

PETTY OFFICER LEADERSHIP ACADEMY
NEW ENGLAND



STANDARD OPERATING PROCEDURES

VERSION 4.0 (24 SEPTEMBER 2012)

POLA NEW ENGLAND STANDARD OPERATING PROCEDURES v4.0

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1.0 INTRODUCTION

This manual sets forth the Standard Operating Procedures (SOP) and the policies of Petty Officer Leadership Academy New England. The NSCC expects all training sites to meet a minimum standard of excellence from officers, instructors, staff, and students.

Petty Officer Leadership Academy New England therefore operates toward the following goals:

- 1) To provide basic leadership training and leadership experience to junior cadets, and to encourage among these cadets the following traits:

Confidence	Unselfishness
Judgment	Bearing
Justice	Courage
Decisiveness	Openness
Initiative	Knowledge
Dependability	Loyalty
Accountability	Enthusiasm
Tact	Concern
Integrity	Endurance

&

Leadership by Example

- 2) To provide in-depth leadership training to senior NSCC cadets, and provide them with an opportunity to share their knowledge and experiences in a supervised military environment;
- 3) To develop junior NSCC officers, provide them with genuine authority and accountability, and prepare them to run their own quality advanced trainings in the future; and
- 4) To maintain the highest standards for our personnel and our training, and to provide all personnel with an atmosphere of respect, support, and esprit de corps.

The purpose of this manual is to communicate basic policies and procedures in order to attain our training goals and to prepare POLA NE students and staff for training. This document is meant for general distribution, except as otherwise noted.

**ALL POLA NEW ENGLAND PERSONNEL ARE RESPONSIBLE
FOR UNDERSTANDING AND ADHERING TO THE GUIDELINES
SET FORTH IN THIS MANUAL.**

2.0 FORCE & EFFECT; CHANGES

2.1 The procedures, requirements, and rules set forth in this manual carry the force of standing orders from the Commanding Officer of the Training Contingent, and shall bind all members of the training contingent. Any NSCC member who is temporarily on board NAVSTANPT for the purposes of dropping off a cadet, visiting the training, providing instruction, or attending the graduation ceremony is also subject to the procedures, requirements, and rules set forth in this manual.

2.2 Where this manual conflicts with NSCC Regulations (including but not limited to the NSCC Regulations Manual, the NSCC Advancement & Training Manual, the NSCC Escort Officer's Guide, the NSCC Medical Reference Policies and Procedures Manual, or any current Action Letter or Information Letter promulgated by NSCC National Headquarters), the NSCC Regulations shall take precedence.

2.3 Where this manual conflicts with the Standard Operating Procedures of any host command, the host command's procedures, requirements, or rules shall take precedence.

2.4 The substantive procedures, requirements, and rules set forth in this manual may not be changed during a training.

2.5 The COTC shall have the sole authority to make changes to this manual.

3.0 STAFF, CHAIN OF COMMAND, & TRAINING ORGANIZATION

The command structure of the training is outlined in this section, and is represented visually in Figure 1.

3.1 *Officer Staff*

3.1.1 *Commanding Officer of the Training Contingent*

Responsible to National Headquarters for planning the training with the Senior Enlisted Academy, Naval Station Newport, and Officer Training Command Newport; for receiving and processing orders; for preparing a budget and collecting training fees; for recruiting qualified staff; for creating an overall training schedule; for the safe and effective training of the cadets; for the auditing of training funds; and for the health, safety, and welfare of the entire training contingent.

3.1.2 *Executive Officer*

Responsible to the COTC for the oversight of the department heads, the day-to-day operations of the training, the maintenance of good order and discipline among all hands, and the health and safety of the training contingent.

3.1.3 *Training Officer*

Responsible to the Executive Officer for the creation and execution of a worthwhile training program based on §4 of this manual, for the supervision of the cadet staff, for the safe and efficient execution of the plan of the day, and for the maintenance of good order and discipline among the Staff and Student Cadets. May be asked to serve as a Discussion Group Leader.

3.1.3(a) *Division Officer (when staffing permits)*

Responsible to the Training Officer for the safe and efficient execution of the plan of the day, and for the maintenance of good order and discipline among the Student Cadets. May be asked to serve as a Discussion Group Leader.

3.1.4 *Operations Officer*

Responsible to the Executive Officer for the evaluation of all cadets in keeping with §5 of this manual, the supervision of the Master-at-Arms force and Military Evaluators, and for the barracks, facilities, and equipment used at the training. May be asked to serve as a Discussion Group Leader.

3.1.5 *Medical Officer (when staffing permits)*

Responsible to the Executive Officer for the health, safety, and well-being of the Training Contingent.

3.1.6 Administration Officer (when staffing permits)

Responsible to the Executive Officer for the administration of cadet and officer service records, and for the disposition and auditing of training funds while on board the training.

3.2 Senior Cadet Staff

3.2.1 Command Chief Petty Officer

Responsible to the Training Officer for the supervision, counsel, and evaluation of Student Cadets as they rotate through the Leading Petty Officer Position; this is an advisory role only. Responsible to the Training Officer for the supervision and guidance of the Division Chief Petty Officers. Also responsible to the Training Officer for leading discussion groups and evaluating the student participants. The Command Chief Petty Officer must be an NSCC Chief Petty Officer or NSCC Midshipman, have graduated from POLA New England, and served at least one POLA New England as a Division Chief Petty Officer. It is preferable that the Command Chief also have experience as a Company Commander at Recruit Training. The CCPO will be identified with a red shoulder cord. If the CCPO is a NSCC CPO, s/he will also wear a "Command Chief" badge centered on the left breast pocket.

3.2.2 Division Chief Petty Officer

Responsible to the Training Officer for the supervision, counsel, and evaluation of Student Cadets as they rotate through the Duty Petty Officer Position; this is an advisory role only. Also responsible to the Training Officer for leading discussion groups and evaluating the student participants. The Division Chief Petty Officers must be an NSCC Petty Officer First Class or higher, have graduated from POLA New England, and served at least one POLA New England as a Staff Cadet. It is preferable that the Division Chiefs also have experience on Company Staff at Recruit Training. The DCPOs will be identified with a blue shoulder cord.

3.3 Cadet Staff

3.3.1 Chief Master-at-Arms

Responsible to the Operations Officer for the supervision of the Master-at-Arms and Military Evaluator force, the daily evaluations of Student Cadets, and the care of the barracks, training facilities, and training equipment. Responsible to the Training Officer for assisting the Senior Cadet Staff in leading discussion groups; may be tasked with leading discussion groups and evaluating the student participants. The Chief Master-at-Arms must be an NSCC Petty Officer Second Class or higher and have graduated from POLA New England. The CMAA will be identified with a "USNSCC MAA" brassard.

3.3.2 *Master-at-Arms/ Military Evaluator*

Responsible to the Chief Master-at-Arms for the daily evaluations of the Student Cadets and for the care for the barracks, training facilities, and training equipment. Responsible to the Training Officer for assisting the Senior Cadet Staff in leading discussion groups. The Master-at-Arms / Military Evaluators must have graduated from POLA New England. Ideally, there will be three Master-at-Arms / Military Evaluators serving under the Chief Master-at-Arms. The MAA / MEs will be identified with a "USNSCC MAA" brassard.

3.4 *Student Staff*

3.4.1 *Leading Petty Officer*

Student Cadets will rotate through this position. Responsible to the Division Officer (or Training Officer) for the safe and efficient execution of the plan of the day and the maintenance of discipline and good order among the training divisions. The Leading Petty Officer will be shadowed by the Command Chief Petty Officer, who will provide counsel and guidance during the LPO's tenure. In general, higher ranking Student Cadets will be chosen to fill the LPO role. The LPO will be identified with a red & white shoulder cord.

3.4.2 *Duty Petty Officer*

Student Cadets will rotate through this position. Responsible to the Leading Petty Officer for their Division's safe and efficient execution of the plan of the day. The Duty Petty Officers will be shadowed by their respective Division Chief Petty Officers, who will provide counsel and guidance during the DPO's tenure. In general, lower ranking Student Cadets will be chosen to fill the DPO role. The DPOs will be identified with a blue & white shoulder cord.

3.5 *Empowerment of Student Staff*

All hands - including the Officer Staff, Senior Cadet Staff, and Cadet Staff - are required to follow the chain of command, as defined in §§ 3.1 - 3.4 and in Figure 1. As such, orders and information must be disseminated through the Student Staff (the Leading Petty Officer and Duty Petty Officers). Staff are expressly forbidden from directly interacting with Student Cadets outside of this chain of command except (1) in emergencies, (2) in a classroom setting, or (3) in a counseling setting.

3.6 Student Cadets

In accordance with NSCC Advancement & Training Manual Ch. 3(A)(1) Note 1 and NSCC Action Letter 01-07 ¶1(k), all Student Cadets **must** be at least 14 years old and at least E3 to participate in POLA New England. Exceptions cannot be made to this rule. Due to the academic, theory-based, and reflective nature of the training, it is **recommended** that Student Cadets be at least 15 years old to participate in POLA New England.

3.7 Supervision and Shifts

3.7.1 The CCPO and DCPOs should be with their charges for the majority of the training day, when their charges are not in classes. They must be present during all three meals and both PT sessions.

3.7.2 An NSCC Officer (in any billet) must be present with the Student Cadets at any time the Cadets are not in classes.

3.7.3 At least one member of the Senior Cadet Staff or Officer Staff must be present whenever the Student Cadets are being instructed by the SEA faculty or a guest speaker.

3.7.4 At least one Military Evaluator should be present to evaluate for every class, although they need not stay for the entire class.

3.7.5 Staff Cadets and Officers are encouraged to work in shifts to avoid overexertion.

3.8 Training Divisions

3.8.1 Two Training Divisions

Student Cadets will generally be divided into two training divisions (Alpha and Bravo) of approximately 15 Student Cadets each. Capping the training contingent at 30 Student Cadets allows each to take at least one shift as LPO or DPO, since there are six available shifts on each of the five training days (two each for LPO, A-DPO, and B-DPO).

3.8.2 Three Training Divisions

When staffing allows, a third division (Charlie) may be added; in this case, the training contingent should be capped at 40 Student Cadets. This allows each Student Cadet to take at least one shift as LPO or DPO, since there are eight available shifts on each of the five training days (two each for LPO, A-DPO, B-DPO, and C-DPO).

3.8.3 *Four Training Divisions*

When staffing allows, a fourth division (Delta) may be added; in this case, the training contingent should be capped at 50 Student Cadets. This allows each Student Cadet to take at least one shift as LPO or DPO, since there are ten available shifts on each of the five training days (two each for LPO, A-DPO, B-DPO, C-DPO, and D-DPO).

3.8.4 *Assignment to Training Divisions*

Cadets will be divided among the training divisions such that there is a fair representation in each of different genders, ages, ranks, home units, home states, etc. Siblings will never be assigned to the same division.

3.9 *Adherence to Chain of Command*

All hands will comply with the Chain of Command, and will exhaust all resources in the nearest levels of the Chain of Command whenever practicable before moving up the Chain.

3.10 *Open Door Policy*

When any member of the training contingent has:

- (a) encountered a problem with their superior;
- (b) feels uncomfortable addressing an issue to their superior;
or
- (c) is aware of a pattern of sexual harassment (see §14); hazing (see §15); fraternization (see §16); or prejudice or discrimination (see §17),

s/he is empowered to skip steps in the Chain of Command.

