea C
Brassieres, white, black, neutral	3 ea	F	PT uniform, T-shirt, short sleeve	2 ea C
Sports Bra	3 ea	F	PT uniform, T-shirt, long sleeve	1 ea C
Buckle, belt, brass	1 ea	M	PT uniform, Trunks, running shorts	2 ea C
Buckle, belt, subdued	1 ea	C	Shirt, green AG 415 (long sleeve)	1 ea C
Black Beret (With Flash & Unit Crest)	1 ea	C	Shirt, green AG 415 (short sleeve)	1 ea C
Cap, camouflage w/rank	2 ea	C	Shirt, utility BDU	4 ea C
Cap, wool, black PT	1 ea	C	Shoes, oxford, black	1 pr C
Coat, (Class A) AG 489	1 ea	C	Shoes, pumps, black	1 pr F
Coat, all weather, black	1 ea	C	Shoes, running (NOTE 4)	1 pr C
Coat, cold weather (Field Jacket)	1 ea	C	Skirt, AG 489	1 ea F
Drawers, cotton (Brown or white)	7 ea	M	Slacks, AG 489	1 ea F
Gloves, shell, black, work	1 pr	C	Socks, athletic (white only, calf length)	4 pr C
Gloves, inserts, green	2 pr	C	Socks, cotton, black (females optional)	3 pr C
Gloves, dress black	1 pr	C	Socks, OG 408 or black	7 pr C
Insignia, branch of service	1 ea	C	Tags, ID w/chain (Long and short) w/cover	1 set C
Insignia, distinctive unit (Unit crest)	3 ea	C	Trouser, (Class A) AG 489	1 ea M
Insignia, grade, subdued (NOTE 5)	7 pr	C	Trousers, utility, BDU	4 ea C
Insignia, grade, brass (NOTE 7)	3 pr	C	Undershirt, cotton, white	2 ea M
Shoulder marks (NOTE 7)	2 pr	C	Undershirt, cotton, brown	7 ea C
Insignia, U.S.	1 ea	C	Underwear, white, black or neutral	7 ea F

**** TA-50 INDIVIDUAL CLOTHING & EQUIPMENT ****

Bag, Sleeping	1 ea	C	Liner, Poncho (optional)	1 ea C
Bag, Waterproof	1 ea	C	Mask, Protective	1 ea C
Belt, Individual Equipment	1 ea	C	MOPP suit, (Complete)	1 ea C
Boots, Wet Weather	1 pr	C	NBC boots, black or green	1 ea C
Camouflage band w/name	1 ea	C	Parka, Wet Weather	1 ea C
Camouflage cover w/rank	1 ea	C	Pants, Wet Weather	1 ea C
Canteen, w/cover	2 ea	C	Poncho	1 ea C
Case, ear plugs w/ear plugs	1 ea	C	Pouch, first aid w/bandage	1 ea C
Case, Ammo, small arms (Unless ITV)	2 ea	C	ALICE Pack, Med or Large	1 ea C
Cup, Canteen	1 ea	C	Suspenders, LBE/ITV	1 ea C
Helmet, Kevlar w/sweatband	1 ea	C	Tool, Entrenching w/cover	1 ea C
Jacket, Gore-Tex	1 ea	C	Gloves, Insert Gore-Tex, Brown	2 pr C
Pants, Gore-Tex	1 ea	C		
Gloves, Black, Gore-Tex	1 pr	C		

*** TA- 50 See NOTE 8

****** ADDITIONAL ITEMS REQUIRED FOR WINTER (1 OCT - 1 APR) ******

Underwear, thermal				Shirt, sleeping	1 ea	C
Polypro/ wool/ brown or white	2 pr	C		Sweater, brown	1 ea	C
Coat, cold weather liner	1 ea	C				
Liner, coat, all weather black	1 ea	C				
	M = MALE		F = FEMALE	C = COMMON ITEMS		

