

240th Regiment
Regional Training Institute
Camp Keyes
Augusta, Maine 04333-0033
(207) 626-4274/4219
DSN 626-4274/4219



“Leadership Through Education”

STUDENT GUIDE

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GENERAL

1. This Student Guide gives you information on what to expect while attending training at the Regional Training Institute (RTI). Use this guide throughout your stay and keep in mind the benefits you derive from the course are directly proportional to the amount of thought and effort you put forth. Suggestions to improve this student guide can be submitted in writing through your Instructor to the Commandant, RTI.
2. **Mission:** The mission of the RTI is to provide Regionalized Combat Arms, Leadership, Military Occupation Specialty (MOS), Additional Skill Identifier (ASI), Noncommissioned Officer System (NCOES), and General Studies Training for the Army National Guard (ARNG), United States Army Reserve (USAR), and the Active Component (AC). The RTI monitors and coordinates academic instruction, mess, and quarters for soldiers participating in courses and training at its training sites.
3. **Honor Code:**
 - a. Students at the RTI will adhere to the principles of the Honor Code.
 - b. The basic concept of the Honor Code is that a soldier does not lie, cheat, steal or tolerate those who do. In its most practical application it means that an individual's word is their bond. During examinations or classroom work, the student's work must be their own.
 - c. Those who observe an Honor Code violation and do not report it are themselves guilty of the violation.
 - d. Violations of the Honor Code, if substantiated, will result in the dismissal from the school.

ADMINISTRATION

1. **Location:** RTI is located at Camp Keyes, Augusta, Maine.
2. **Telephone Numbers:** (207) 626-4274/4219, DSN 626-4274/4219
3. **Transportation:** The USPFO for Maine has a travel office located on the premises (See Transportation Section page 10.)
4. **Private Vehicle:** All privately owned vehicles (POVs), including motorcycles with all safety equipment, must have a current registration. All personnel are reminded to have in their possession a valid drivers license. While assigned to or driving in Maine, personnel must maintain proof of insurance.
5. **Seat Belts:** Seat belts must be worn in the State of Maine. It's the law.
6. **Military Vehicle:** All students who report to the school with a military vehicle will retain the keys and records folder.

7. **Pay and Allowance:** The parent unit will process pay and allowances. Travel voucher (DD Form 1351-2) will be submitted upon return through your parent unit.

8. **Additional Information:**

a. Students should bring adequate funds for personal items and make necessary travel arrangements prior to arrival at the school.

b. Emergency Numbers:

Note: all calls made from Camp Keyes must start with 9-XXX-XXXX.

Augusta Police, Ambulance or Fire623-2511

Maine State Police (Cell *77)287-2155

Emergency Response Number911

NOTE: Collect calls will be accepted by the RTI in an extreme emergency such as injury to a dependent or childbirth etc. Charge calls will not be made to any phone at the RTI.

c. Telephone messages for students will be recorded and passed on to the student.

d. RTI telephones are for official use only.

e. Daily incoming/outgoing mail service will be provided. The school address is as follows:

(Student Name)

240th Regiment, Regional Training Institute

Maine Army National Guard

Camp Keyes

Augusta, Maine 04333-0033

9. **Reporting/Departing:**

a. Students will report to Bldg 15, RTI, Camp Keyes, Augusta, Maine, in accordance with (IAW) the Training Schedule on the day they are scheduled to begin training.

b. Personnel are to report in PT uniform (IPFU).

c. Departure will be IAW Training Schedule. Students requiring travel coordination should notify their instructor immediately upon arrival.

10. **Prerequisite for Course Attendance:**

a. Pre-Execution Checklist, properly filled out, initialed by the first line leader and signed by the student and the commander. ASVAB and PULHES data must be filled in.

b. (3) copies of orders (if applicable).

c. Students should have a reservation on ATRRS.

d. Student must meet height and weight standards IAW AR 600-9.

e. For MOSQ Courses, students must meet the requirements under AR 611-201 to be awarded the MOS.

f. Students with temporary profiles or IAW AR 40-501 pregnant females will not attend any NCOES Courses unless the soldier's attending physician provides written documentation that states the soldier can perform/ participate in all course physical performance requirements IAW TRADOC Reg 350-10. All soldiers reporting with Permanent Profiles will have a copy of MRB (P3, P4) results, with DA Form 3349 signed by commander, and an Army doctor-approved alternate aerobic event for APFT.

g. Students who require medication on a regular basis should bring a sufficient amount to cover their stay at RTI.

h. Students over 40 years old must possess an over 40 screening unless the student's most recent physical is within the 5 years prior to the students 40th birthday.