4.0 TRAINING CONTENT

Training will be divided into five components. First, Student Cadets will receive instruction from the faculty of the Senior Enlisted Academy. Second, Student Cadets will receive instruction from the NSCC Officer Staff. Third, Student Cadets will participate in small-group discussions and role-playing exercises based on the instruction received in classes. Fourth, Student Cadets will rotate through leadership positions. Fifth, Student Cadets will have reading assignments that reinforce their leadership lessons.

4.1 *SEA Instruction*

The faculty of the Senior Enlisted Academy will, in general, cover the following topics during the training week, most of which are from the Petty Officer Indoctrination Course (NAVEDTRA 38200-A):

- Responsibilities of a New Petty Officer
- Sexual Harassment/ Bias/ Prejudice
- Communicating with Others
- Elements of Leadership
- Ethics & Core Values
- Understanding & Managing Stress
- Basic Needs & Human Behavior
- Personal Financial Management
- Performance Evaluation
- Standards in the Navy
- Your Place in Naval History
- Unique Role of a Company Commander

4.2 *NSCC Instruction*

The NSCC Training Staff will, at a minimum, provide instruction in the following areas:

The NSCC Petty Officer as a Leader

What makes a good leader? How can a junior cadets provide leadership?

Personality Types

Administer and explain the MBTI, discuss how different personality types might conflict, but that anyone can do any job

Responsibility/ Accountability/ Authority

Responsibility and authority can be delegated, but accountability cannot; how to effectively delegate

Motivating & Disciplining Others

People are motivated by many things other than pay or rewards, such as additional responsibility and feeling like they are making an impact; discipline should be targeted to the problem and the person, should be no more than necessary, and must be accompanied by corrective instruction

Unit Leadership

There are dozens of ways to contribute to your unit - staff or not; seek out projects and responsibility, demand the best, don't let standards slip

Leadership Lessons Learned

You can learn leadership lessons from anywhere - even the Dog Whisperer...

Designing a Lesson Plan

Preparation is everything; go in cold and you'll lose the class

Teaching a Class

Traits of a good teacher and a good leader are the same; get class to participate, maintain eye contact, teach to multiple intelligences

Multiple Intelligences

Administer multiple intelligences test; discuss how people learn differently

Situational Leadership

Truly developed subordinates need little direction and support - you can delegate to them without significant supervision

NSSC Advancement

Familiarize cadets with the requirements for advancement

NSSC Organization

Familiarize cadets with the organization and structure of the NSSC

NSSC & DOD Awards & Insignia

Familiarize cadets with USN, USMC, and NSSC Awards and Insignia

Conflict Resolution

Any conflict can be resolved; the sources of conflict are often misunderstandings or incorrect assumptions

Staffing Recruit Training

The goals of RT; leadership by example for all RT staff members; giving recruits the best experience

Instructing, Motivating, & Disciplining Recruits

How to deal with recruits without crossing the line into harassment or hazing

4.3 *Small Group Discussion/ Role-Playing Exercises*

Each Student Cadet will be assigned to a Discussion Group, which is independent of his/her division assignment. Each Discussion Group will be a mix of students from the training divisions, levels of rank, experience, age, gender, and home unit. When training at the Senior Enlisted Academy, Discussion Groups will generally meet in the small group rooms.

4.3.1 *Discussion Group Leaders*

There will be four or five Discussion Group Leaders (DGL):

the Command Chief Petty Officer;
the Alpha Division Chief Petty Officer;
the Bravo Division Chief Petty Officer;
the Charlie Division Chief Petty Officer (when applicable);
the Delta Division Chief Petty Officer (when applicable);
and/or a final DGL, who may be the Division Officer, Training Officer, Assistant Training Officer, Operations Officer, Assistant Operations Officer, or the Chief Master-at-Arms.

Discussion Groups will rotate among the Discussion Group Leaders in order to observe different leadership and teaching styles. The Officer and Cadet Staff may be tasked by the Training Officer to assist the DGLs in facilitating small group discussions and role plays.

4.3.2 *Discussion Topics*

The Discussion Group Leaders will, at a minimum, conduct small-group discussions and role-playing exercises on the following topics:

Sexual Harassment, Bias, & Prejudice

emphasizing the damage done by sexual harassment & bias, in particular that it reveals that a leader judges people before s/he knows a subordinate's merits

Communications & Public Speaking

emphasizing the difficulties in communication, using techniques such as the "telephone game" or the back-to-back picture description; each cadet will speak for a few minutes to describe their best or worst leadership experience

Motivation & Discipline

people are often more motivated by extra responsibility than they are by rewards; using PT as EMI or discipline is lazy - instead, be creative, target the problem, use as little discipline as necessary, and provide corrective instruction

Stress & Counseling

stress from all areas of life can cause poor job performance, and a stressed-out leader can create a stressed-out team; counseling cadets and when to push cadets to seek more qualified help

Hazing

identifying and stopping hazing, and how to discipline without crossing the line

Instructing a Class

preparation, interaction, eye contact, and teaching to multiple intelligences

Performance Evaluation

providing constructive feedback to a shipmate chosen earlier in the week, using specific examples, and offering a plan for improvement

Recruit Training

the differences in day-to-day leadership vice recruit training; how to discipline without hazing; how to motivate young recruits

4.4 Leading Petty Officer/ Duty Petty Officer

Each student cadet will, at a minimum, take an eight-hour shift as the Leading Petty Officer or the Duty Petty Officer. See §3.4 for descriptions of the respective billets.

4.4.1 Purpose

Rotating Student Cadets through the LPO and DPO roles allows each Student Cadet to experience the burdens of leadership first-hand, and also allows their assigned Senior Staff Cadet (CCPO for LPO and DCPO for DPO) an opportunity to evaluate their performance as a leader.

4.4.2 Buy-In

In order to make the experience as meaningful as possible, full authority, responsibility, and accountability must be given to the LPOs and DPOs to carry out the Plan of the Day, and to make all appropriate and necessary command decisions to do so safely and efficiently. During their tenure, the LPOs and DPOs must be treated as the staff for the training, and utilized as the filter for orders and information to the training divisions (see also §3.5).

4.4.3 Tenure

Ideally, each Student Cadet would have a full day (0600-2230) in their role as LPO or DPO. However, the size of the training will generally limit Student Cadets to a half-day (0600-1400 or 1400-2230) in their role.

Outgoing LPOs and DPOs shall pass down any standing orders or assignments to their relief. Immediately before being relieved, outgoing LPOs and DPOs will seek feedback from their division (see also §5.3.2).

Incoming LPOs and DPOs will introduce themselves to their Divisions upon assuming the role, and pass down to their Division any standing orders or assignments.

With two divisions, there will be six Student Cadets working as LPO or DPO on each training day (0600-1400 LPO, A-DPO, and B-DPO; 1400-2230 LPO, A-DPO, and B-DPO).

With three divisions, there will be eight Student Cadets working as LPO or DPO on each training day (0600-1400 LPO, A-DPO, B-DPO, and C-DPO; 1400-2230 LPO, A-DPO, B-DPO, and C-DPO).

With four divisions, there will be ten Student Cadets working as LPO or DPO on each training day (0600-1400 LPO, A-DPO, B-DPO, C-DPO, and D-DPO; 1400-2230 LPO, A-DPO, B-DPO, C-DPO, and D-DPO).

When the size of the training contingent requires it to accommodate each cadet as an LPO or DPO, senior Student Cadets may be assigned as LPO and DPOs on check-in day.

4.5 Reading Assignments

Student Cadets will have nightly reading assignments to prepare them for their classes and to supplement their learning.

4.5.1 *Petty Officer Indoctrination Course (NAVEDTRA 38200-A)*

Student Cadets will read lessons from the POIC the night before the material is to be presented to them in class.

4.5.2 *"It's Your Ship" by Michael Abrashoff*

Student Cadets will read assigned chapters in *It's Your Ship* each night to supplement their lessons. The content thereof will be referred to in both classes and discussion groups.

4.5.3 Other short reading assignments may be given throughout the training to supplement classroom and experiential learning.

5.0 EVALUATIONS

It is an explicit goal of POLA New England to provide extensive feedback to each Student Cadet on every measure of their performance. The Staff are charged to maintain a Comprehensive Evaluation System (CES) and to provide verbal and written feedback throughout the training and for inclusion in the Student Cadet's service jacket. CES scores will be the main criteria used to determine the Honor Graduates from each class of POLA New England.

The CES will consist of four parts: Daily Performance; Discussion Group Performance; Duty Performance; and a written Final Exam. The maximum CES score is 200.

5.1 *Daily Performance*

Student Cadets will be evaluated by the Master-at-Arms/ Military Evaluators on six criteria daily. For each criteria, a grade of 1 (satisfactory) or 0 (unsatisfactory) will be assigned for each of the five training days. The maximum overall score for Daily Performance is therefore 30. MAA/MEs are charged with providing feedback regarding daily performance. The six daily criteria are as follows:

Bunk & Cube

State of Student Cadet's berthing room; including rack made with hospital corners; gear adrift; dust bunnies; excessive trash in the wastebasket; overall cleanliness; etc. Feedback will be provided in the cubes as to any deficiencies.

Personal Appearance

State of Student Cadet's person and uniform, including clean shave; appropriate hair length/style; clean and pressed shirt; shined shoes/boots; clean white t-shirt; etc.

Military Bearing

Student Cadet's personal behavior throughout the day; attention to instructions and orders; and maturity.

Classroom

Student Cadet's behavior and participation in class; attention to instructors; note-taking; questions posed; questions answered; etc.

Physical Training

Student Cadet's performance during PT; did he honestly put forth his/her maximum effort?

Motivation

Student Cadet's drive, enthusiasm, and esprit de corps during the day; did she try her hardest even when doing boring or repetitive tasks; did she watch out for her shipmates and motivate them?

5.2 Discussion Group Performance

There will be eight small-group discussions/ role-playing exercises during POLA New England. Each discussion/ role-play will be graded on a scale of 0 to 5, for a combined maximum of 40 points toward the overall CES score. Scores are determined by the discussion group leader. Discussion Group Leaders are charged with providing both verbal and written feedback regarding discussion group performance.

Scores will be based on a variety of criteria, including the use of methods discussed in class or readings; taking the role play seriously; creativity; response to criticism; thoughtful criticism of other cadets' performance; and development over time.

Scores for Discussion Group Performance will be assigned as follows:

- 5 Outstanding / Far Exceeds Expectations
- 4 Above Average / Exceeds Expectations
- 3 Average / Satisfactory / Meets Expectations
- 2 Below Average / Needs Improvement
- 1 Unsatisfactory / Needs Significant Improvement or Remediation
- 0 Failure to Participate / Disciplinary Problems

5.3 Duty Petty Officer Performance

Each Student Cadet will have an opportunity to serve as LPO or DPO during the training. While in this position, Student Cadets will be shadowed by the CCPO or their respective DCPO. The CCPO or DCPO will evaluate Student Cadets during their LPO/ DPO tenure on ten criteria, each graded on a scale of 0 to 10. There is a maximum of 100 points to be earned toward your overall CES score through Duty Petty Officer performance. The ten duty criteria are as follows.

Command Presence

Student Cadet's ability to garner the respect and attention of his subordinates by the way he presents and carries himself; projecting a commanding presence and professional image of authority

Chain of Command

Student Cadet's adherence to the chain of command, both in regards to her subordinates and her superiors

Accountability

Student Cadet's trustworthiness and reliability. Can she be given a direction and left alone to carry out the task with minimal supervision?

