

VIRGINIA DEFENSE FORCE
PAMPHLET 350-7-1

Non-Commissioned Officer
Leadership Development
(Self Study Training Course)



Transcribed from a George Washington Division hardcopy,
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HEADQUARTERS
VIRGINIA DEFENSE FORCE
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1 February 2003

VIRGINIA DEFENSE FORCE NCO LEADERSHIP DEVELOPMENT COURSE

Creed of the NonCommissioned Officer

No one is more professional than I. I am a NonCommissioned Officer, a leader of soldiers. As a NonCommissioned Officer, I realize I am a member of a time-honored corps, which is known as the backbone of the Virginia Defense Force.

I am proud of the Corps of NonCommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Virginia Defense Force and the Commonwealth of Virginia, regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind – accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a NonCommissioned Officer. I will fulfill my responsibilities inherent in that role.

All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers, and I will always place their needs above my own. I will communicate constantly with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and discipline.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve, seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, or my moral courage.

I will not forget, nor will I allow my comrades to forget, that we are Professionals, NonCommissioned Officers, Leaders!

INTRODUCTION

Objectives: This **NonCommissioned Officer Leadership Development** course (NCOLD) provides newly promoted NonCommissioned Officers basic knowledge needed to be successful in their new positions. Leadership of volunteers is a tough job requiring a high standard of knowledge and professionalism. As a new NCO, you are a key part of the success of your unit, your leaders, and your subordinates. This course is a starting point in learning your new role.

Course Procedures: This is a self-study course – you complete it at your own speed on your own time. Read the material in this book. Then contact your unit trainer (or mentor) and arrange to take the written test. The test is 32 questions long, and may be either done open book (with a passing score of 85) or closed book (with a passing score of 70). Your trainer will grade your test and discuss the questions you miss to correct the test to 100%. Scored tests are then sent to the Division G1 to be posted in your 201 file.

You may also want to complete the IS-240 Leadership & Influence course available online at <http://training.fema.gov/IS/crslst.asp>.

Who May Take This Course: Any VDF member may take this course. We suggest all Privates First Class being considered for promotion to Corporal and all direct appointees as Corporal complete NCOLD. Company officers may find it useful to take NCOLD to broaden their understanding of the roles of NonCommissioned Officers as leaders, trainers, and technical experts.

Source: This course was developed from US Army Field Manual FM 600-20 (March 1980) and Training Circular TC 22-6 (November 1990), both titled The Army Noncommissioned Officer Guide. The text was modified to apply to VDF situations and organization. However, this textbook has been closely modeled after the contents of these documents, and much of the original language has been retained.

The Types of Officers: As a Virginia Defense Force NCO, you hold a key position as an officer of the VDF. You will work with three types of VDF officers. Each has a vital role in our ability to perform our mission. The talents and skills of all officers mesh to create an efficient organization. No one type is better or more important than another – without each we could not function. Mutual respect and reliance gets the job done.

1. COMMISSIONED OFFICERS: The ranks of Major General, Brigadier General, Colonel, Lieutenant Colonel, Major, Captain, 1st Lieutenant and 2nd Lieutenant hold commissions as officers signed by the Governor. Commissioned officers are responsible for overall management, direction, and long range planning of the activities of their units. Commissioned Officers direct emergency response actions when the VDF is called to State Active Duty.
2. WARRANT OFFICERS: Chief Warrant Officers (W-5, W-4, W-3 and W-2) and Warrant Officers (W-1) hold warrants as officers signed by the Governor. Warrant

Officers are technical experts responsible for management of key staff functions or equipment systems.

3. **NONCOMMISSIONED OFFICERS:** The ranks of Command Sergeant Major, Sergeant Major, First Sergeant, Master Sergeant, Sergeant First Class, Staff Sergeant, Sergeant and Corporal hold appointments signed by the appropriate VDF Commander as Noncommissioned Officers. NCO's are small unit leaders, responsible for leading unit elements in mission tasks, maintaining discipline and standards, individual training, and for a high degree of personal mission expertise. NCO leadership, knowledge, ability, judgment, and integrity are what make a unit outstanding.