11. **Visitors:** All visitors report to RTI, Bldg # 17 before visiting student(s) or training location(s).

12. **Student Dismissal:** Students may be eliminated from a course for any of the following:

a. **Administration:** An administrative release may be granted for such reasons as emergencies, personal problems, or related situations. In addition, a medical release may be granted when illness, hospitalization, or a physical profile precludes successful completion of the course. Missing training may result in the student's elimination from the course.

b. **Discipline:** Students may be dismissed for an infraction of school polices, Honor Code, or violations of the Uniform Code of Military Justice (UMCJ). In addition, a student may be released for lack of motivation or being unfit for duty due to fatigue (because of the student's own doing).

c. **Motivation:** Demonstrated lack of motivation, i.e. receipt of more than two (2) counseling sessions for minor violations of schools policy can and will facilitate dismissal from the course.

d. **Academic Reasons:** A student may be released when it is determined that he/she cannot read and comprehend in such a manner to meet the minimal standards. Academic releases will occur when a student fails to achieve course standards.

e. **Civil or Military Violations:** All violations of civil or military law are subject to dismissal from the RTI.

f. **Drug and Alcohol:** No alcohol or illegal drugs will be in possession or consumed by any soldier in the RTI area. Soldiers are subject to biochemical drug testing and immediate dismissal from the Academy.

g. No weapons or firearms will be allowed on Camp Keyes.

13. **Leave and Passes:**

a. Ordinary leaves are not granted.

b. Request for Emergency leave will be directed to the Commandant, using the chain of Command.

14. **Chain of Command:**

- a. Student Leader
- b. SGL
- c. SSGL
- d. Course Manager
- e. Commandant

15. **Counseling, Complaints and Grievances:**

a. The Commandant, Course Manager and Instructors are available for counseling and can hear complaints and grievances at any time. Students with personal problems or grievances should see their instructor first. Every effort will be made to solve student problems at the lowest level.

b. Students will be counseled, as required and IAW CMP/POI and RTI SOP.

16. **Military Courtesy and Discipline:**

a. Students will be expected to maintain the highest standards of military discipline and courtesy while attending the school.

b. Upon entering a building, headgear will be removed.

c. Rank and name will be used when addressing any soldier during training hours. (i.e. SGT Smith not Joe or Smitty).

17. **Student Duties:**

a. Living quarters are to be maintained in accordance with Building SOP.

b. Student Leadership Roster will be posted prior to COB on day 1.

c. The classrooms will be maintained in an orderly fashion.

18. **Class Organization:** A student leader will be assigned for each class.

CLOTHING, EQUIPMENT AND QUARTERS

1. **Duty Uniform:** The student uniform for training will be the ACU/BDU uniform with Beret. (NOTE: Class A or B uniform will not be needed). Uniform and grooming standards will be enforced per AR 670- 1. A complete Improved Army Physical Fitness Uniform (IPFU) will be required IAW Training Schedule.
2. **Civilian Clothing:** Civilian clothing is authorized for all students, but will only be worn during non-duty hours.
3. **Equipment:** Students will ensure they bring all necessary hygiene items (towels and toiletry items) for their stay at Camp Keyes. Any special equipment will be listed in a separate letter of instruction (LOI) from the RTI.
4. **Quarters/Meals:** Quarters/Meals will be coordinated by the RTI for those soldiers who have a reservation on ATRRS. During Non-Duty hours keys for billeting may be acquired from the gate guard. Coordination must be made prior to Saturday day 1 with full-time RTI staff at 207-626-4219/4274.

FRATERNIZATION - HARASSMENT

1. Fraternalization - Harassment among students or between staff and students of the same or opposite sex, or harassment of individuals will not be tolerated and will result in dismissal, counseling, and/or UCMJ action.
2. **Fraternalization Defined:**
 - a. Acts of sexual intercourse, sexual intimacy, or other physical touching of a romantic or sexual nature, or public displays of affection among/between students and/or staff members of the same or opposite sex on or off post, during or after duty hours.
 - b. Any other acts of association by or between staff members and students whether on or off post, during or after duty hours, which pursuant to Article 134, UCMJ are prejudicial to good order or discipline or tend to bring discredit to the RTI and the NCO CORPS.
3. **Harassment Defined:**
 - a. Harassment of individuals on the basis of their sex, race, color of skin, age, disability, national origin, religion, or creed is a violation of the Civil rights Act of 1964. Harassment violates the fundamental policy to provide equal opportunity and equal treatment to personnel.
 - b. Military personnel have a grave responsibility under the policies of the Department of Army and Air Force, the Federal Code of Ethics and the Civil Rights Act for maintaining high standards of honesty, integrity, impartiality and conduct to assure proper performance of the government business and the maintenance of public interest. Personal conduct, which violates these policies or standards, will not be tolerated.