NSCC Knowledge

Student Cadet's thorough knowledge of our training contingent, the NSCC, and the Navy. Does the Student Cadet have the basic military knowledge that should have been imparted through the BMR and Recruit Training? The CCPO/ DCPO may use a verbal quiz to give each Student Cadet a fair chance at demonstrating this knowledge.

Mental Agility

Student Cadet's flexibility; ability to adapt to changing conditions; creative and original thinking; ability to bounce back from setbacks, adversity, and/or stress while maintaining mission focus

Interpersonal Tact

Student Cadet's ability to interact and work with peers, subordinates, and superiors in an appropriate manner; awareness of how others see you; skills in diplomacy, conflict resolution, and mediation

Communication

Student Cadet's ability to clearly express ideas and commands to ensure understanding; active listening; demonstration of effective communication techniques

Gets Results

Student Cadet's ability to safely and efficiently carry out the Plan of the Day; structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance, and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment

Leads Others

Student Cadet's ability to motivate, inspire, and influence others to take the initiative, to work towards a common purpose, and to accomplish critical tasks and achieve unit objectives

Leadership by Example

Student Cadet's adherence to the maxim of Leadership by Example; maintenance of high standards in all aspects of behavior and character; does s/he lead from the front? Does s/he practice what s/he preaches? Does s/he simply bark orders?

Duty Petty Officer scores will be assigned as follows:

10	Outstanding / Far Exceeds Expectations
8	Above Average / Exceeds Expectations
6	Average / Satisfactory / Meets Expectations
4	Below Average / Needs Improvement
2	Unsatisfactory / Needs Significant Improvement or Remediation
0	Failure to Participate / Disciplinary Problems

5.3.1 Self-Evaluation

During his/her shift, each LPO/DPO will be given a Self-Evaluation Form (Figure 5) to complete at or near the conclusion of their shift. On this form, each LPO/DPO will identify three categories (chosen from among those in §5.3) which they feel are their strengths, and three different categories in which they feel they need improvement. Each LPO / DPO will assign themselves a score in each of these six categories, and give specific examples to justify the scores given. This form will be used in part as the basis for an After-Action Review with their assigned CCPO/DCPO.

5.3.2 Peer Review

Whenever practicable, the training will "pause" between LPO/DPO shifts to allow an outgoing LPO/DPO to receive immediate feedback from the Cadets of his/her Division. This should be an informal, constructive dialogue and should generally take place immediately before the LPO/DPO is relieved. The purpose of this feedback is to give voice to those who have been most affected by the LPO or DPO's leadership, and to give cadets experience in giving feedback.

5.3.3 After-Action Review

At the conclusion of his/her shift, each LPO/DPO will have a one-on-one After-Action Review (AAR) with their assigned CCPO/DCPO. (In the case of LPO/ DPOs assigned to evening shifts, the meeting should take place approximately one hour before taps). At this meeting, the CCPO/DCPO will ask the LPO/DPO to reflect on his/her performance using the Self-Evaluation Form as a framework for the discussion. The CCPO/DCPO will give feedback on the LPO/DPO's self-evaluation, identify other strengths and weaknesses, and identify a course of action to remediate identified weaknesses. The CCPO/DCPO may share final scores for some or all of the ten categories defined in §5.3 during the AAR, but it should be expected that final scores will not be set until after the conclusion of the AAR. Ideally, the Division Officer or Training Officer will be in attendance at each AAR.

5.4 *Final Exam*

A final exam, written by the Training Officer, will be administered at the end of Training Day 5. The exam will consist of a minimum of 50 multiple choice and true/false questions drawn from the content of readings and classwork, as well as basic military knowledge. There is no time limit for the test, and appropriate accommodations will be made for students with learning disabilities. The final exam contributes a maximum of 30 points toward the overall CES score.

5.5 *Minimum Standards for Graduation*

Student Cadets must earn a CES score no lower than 1.5 standard deviations below the mean CES score for the training contingent to graduate POLA New England.

5.6 *Honor Graduates*

The Student Cadet with the highest combined CES score will generally be selected as the Battalion Honor Graduate. The next highest scores in each training Division will generally be selected as the Alpha, Bravo, Charlie, and Delta Division Honor Graduates.

5.6.1 *Exceptions*

The COTC is reserved the authority to grant the Honor Graduate awards to any Student Cadet who has demonstrated outstanding performance throughout the training. The COTC is also reserved the authority to withhold such awards if no Student Cadet has met the high standards for such recognition.

5.6.2 *Recognition*

The Battalion Honor Graduate will serve as the LPO and the Division Honor Graduates will serve as the DPOs on Graduation Day. All will receive a certificate and will generally receive an NSCC Citation Ribbon at the Graduation Ceremony.

5.6.3 *Invitation*

The COTC will generally invite the Honor Graduates to serve as Staff Cadets at the next POLA New England.

5.7 Reporting

5.7.1 Scores

Evaluations will be split into two pages, utilizing the NSCADM008 Administrative Remarks form. One page will provide all scores described in §§5.1 - 5.4 received by the Student Cadet during the training. The total points accumulated will be displayed, along with the mean CES score, median CES score, high CES score, low CES score, and standard deviation of the CES score for the training contingent. See Figure 2 for an example.

5.7.2 Comments

The second sheet will provide brief comments from the Operations Officer (or Chief Master-at-Arms) in regards to the Daily Performance scores; brief comments from the Training Officer in regards to the Discussion Group Performance scores; and in-depth comments from the Senior Staff Cadet (CCPO or DCPO) who shadowed the Student Cadet during their Duty Petty Officer performance. This requirement does not relieve the Staff from providing real-time feedback and face-to-face AARs with their charges.

6.0 TRANSPARENCY

All policies and procedures at POLA New England shall be published to all hands and, to the extent practicable, will be both distributed and posted. In addition, evaluation scores will be published as early as possible each training day.

7.0 CONDUCT

7.1 All hands will conduct themselves in a professional military manner so as to bring credit to themselves, their home unit, the USNSCC, our host units, and the US Navy.

7.2 POLA New England personnel will not lie, cheat, steal, or threaten (or attempt) bodily harm to any person.

7.3 POLA New England personnel will treat the Staff and each other with dignity, courtesy, and respect.

7.4 POLA New England has a Zero Tolerance policy concerning sexual harassment (see §14); hazing (see §15); fraternization (see §16); and prejudice and discrimination (see §17).

7.5 All Staff and Instructors are to be addressed by their rank and rendered the appropriate military courtesies.

7.6 While at our host commands (including but not limited to the Senior Enlisted Academy and the Command Leadership School), Student Cadets are restricted to the classrooms, the common passageways, and the heads. Outside of the classrooms, Student Cadets are to remain *invisible* and *silent*.

7.7 While in a classroom setting, Student Cadets will call "attention on deck" for all instructors.

7.8 While in a classroom setting, Student Cadets will not sleep; chew gum; eat; speak out of turn; use inappropriate language; or behave in a disruptive or disrespectful manner.

7.9 Staff Cadets are not to skylark or flaunt privileges in front of Student Cadets.

8.0 BERTHING AND BERTHING SPACES

8.1 NSCC Personnel are restricted to their assigned wings in the barracks and to the heads and laundry rooms in the common passageways on the assigned deck.

8.2 Student Cadets are not permitted out of their berthing rooms between taps and reveille, except for *short* visits to the head.

8.3 The condition of the barracks and the berthing quarters, living spaces, heads, passageways, ladder wells, laundry rooms, and heads therein is the responsibility of all hands. Maintenance discrepancies will be reported to the Operations Officer for report to the Officer Training Command Newport Facilities Manager as soon as they are discovered.

8.4 Room cleanliness is the responsibility of Students or Staff assigned to each room.

8.5 When students are absent from their rooms during the training day, rooms will be left ready for inspection: lights will be off; curtains and blinds will be open; doors will be left unlocked; racks will be made smartly; gear stowed; lockers locked; decks, windows, and furniture dust-free and clean; chairs pushed in; and wastebaskets clean.

8.6 Clean and dry gear will be stowed in lockers. Wet or damp gear will be hung neatly behind the door or at the foot of the bed in an orderly fashion.

8.7 While in a state of undress, NSCC Personnel will close their doors and curtains will be drawn.

8.8 When traveling to and from the heads, males must wear - at a minimum - shorts and a t-shirt. Females must wear a full-length bathrobe in addition to shorts and a t-shirt.

8.9 Shower shoes will be worn in the heads AT ALL TIMES. All personnel should endeavor to keep their bare feet from touching the deck anywhere in the barracks.

8.10 No food or drink other than water will be stored or consumed in Student Cadet berthing spaces.

8.11 Student Cadets may not possess in their berthing space any item which requires electricity from a wall socket.

8.12 Student Cadets may not lock their doors at any time. All hands should secure valuables in a locker when they are not in the room.

8.13 Males will never be permitted in female berthing spaces. Male and female berthing spaces are to be kept separate to the extent possible. Where they cannot be berthed in separate wings, blue painter's tape will be used on the floor to demarcate where male students are permitted to go.

8.14 Male and female Student Cadets may not be in a berthing room together for any reason at any time. Common spaces will be used for meetings, study sessions, or socialization.

8.15 Female Staff Cadets and Officers may enter male berthing rooms between 0600 and 2300 provided that the door is fully open and all occupants are visible from the passageway. Otherwise, female and male personnel will not occupy the same berthing room at the same time.

8.16 Student Cadets are not permitted in Staff or Officer spaces unless a Staff member is present or has previously approved the entry.

8.17 When entering Staff or Officer spaces, students will knock before entering and render the appropriate military courtesy to the staff member occupying that space.

8.18 All hands will keep noise to a minimum in the barracks, especially between taps and reveille. During scheduled reading time, cadets will remain silent.

8.19 Cadets from the same home unit shall not be berthed in the same room. Siblings will be separated as much as is practical.

8.20 Lockers will be organized in accordance with Figure 3.

8.21 Racks will be made in accordance with Figure 4.

8.22 Access to and egress from King Hall will be via the west entrances (nearest Ney Hall) during business hours and via the King Hall quarterdeck during non-business hours. All standard quarterdeck procedures are to be observed.

8.23 Fire doors may not be propped open at any time.

8.24 *Berthing Organization - Two Wings*

Ideally, the training contingent will be berthed in two wings: one male and one female.

8.24.1 Male Wing

In the male wing, the first rooms (toward the main passageway) will be occupied by the senior male escort officers and the last rooms will be occupied by the male Staff Cadets and junior male officer staff, with the male Student Cadets in the middle.

8.24.2 Female Wing

The female wing will be similarly organized, with the senior female escort officers in the rooms closest to the main passageway, and the female Staff Cadets and junior female escort officers toward the end of the passageway, provided that the female rooms shall be placed on whichever side of the passageway provides the maximum privacy.

8.25 *Berthing Organization - One Wing*

Where only one wing is available, the rooms will be organized as follows: senior male escort officers will be closest to the main passageway, followed by male Student Cadets, male Staff Cadets, junior male officers, senior female escort officers, female Student Cadets, female Staff Cadets, and junior female escort officers.

9.0 UNIFORMS AND GROOMING

9.1 All hands will be responsible for careful maintenance and wear of the uniform, and for compliance with the NSCC Uniform Manual.

9.2 All hands will comply with grooming standards as promulgated in the NSCC Uniform Manual.

9.3 Officers out of height/weight standards will wear the alternative uniform.

9.4 All hands will shower at least once daily during POLA New England. Student Cadets will shower as soon as possible after evening PT.