I ~ HISTORY

As professional armies developed in the years 1500 – 1800, practical leaders evolved whose job it was to control formations on the battlefield. When close range fire or the push of the bayonet were the way battles were won, these leaders kept the soldiers in orderly lines and columns. Sergeants and Corporals were experienced soldiers, steady under fire, who could keep the Company in the right order. As companies lined up on the battlefield in regiments and battalions, Sergeant Majors became responsible for ordering portions of the line of battle – this position dropped the “Sergeant” from the title becoming today’s Major. The Sergeant Major General, today’s Major General, managed the formation of entire Armies. From the first, Sergeants were responsible for maintaining unit discipline and completing the mission.

In the 1700s armies became more complex. Larger, permanent forces operating year round needed more and more leaders and specialists to make the complex organization work. Organizations larger than Companies needed senior Sergeants to maintain discipline – First Sergeants and Sergeants Major (as NCOs) appeared. Sergeants were needed for technical or administrative tasks – Ordnance Sergeants, Quartermaster Sergeants, Staff Sergeants and Technical Sergeants. In the late 1800 - early 1900s there were a wide variety of different NCO types in the US Army. In each case, NCOs freed officers to deal with larger management issues of making new weapons, new doctrine, and new ways of fighting work.

In the 1950s through 1970s, the NCO came of age as a manager and leader in the US Army. Permanent NCO ranks, professional NCO education, and the system of insignia as we know it today evolved. Finally, in the 1980s the Army defined the modern role of the NCO. This history has given the VDF a sound basis for our NCOs as community and Unit leaders.

II ~ LEADERSHIP

The fact that you are wearing NCOs stripes means you have been chosen by your Commander to be a leader. Your position as a leader sets you apart from other enlisted soldiers. Every soldier must know and do his or her job, but not every soldier can be a leader. As a Corporal or Sergeant, you are a leader.

NonCommissioned Officers are our first line leadership. The VDF is authorized 479 Commissioned Officers, 11 Warrant Officers, and 788 NonCommissioned Officers. This is a cadre – it will grow in time of disaster by adding emergent volunteers or in a national emergency

by drafting the unorganized militia. You supervise other regular VDF members who are junior to you in rank and you may lead temporary volunteers. The challenge is to always set the example and strive to earn the trust and confidence of your subordinates and your Warrant and Commissioned officers. Respect and confidence are not issued in the package your rank insignia came in. You have to earn them by showing superior ability in mission skills and by obvious, genuine concern for the well being of your subordinates. You have to take care of your people and still get the job done.

NCOs train soldiers to do mission skills to high standards of excellence. In emergency work, life and death of both the people who need your help and your own soldiers depend on your ability to flawlessly carry out difficult, complex, technical tasks. The day of showing up, as an untrained and ignorant but willing soldier is long past. Modern emergency work requires long hard training.

NCOs train small units of the VDF – platoons and companies to work together as teams. As an NCO, unit teamwork is your responsibility. You must understand that every soldier's performance is vital, and that in teams every soldier depends on every other soldier and on properly maintained and operating equipment. You build teamwork and unit proficiency to get ready for the day when your unit will have to respond to an emergency.

There are few natural leaders. Leadership is learned by training, practice, and experience. To help you, military manuals may be available in your unit, and a variety of leadership books can be found in any good library or bookstore. Read several. Watch other leaders in your Company, especially those who are successful. Learn from them by asking questions. Learn from yourself by carefully and honestly analyzing your successes and failures.

To become a better leader, you must:

1. Know Your Job. To be a good NCO you must know your job exceptionally well.
2. Know Yourself. As an NCO your job requires you to get things done with your soldiers under the most difficult of conditions: the uncertainty, confusion, stress, and fear of an emergency. In those challenging circumstances three things are essential to success:
 - a. COURAGE ~ yours and that of your soldiers;
 - b. TEAMWORK ~ how well you have trained your team, and
 - c. LEADERSHIP ~ how well you lead and how well your soldiers follow.