ACADEMIC INFORMATION

1. **Training Schedule:** Will be determined by each course CMP/POI.
2. **Academic Counseling:** Each student will receive academic counseling per CMP/POI from his or her Instructor.
3. **Study Assignment:** Each student should plan to spend some time each night on preparing for the next days instruction. Study hall is not mandatory but remedial training is mandatory for all students who fail a task.
4. **Reference Materials:** Necessary manuals will be made available for students.
5. **Academic Grade:** An academic grade of 70% or above is required to satisfactorily meet course standards on all examinations. The instructor will cover all academic requirements during initial counseling for that course being taught.
6. **Army Physical Fitness:** Physical fitness training is mandatory for all NCOES courses. Physical fitness training will be conducted per the training schedule.
7. **Graduation:** An appropriate diploma will be issued to those students successfully achieving course standards. A DA Form 1059 (Service School Academic Evaluation Report) will be prepared for each student who attends a TRADOC approved course of instruction.

MEDICAL INFORMATION

1. **Eligibility:** (AR 40-3) Reserve members of the uniformed services on Annual Training (AT), Active Duty Training (ADT), or Inactive Duty Training (IDT) are authorized medical and dental care in Army Medical Treatment Facility (MTF) when required as a result of:
 - a. Disease or injury determined to have been incurred or aggravated in line of duty (LOD) as an incident of IDT, AT, or ADT.
 - b. Injuries incurred while traveling directly enroute to or from IDT, AT, or ADT training location and the individuals principal home of record unless the injury is incurred or aggravated as the result of the members own negligence or misconduct.
2. **Procedures:** The care provided by local Medical Center is for emergency situations only. Reserve/National Guard soldiers must have a valid military ID and a copy of their orders placing them on active duty or a letter validating their duty status to receive medical treatment. This information must be presented to the hospital Emergency Room staff. A soldier must be on valid orders or drill status IAW AR 135-281 and AR 600-8-1 to utilize the civilian hospital. If a soldier is injured, a Line of Duty investigation will be done. If the injury is determined to be not in the line of duty or the medical treatment was not an emergency, then the soldier will be required to pay the hospital for medical treatment.

3. **Sick Call Procedures:**

- a. All students will use the chain of command for medical issues.
- b. Weekdays medical support is provided by Medical Section, DPA-MED, for screening only. The DPA-MED is located in building #7, Camp Keyes, Phone is 207-626-4322.
- c. Weekend medical support is designated for emergency requirements only and is provided by the Maine General Medical Center in Augusta.
- d. **EMERGENCY EVACUATION** (Also see Medical Information) Personnel injured during training on Camp Keyes will follow the procedures listed below:
 - (1) Render First Aid
 - (2) Report all injuries to their instructor immediately, and call RTI at 207-626-4274/4219, if required, call Ambulance at 911.
 - (3) Continue to give first aid to patient.
 - (4) Upon arrival, the responding medical personnel will have responsibility for the patient. Evacuation will be according to their established protocol.

TRANSPORTATION INFORMATION

CARLSON WAGONLIT TRAVEL, USPFO, Bldg #39

Official Travel for Individual will be coordinated thru RTI staff
Duty Hours:..... (207) 626-4569, 1-800-269-2354
Non Duty Hours: 1-800-468-2863
FAX:..... (207) 626-0119/4574
DSN FAX: 626-4574

LOCAL:

Bus:

GREYHOUND BUS LINES..... 622-1601
Located in Augusta for travel through out the country.

Taxi:

AL's & Double R's Taxi Service 622-5846, 623-3431

AIRPORTS:

Airports and their locations in the surrounding areas are as follows:

Augusta Airport - (Augusta, ME) across the street from the RTI.

Portland International Jetport - (Portland, ME) is approximately 57 miles South of the RTI. Travel time from the airport is approximately 1 hour.

Bangor International Airport - (Bangor, ME) is approximately 76 miles North of the RTI. Travel time from the airport is approximately 1½ hours.