9.5 The uniform of the day during POLA New England will be utilities/khakis, except as otherwise noted in the Plan of the Day.

9.6 All hands will keep cold weather gear on hand in the barracks during winter trainings.

9.7 Student and Staff Cadets may change into clean PT gear or appropriate civilian gear after showers in the evening. Student and Staff Cadets shall not wear tank tops; ripped or tattered clothes; clothes with inappropriate language or depictions; revealing or suggestive clothing; or other inappropriate clothes as determined by the Officer Staff.

10.0 LAUNDRY

10.1 Laundry rooms are provided for use on the same deck on which NSCC Personnel are berthed. POLA New England will provide detergent, stain remover, dryer sheets, irons, and ironing boards. All personnel are responsible for the proper maintenance of their own uniforms and laundry.

10.2 Student Cadets shall not leave laundry unattended. Cadets must schedule their laundry to be finished by taps.

10.3 All washing machines and dryers will be secured at taps.

10.4 All hands are charged to follow all instructions posted in the laundry room and on the equipment therein. In particular, personnel are reminded to empty the lint trap in each dryer after each load of laundry.

10.5 All laundry supplies shall be marked as property of the NSCC, and stored with the Operations Department when not in use.

10.6 Irons will be unplugged when unsupervised.

10.7 PT shirts will be washed each night after PT.

10.8 All clothing items should be marked with the owner's name, and combined loads should be washed using mesh laundry bags.

11.0 MESSING

11.1 At the mess hall, all hands are to conduct themselves according to the rules of good etiquette.

11.2 At each meal, all hands will drink at least one glass of water before having any other beverage.

11.3 All hands can take what they want at the mess hall, but should eat what they take.

11.4 All hands are restricted to one dessert per meal.

11.5 All hands are forbidden from removing food from the mess hall.

11.6 All hands are responsible for policing their immediate area before leaving the chow hall, and for pushing in their chairs.

11.7 Staff Cadets will sit separately from Student Cadets. The LPO and DPOs will sit with the Staff Cadets during chow.

12.0 GEAR & CONTRABAND

12.1 *All hands* are prohibited from possessing any of the following:

weapons;
knives or blades of any kind (including Swiss Army or Leatherman-type tools);
narcotic drugs or drug paraphernalia;
alcohol; and
pornography

12.2 In addition to the items listed in §12.1, *Staff Cadets* are further prohibited from possessing any of the following:

tobacco products or related paraphernalia; and
medications, either prescription or over-the-counter.

12.3 In addition to the items listed in §12.1, *Student Cadets* are further prohibited from possessing any of the following:

anything, other than an alarm clock or a portable music device, that is operated by electricity;
cameras;
food, candy, or soda;
anything, other than shaving cream, in an aerosol can;
perfumes and colognes;
tobacco products or related paraphernalia;
medications, either prescription or over-the-counter.

12.4 Student and Staff Cadets are honor-bound to surrender any such contraband upon check-in; no discipline will result for contraband surrendered in such a manner provided that it is legal for the Student Cadet to own it. Failure to do so will result in discipline, up to and including dismissal from the training. Contraband will be returned to Cadets at the discretion of the COTC. See §27.5 for guidance on medications.

12.5 Seabags will not be inspected during check-in. However, the COTC is reserved the authority to order a search of any space or person when misconduct is suspected, the well-being of NSCC Personnel or a third party is endangered, or the efficacy of the training is threatened. Male officers will conduct searches of male Cadets and male Cadet spaces; female officers will conduct searches of female Cadets and female Cadet spaces.

12.6 Seabag List

The basic seabag list for a winter POLA will consist of the following items:

Qty	M/F	Item
1		NSCC service jacket w/original NSCTNG003, enrollment forms, NSCADM020 updated no more than 30 days prior to check-in, NSCADM021
1		NSCC ID card, current at least through the month the training will end
1		seabag
3		blue utility shirts with NSCC flashes and insignia
2		blue utility pants
1		black web belt with silver tip
1		silver belt buckle
1		NSCC ball cap
1		utility jacket with NSCC flashes and insignia
1		peacoat or other heavy duty winter coat, preferably dark blue or black
1	M	dress blue jumper
1	F	dress blue coat with NSCC flashes and buttons
1		pair dress blue pants
1	M	white Dixie cup dress cover
1	F	white combination cover w/NSCC pin
1	M	neckerchief
1	F	necktab tie for dress blues
1		pair black low-cut leather dress shoes (no corfams)
1		pair black high-top work shoes/boots
1		pair athletic shoes/sneakers
1		pair shower shoes/flip flops
1		pair dark blue or black sweat pants
1		pair dark blue or black sweat shorts
1		dark blue or black sweat shirt
1		black knit watch cap
1		cold-weather gloves, black
7		white crew-neck undershirts
7		pair underwear
1		pair long underwear
3	F	bras
2	F	sports bras
7		pair black socks
7		pair white socks
1		lock with key (spare key to service jacket)
5		black ballpoint pens

- 1 battery-operated travel alarm clock
- 1 watch (the cheaper the better...)
- 1 1 or 1.5 inch black 3-ring binder with 50 sheets of lined paper
- ? stationary, envelopes, stamps
- 1 12" ruler
- 1 shoe-shine kit
- 1 travel-size sewing kit
- 1 laundry bag
- 6 hangers
- 2 towels
- 2 wash cloths
- 1 F full-length bathrobe
- 1 F pair full-length "pajama" pants
- 1 M hygiene kit (razor, shaving cream, soap with soapdish, toothpaste, toothbrush, shampoo, body talc, deodorant, q-tips, nail clippers, chap stick)
- 1 F hygiene kit (razor, soap with soapdish, toothpaste, toothbrush, shampoo, body talc, deodorant, q-tips, sanitary products as necessary, comb, brush, nail clippers, chap stick)

12.7 *Optional Items - Student Cadets*

The following items may optionally be added to the seabag by POLA New England Student Cadets:

- one portable, battery-operated music device;
- no more than \$50 in spending money (over and above travel money); and
- one or two sets of appropriate civilian attire

12.8 *Optional Items - Staff Cadets & Officers*

Staff have the privilege to bring additional items (including but not limited to computers, printers, fans, radios, and personal linens or sleeping bags) so long as the items are not listed in §12.1 or §12.2; the use of the items do not disturb NSCC or Navy personnel in King Hall; and the items are not distracting from assigned duties.

13.0 DISCIPLINE AND EXTRA MILITARY INSTRUCTION

13.1 In order to maintain a respectful, productive, and comfortable learning, living, and working environment, discipline shall be enforced at POLA New England.

13.2 Staff Cadets and Student Staff (on-duty LPO and DPOs) may impose corrective disciplinary measures and Extra Military Instruction (EMI) on Cadets in their direct chain of command for violations of the commonly understood rules of appropriate military conduct, as well as the following sections of the SOP:

- §7 - Conduct
- §8 - Berthing and Berthing Spaces
- §9 - Uniforms and Grooming
- §10 - Laundry
- §11 - Messing
- §19 - Communication and Guests
- §22 - ID Cards
- §23 - Military Personnel
- §26 - Radio Communications

13.3 Student Staff (on-duty LPO and DPOs) may only impose corrective disciplinary measures or EMI in consultation with, and with authorization from, Senior Cadet Staff and/or Staff Officers.

13.4 Staff Officers may impose corrective disciplinary measures and EMI on Staff and Student Cadets in their direct chain of command for violations of the commonly understood rules of appropriate military conduct, as well as the following sections of the SOP:

- §7 - Conduct
- §8 - Berthing and Berthing Spaces
- §9 - Uniforms and Grooming
- §10 - Laundry
- §11 - Messing
- §12 - Gear and Contraband
- §13 - Discipline and Extra Military Instruction
- §14 - Sexual Harassment
- §15 - Hazing
- §16 - Fraternalization
- §17 - Prejudice & Discrimination
- §18 - Emergency Procedures
- §19 - Communication and Guests
- §22 - ID Cards
- §23 - Military Personnel
- §24 - Leave and Liberty
- §25 - Vehicles
- §26 - Radio Communications
- §27 - ADA Compliance

13.5 All corrective disciplinary measures and EMI imposed at POLA New England shall be directly targeted at correcting the problem behaviors or performance deficiency, and toward the development of self-control and self-discipline.

13.6 Before corrective disciplinary measures or EMI are imposed, corrective or remedial counseling will be provided. After corrective disciplinary measures or EMI are imposed, the staff member who has imposed the discipline shall follow up to ensure that the disciplined cadet understands and is implementing the best and most efficient methods of correcting the problem behavior or improving the performance deficiency.

13.7 The staff of POLA New England shall endeavor to keep corrective disciplinary measures and EMI private.

13.8 In keeping with §13.5, no physical punishment shall ever be imposed or authorized by any member of the training contingent. Such punishments include, but are not limited to:

push-ups, sit-ups, body-builders, mountain climbers, or other physical training or stress positions intended as punishment;
extended periods at attention or parade rest;
unnecessary exposure to the elements; and
deprivation of sleep, food, or medical care.

13.9 In keeping with §13.5, no demeaning or mentally abusive punishment shall ever be imposed or authorized by any member of the training contingent. Such punishments include, but are not limited to:

publicly or privately humiliating or degrading Cadets;
publicly or privately calling Cadets by hurtful or insulting names or epithets; and
intentionally causing emotional distress (see also §15).

13.10 POLA New England has a Zero Tolerance policy for physical and demeaning punishments. It is therefore the affirmative duty of every member of the training contingent to abstain from, discourage, and prevent the forms of discipline contemplated in §13.8 & §13.9 and, further, to immediately report any such acts in their knowledge to the COTC or his/her designee.

13.11 Any member of the training contingent who imposes or authorizes the forms of discipline contemplated in §13.8 or §13.9 shall be terminated from POLA New England; shall receive an evaluation stating the reasons for such termination; and shall be recommended by the COTC to the member's Unit Commanding Officer, Regional Director, and NHQ Field Representative for termination from the NSCC. Conduct that is criminal in nature will be referred to the appropriate law enforcement agency for investigation.

13.12 Any member of the training contingent who is subjectively aware of a pattern of imposing or authorizing the forms of discipline contemplated in §13.8 or §13.9, but who fails to report this pattern to the chain of command, shall be disciplined as deemed appropriate by the COTC, up to and including termination from POLA New England.

13.13 In circumstances warranting termination from POLA New England, the COTC and his/her staff shall conduct an investigation into any alleged violations of the SOP or the commonly understood rules of appropriate military conduct. Accused personnel are guaranteed an opportunity to be heard by the COTC before a final determination is made.

13.14 The COTC is reserved the sole and absolute authority to terminate any Student Cadet, Staff Cadet, or Staff Officer for violations of the SOP or the commonly understood rules of appropriate military conduct.

14.0 SEXUAL HARASSMENT

14.1 "Sexual harassment" is defined as:

- (1) unwelcome sexual advances; or
- (2) unwelcome requests for sexual favors; or
- (3) other behavior of a sexual or gender-based nature where:
 - (a) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's participation in any NSCC program or activity; or
 - (b) submission to or rejection of such conduct by an individual is used as the basis for decisions regarding that individual's participation in any NSCC program or eligibility for any benefit; or
 - (c) such conduct has the purpose or effect of unreasonably interfering with an individual's performance, or of creating an intimidating, hostile, or offensive learning, living, or working environment.