Teamwork and leadership come from good training. Courage is different. Military people think of courage in battle – emergency services work requires just as much courage. Don't expect your soldiers' courage to make up for poor training or bad leadership.

3. Know Your Soldiers. As an NCO you must know your soldiers, how they will react under the stress and uncertainty of actual operations. To do this you must know how well trained they are and how they perform as team members. A key part of your leadership responsibility is showing real concern for the well being of your soldiers

and for their personal and professional development. This lets you build a solid team of confident well-trained individuals whose dedication to getting the job done comes first.

4. Be Honest. Tell it like is – not like you think someone wants to hear it. The VDF wants and must have the truth. If something is wrong, say so – be straightforward, objective, and factual. If you make a mistake, admit it – keep your integrity. Make a habit to tell the truth – your personal credibility depends on it and in an emergency others lives depend on it.

III ~ AUTHORITY

Authority is the right to direct soldiers to do specific things. It may be as simple as issuing an order: “Privates Jones and Walker start filling sandbags; Corporal Wilson lay out the vinyl sheeting for the levee.” It may be directing your soldiers to “follow me and do as I do.” You tell your soldiers to do something. Combine this with good leadership by telling them to follow your example.

In the Virginia Defense Force there are two basic types of authority.

1. Command Authority: When you hold a position requiring you to direct or control others you have command authority. It is part of the job of any officer. It applies only to the soldiers, facilities, and equipment that make up the unit or team you are in charge of. For example, as a Platoon Sergeant, the soldiers in your Platoon have to obey your orders. However, you do not have command authority over another platoon’s personnel.
2. General Military Authority: All members of the VDF have general military authority. This is the authority to act in the absence of a unit leader or other designated authority. For example, if you see VDF personnel violating the law, regulations, or general orders, you have both the general military authority and the legal obligation to correct the situation. This applies even if none of the personnel are assigned to your unit. For example, you have authority and the duty to enforce uniform regulations.

Command and general military authority come from solid sources. The first of these is Defense Force regulations, policies, and command guidance. The regulations establish how the VDF functions. We have relatively few of these documents and each NCO should be familiar with them and their most important provisions.

The second source is the Military Laws of Virginia (Title 44 Code of Virginia) and the current edition of the Manual for Courts-Martial. Unlike auxiliary organizations such as Civil Air Patrol and the Coast Guard Auxiliary, Defense Force members are under military discipline as defined in the Commonwealth’s laws for training and for active duty. The Military Laws define the legal authority of NCOs and specify penalties, including fines and incarceration, for violations of the law.

The third source of authority is the chain of command and the NCO support channel. Orders and policies passed through the chain of command or the NCO support channel automatically

provide the authority to get the job done. Of course, this broad authority carries with it the responsibility to use mature, sound judgment

IV ~ THE CHAIN OF COMMAND AND THE NCO SUPPORT CHANNEL

There is one chain of command in the VDF. It is paralleled and reinforced by the NCO support channel. Both are channels of communication that pass information up and down the unit. Neither is one way, nor are the two completely separate. The NCO support channel must operate to help the chain of command function well.

There are also staff and technical channels of communication. Staff members at Division, Brigade, and Battalion headquarters exchange information and work problems directly between themselves to help their units function effectively. If you are in a staff position, using these informal channels helps you keep up to date on current policies so you can advise your commander effectively.

The NCO support channel starts at the Command Sergeant Major (CSM), includes intermediate CSMs and company First Sergeants, and ends with the platoon sergeants. The channel passes information, issues orders and gets routine, but important jobs done. It is used to carry out policies and procedures and to enforce standards of performance, training, appearance, and conduct. NCOs in the support channel advise commanders on soldier proficiency, training and unit readiness. This lets the commander plan, make decisions, and program future training and operations.