****** ADDITIONAL REQUIRED ITEMS ******

Kit, Decon			Foot powder
Fort Stewart Map 1:50,000 (2 ea)			Rifle, M16A2 w/blank adapter
1156 Casualty Feeder Card w/ zip lock bag(2 ea)			Soap and soap dish
1155 Witness Statement w/ zip lock bag(2 ea)			Shaving kit bag (black)
Non permanent adhesive tabs			Shaving cream/powder
Compass, lensatic w/case (2 ea)			Shoe shine kit
Flashlight, OD w/batteries & red lens			Toothpaste
5x8 cards 1 Pack			Shoes, Shower
Kit, cleaning M16 Rifle			Toothbrush w/case
Pens and Pencils (mechanical .5 mm)			Towel, Bath, White or Brown (4 ea)
Lock, w/key or combination (3 ea)			Health records
Highlight Marker(s)			Washcloth, White or Brown (4 ea)
Magazines, M16 30-round (5 ea)			Camouflage stick or camouflage pack
Ruler, 12 inch			Feminine products (F)
Notebook, pocket size			.5mm pencil (2 ea)
Comb or Hairbrush			Chapstick
Notebook, 8 1/2 X 11			Sunscreen
Razor w/blades			One Personal Dress Casual Outfit (NOTE 3)
Protractor, GTA 5-2-12 1981 (2)			Hangers

******OPTIONAL ITEMS******

Hair clippers		Phone cards
---------------	--	-------------

NOTE 1: Jungle Boots, black or green, are allowed as optional wear items; however, they do not replace or serve in lieu of the black leather boots listed on the inventory, and will not be on display. (RE: AR 670-1, para. 27-3(d)2). Additionally, Black Jungle boots will not be worn during winter months when in a field environment.

NOTE 2: If you are under medication bring enough for the length of the course. Medical records must reflect type, quantity, and duration of medication.

NOTE 3: All students will participate in the Social Dinner at the end of the cycle. Conservative casual attire is required. No jeans.

NOTE 4: Physical fitness uniforms need to be serviceable and free of holes. Running shoes need to be in good serviceable condition IAW FM 21-20 (APP E). No basketball shoes.

NOTE 5: If uniforms have rank sewn on, only 2 sets of subdued rank are needed.

NOTE 6: All TDY soldiers will bring all CTA 50-900 items issued to prevent any shortcomings of packing list.

NOTE 7: CPL and above will have shoulder boards. Additionally, CPL and above need one (1) set of non subdued rank for the Black all weather coat.

NOTE 8: All TA -50 items not issued to TDY soldiers at home station will be issued by 3 ID (M) Central Issue Facility.

		ID tags (1 pair), Army Value Card/Tag
		If applicable: Soldier requiring corrective lenses has a set of military prescription eyeglasses and protective mask inserts.
		Notify soldier of requirement to take APFT and be weighed, as required.
Unit POC List: CDR B: () H: () _____ 1SG: B: () H: () _____ FTM: B: () H: () _____ Unit FAX: () _____ Unit Email _____		

Army personnel must meet the prerequisites for the course stated in the Army Formal School Catalog (DA Pam 351-4) unless a waiver is obtained. In addition, Army personnel must also satisfy applicable provisions of AR 611 series, AR/NGR 350-1, ATRRS, and other pertinent Army policies and regulations.

PART II- ROUTINE PREREQUISITES												
TASK	REGULATION DATA					SOLDIER DATA						
Minimum Aptitude Score (ASVAB) (enter line score per DA Pam 611-21)	CO	CL	FA	GM	MM	CO	CL	FA	GM	MM		
	OF	EL	SC	ST	GT	OF	EL	SC	ST	GT		
Meets color vision requirements (if applicable, DA Pam 611-21)												
Physical demand rating/profile (enter PULHES per DA Pam 611-21)	P	U	L	H	E	S	P	U	L	H	E	S
Date of last physical (must be within 5 years)												
DA Form 1059 for all previous required phases for phase/course attending (if applicable)	_____ School code											
	_____ Date of completion											
	_____ Course completed											
	_____ Phase completed											
Soldier has current military and civilian vehicle operator license(s) (if applicable, valid through course end date, enter expiration date) (enter qualification as required per ATRRS SH screen)												

PART III REQUIRED DOCUMENTS

Security clearance (If applicable, attach as required)	
Permanent profile attendees have copy of MRB (P3,P4) results (to include DA Form 3349,or Completed DA Form 3349) see Para 3-24f (if applicable)	
All required waivers (if applicable)	
Other requirements (if applicable)	
OTHER REQUIREMENTS OF DA PAM 611-21 NOT PREVIOUSLY LISTED	
Other requirements (if applicable)	

I have been counseled and have read all requirements applicable to the course I'm being sent to attend. Attendance at this course and class will not pose any known hardship on me and/or my family that would detract from or prevent me from successfully completing course requirements.