14.2 POLA New England has a Zero Tolerance policy for sexual harassment. It is therefore the affirmative duty of every member of the training contingent to abstain from, discourage, and prevent the forms of conduct contemplated in §14.3 & §14.6 and, further, to immediately report any such acts in their knowledge to the COTC or his/her designee.

14.3 To ensure a respectful, productive, and comfortable learning, living, and working environment at POLA New England, the following behaviors are prohibited:

- pressure, intimidation, threats, or promises used to coerce sexual favors;
- sexual advances;
- unwelcome physical contact (see also §14.10);
- sexual remarks about a person's clothing, body, or sexual behaviors;
- inappropriate whistling, leering, or staring;
- conversation of a sexual nature or sexually graphic jokes or stories;
- obscene or sexually explicit comments, or sexually suggestive gestures;
- the display of sexually explicit materials or writings; and

other comparable behaviors that create an intimidating, hostile, or offensive environment.

14.4 Personnel found to be in violation of §14.3 shall be terminated from POLA New England; shall receive an evaluation stating the reasons for such termination; and shall be recommended by the COTC to the member's Unit Commanding Officer, Regional Director, and NHQ Field Representative for termination from the NSCC. Conduct that is criminal in nature will be referred to the appropriate law enforcement agency for investigation.

14.5 Any member of the training contingent who is subjectively aware of a pattern of conduct of the kind contemplated in §14.3, but who fails to report this pattern of conduct to the chain of command, shall be disciplined as deemed appropriate by the COTC, up to and including termination from POLA New England.

14.6 Other conduct that does not automatically rise to the level of sexual harassment may still create an intimidating, hostile, or offensive learning, living, and working environment, especially if the conduct is repeated or pervasive. These behaviors generally rise to the level of sexual harassment only once a member complains. These kind of behaviors include, but are not limited to:

- questions or conversations of a personal nature;
- requests for dates;
- off-color jokes; and
- foul language or gestures.

14.7 Personnel found to be in violation of §14.6 shall be disciplined as deemed appropriate by the COTC, up to and including termination from POLA New England.

14.8 All complaints about sexual harassment shall be taken seriously by all levels of the chain of command.

14.9 Complaints of sexual harassment shall be kept confidential to the extent possible.

14.10 All members of the training contingent are expressly prohibited from touching the person or clothing of another member of the training contingent, either directly or by use of a material object, except at such times as they are acting within the scope of their authority for the purpose of:

- common greetings (e.g., handshakes);
- correcting a Cadet's position;

correcting a Cadet's movement;

fitting or correcting the arrangements of a Cadet's clothing or equipment;

conducting a lawful examination or inspection of a Cadet's person or equipment;

conducting a demonstration incident to training;

conducting physical training performed with a partner;

protecting a Cadet from suffering bodily injury or harm; or self-defense.

15.0 HAZING

15.1 "Hazing" is any action taken or situation created intentionally to cause embarrassment, harassment, or ridicule, or to risk emotional and/or physical harm.

15.2 Hazing is not limited to initiation rituals of "new" members of a group, nor is it limited to unwilling individuals. Experience and consent, however, do not lessen the danger of hazing to a respectful, productive, and comfortable learning, living, and working environment. Hazing can take place both in public and private settings.

15.3 Not every instance where an individual feels embarrassed, harassed, or ridiculed is hazing, however. There are many instances where an individual may feel embarrassed which are not hazing (e.g., after receiving appropriate corrective disciplinary measures; during public speaking assignments; after incorrectly answering a question in class, etc.). Hazing is the act of embarrassing an individual for the sake of embarrassing him.

15.4 POLA New England has a Zero Tolerance policy for hazing. It is therefore the affirmative duty of every member of the training contingent to abstain from, discourage, and prevent all forms of hazing and, further, to immediately report any such acts in their knowledge to the COTC or his/her designee.

15.5 Any member of the training contingent who imposes or authorizes hazing behaviors as defined in §15.1 shall be terminated from POLA New England; shall receive an evaluation stating the reasons for such termination; and shall be recommended by the COTC to the member's Unit Commanding Officer, Regional Director, and NHQ Field Representative for termination from the NSCC. Conduct that is criminal in nature will be referred to the appropriate law enforcement agency for investigation.

15.6 Any member of the training contingent who is subjectively aware of a pattern of hazing as defined in §15.1, but who fails to report this pattern to the chain of command, shall be disciplined as deemed appropriate by the COTC, up to and including termination from POLA New England.

15.7 All complaints about hazing shall be taken seriously by all levels of the chain of command.

15.8 Complaints of hazing shall be kept confidential to the extent possible.

16.0 FRATERNIZATION

16.1 "Fraternization" is an inappropriate and unduly familiar personal relationship between a senior and a subordinate.

16.2 Fraternalization is a gender-neutral concept.

16.3 Fraternalization is prohibited at POLA New England where it is dangerous to good order, discipline, authority, and morale because it:

calls into question a senior's objectivity;

results in (or gives the appearance of) favoritism or preferential treatment;

undermines the authority of a senior; or

compromises the chain of command.

16.4 POLA New England has a Zero Tolerance policy for fraternization. It is therefore the affirmative duty of every member of the training contingent to abstain from and discourage all forms of fraternization and, further, to immediately report any such acts in their knowledge to the COTC or his/her designee.

16.5 Fraternalization is most insidious when it involves an officer and a Cadet. Unduly familiar officer-Cadet relationships are prohibited at POLA New England.

16.6 Unduly familiar Cadet-Cadet relationships, where one Cadet is senior to another and/or exercises authority over another, are prohibited at POLA New England.

16.7 Any officer in an unduly familiar relationship with a Cadet, in violation of §16.5, shall be terminated from POLA New England; shall receive an evaluation stating the reasons for such termination; and shall be recommended by the COTC to the member's Unit Commanding Officer, Regional Director, and NHQ Field Representative for termination from the NSCC. Conduct that is criminal in nature will be referred to the appropriate law enforcement agency for investigation.

16.8 Any member of the training contingent who is subjectively aware of a pattern of fraternization between an officer and a Cadet, in violation of §16.5, but who fails to report this pattern of fraternization to the chain of command, shall be disciplined as deemed appropriate by the COTC, up to and including termination from POLA New England.

16.9 Any Staff Cadet in an unduly familiar relationship with a subordinate Staff or Student Cadet, in violation of §16.6, shall be disciplined as deemed appropriate by the COTC, up to and including termination from POLA New England.

17.0 PREJUDICE AND DISCRIMINATION

17.1 "Prejudice" is pre-judgment, bias, or partiality; it is a preconceived opinion not based on actual experience.

17.2 "Discrimination" is unjustly making distinctions in the treatment of different categories of people.

17.3 No member of the training contingent will act in a prejudicial or discriminatory fashion, or make prejudicial or discriminatory comments, toward any person based on their race, sex, age, color, religion, national origin, sexual orientation, or disability.

17.4 Prejudice and discrimination are prohibited at POLA New England because they:

create an intimidating, hostile, and offensive learning, living, and working environment; and

are dangerous to good order, discipline, authority, and morale because they can:

call into question an individual's objectivity;

result in (or give the appearance of) favoritism or preferential treatment; and

damage the legitimacy of the chain of command.

17.5 POLA New England has a Zero Tolerance policy for prejudice and discrimination. It is therefore the affirmative duty of every member of the training contingent to abstain from, discourage, and prevent all forms of prejudice and discrimination and, further, to immediately report any such acts in their knowledge to the COTC or his/her designee.

17.6 Any officer or Staff Cadet who has engaged in prejudicial or discriminatory conduct prohibited by §17.3 shall be terminated from POLA New England; shall receive an evaluation stating the reasons for such termination; and shall be recommended by the COTC to the member's Unit Commanding Officer, Regional Director, and NHQ Field Representative for termination from the NSCC.

17.7 Any member of the training contingent who is subjectively aware of a pattern of prejudicial or discriminatory conduct, prohibited by §17.3, on the part of an officer or Staff Cadet, but who fails to report this pattern of conduct to the chain of command, shall be disciplined as deemed appropriate by the COTC, up to and including termination from POLA New England.

17.8 Any Student Cadet who has engaged in prejudicial or discriminatory conduct prohibited by §17.3, shall be disciplined as deemed appropriate by the COTC, up to and including termination from POLA New England.

18.0 EMERGENCY PROCEDURES

18.1 All hands will keep cold weather gear on hand at all times in case of a fire or other emergency evacuation of King Hall.

18.2 *Procedures for Fire/Emergency Evacuation of King Hall*

18.2.1 All hands are empowered to initiate a general alarm in case of fire.

18.2.2 In the event of a fire or other emergency evacuation of King Hall, cadets will exit King Hall through the nearest exit wearing shoes, pants, jacket, watch cap, and gloves. Staff Cadets and Officers will also bring cell phones, two-way radios, and flashlights.

18.2.3 In the event of a fire or other emergency evacuation of King Hall, all hands will report to the PT field on the north side of King Hall near Capodanno Drive (facing the water).

18.2.4 Student Cadets will form up by division and the DCPOs will take muster. The DCPOs will report to the CCPO, who will report to the Training Officer.

18.2.5 MAA/MEs will report to the Operations Officer.

18.2.6 In the event of a fire or other emergency evacuation of King Hall, the Operations Officer will ensure that emergency services are contacted (via 911) immediately.

18.2.7 After reporting to the COTC, the Operations Officer and two MAAs will post in front of King Hall (on Kollmeyer Street) to direct emergency personnel upon their arrival.

18.2.8 As soon as safety allows during an evacuation of King Hall, the Executive Officer will alert the OTCN CDO and the NAVSTANPT CDO as to the nature of the emergency.

18.3 *Procedures for Medical/Non-Evacuation Emergencies*

18.3.1 In the case of an emergency not requiring the evacuation of King Hall, any NSCC member may dial 911 from any phone. Report your location (be sure to explain that you are on board Naval Station Newport) and state the nature of the emergency. If the emergency is in King Hall, be sure to provide the deck and wing where the emergency is located. Immediately report to the nearest staff member, who will alert the rest of the staff via two-way radio.

18.3.2 The Operations Officer and two MAAs will post in front of the building in which the emergency exists to direct emergency personnel upon their arrival.

18.3.3 As soon as safety allows, the Executive Officer will alert the NAVSTANPT CDO and OTCN CDO as to the nature of the emergency.

19.0 COMMUNICATIONS & GUESTS

19.1 Upon reporting, Student Cadets will surrender any device capable of making or receiving phone calls, sending or receiving text messages, or accessing the internet. Cellular phones and other such devices and their respective chargers will be labeled with the student's name and secured by the Operations Officer for the duration of the training. Cellular phones will be returned to Student Cadets on Graduation Day. See NSCC Action Letter 08-05 for guidance on cell phones at trainings.

19.2 Student Cadets may make phone calls on the pay phones in the barracks, provided the timing, duration, and nature of the calls are not interfering with the Cadet's coursework. No email will be accepted or forwarded. Mail may be sent out but the training is of too short a duration to accept incoming mail.

19.3 The COTC is responsible to NAVSTANPT and OTCN for all NSCC personnel and their guests. Any NSCC member who is temporarily on board NAVSTANPT for the purposes of dropping off a cadet, visiting the training, providing instruction, or attending the graduation ceremony is subject to the authority of the COTC and the POLA New England SOP (see also §2.1).

19.4 Guests - family, friends, and home unit representatives - are a distraction to both Student and Staff Cadets. Therefore, no guests will be permitted to the training during Training Days 1 through 5 without the express prior permission of the COTC.