Normally commanders will consult with their Senior NCO before putting orders into the chain of command. CSMs and First Sergeants must know what instructions are being given in order to supervise the support channel. Regardless of where information or tasks begin, the counterpart in the chain of command and the NCO support channel must be kept informed. Authority for the support channel stems from the chain of command. NCOs in the support channel work for and are under the command of their respective commanders.

V ~ DUTIES AND RESPONSIBILITIES

As a NCO you have duties and responsibilities.

DUTY is something you must do because of the job you hold. There are many duties, and they depend on your assignment. To learn your duties talk to your senior NCOs and commander, read unit procedures and VDF regulations, and attend training courses.

RESPONSIBILITY is being accountable for what you do. Any duty you have because of your position in the unit means a responsibility to do that duty. Military leaders are also responsible for what the unit does or fails to do. NCOs are responsible for doing their individual duties, and for seeing their unit does its mission well. As leaders you must ensure your soldiers are ready to do their jobs.

The amount of responsibility delegated to you depends on your mission, your position, and your willingness to accept responsibility on your own initiative. Although as an NCO you are accountable for your personal conduct and that of your soldiers, each soldier also has his own

responsibilities. Each soldier is accountable for his or her actions – accountable to fellow soldiers, to leaders, and to the VDF. You must ensure your soldiers understand their responsibilities as team members and as representatives of VDF, the Governor, and the Commonwealth.

Training is the NCOs principal duty and responsibility. No one should have more to do with training soldiers than NCOs. The VDF provides training materials, courses, and field training exercises, these are aids to help the NCO do the job. Good training is the cement that bonds units into outstanding emergency teams.

Understand how the Level I and IIA training processes work – make certain your soldiers understand and complete this training. Ask senior NCOs how best to train and certify the soldiers in your unit's METL tasks. Make your training as interesting and challenging as possible. Your soldiers joined the VDF to learn and to make a contribution to Virginia – don't waste their time with poorly planned and badly delivered training.

VI ~ NON-COMMISSIONED AND COMMISSIONED OFFICERS

An important part of your job as an NCO is how you relate to warrant and commissioned officers. As we said at the start of this booklet, all officers are on the leadership team. There are great similarities between the role of NCOs and Commissioned Officers. This is especially true in the VDF where the numbers of each are similar, units are small, and everyone, regardless of rank, must pitch in to do every type of work for the job to get done.

Commissioned Officers hold a commission from the Governor of Virginia authorizing them to act as the Governor's representative in certain military matters. This does not mean they can do anything they like. Like NCOs, Commissioned Officers are governed by the Military Laws of Virginia, By National Guard Bureau Regulations, by policies set by the Adjutant General, by VDF regulations and policies, and by military custom.

Commissioned Officers carry out the orders of the Governor, as Commander-in-Chief, and the Adjutant General, as Commander of the Militia of the Commonwealth, as they are handed down through the chain of command. In carrying out orders, Commissioned Officers depend on advice and assistance from NCOs.

Both Commissioned Officers and NCOs have the same goal – to accomplish their unit's mission. Because they have similar responsibilities, many of the responsibilities overlap and are shared. While responsibilities may be shared, the tasks necessary to accomplish them are not. Officers are generally responsible for:

1. Command
2. Mission accomplishment, unit mission readiness, and unit performance
3. Establishing and interpreting policy, unit procedures, guidelines and standards
4. Managing unit personnel and resources
5. Planning, providing resources, conducting, and evaluating unit level training
6. Delegating authority
7. Making proper use of the chain of command
8. Developing and training subordinate officers and NCOs
9. Establishing and maintaining the professional standards of the officer corps
10. Supporting the NCOs

NCOs are general responsible for:

1. Individual training of soldiers in METL tasks and in basic skills
2. Teaching soldiers the mission of the unit
3. Training soldiers to work together as a team
4. Training soldiers to use equipment needed for their job
5. Training soldiers to survive under disaster conditions

6. Teaching soldiers the history and traditions of the VDF, military courtesy, personal hygiene, appearance standards, drill and ceremonies
7. Personal and professional development of soldiers
8. Recommending soldiers attend schools and career development courses
9. Assign subordinates responsibility for appropriate tasks – train them to take on more difficult tasks – train them to replace you.
10. Develop a sense of responsibility by holding them accountable for their actions