Student's Signature: _____ Date: _____

I have reviewed the above soldier's qualifications and potential to successfully complete this course; have counseled him/her on these requirements and hereby verify his/her readiness to attend same.

 Commanding Officer (typed name) Rank / Branch

 Date:

Signature

Unit commanders will ensure all soldiers, including walk-ons, enrolled in institutional training meet course prerequisites. Soldiers who report for training must have in their possession a completed pre-execution checklist, signed by the soldier and the unit commander. The Pre-execution checklist will be used to verify routine prerequisites such as line scores, PULHES, and DA Form 1059. Unit commander can further certify the completion of prerequisite testing/evaluation (i.e., typing test). Documentary evidence of security clearance, physical profile, and other non-routine prerequisites are required in addition to the pre-execution checklist. The unit commander's signature on the pre-execution checklist will suffice as certification that the soldier meets routine course prerequisites (as stated above) IAW all requirements of the course as listed in DA Pam 351-4 (U.S. Army Formal Schools Catalogue), the ATRRS prerequisite screen, and DA Pam 611-21 for MOSQ courses. Soldiers reporting for training without the checklist signed by the soldier and unit commander will be given seventytwo hours from the report date to provide the checklist with appropriate attachments. Soldiers attending IDT courses will be given until Saturday of the second MUTA-4. After this time, soldiers will be returned to their unit. The pre-execution checklist is a pre-enrollment requirement for all TASS courses/institutions except OCS, CCC, CGSOC, and the resident SGM Course.

(LETTER HEAD)

(OFFICE SYMBOL)

(DATE)

MEMORANDUM THRU BATTALION COMMANDER

FOR Commandant, NCO Academy, FSGA

SUBJECT: Reenrollment of (RANK, NAME, SSN) in to the Primary Leadership Development Course

1. (RANK, NAME, SSN) was eliminated from Primary Leadership Development Course, Class (NUMBER), (LOCATION) for (WHAT REASON).
2. This paragraph should outline the type of training that was conducted to overcome the reason for elimination. This should paint a clear picture of the action taken to correct the short comings. If the soldier was eliminated for disciplinary reasons, then outline the steps taken, as a result of the disciplinary release.
3. State that soldier has been re-boarded (date), and placed back on the OML (date).
4. Point of contact, (RANK, NAME, PHONE NUMBER)

(COMMANDERS SIGNATURE BLOCK)

(LETTER HEAD)

(OFFICE SYMBOL)

(DATE)

SUBJECT: Reenrollment of (RANK, NAME, SSN) in to the Primary Leadership Development Course

MEMORANDUM FOR (Cdr of originating unit)

1. Approved or disapproved based on Commandant's review of soldier release packet.
2. A copy of this correspondence must accompany student during in-processing.
3. Point of contact is the undersigned at 767-8910.

(COMMANDANT'S SIGNATURE BLOCK)

FABRI CARE CLEANERS COSTS

BDU SET CLEAN	\$3.00
CLASS A JACKET & PANTS CLEAN	\$5.00
SHIRT / BLOUSE CLEAN	\$3.00
Jacket / Coat alter sleeve length with liner	\$12.00
Jacket / Coat side seam adjustment with liner (2 side seam)	\$20.00
Alter shoulder or collar	\$10.00
Sew button on	\$1.00
Jacket / Coat shorten length	\$25.00
Sewing on grade, Unit Patches, Class A Army	\$2.00
REPLACE ZIPPER	
Pant, Skirt	\$8.00
Jacket	\$15.00
ALTER HEM	
Pant	\$6.00 / \$8.00
Skirt	\$8.00
ALTER WAIST	
Pant	\$7.00
Skirt	\$8.00
Pant alter waist and crotch or seat	\$8.00
Two side seam on shirt, blouse, skirt	\$9.00