Driving directions: I-95 to exit 109A, Augusta East, Head east on US Route 202, (Western Ave), thru 3 sets of lights at the 4th traffic get in the left lane, turn left up the hill, follow the road to the front gate of Camp Keyes. Drive through the gate, drive straight across the compound to the flag pole.

LIST OF CALLS/NCOES:

0650 Reveille

0700 Breakfast

0745 In-Ranks Inspection

0800 – 1200 See Training Schedule

1200 Noon Meal

1230 – 1450 See Training Schedule

*1450 Retreat (Winter Schedule)

1500 – 1700 See Training Schedule

1700 Evening Meal

1745 – (TBA See Training Schedule)

*1650 Retreat (Summer Schedule)

BASIC NONCOMMISSIONED OFFICER COURSE

The following is an explanation of references given on the Training Schedules for the NCOES Courses:

1. **Movement Times and Locations:** The movement location to and from will be listed. The times are from the last formation or place of activity/task to the next location or task. All methods of speed will be used. The shortest route from the RTI area to the armory is out the front gate, left onto airport road and down the hill to the armory, park on the west side of the building and enter through the west door that will be unlocked by the Small Group Leader (SGL) or his designee. After the formation/task, proceed directly up the hill using the same route. Caution should be taken during any movement to insure safety. Winter driving conditions, seat belts, traffic laws, etc.

Movement to Vocational Technical School: Transportation will be provided by the RTI. Movement times will be noted on the training schedule.

Movement to the Brunswick Naval Air Station: Transportation will be provided by the RTI, with movement times noted on the training schedule.

Movement to dining facility, reveille, retreat, and performance evaluation area will be conducted via an organized formation. The squad leader, platoon sergeant, SGL or a designated soldier will be in charge of the formation at all times during movement in the RTI area. No time is allotted for these formations/tasks because of the very close proximity to the classrooms and the dining facility and company formation area.

2. **Personal Hygiene:** Personal hygiene times will be noted on the training schedule. These times must be adhered to. Personal hygiene will be conducted in the BOQ, Bldg. 1 and there is also a large latrine located in building 45. This latrine in building 45 is a male latrine only. Females will have separate hygiene facilities in the BOQ. Personal hygiene items such as towels, soaps, etc will be provided by the student. Cleanliness of the hygiene areas is the responsibility of the squad leader or platoon sergeant assigned that day. Leave the areas as you found them.

3. **Reveille/Retreat formations:** These formations will be conducted daily at the prescribed times on the training schedule. The formations will be in front of the flagpole. The class will be formed in the proper place a minimum of 5 minutes prior to the time of the formation. The flag detail will also be in place prior to the company being formed. The ceremony will be conducted in accordance with unit SOP.

4. **Commandant's Orientation:** This is the Commandant's welcome, orientation and briefing on local SOP's. This includes a safety briefing, standards of conduct expected while attending the course, and introduction of the staff and faculty. It will also include the NCOES graduation requirements.

5. **Initial Counseling:** This is used as reception and integration counseling. The standards for graduation, conduct and the plan of activities (Training Schedule) will be discussed. The Senior Small Group Leader (SSGL) will start the official student file and insure that all in-processing paperwork is complete. The SSGL will initiate follow-up paperwork to insure that all course prerequisites will be completed NLT day three (3) after enrollment.
6. **Introduction to NCOES:** This time is allowed for the SGL to introduce their specific classes to the small group process. The SGL will explain the Student Evaluation Plan. The SGL will provide the students with the home Study Assignments/Independent Study Lessons and other required lesson materials before instruction starts. The SGL will thoroughly explain to the students the use/importance of these items as well as all student responsibilities.
7. **Small Group Instructor Time:** SGL time is provided to insure that the SGL has adequate time to perform counseling, meet with the SSGL to insure files are maintained and kept up to date. This time may be spent managing training, performance, assisting students with difficulties, complying with safety and environmental rules, counseling students and evaluating course effectiveness.
8. **Meals:** Students are encouraged to eat the meals provided. Meals will be served in the dining facility at the prescribed times. If a student is done before the time allotted they are expected to practice their performance evaluated areas in the RTI area only.
9. **Study Hall:** In accordance with the course manager's plan, study hall allows students to adequately study and prepare for the next days lesson. It also allows instructor to assist student with their study habits. It will be conducted in the classrooms and will be supervised by the Squad leader, platoon sergeant or a designated soldier. SGLs will be available upon request to help individuals with specific questions. Study hall is not mandatory for all personnel.
10. **In Ranks Inspection:** This is a formal inspection conducted by the assigned leader of the day and supervised by the SGL. All deficiencies will be noted and corrected on the spot or scheduled to be corrected. This is part of the evaluation of the leadership position. It will be conducted at the prescribed time on the training schedule in front of bldg 15 or in the classroom during severely inclement weather (determined by the SGL). If there is a change of leadership position, the new leader will conduct an inspection after assuming his duties from the previous leader.
11. **PT Formation:** This formation will be conducted in front of bldg 15 at the prescribed time on the training schedule. It is an accountability formation and is conducted by the leader of the day and supervised by the SGL. In case of severe inclement weather, the formation will be conducted in an indoor facility.
12. **Out-process/Material turn in:** This will be done at the appointed time on the training schedule. All materials signed for prior to the end of the course must be