19.5 Any Student or Staff Cadet's family member or home unit representative is welcome at the graduation ceremony. Other guests, including friends and NSCC personnel from units which are not represented at the training, shall give notice to the COTC of their intention to attend the graduation ceremony.

19.6 All guests to the graduation ceremony will report directly to the site of the ceremony, and will not interact with Student or Staff Cadets until the conclusion of the ceremony.

19.7 The Cadet and Officer Staff shall circulate a list of their cellular phone numbers on the first day of the training, such that each Staff member will have the others' numbers programmed into their phone.

19.8 The Cadet and Officer Staff shall carry their cellular phones at all times. Cellular phones will be set on vibrate for the duration of the training.

20.0 PHYSICAL TRAINING

20.1 All Student Cadets will be required to participate in Physical Training twice per day.

20.2 Morning PT will consist of stretching and light calisthenics. Evening PT will consist of stretching, calisthenics, running, and/or organized athletics.

20.3 All hands are required to warm up prior to participating in any PT activity. All hands are also required to cool down and stretch after PT to minimize potential injury.

20.4 All hands should wear proper running shoes during PT.

20.5 All hands will have cold-weather PT gear, including sweatpants, sweatshirt, watchcap, and gloves.

21.0 TRAINING TIME OUT

21.1 *What*

Training Time Outs (TTOs) provide a means for students to express concerns for personal safety in a training situation or to indicate that a need for clarification of procedures or requirements exists.

21.2 *When*

TTOs can be called by any member of the training contingent at any time during training - in the classroom, at PT, during a role play, in the barracks - anywhere, anytime.

21.3 *How*

TTOs can be signaled verbally, as either "Training Time Out" or "Time Out", or nonverbally, by forming a "T" with both hands.

22.0 ID CARDS

22.1 All NSCC Personnel will carry their NSCC ID at all times.

22.2 POLA New England will provide an armband for carrying the ID during PT. All hands will return the armband at the conclusion of the training.

23.0 MILITARY PERSONNEL

Student Cadets are forbidden from fraternizing with military personnel not directly associated with the training. Any military personnel should be directed to the Senior Cadet Staff or Officer Staff if they need to communicate with anyone at POLA New England.

24.0 LEAVE AND LIBERTY

24.1 No Staff or Student Cadets will receive leave or liberty. NSCC Chief Petty Officers who are filling officer billets are considered Cadets for the purposes of this section.

24.2 Officers may leave the base to conduct business, provided that there are at least two escort officers available on base to provide supervision to the training contingent.

25.0 VEHICLES

25.1 Any vehicle operated aboard Naval Station Newport must have a DOD decal or a temporary pass issued by the Pass Office outside of Gate 1. To obtain a temporary pass, the operator of the vehicle must present a valid driver's license, NSCC ID, current registration, and proof of insurance to the Pass Office.

25.2 Staff and Student Cadets may report to POLA New England in their personal vehicle, but they will not be permitted to drive during the training. Keys will be surrendered to the Executive Officer upon check-in, and will be returned on Graduation Day. NSCC Chief Petty Officers who are filling officer billets are considered Cadets for the purposes of this section.

25.3 Vehicles entering or leaving Naval Station Newport may be inspected and are subject to search at any time. Instructions from Base Police, Security Force personnel, or sentries constitute lawful orders that must be obeyed.

26.0 RADIO COMMUNICATIONS

26.1 The following members of the staff shall carry a FRS/GMRS two-way rechargeable radio for the duration of the training:

- COTC
- Executive Officer
- Training Officer
- Division Officer
- Operations Officer
- Medical Officer
- Command Chief Petty Officer
- Division Chief Petty Officers
- Chief Master-at-Arms
- On-duty Masters-at-Arms

26.2 The individual personnel to whom the radios are assigned are responsible for their care and maintenance, and shall be financially responsible to POLA New England for reckless or negligent operation or handling of assigned radios, or the failure to return a radio or radio components to the COTC at the conclusion of training.

26.3 Staff may bring their own FRS/GMRS radios, but will be subject to the same requirements and restrictions of use as POLA NE issued radios.

26.4 Radio operators will take care to turn their radios down (or off) during lectures and discussion groups.

26.5 The default transmission frequency will be Channel 18, Privacy Code 12. The alternative frequency will be Channel 19, Privacy Code 12.

26.6 *Radio Protocol*

All hands will follow standard radio protocol.

26.6.1 When making a call, the intended recipient is to be stated first, followed by the sender (as in, "Chief Master-at-Arms, from XO").

26.6.2 When called, the intended recipient shall respond in kind (as in, "XO, this is the Chief Master-at-Arms, go ahead").

26.6.3 To indicate receipt and understanding of a message, the recipient shall state, "received."

26.6.4 To indicate a failure to receive or understand, the recipient shall state, "repeat your last."

26.6.5 Since modern two-way radios have a transmission "chirp," the terms "over" or "out" will not be used at POLA NE.

26.6.6 No "ten-codes" or "twenty-codes" will be used at POLA NE.

26.6.7 Only official, training-related communications will be transmitted via two-way radio.

26.6.8 Messages of a sensitive, private, or unofficial nature shall be transmitted via cellular phone or in person.

**27.0 AMERICANS WITH DISABILITIES ACT (42 U.S.C. §§ 12101 et seq.)
COMPLIANCE; MEDICATIONS; MEDICAL RESOURCES; PRESCRIPTIONS**

27.1 No NSCC member shall be excluded from participating in, denied the benefit of, or subjected to discrimination in, any POLA New England program or activity on the basis of race, sex, age, color, religion, national origin, sexual orientation, or disability.

27.2 The staff of POLA New England will make reasonable modifications in any policies, practices, and procedures that deny equal access to individuals with disabilities, unless such a modification would result in a fundamental alteration of the nature of the training or cause significant difficulty or expense when considered in light of POLA New England's size, resources, structure, and nature.

27.3 Cadets requiring prescription medications or with pre-existing medical or psychological conditions requiring special accommodation will:

comply with the procedures published in the NSCC Medical Reference Policies and Procedures Manual;

forward an NSCTNG025 to the COTC for review prior to the confirmation of a billet; and

disclose to the COTC any and all medical and psychological conditions, and any prescription requirements and the side effects and contraindications thereof, prior to the training.

27.4 Medical Resources

27.4.1 When staffing allows, an NSCC Officer with a professional medical qualification and/or license (EMT, Paramedic, LNP, RN, PA, or MD) will be billeted as the Medical Officer. It is rare, however, that this billet will actually be filled.

27.4.2 The medical staff compliment will consist singly of the Medical Officer, when staffing allows.

27.4.3 When available, the Medical Officer will be "on call" 24 hours each day. S/he will be present in the barracks in the mornings (reveille - breakfast) and evenings (PT - taps), and will personally monitor physical training.

27.4.4 Whether or not a Medical Officer is billeted, the Staff are charged with the health, safety, and welfare of the Student Cadets throughout the training. In the absence of a billeted Medical Officer, the COTC, or an officer designated by the COTC ("COTC's designee"), will take on the responsibility for storing and

distributing prescription medications in accordance with this section, the NSCTNG025s on file, and the NSCC Medical Reference Policies and Procedures Manual.

27.4.5 In the event that a Cadet experiences a severe adverse reaction to medication or any other medical emergency, the procedures in §18 will be followed. If the reaction is not severe, and/or the medical circumstances allow for transport via personally owned vehicle, the Cadet will be transported to Newport Hospital by the COTC or his/her designee (11 Friendship Street, Newport, RI 02840; approximately 3.4 miles from King Hall; approximately 10 minutes by car).

27.4.6 It is imperative that parents understand that, due to staffing constraints, medical resources at POLA New England are extremely limited. In most years, the highest level of medical qualification among the Officer staff is Basic Life Support (CPR & Heimlich). And because of the timing of the training, there is generally only a skeleton crew of Navy personnel aboard Naval Station Newport. As a result, the only medical facilities available to the personnel of POLA New England are civilian emergency or walk-in facilities off of the Naval Station in Newport, RI.

27.4.7 All injuries will be reported to the Medical Officer (when billeted) and the COTC as soon as practicable.

27.5 Medication & Prescription Procedures

27.5.1 Cadets who arrive with medications (prescription or over-the-counter) must surrender said medications to the Medical Officer (or COTC's designee) upon check-in.

27.5.2 Prescriptions will not be accepted by the Medical Officer (or COTC's designee) without a completed and signed NSCTNG025, and a prescription bottle with the Cadet's name and matching prescription information.

27.5.3 Prescriptions will only be administered in accordance with the written instructions on the completed and signed NSCTNG025.

27.5.4 Per the NSCC Medical Reference Policies and Procedures Manual, pills will be counted out; only exactly as many pills as required during the duration of the training will be accepted by the Medical Officer (or COTC's designee). Furthermore, if pills need to be administered in "half doses," they will be submitted to the Medical Officer (or COTC's designee) already cut by the Cadet's parents / guardians.

27.5.5 A log will be created to keep track of the dispensation of medication. The recipient of the medication (the Cadet), the dispenser of the medication (the Medical Officer or the COTC's designee), and a second NSCC Officer will confirm the medication and the dose and then sign the log at each administration. The log will contain, at a minimum, the following information: Cadet Name, Cadet SSN Last 4, Prescription Name, Prescription Dose, Date Administered, Time Administered, Cadet Signature, COTC's Designee's Name, COTC's Designee's Signature, Witness' Name, Witness' Signature. The log will be maintained in hard copy for at least two years, and will also be transcribed to an electronic spreadsheet and maintained permanently.

27.5.6 The Medical Officer (or COTC's designee) will secure all medications in a locked container. The Medical Officer (or COTC's designee) and the COTC will both have keys to the container. No refrigeration facilities will be available for prescription storage.

27.5.7 In the event of the evacuation of King Hall, the Medical Officer (or COTC's designee) will be responsible for retrieving and securing all medications.

27.5.8 The COTC (or the Medical Officer, when billeted) will have a private, face-to-face discussion with the parent(s) of each Cadet who reports with prescriptions to ensure that (1) these procedures are understood and assented to, (2) the nature of our limited medical resources are explicitly understood, and (3) the prescription instructions in the NSCTNG025 are accurate.

27.6 *Over-the-Counter Medications*

27.6.1 Cadets who arrive with over-the-counter medications not accompanied by an NSCTNG025 will have the medications confiscated for the duration of the training. Any such medications, which are not excepted in §27.6.2, will not be administered during the training.

27.6.2 Unless instructed otherwise in a Cadet's service jacket, the Medical Officer (or COTC's designee) shall be empowered to administer the following medications and treatments to Cadets based on common-sense assessments and without consultation with a Cadet's parents: ibuprofen (e.g., Advil), acetaminophen (e.g., Tylenol), acetylsalicylic acid (e.g., Aspirin), calcium carbonate (e.g., Tums), magnesium hydroxide (e.g., Milk of Magnesia), bismuth subsalicylate (e.g., Pepto-Bismol), diphenhydramine (e.g., Benadryl), benzocaine (e.g., Anbesol), menthol (e.g., Hall's cough drops), hydrocortisone (e.g., Cortaid), calamine and/or pramoxine (e.g., Caladryl), bacitracin, neomycin, and/or polymyxin B (e.g., Neosporin). Any exceptions should be noted on the NSCADM020 Medical History form in the Cadet's service jacket.