HAIRCUT / STYLE COST

HAIRCUT (MAY VARY)	\$6.00
STYLE COST (MAY VARY)	\$25.00

CLASS PICTURES

5x8	\$5.00
8x10	\$10.00
COMBO	\$12.00

3d Infantry Division (M) History

World War I
1914 - 1918

The 3d Infantry Division was born in Camp Greene, North Carolina, on November 21, 1917. America had been at war with Imperial Germany and her allies since April 6, 1917 and American soldiers had been fighting and dying in Europe since October 1917. The 3d Division (later redesignated the 3d Infantry Division), was composed of the 4th, 7th, 30th, and 38th Infantry Regiments, the 10th, 18th, and 76th Field Artillery, and the 6th Engineers, with a total of 28,000 men. Landing in France in April 1918, the Division undertook training in trench warfare. The Americans were issued British-style steel helmets and French automatic weapons to augment their American-made Springfield rifles.

The 3d Division arrived in France at the beginning of the last series of German offensives designed to end the war before American manpower could make a difference. In June 1918, the Germans had pushed the French out of the front lines and had driven as far as Chateau-Thierry along the Marne River. Paris was only 50 miles away. The only troops available to reinforce the front were American, including the 3d Division. Men of the 7th Machine Gun Battalion of the 3d Division, were rushed to Chateau-Thierry. Amid retreating Frenchmen, the 3d Infantry Division set up a defensive position and held the Germans at the Marne River. The rest of the Division moved into positions along the Marne, and on July 15, took the brunt of what was to be the last German offensive of the war, the famous "Peace Storm." As units on either side of the Division were driven back, men of the 30th and 38th Regiments held their positions, defeating the Germans' bid for victory. This feat of arms, called by General Pershing "...one of the most brilliant pages in the annals of military history..." earned the Division the nickname "Rock of the Marne." Henceforth, the Division would be called the "Marne Division."

The 3d Division participated in the Champagne-Marne defensive and the Aisne-Marne, St. Mihiel, and Meuse-Argonne offensives. After the armistice on November 11, 1918, the Division undertook occupation duty in the vicinity of Coblenz, along the Rhine River, where it remained until August 1919.

<u>Combat Units</u>	<u>Battle Credits</u>	<u>Casualties</u>	<u>Individual Awards</u>
4th IN	Aisne	16,450	Medal of Honor- 2
7th IN	Champagne		Dist. Svc. Medal- 3
30th IN	Champagne, Marne		Dist. Svc. Cross-266
38th IN	Aisne-Marne		French Croix De
10th IN	St. Mihiel Guerre-	143	
18th FA	Meuse-Argonne		
8th MG Bn			
9th MG Bn			
7th MG Bn			
6th EN			

3d Infantry Division (M) History

World War II

1941 - 1945

The 3d Infantry Division emerged from World War II as the most decorated Division in the U.S. Army. It was the only Division to fight Germany on all major fronts of the war. The 3d traveled the longest distance (531 days of combat -Fedala, North Africa to Berchtesgaden) ; undertook the most amphibious landings of any one day of the war (995 at Anzio).

The 3d Infantry Division entered World War II at Fedala, North Africa, just north of Casablanca, as part of the "Torch" invasion, the first American campaign against Germany. The Division moved across Morocco to Bizerte, Tunisia, where it embarked for Sicily, the next Allied objective in the Mediterranean. The Division spearheaded the American drive on Palermo and was among the first American units to reach Messina. On September 3, 1943, the Allies invaded the Italian mainland at Salerno. The 3d Infantry Division arrived in Italy on September 18, and was fighting up the Volturno River when it was detached for an amphibious operation designed to break the stalemate in the Italian campaign. The assault was at Anzio.