inventoried and turned in for the next class to use. Hand receipts will be verified and cleared. Any administrative work will be done at this time to insure a timely departure for the students after graduation.

13. **Graduation rehearsal:** Will be conducted by the SSGL or the Course Manager in the south classroom. Seating will depend on class size but at a minimum, all available seating will be used to facilitate any guests that may arrive. Seating will be alphabetical and form in the front of the room, from right to left to help with a smooth introduction/transition from sitting to walking to sitting again. The rehearsal will mirror the actual ceremony except for the speakers and guests being present.

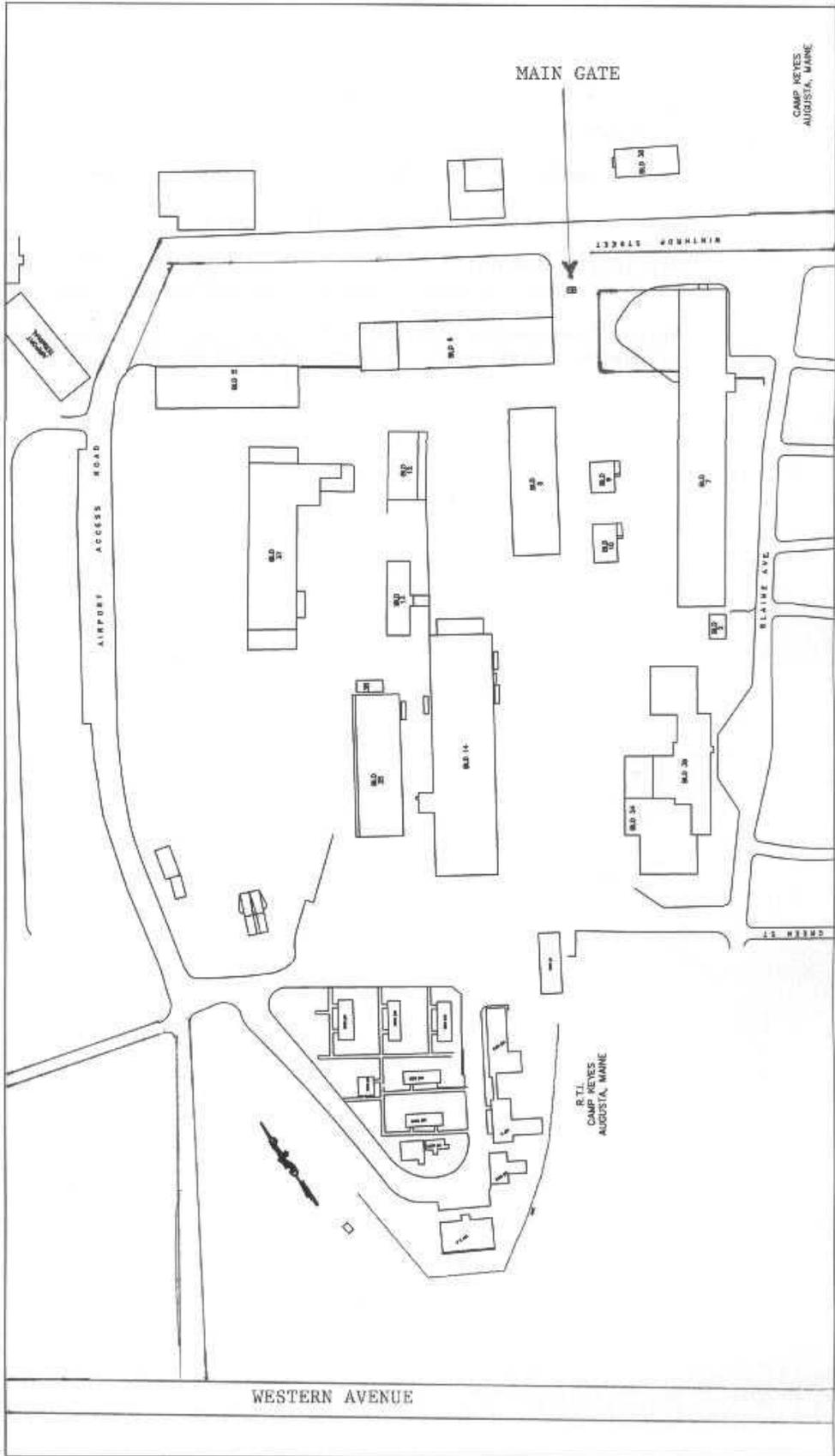
14. **Graduation ceremony:** Will be conducted just as previously rehearsed. All SGL's will be present along with the Commandant, Commander, and guest speaker. The staff will be seated in front of the students. The Course Manager will conduct the ceremony, introducing speakers, students and any dignitaries present. DA Form 1059's and diplomas will be given to each student at this time.