28.0 TRAVEL

28.1 All hands are responsible for providing their own transportation to and from Naval Station Newport.

28.2 Personnel traveling by rail, bus, or air will provide detailed travel information to the COTC, including train/ bus/ flight number; departure city; departure time; layovers; arrival time; arrival city; and taxi company.

28.3 Shuttle service is available from Providence T.F. Green Airport (PVD) to Naval Station Newport via the "Cozy Cab" company, and from NAVSTANPT back to PVD. Any personnel requiring a taxi to or from PVD will need to make a reservation with Cozy Cab. Information about Cozy Cab will be included in the pre-training information packet.

28.4 An escort officer must be present until all Student and Staff Cadets have been picked up, either by parents or taxi.

28.5 NSCC personnel may not travel via train, bus, or plane in uniform.

28.6 Student and Staff Cadets may not provide transportation to other Cadets.

29.0 SCHEDULING

In general, POLA New England will be conducted during the winter break as observed by the majority of public schools. In many years, this requires that the training take place from 26 December - 01 January of the following year. POLA New England consists of a minimum of seven days of training: a check-in day, five training days, and graduation day.

29.1 Staff Check-In Day (when practical)

Officer and Senior Cadet Staff will prepare for the arrival of the student cadets and conduct any business necessary for the successful execution of the training.

29.2 Student Check-In Day

Cadets will arrive in the afternoon and will check in; clean and secure their berthing area; take delivery of their training equipment and linen; and attend an orientation in the evening. If staff have not been able to arrive one day prior, they should report to POLA New England no later than 1000 on Student Check-in Day.

29.3 Training Days 1-5

During Training Days 1 through 5, NSCC Staff and the faculty of the Senior Enlisted Academy will provide the training described in §4.

In general, each training day will be scheduled as such:

0600	Reveille
0630	Breakfast
0700	Physical Training
0800-1200	Classes & Small-Group Discussions
1200	Lunch
1300-1700	Classes & Small-Group Discussions
1730	Dinner
1900	Physical Training
2015	Showers & Study Time
2130	Pow-Wow with COTC
2200	Silent Reading Time
2300	Taps

29.4 Graduation Day

Cadets will pack their gear and field day the barracks. After the Officer Training Command Newport Command Duty Officer has inspected and signed off on all berthing spaces used by NSCC Personnel, all hands will change into their service dress blue uniforms and stage their gear at the Senior Enlisted Academy. Graduation will generally be held at 1100, and should be concluded no later than 1130.

29.5 *Publication of Schedule*

To the extent possible, the training schedule will be published in advance for all hands. A training matrix with the entire week's training will be posted permanently. The current and next day's PODs will also be posted each day, along with a sheet detailing the reading assignments, homework assignments, and LPO/DPO assignments for the next day.

30.0 PUBLICATION AND REGISTRATION PROCEDURES

30.1 Information Packet

As soon as the COTC has confirmed the dates of training with the SEA, NAVSTANPT, and OTCN; and has confirmed the cost of training with NSCC NHQ, s/he will publish an information packet regarding the training on an appropriate website. This packet will include, at a minimum:

Details of the training - reporting date, time, and location; graduation date, time, and location; cost of the training; and any special requirements for Student Cadets

Directions to the base and to the barracks once on the base; and instructions on how to get a temporary base pass

Special instructions for traveling cadets

Seabag list

30.2 Waivers

The COTC will also publish on the same website as soon as practicable a packet of waivers as required by NAVSTANPT, OTCN, and other commands involved in the training of the cadets. Waivers will be required for participation in training, and will be due to the COTC no later than 10 business days before the start of training. Waivers will be provided in hard copy to any and all host commands.

The NAVSTANPT Public Affairs Office will generally provide waivers, but the COTC will require a comprehensive waiver from all participants which specifically names the Escort Officers, the NSCC, the Navy, and our host commands as releasees.

A form will be included as part of the waiver packet to provide details of each participant's travel plans and t-shirt size.

30.3 Registration

Potential Student Cadets (or their parents or Unit Commanding Officers) should contact the COTC to determine if billets are available prior to submitting paperwork. Billets will not be confirmed until all paperwork (NSCTNG003, waivers, training deposit, copy of ID, and any required medical forms) is received. Upon receipt of the paperwork, the COTC will email the cadet, parents, and Unit Commanding Officer that the billet is confirmed.

Staff positions are by invitation of the COTC only.

Figure 1: POLA New England Chain of Command

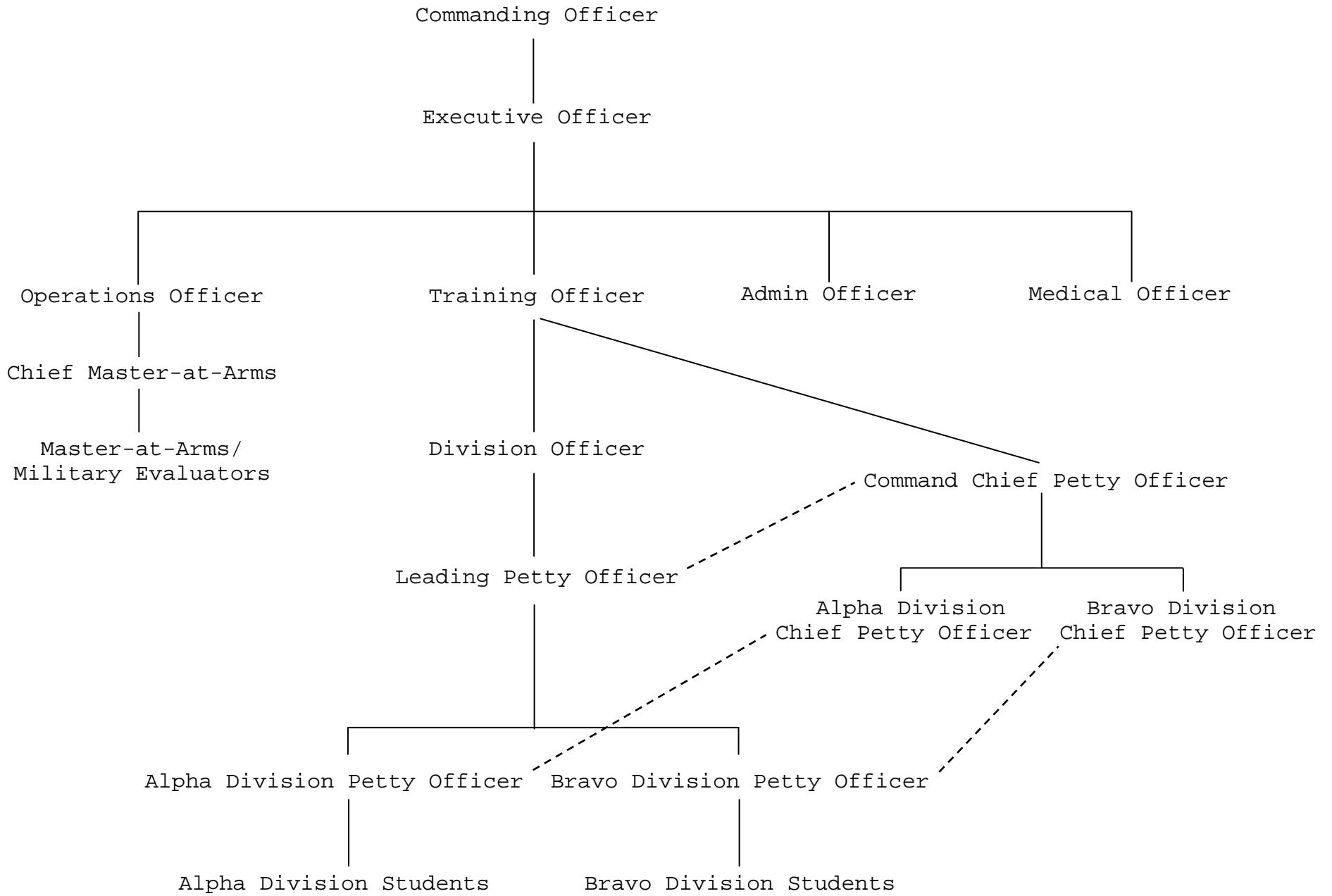
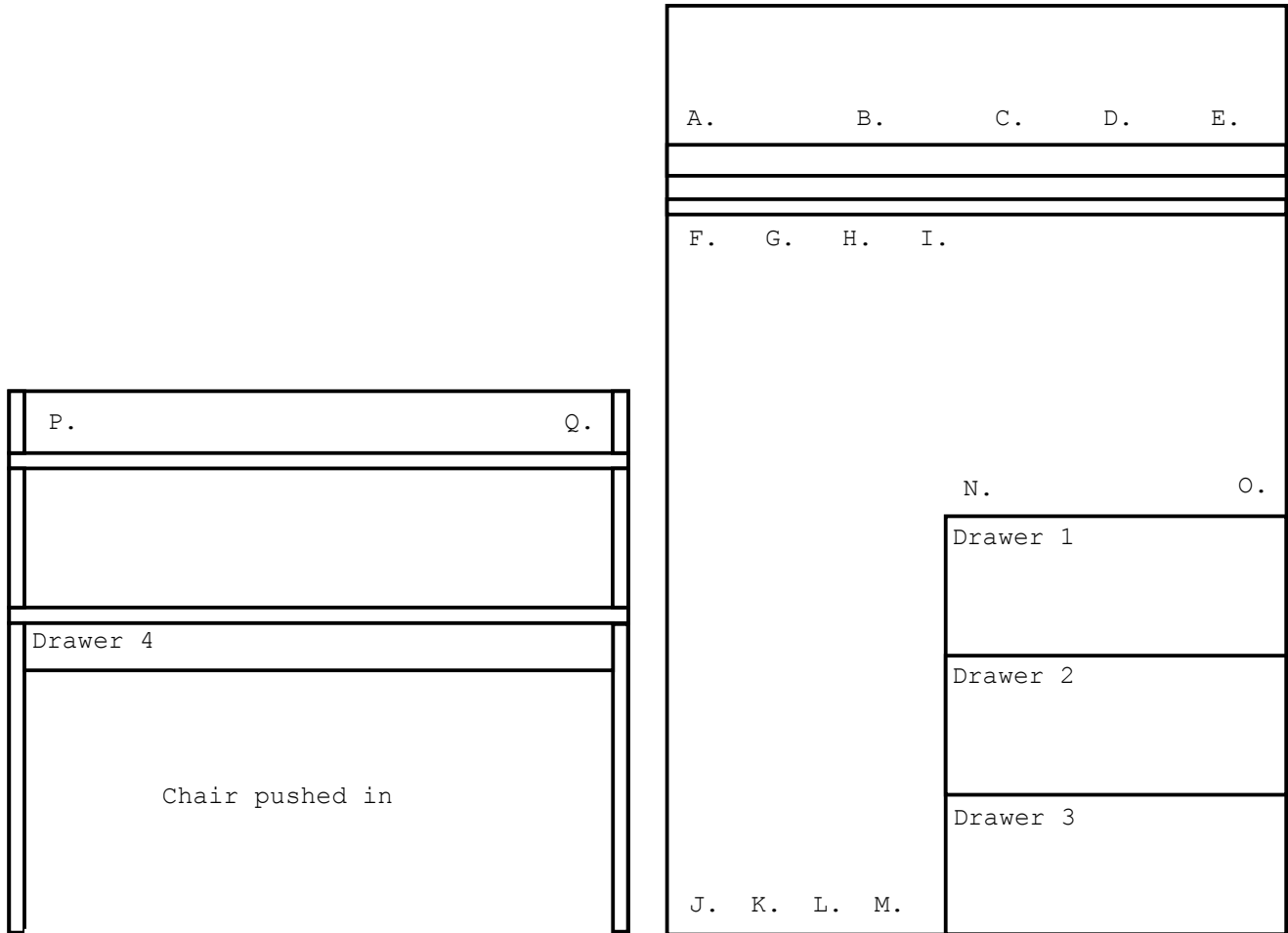