11. Ensure publications are available for soldiers' use
12. Counsel soldiers on strengths and weaknesses
13. Recommend promotions and awards through the chain of command or the support channel as appropriate
14. Accountability for the platoon or smaller team
15. Know each soldier you lead during duty hours

16. Know where each soldier lives and how to contact him
17. If a soldier is sick or absent from duty, know why and check on him
18. Use the team to accomplish the mission
19. Know the readiness status of the equipment you need to do the job
20. Military appearance and physical conditioning

21. Make corrections on the spot when you see something wrong
22. Although VDF has no physical fitness standards, encourage fitness at a level appropriate to your soldiers and your unit's mission
23. Ensure personnel are matched to tasks within their physical capabilities
24. Train your soldiers in the proper wear and care of their uniforms and equipment
25. Physical and mental well being of the soldier and his or her family

26. Know your soldiers' family situations
27. Be prepared to use VDF or community resources to help those soldiers who may need assistance
28. Watch out for alcohol and drug users and abusers among your soldiers – take appropriate action
29. Supervision, control, motivation, and discipline of subordinates
30. Counsel your soldiers and maintain counseling records

31. Support actions of your subordinate NCOs
32. Teach your soldiers about the Military Law of Virginia
33. Recommend commendations
34. Recommend elimination action if necessary – weeding out nonproductive soldiers encourages the good ones to stay
35. Keep your soldiers informed

36. Communication between the individual soldier and the organization
37. Use and insist your soldiers use the chain of command and the NCO support channel
38. Listen and act on suggestions and complaints
39. Support and explain reasons for current policies
40. Develop a feeling of loyalty and pride in the unit

41. Do not complain to or in the presence of your soldiers
42. Planning and conducting day to day operations within prescribed policies
43. Provide input to the schedule for skill training
44. Conduct team training
45. Supervise daily events by the training schedule

46. Let every soldier know the schedule well in advance
47. Handle situations not covered by instructions
48. Ensure NCO support channel supports the chain of command
49. Maintaining established standards of performance
50. Explain clearly what you want from your soldiers

51. Conduct special training to correct weaknesses
52. Train soldiers to standard
53. Provide up-to-date information
54. Set an example of a professional NCO in action
55. Maintaining serviceability, accountability, and readiness of equipment, vehicles, and clothing

56. Inspect soldiers' equipment often
57. Inspect unit equipment often
58. Learn how to use and maintain any unit equipment first
59. To train on new equipment
60. Enforce maintenance and supply procedures

61. Provide equipment status reports to the chain of command
62. Ensure equipment is properly secured and stowed
63. Appearance and condition of unit facilities
64. Inspect areas often
65. Conduct fire safety inspections and drills

66. Set and enforce cleanliness standards
67. Never leave unit facilities in anything less than Inspection order
68. Advise on, support, and carry out policy established by the chain of command
69. Maintain established standards
70. Keep officers and senior NCOs informed

71. Seek guidance from the chain of command as needed
72. Provide advice to the chain of command when needed
73. Support priorities established by the commander
74. Keep the NCO support channel supporting the chain of command

VII ~ QUICK REFERENCE CHECKLISTS

The following are personal self-checklists. Keep them as a reference for your own performance.

NCO ATTITUDES:

The attitudes necessary to be an effective NCO are the same regardless of rank. Check to see if you have, and show others that you have, these attitudes.