The Allies landed at Anzio on January 22, 1944. Hitler directed that the beachhead be eliminated. From January to May, the Germans launched numerous attacks in an effort to drive the Allies from the beach. As at the Marne, the 3d Infantry Division proved to be an immovable rock of resistance. The Anzio beachhead hung on, and in May, the Allies broke out. Rome was reached on June 4, 1944.

The 3d Infantry Division was again called on for an amphibious assault, taking part in the invasion of southern France in August 1944, two months after the Normandy invasion. The Division drove through southern France and after bitter fighting in the Vosges Mountains, reached Strasbourg in November. In the winter of 1944-45, the Division was called upon to reduce the "Colmar Pocket," completing the operation in February 1945. The Rhine was crossed on March 26, 1945 and a speedy advance northeast to Bad Kissingen, and a loop south, brought the Division to Nuernburg in April. After a 4-day fight, the city fell. One unit from the Division, 3d Battalion, 7th Infantry, reached Berchtesgaden and Hitler's Eagles Nest on May 4. The war ended on May 7. From Fedala to Berchtesgaden, the 3d Infantry Division's odyssey was over.

<u>Combat Units</u>	<u>Battle Credits</u>	<u>Casualties</u>	<u>Individual Awards</u>
4th IN	Algeria-	35,000	Medal of Honor- 36
15th IN	French Morocco		Dist. Svc. Cross- 109
30th IN	Tunisia		Silver Star- 4,817
9th FA	Sicily		
10th FA	Naples-Foggia		
39th FA	Anzio		
41st FA			
3d Recon Trp			
10th EN Bn			
601st TD Bn			

3d Infantry Division (Mechanized) History

KOREAN WAR 1950 - 1953

When the Korean War broke out in June 1950, the 3d Infantry Division (Mechanized) was one of only 10 active Divisions in the U.S. Army. Critical Army-wide manpower shortages caused some units to be cannibalized and as a result, the Division lost the 30th Infantry Regiment and the 41st Field Artillery, as members of these units were sent as replacements for others.

The Division arrived in Korea in September 1950, and was brought up to strength with Republic of Korea (ROK) replacements and the addition of the "Borinqueneers" from the 65th Infantry Regiment from Puerto Rico.

At the time of the Division's arrival, American and ROK forces had just succeeded in driving back, almost to the Yalu River bordering Communist China, remnants of the North Korean Army. The 3d Infantry Division (Mechanized) joined in the advance, operating in the Hamhung- Hungnam area of North Korea.

In a surprise move on November 23, 1950, China entered the war and the massive weight of the Chinese Army was felt all along the front. As the Allies were forced to retreat, the 3d Infantry Division (Mechanized) fell back to the port of Hungnam. From November 30 until December 24, the 3d Infantry Division conducted the most massive beachhead evacuation in American military history; 105,000 troops; 100,000 refugees; 17,500 vehicles and 750,000 tons of cargo.

The Chinese offensive carried past the South Korean capital of Seoul but spent itself at the Imjin River. Allied counteroffensives succeeded in driving back the Chinese, and in March 1951, elements of the 3d Infantry Division (Mechanized) helped to recapture Seoul. By April, the Chinese were pushed back to the 38th parallel, but immediately undertook an offensive to retake Seoul. The brunt of the attack fell on the 3d Infantry Division's sector, but the Rock of the Marne Division became the "Rock of Seoul" as the Chinese attack was defeated.

With the Chinese driven back to the 38th parallel, the Allied strategy became defensive with the intent of holding the Chinese at that line. After clearing the "Iron Triangle" of Chinese resistance, the 3d Infantry Division (Mechanized) settled into front line duty, engaging in patrol actions and defending against Chinese attempts to seize strategic positions. The war ended in July 1953, and in October 1954, the Division returned to Fort Benning, Georgia.