Figure 2: Evaluation

U.S. NAVAL SEA CADET CORPS U.S. NAVY LEAGUE CADET CORPS	<h2 style="margin: 0;">ADMINISTRATIVE REMARKS</h2>				
1a. Name «LAST_NAME», «FIRST_NAME»	1b. Social Security Number «ID »				
1c. Unit PETTY OFFICER LEADERSHIP ACADEMY NEW ENGLAND (CLASS 9)	1d. Date of Enrollment (DD MMM YY)				
PERFORMANCE EVALUATION - PAGE 1 OF 2					
DAILY PERFORMANCE:					
1 = SATISFACTORY, 0 = UNSATISFACTORY					
	27DEC10	28DEC10	29DEC10	30DEC10	31DEC10
BUNK & CUBE					
PERSONAL APPEARANCE					
MILITARY BEARING					
CLASSROOM					
PHYSICAL TRAINING					
MOTIVATION					
ROLE-PLAY AND SMALL GROUP DISCUSSION PERFORMANCE:					
5 = OUTSTANDING, 4 = ABOVE AVERAGE, 3 = AVERAGE, 2 = BELOW AVERAGE, 1 = UNSATISFACTORY, 0 = FAILURE TO PARTICIPATE					
SEXUAL HARASSMENT, BIAS & PREJUDICE	COMMUNICATIONS & PUBLIC SPEAKING	MOTIVATION & DISCIPLINE	STRESS & COUNSELING		
HAZING	INSTRUCTING A CLASS	PERFORMANCE EVALUATION	RECRUIT TRAINING		
DUTY PETTY OFFICER PERFORMANCE:					
10 = OUTSTANDING, 8 = ABOVE AVERAGE, 6 = AVERAGE, 4 = BELOW AVERAGE, 2 = UNSATISFACTORY, 0 = FAILURE TO PARTICIPATE					
COMMAND PRESENCE	ADHERENCE TO CHAIN OF COMMAND	NSCC KNOWLEDGE	MENTAL AGILITY	INTERPERSONAL TACT	
ACCOUNTABILITY	COMMUNICATION	GETS RESULTS	LEADS OTHERS	LEADS BY EXAMPLE	
OVERALL SCORES:					
DAILY PERFORMANCE	ROLE-PLAY	DUTY PETTY OFFICER	FINAL EXAM		TOTAL SCORE
OUT OF 30	OUT OF 40	OUT OF 100	OUT OF 30		OUT OF 200
HIGHEST TOTAL SCORE FOR CLASS 9: OUT OF 200 LOWEST TOTAL SCORE FOR CLASS 9: OUT OF 200 MEAN TOTAL SCORE FOR CLASS 9: OUT OF 200 MEDIAN TOTAL SCORE FOR CLASS 9: OUT OF 200 STANDARD DEVIATION FROM TOTAL SCORE FOR CLASS 9:					
LCDR DAVID I. HULL, NSCC COMMANDING OFFICER OF THE TRAINING CONTINGENT					
					Page

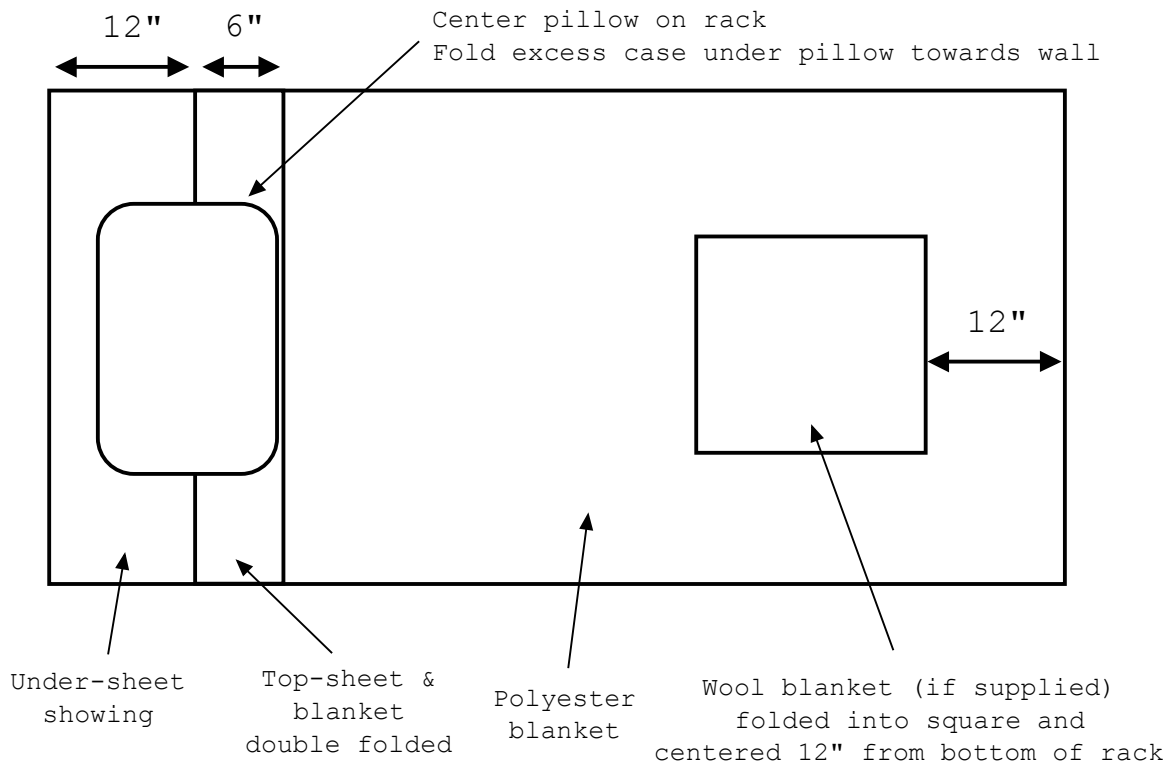
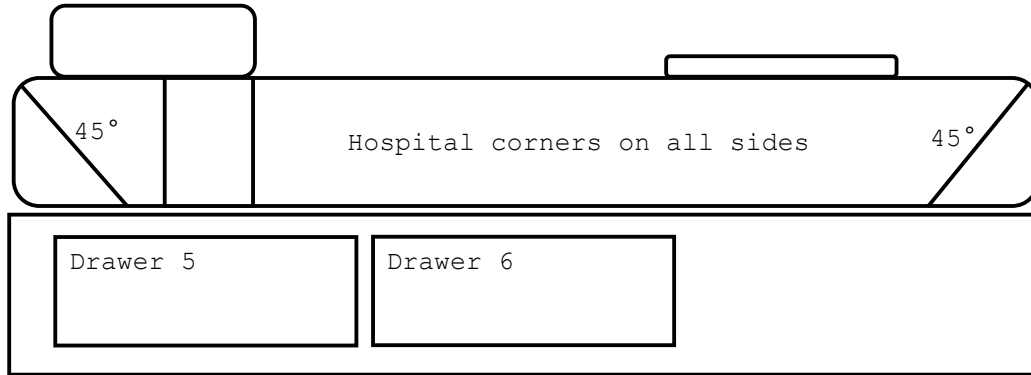
Figure 3: Desk & Locker



- Drawer 1: Underwear & bras (front); white undershirts (rear)
- Drawer 2: Black socks (front); white socks (rear)
- Drawer 3: PT Gear; shoe shine kit; sewing kit
- Drawer 4: Stationary; pens; binder; textbooks
- Drawer 5: Dirty laundry & laundry bag
- Drawer 6: Civilian clothes

- A. Seabag
- B. Dry towels (wet towels on door)
- C. Dress cover
- D. Ball cap
- E. Spare belts/buckles
- F. Dress uniform (hanging)
- G. Utilities (hanging)
- H. Utility jacket (hanging)
- I. Cold-weather jacket (hanging)
- J. Dress shoes
- K. Boots
- L. Sneakers
- M. Shower shoes
- N. Watch cap & gloves
- O. Hygiene kit
- P. Alarm clock
- Q. Canteen

Figure 4: Racks



POLA NEW ENGLAND LPO/DPO SELF-EVALUATION

The ten criteria on which you will be evaluated as LPO or DPO are described on the back of this form. If you do not understand what these criteria are, please be sure to ask your assigned DCPO for clarification. You will submit this form to your DCPO for use during an after-action review.

Cadet Name:	Billet:	Date:
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STRENGTHS

Pick three of these criteria which you think are among your strengths. Grade yourself, and identify specific examples from your shift that justify these scores.

Criterion 1:		Score:	0 1 2 3 4 5 6 7 8 9 10
Examples:			
Criterion 2:		Score:	0 1 2 3 4 5 6 7 8 9 10
Examples:			
Criterion 3:		Score:	0 1 2 3 4 5 6 7 8 9 10
Examples:			

AREAS FOR IMPROVEMENT

Pick three of these criteria which you think are among your weaknesses. Grade yourself, and identify specific examples from your shift that justify these scores.

Criterion 1:		Score:	0 1 2 3 4 5 6 7 8 9 10
Examples:			
Criterion 2:		Score:	0 1 2 3 4 5 6 7 8 9 10
Examples:			
Criterion 3:		Score:	0 1 2 3 4 5 6 7 8 9 10
Examples:			

EVALUATION CRITERIA

1. Command Presence

Student Cadet's ability to garner the respect and attention of his subordinates by the way he presents and carries himself; projecting a commanding presence and professional image of authority.

2. Chain of Command

Student Cadet's adherence to the chain of command, both in regards to her subordinates and her superiors.

3. Accountability

Student Cadet's trustworthiness and reliability. Can she be given a direction and left alone to carry out the task with minimal supervision?

4. NSCC Knowledge

Student Cadet's thorough knowledge of our training contingent, the NSCC, and the Navy. Does the Student Cadet have the basic military knowledge that should have been imparted through the BMR and Recruit Training? The CCPO/ DCPO may use a verbal quiz to give each Student Cadet a fair chance at demonstrating this knowledge.

5. Mental Agility

Student Cadet's flexibility; ability to adapt to changing conditions; creative and original thinking; ability to bounce back from setbacks, adversity, and/or stress while maintaining mission focus.

6. Interpersonal Tact

Student Cadet's ability to interact and work with peers, subordinates, and superiors in an appropriate manner; awareness of how others see you; skills in diplomacy, conflict resolution, and mediation.

7. Communication

Student Cadet's ability to clearly express ideas and commands to ensure understanding; active listening; demonstration of effective communication techniques.

8. Gets Results

Student Cadet's ability to safely and efficiently carry out the Plan of the Day; structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance, and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment.

9. Leads Others

Student Cadet's ability to motivate, inspire, and influence others to take the initiative, to work towards a common purpose, and to accomplish critical tasks and achieve unit objectives.

10. Leadership by Example

Student Cadet's adherence to the maxim of Leadership by Example; maintenance of high standards in all aspects of behavior and character; does s/he lead from the front? Does s/he practice what s/he preaches? Does s/he simply bark orders?

*See §5 of the POLA New England Standard Operating Procedures
for more information on the evaluation process.*