- ~ Enforce standards
- ~ Set the example
- ~ Accomplish the mission
- ~ Take care of your soldiers
- ~ Be dedicated and selfless
- ~ Obey lawful orders
- ~ Show initiative and self-motivation
- ~ Be honest and courageous
- ~ Maintain physical and mental toughness
- ~ Show competence and self-confidence
- ~ Act fairly and equitably with subordinates
- ~ Accept responsibility for self and subordinates
- ~ Be loyal to superiors and subordinates
- ~ Be loyal to the Nation and Virginia and the Constitution

NCO SKILLS AND KNOWLEDGE:

COMMUNICATIONS ~

- ~ Receive, understand, and interpret information
- ~ Know the five paragraph verbal order and warning order formats
- ~ Issue clear, concise orders to teams
- ~ Do performance counseling
- ~ Provide input on personnel actions on subordinates
- ~ Participate in after action reviews

SUPERVISION ~

- ~ Know duties, responsibilities, & authority of an NCO to enforce
- ~ Uniform standards of appearance
- ~ Know unit standard operating procedures
- ~ Control and account for subordinates
- ~ Lead and evaluate individual training
- ~ Understand unit monthly and yearly training schedules
- ~ Lead team in task performance
- ~ Enforce safety practices
- ~ Create an environment with equal opportunity and free of sexual harassment

TEACHING AND COUNSELING ~

- ~ Teach individuals skills for METL tasks

FOR THE COMMANDER

DISTRIBUTION: A

VIRGINIA DEFENSE FORCE
PAMPHLET 350-7-1

NON-COMMISSIONED OFFICER
LEADERSHIP DEVELOPMENT

(TEST QUESTIONS)



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1 FEBRUARY 2003

MULTIPLE CHOICE ~ SELECT THE BEST ANSWER FOR EACH QUESTION.

1. THE TYPES OF VDF OFFICERS INCLUDE:

- A. COMMISSIONED OFFICERS ONLY
- B. COMMISSIONED OFFICERS AND WARRANT OFFICERS
- C. COMMISSIONED, WARRANT AND NONCOMMISSIONED OFFICERS

2. THE AUTHORITY TO ACT WHEN NO UNIT LEADER IS PRESENT IS KNOWN AS:

- A. GENERAL MILITARY AUTHORITY
- B. COMMAND AUTHORITY
- C. RESPONSIBILITY

3. DURING AN EMERGENCY, WHAT THREE THINGS ARE ESSENTIAL TO SUCCESS?

- A. DETAILED ORDERS FROM HEADQUARTERS, AND INTACT CHAIN OF COMMAND, AND DIRECT SUPERVISION BY OFFICERS
- B. COURAGE, TEAMWORK, AND LEADERSHIP
- C. A COMPLETE OPERATIONS ORDER, A COMMANDER WHO WILL TELL EACH SOLDIER EXACTLY WHAT TO DO, AND AVAILABILITY OF MILITARY FACILITIES AS A BASE OF OPERATIONS

4. A KEY DIFFERENCE BETWEEN VDF PERSONNEL AND MEMBERS OF THE CIVIL AIR PATROL AND COAST GUARD AUXILIARY IS THAT VDF IS:

- A. NOT FUNDED BY THE GOVERNMENT
- B. NOT AS COMPETENT OR WELL TRAINED
- C. UNDER MILITARY DISCIPLINE

5. THE NCO SUPPORT CHANNEL STARTS AT THE:

- A. COMMAND SERGEANT MAJOR
- B. UNIT COMMANDER
- C. PLATOON LEADER

6. BEING ACCOUNTABLE FOR WHAT YOU DO IS THE DEFINITION OF:

- A. COMMAND AUTHORITY
- B. RESPONSIBILITY
- C. DUTY

7. THE PRINCIPAL DUTY AND RESPONSIBILITY OF NCOS IS:

- A. SMALL UNIT COMMAND
- B. MAINTAINING THE NCO SUPPORT CHANNEL
- C. TRAINING

8. WHICH TYPE OF OFFICER IS RESPONSIBLE FOR LONG RANGE PLANNING, OVERALL MANAGEMENT, AND TACTICAL DIRECTION OF UNIT OPERATIONS?