<u>Combat Units</u>	<u>Battle Credits</u>	<u>Casualties</u>	<u>Individual Awards</u>
7th IN	CCF Intervention	8,000	Medal Of Honor-
11 15th IN	1st UN		Dist. Svc. Cross- 79
Counteroffensive			Silver Star- 1,309
65th IN	CCF Spring Offensive		
26th ROK IN	UN Summer-Fall Offensive		
10th FA	2d Korean Winter		
39th FA	Korea Summer-Fall 1952		
58th AFA	3d Korean Winter		
999th AFA	Korean Summer-Fall 1953		
3d AAA 10th EN			
64th Heavy Tank Bn			

3d Infantry Division (Mechanized) History

PERSIAN GULF WAR 1991

On August 2, 1990, Iraq invaded Kuwait. Responding to a request by Saudi Arabia, the United States began the largest deployment of troops in United States history. The mission became known as Operation Desert Shield.

In September 1990, an NBC reconnaissance platoon from the 3d Infantry Division's 92d Chemical Company, became the first divisional unit to deploy to Saudi Arabia. In November, the United States VII Corps began deployment operations to the Persian Gulf. In December 1990, units from 3d Infantry Division's 3d Brigade and the brigade's supporting units were attached to 1st Armored Division as they began arriving in Saudi Arabia. The 6th Battalion, 41st Field Artillery deployed as a part of the 210th Field Artillery Brigade, a VII Corps artillery asset.

On January 16, 1991, coalition forces launched the air attack against Iraq. Known as Operation Desert Storm, the air attack lasted 34 days. The ground war began on February 24th. The Marne Division's 3d Brigade was the tip of the spear for 1st Armored Division when VII Corps began its deep thrust into Iraq. Moving over 250 kilometers in 87 hours, 3d Brigade outflanked the Iraqi Army and cut-off Iraqi forces attempting to escape out of Kuwait. "Marne Thunder" pounded Iraqi positions with devastating artillery fire.

During the 100 hour storm through Iraq, 3d Brigade engaged the Iraqi 17th Armored Division and the 26th Infantry Division as they moved north towards their initial objectives. After turning east, 3d Brigade made movement to contact with the Iraqi Talakaha Republican Guard Division and subsequently destroyed them. When the Medina Republican Guard Division attempted to block the advance of 3d Brigade near the Iraq-Kuwait border, they were engaged and also destroyed. The 6th Battalion, 41st Field Artillery provided supporting fires to 2d Armored Cavalry Regiment during the initial stages of the ground war before shifting fires in support of the 1st Infantry Division.

European based Marne Division battalions provided a steady stream of replacement crews under the Weapon System Replacement Operation (WSRO) concept. Replacement crews came from 51 platoons out of the 3d Infantry Division (Mechanized), 1st and 2d Brigades. Although most of these replacement crews were never called forward, some did see action with the 24th Infantry Division, the 3d Armored Division and the 1st Cavalry Division.

When the war ended February 28th, 3d Brigade had destroyed 105 enemy tanks, 70 enemy armored personnel carriers, 92 enemy trucks and four enemy artillery pieces. Additionally, the Brigade captured over 836 enemy soldiers.

After the cease-fire, 3d Brigade maintained checkpoints and medical stations in U.S. occupied Iraq. The Marne Division continued to provide humanitarian aid and assistance to Iraqi citizens until beginning redeployment operations back to their German based home stations.

<u>Combat Units</u>	<u>Battle Credits</u>	<u>Casualties</u>
IIIIC, 3d Bde	Defense of Saudi Arabia	1 KIA, 3 WIA
26th Spt Bn	Liberation and Defense of	
1st Bn, 7th IN	Kuwait	
2d Bn, 41st FA		
4th Bn, 7th IN		
6th Bn, 41st FA		
4th Bn, 66th AR		

3D INFANTRY DIVISION (MECHANIZED) SHOULDER PATCH

The patch consists of a square containing three diagonal white stripes on a dark blue field. The blue stripes represent Infantry, loyalty, and the steadfastness of American soldiers.

The three diagonal white stripes designate the major operations in which the Division took part up until the signing of the Armistice (the Marne, St. Mihiel, and the Meuse-Argonne), as well as represent the numerical designation of the Division.

The idea for the insignia originated with Brigadier General Preston Brown, who commanded the Division during the Meuse-Argonne offensive.