15. **Final formation:** Students will review all graduation documents before leaving the RTI area. Students will be dismissed by the SSGL only after the SSGL is certain that all hand receipts are clear and all students are present. All facilities will be inspected and cleared by the Course Manager prior to dismissal.

LIST OF BUILDING #S

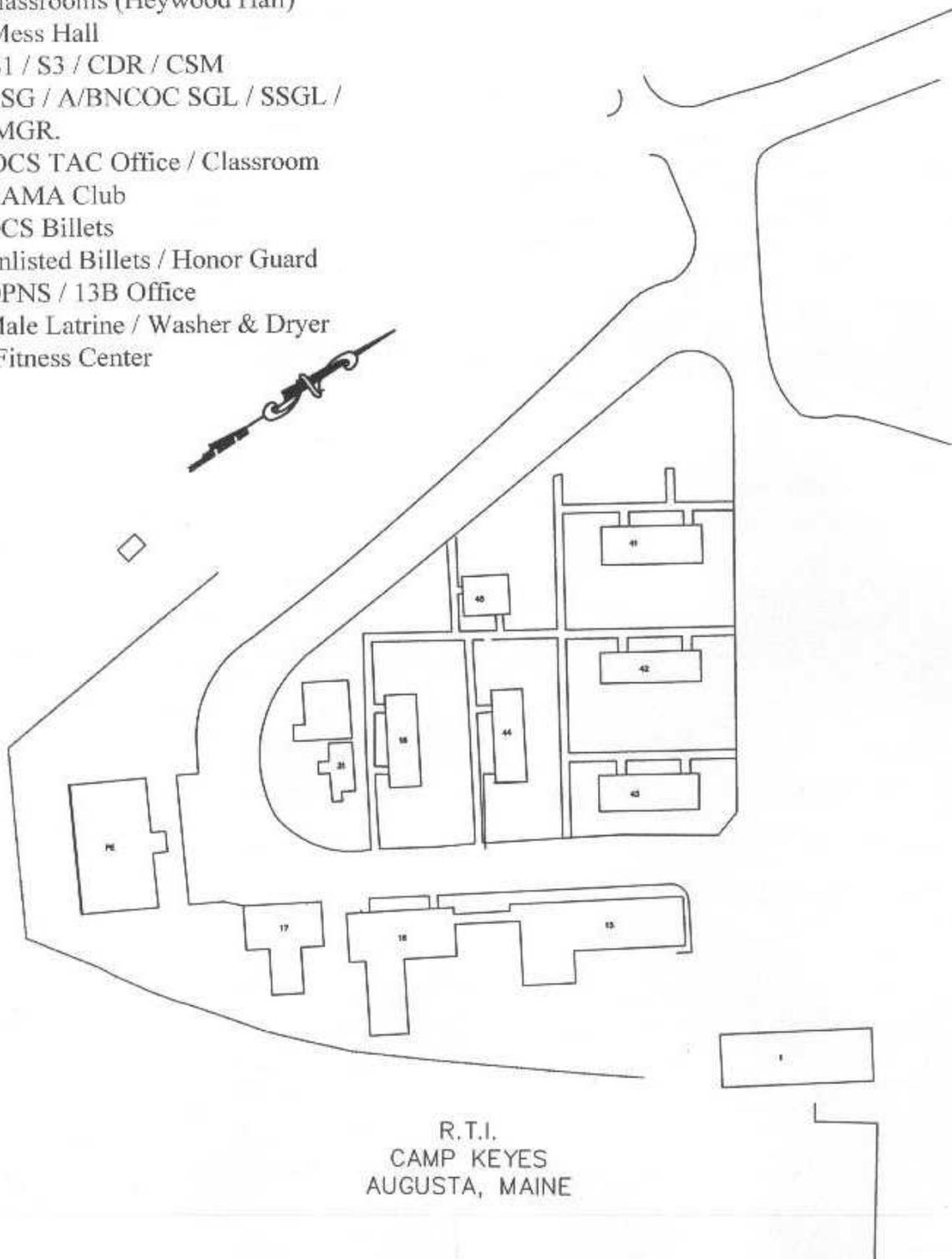
1. BOQ
3. (Fitness Center)
4. Gate Guard Shack
5. Maintenance. Bays
6. Recruiting and Retention Office/ Department of Facilities Engineering (DFE) Garage
7. Adj. Gen Office / HRMO / CSM / JAG / PAO (Top Floor) / POTO / MILPO / SIDPERS
Officer & Enl. Branch / Pubs PSB (Ground Level) / Veterans Svcs / DOIM / Visual Info Office
PX / Cafeteria (Bottom Floor)
8. Directorate Facilities Engineering Offices / HHD STARC Admin Office / 1SG
- 9/10. Air National Guard Offices
12. CSMS Commo Shop / CSMS Canvas Repair Shop
13. CSMS Storage Bldg
14. USPFO for Maine Warehouse
15. Regional Training Institute (RTI) Classroom (Heywood Hall)
16. Dining Facility
17. RTI Administrative Office
18. 1SG / Course Managers / SSGL's / SGL's (McPherson Hall)
31. TAC Offices/ OCS Classroom (Webster Hall)
34. NGB Print Plant
35. OMS #4
36. Civil Air Patrol Hanger
37. Combined Support Maint Shop (CSMS)
38. CSMS Storage Bldg
39. USPFO for Maine Offices
41. Augusta Area Military Association
42. Barracks
43. Barracks
44. 13 B Instructors / RTI Operations
45. Male Latrine / Washer & Dryer