- A. NONCOMMISSIONED
- B. WARRANT
- C. COMMISSIONED

9. THE MODERN RANKS OF MAJOR AND MAJOR GENERAL WERE ONCE TITLED SERGEANT MAJOR AND SERGEANT MAJOR GENERAL BECAUSE THEY WERE RESPONSIBLE FOR:

- A. ENSURING TROOPS WERE BILLETED AND FED
- B. THE FORMATION OF THE ARMY ON THE BATTLEFIELD
- C. DISCIPLINING SOLDIERS FOR OFF DUTY CRIMES

10. ONE NCO IN YOUR BATTALION HAS NOT COMPLETED LEVEL IIA CERTIFICATION AND HAS SAID THAT LEVEL IIB EMERGENCY SERVICES SKILLS ARE STUPID. HE JOINED THE VDF TO BE AN INFANTRYMAN AND ONLY WANTS TO TRAIN IN COMBAT SKILLS. WHICH OF THE STEPS TO BEING A BETTER LEADER IS HE VIOLATING?

- A. KNOWING HIS SOLDIERS
- B. KNOWING HIS JOB
- C. BEING HONEST

11. AS AN NCO YOU ARE ACCOUNTABLE FOR:

- A. ONLY YOUR OWN ACTIONS
- B. ONLY THE ACTIONS OF YOUR SOLDIERS
- C. BOTH YOUR ACTIONS AND THOSE OF YOUR SOLDIERS

12. SOMETHING THAT YOU MUST DO AS PART OF THE JOB YOU HOLD IN YOUR UNIT IS:

- A. A DUTY
- B. A RESPONSIBILITY
- C. A PART OF YOUR GENERAL MILITARY AUTHORITY

13. ONE OF THE TASKS YOU SHOULD DO AS PART OF YOUR NCO RESPONSIBILITY FOR MILITARY APPEARANCE AND PHYSICAL CONDITIONING IS TO:
- A. ASSIGN PUSH-UPS AND OTHER PHYSICAL TRAINING AS A DISCIPLINARY TOOL
 - B. ALLOW YOUR SOLDIERS TO WEAR PARTS OF UNIFORMS OR TORN OR UNSERVICEABLE CLOTHING IF THAT IS ALL THEY CAN AFFORD
 - C. MAKE UNIFORM CORRECTIONS ON THE SPOT
14. HOW CAN YOU DEVELOP A SENSE OF RESPONSIBILITY IN YOUR SOLDIERS?
- A. BY HOLDING THEM ACCOUNTABLE FOR THEIR ACTIONS
 - B. BY IGNORING ABSENCES OR POOR DUTY PERFORMANCE AS YOU DO NOT WANT TO PAY ATTENTION TO POOR BEHAVIOR
 - C. BY PRAISING THEM WHENEVER THEY DO SOMETHING RIGHT
15. AS PART OF THEIR BASIC SKILLS AND KNOWLEDGE VDF NCOS ARE EXPECTED TO BE TECHNICALLY PROFICIENT. WHICH OF THE FOLLOWING IS AN EXAMPLE OF TECHNICAL PROFICIENCY?
- A. SELECTED TO SERVE AS A MEMBER OF THE UNIT HONOR GUARD
 - B. FULLY QUALIFIED IN A LEVEL IIB SPECIALTY
 - C. ORGANIZE A UNIT OVERNIGHT BIVOUAC
16. ALL MEMBERS OF A PLATOON TRAIN AND WORK TOGETHER DURING A DRILL. THIS IS AN EXAMPLE OF:
- A. POOR BATTALION LEADERSHIP – PERSONNEL SHOULD FOCUS ON BEING INVOLVED IN BATTALION CONDUCTED CLASSES
 - B. WASTED TIME – THERE IS NO REASON PLATOONS SHOULD TRAIN TOGETHER
 - C. SOLDIER TEAM DEVELOPMENT
17. WHICH OF THE FOLLOWING IS A SOURCE OF YOUR GENERAL MILITARY AUTHORITY?
- A. TITLE 44 CODE OF VIRGINIA
 - B. ARMY REGULATIONS
 - C. YOUR ABILITY TO FORCE PEOPLE TO DO WHAT YOU SAY

18. YOU HAVE BEEN TOLD TO GET THE MEMBERS OF YOUR BATTALION THROUGH LEVEL IIA CERTIFICATION, NO MATTER WHAT IT TAKES. YOU GET THE TROOPS TOGETHER, GIVE THEM THE ANSWER SHEETS, AND READ THE ANSWERS TO THEM. THE COMMANDER ASKS YOU IF THEY ARE ALL TRAINED NOW. YOU ANSWER PROUDLY “YES SIR!” WHICH OF THE FOLLOWING STATEMENTS IS TRUE?