3D INFANTRY DIVISION (MECHANIZED) CREST

The crest is a silver colored metal and enamel insignia, one and one-half inches in height, consisting of a silver rock issuing from the inner arc of a blue ring inscribed with "Nous Resterons La." A silver wyvern with blue wings and three diagonal bands stand on the rock. The rock, inscription, and wyvern refer to the names by which the soldiers of the 3d Infantry Division (Mechanized) became popularly known - "Marne Men" and "Blue and White Devils." The rock represents the Division's firm stand against the German offensive at the Marne river in World War I. It was there the 3d Infantry Division became known as the "Rock of the Marne." When surrounding units retreated, Commanding General, Major General Joseph Dickman told our French allies, "Nous Resterons La -We're staying there." The wyvern, a heraldic form of the devil, bears the Division's blue and white stripes on its wing in commemoration of the Division's action in World War II at Anzio, where Marne men were called "Blue and White Devils" by the enemy.

3d Infantry Division (Mechanized) History

DOGFACE SOLDIER "ROCKY"

"I'm just a dogface soldier, with a rifle on my shoulder." So go the words of the Division's theme song. Thanks to the creative genius of Walt Disney Productions, that "Dogface Soldier" was caricatured into a tan bulldog, "heroic, but humble, fierce, but gentle, quick-witted and wise, with a confidence and dignity that comes from having proved himself." The description is that of Major General Albert O. Connor, Third Division Commander, in visualizing verbally what he wanted for a "Dogface Soldier."

Walt Disney Productions complied. The "Dogface Soldier" was caricatured into a tan bulldog, with a rifle on his shoulder and a blue and white Marne patch on his sleeve. Attached to the rifle is a yellow flag with a black "3d" in the center. The bull-dogface soldier is dressed in an orange shirt and stands proudly on the background in the shape of an olive green army helmet.

All it cost was one dollar. The bulldog-face soldier is the result of an exchange of letters between General Connor and Walt Disney Productions. In one of his letters to Disney, General Connor explained: "For many years, the 3d Infantry Division (Mechanized) has been seeking a trademark based on the symbolism of the "Dogface Soldier." The term "dogface," he continued, "is an old one in our Army, dating back to the Indian Wars.

The Division received the final design of the bull-dogface soldier in August 1965. Along with the drawing came a contract granting exclusive and perpetual right and license to reproduce the drawing. The only stipulations in the contract were that the Division pay the sum of one dollar and that the copyright notice, "Copyright 1965 Walt Disney Productions" be placed on all reproductions and publications of the design.

The one dollar bill provided by the Marne Association was autographed by the division's Sergeant Major. Along with the autographed bill, which was framed, a letter of thanks to Walt Disney and his staff was sent for bringing to life the verbal conception of a song.

THE PREFIX FOR THE NCO ACADEMY IS:

COMMERCIAL (912) 767-XXXX DSN: 870-XXXX

To dial DSN outside of Fort Stewart: Dial 95 and the number.

Note: There is a ten-minute time limit on all telephones that are for student use. Students who violate this rule are subject to disciplinary action.

OUTPROCESSING CHECKLIST

STUDENT NAME _____

STUDENT NO. _____

SQUAD ____ PLT ____

SGL

____ WALL LOCKER CLEARED, EMPTY AND CLEAN

____ BED ALIGNED

____ FLOORS MOPPED, VACUUMED

____ ALL TRASH CANS EMPTY

____ ALL SHELVES AND BASE BOARDS CLEANED AND DUSTED

____ LATRINES CLEANED

____ FILTERS CLEANED

____ WINDOWS CLEANED, LEDGES DUSTED

____ ALL REFERENCE MATERIAL TURNED IN AND ACCOUNTED FOR

____ MEDICAL RECORDS RETURNED TO STUDENT

____ STUDENT HAS COPIES OF ALL PACKET PAPERWORK

SUPPLY/ARMS ROOM

____ LINEN (SHEETS, PILLOWCASE, PILLOW, MATTRESS COVER AND BLANKETS) (COMPLETE)

____ WEAPON SIGNED OUT OF ARMSROOM
PICKED UP BY UNIT

STUDENT SIGNATURE

SMALL GROUP LEADER

SENIOR SMALL GROUP LEADER

Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.