AUGUSTA
AIRPORT



Building Layout

1. BOQ
15. Classrooms (Heywood Hall)
16. Mess Hall
17. S1 / S3 / CDR / CSM
18. 1SG / A/BNCOC SGL / SSGL /
CRSMGR.
31. OCS TAC Office / Classroom
41. AAMA Club
42. OCS Billets
43. Enlisted Billets / Honor Guard
44. OPNS / 13B Office
45. Male Latrine / Washer & Dryer
- PE. Fitness Center



GENERAL POLICIES

1. SEXUAL HARASSMENT / EQUAL OPPORTUNITY (AR 600-20, DA PAM 600-26):

Small group leaders (SGL), staff, or students at this RTI will not tolerate Sexual Harassment.

The US Army provides equal opportunity and treatment for all soldiers regardless of race, color, religion, gender, or national origin. Any problems with such will be addressed through the chain of command to the RTI EO Representative.

2. CIVIL OR MILITARY VIOLATIONS (Uniform Code of Military Justice (UCMJ) or Maine Code of Military Justice (MCMJ): All violations of civil or military law are subject to dismissal from the RTI.

3. DRUGS AND ALCOHOL (AR 600-85): No alcohol or illegal drugs will be in possession or consumed by any student while in attendance of a school at the RTI. Soldiers are subject to biochemical drug testing.

4. APPEARANCE (AR 670-1): Staff, Small Group Leaders and students will conform to AR 670-1 at all times. Small Group Leaders "set the example". Soldiers will ensure their appearance conforms to regulations prior to reporting.

5. CONDUCT (AR 350-1, AR 600-20, DA Pam 600-35):

a. Fraternization will not be tolerated.

b. Relationships between soldiers of different rank that involve, or give the appearance of, partiality, preferential treatment, or the improper use of rank for personal gain, are prejudicial to good order, discipline, or unit morale will not be tolerated.

c. Conduct of the highest standard is expected of staff, Small Group Leaders and students.

6. QUARTERS AND DINING FACILITIES:

a. Quarters are provided at no cost if required.

b. Dining facilities when required are provided at no cost and will be utilized by all students.

7. SMOKING POLICY (AR 600-43): Smoking and/or use of any tobacco product is prohibited in all RTI buildings, vehicles, and shelters. Designated smoking areas are provided and policing of those areas is the responsibility of the soldiers who use them.

8. VALUABLES: Students are reminded that the safekeeping of valuables is a personal responsibility; therefore, keep valuables at home and bring a secure lock for your locker.