A. YOU HAVE GOTTEN THE JOB DONE – HOW YOU DID IT IS NOT IMPORTANT BECAUSE IT IS A

SQUARE FILLING REQUIREMENT

B. YOU HAVE VIOLATED VDF STANDARDS AND FAILED THE TEST OF BEING HONEST IN YOUR

DEVELOPMENT AS A LEADER

C. YOU HAVE GOTTEN THE JOB DONE AND YOU REALLY HAVE GIVEN THEM USEFUL TRAINING IN HOW

TO DEAL WITH VDF TRAINING REQUIREMENTS

TRUE ~ FALSE ANSWER **T** FOR TRUE AND **F** FOR FALSE FOR EACH QUESTION

1. TO PREPARE FOR MODERN EMERGENCY WORK IT IS NOT NECESSARY TO TRAIN YOU SOLDIERS TO HIGH STANDARDS BECAUSE THERE IS NO NEED FOR SPECIAL SKILLS IN DISASTER WORK.
2. LEADERSHIP IS LEARNED BY TRAINING, PRACTICE, READING, AND EXPERIENCE.
3. AS AN NCO YOU WILL ALWAYS PLACE THE NEEDS OF YOUR SOLDIERS ABOVE YOUR OWN.
4. TRAINING OF SOLDIERS SHOULD PRIMARILY BE DONE BY OFFICERS.
5. THE NOC SUPPORT CHANNEL HAS THE AUTHORITY TO REVOKE ORDERS GIVEN BY THE CHAIN OF COMMAND.
6. POORLY PLANNED AND BADLY DELIVERED TRAINING WASTES SOLDIER'S TIME AND CAUSES MORALE, RECRUITING, AND RETENTION PROBLEMS.
7. AS AN NCO YOU SHOULD ALWAYS KNOW WHY A SOLDIER ASSIGNED TO YOU IS ABSENT FROM DUTY.
8. ONE OF THE WAYS TO MAINTAIN OR ESTABLISH PERFORMANCE STANDARDS IS TO EXPLAIN CLEARLY WHAT YOU WANT FROM YOUR SOLDIERS.
9. BECAUSE OTHER ORGANIZATIONS ARE RESPONSIBLE FOR THE ARMORIES IN WHICH MOST VDF UNITS DRILL, THERE IS NO NEED TO CONDUCT FIRE DRILLS.
10. AS AN NCO IT IS A GOOD PRACTICE TO CRITICIZE THE WORK YOUR SOLDIERS DO THOROUGHLY AND TO NEVER SAY POSITIVE THINGS ABOUT THEIR PERFORMANCE. IF YOU PRAISE THEM, IT WILL ONLY MAKE THEM SOFT.
11. AS AN NCO YOU SHOULD NEVER HESITATE TO CRITICIZE VDF POLICIES AND THE ACTIONS OF HIGHER HEADQUARTERS. IT WILL INCREASE YOUR SOLDIERS' RESPECT FOR YOU AND SHOW THEM YOU ARE A REAL THINKER.
12. SOLDIERS WILL MODEL THEIR PERFORMANCE ON THE PERFORMANCE OF THEIR NCO LEADERS.
13. AS AN NCO YOU SHOULD KNOW THE HEALTH AND PHYSICAL CONDITION OF YOUR SOLDIERS SO YOU CAN MATCH THEM TO JOBS THEY CAN DO SAFELY.
14. A DUTY IS SOMETHING YOU MUST DO BECAUSE OF THE JOB YOU HOLD.