9. OFF LIMITS: All offices are off limits to students, unless directed to report by their SGL. Billets are off limits to members of the opposite gender.

10. PHYSICAL FITNESS TRAINING: As part of training, students are required to participate in the Army Physical Fitness Program in accordance with AR 350-41 and FM 21-20.

COURSE STANDARDS

1. **PURPOSE:** The performance summary is intended to measure the level of performance of each student against the course standards.
2. **EXCEEDED COURSE STANDARDS:** This block will not be checked during Phase 1 per the CMP/POI. The soldier receives his/her student file to take to Phase 2 where their grades/evaluations from Phase 1 will be incorporated into the Phase 2 course standards.
3. **ACHIEVED COURSE STANDARDS:** This category applies to those students who achieved the overall acceptable course standards.
4. **MARGINALLY ACHIEVED COURSE STANDARDS:** This category is for those students who achieved, with difficulty, the minimum acceptable course standards as identified in the course grading plan, students who require corrective performance counseling concerning those qualities and traits expected of an NCO, and to students who are not motivated to perform to full capability.
5. **FAILED TO ACHIEVE COURSE STANDARDS:** This category refers to students disenrolled for academic or disciplinary reasons.

STANDARDS OF EVALUATION

1. **STUDENT DEVELOPMENTAL LEADERSHIP ASSESSMENT PROGRAM (DLAP):** This is a record maintained by the Small Group Leaders and reflects counseling, in addition to daily performance notes on each student. The nine leadership competencies found in FM 22-100 are used as the base.
2. **EXAMINATIONS:** Examinations and graded presentations are administered as a mandatory item and are essential in meeting the prerequisites for graduation. A Test Administrator will administer all examinations. Written examinations test student knowledge on Enabling Learning Objectives (ELOs) from certain lessons in the course. Not all ELOs are tested. Students must achieve 70% or higher in each of the written examinations in the course. Students failing to achieve a score of 70% or higher are afforded an opportunity to retrain and retest (one retest only). Students who fail the retest are academically dismissed from the course.
 - a. Examinations and graded presentations missed for a valid reason will be made up during the retesting time period on the training schedule.
 - b. The use or preparation of any device to be used for cheating or compromising on any examination constitutes an honor code violation and will result in disciplinary dismissal from the course.

LEADERSHIP

1. **PURPOSE:** This section outlines the responsibilities of students toward the leadership development program and the maintenance of the student area.
2. **GENERAL:** The SGLs and students work together to ensure the smooth operation of the student chain of command. The student's basic responsibility is to understand the provisions of the Student Guide and to comply with them. SGLs are responsible for ensuring that the student chain of command is aware of all changes so the student stays informed.
3. **COUNSELING:** Counseling sessions, both verbal and written, will be used to help develop professional standards, habits, attitudes, and to correct deficiencies. At a minimum, students will receive formal counseling as follows:
 - a. Initial counseling after in processing.
 - b. After serving in a leadership position.
 - c. After failing an examination.
 - d. At the end of the course.
 - e. As required based on positive or negative conduct.
 - f. As outlined in the Course Management Plan/Program of Instruction (CMP/POI).
4. **CONDUCT:** Leaders attending this RTI must always conduct themselves in a professional manner, and strictly adhere to current Army Regulations. Violations of established standards of conduct may result in dismissal from the course and the RTI.
5. **STUDENT CHAIN OF COMMAND:** Students must strictly adhere to the instructions from the student chain of command. Full cooperation of all students is required at all times even though a student leader may actually be of lower rank. Failure to respond to orders given by a student leader could result in disciplinary action or release from the RTI.
6. **HONOR CODE:** A high sense of honor is the mark of a true leader. There is a need for character and integrity in the military leader of today, recognize this as a basic requirement for being an NCO. The Code of Honor represents the American interpretation of customs and philosophies, and combines tradition with practical military necessity. Without doubt, honor is a virtue and a fundamental attribute of character that implies truthfulness, integrity, loyalty, courage, and self-respect. While admirable in all people, honor is indispensable to a NCO. The

untruthful NCO may be risking the lives of fellow soldiers and the honor of this country. The honor code accepted by the NCO Corps is the NCO Creed.

7. HONOR CODE VIOLATIONS: A violation of the honor code is cause for disciplinary dismissal from the RTI. Students will prepare their own presentations and complete all examinations on their own. Students violating this trust will receive a failing grade on the test or the presentation in question, and face dismissal from the course.