

## APPENDIX C

**INDEX OF INDIVIDUAL STUDENT ASSESSMENT PLAN  
STUDENT HANDOUTS**

This appendix contains the items listed in this table:

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1. You must post a copy of Individual student assessment plan and student handouts for viewing/reading.
2. The WLC advance welcome packet **MUST CONTAIN A COPY** of the individual student assessment plan. These requirements apply to all components.

(REF: TR 350-70, Chap 6, Para 6-28)

**INDIVIDUAL STUDENT ASSESSMENT PLAN**

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**Overview** This Individual Student Assessment Plan contains information pertaining to WLC, the content and training support package evaluation criteria. It lists the course graduation requirements that students must meet to graduate from WLC.

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**Student Responsibilities**

As a student you must strive to—

- conduct yourself in a professional manner at all times,
- be at the proper place of duty at the proper time,
- perform all work on your own, unless otherwise instructed,
- meet or exceed course graduation requirements,
- recognize your shortcomings and request assistance as needed,
- avoid actions that are prejudicial to others in the class,
- continuously progress academically,
- demonstrate motivation and a positive attitude, and
- be personally responsible.

(REF: AR 350-1, Chap 3, Para 3-18)

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**Course Structure**

WLC is a branch immaterial course, taught at regional NCO Academies in a non-live-in environment (within local constraints), using classroom instruction with practical application, followed by hands-on performance-oriented training that culminates in an extensive situational training exercise (STX). Small group leaders/senior small group leaders (SGL/SSGL) will assess your leadership potential and evaluate your ability to apply the lessons learned in the course while leading Soldiers in a garrison and tactical environment.

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**Course Length**

WLC is a 4-week, 2-day course culminating with a 36-hour STX.

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**Course  
Pre-requisites**

1. Effective 1 April 2013, Structured Self Development 1 (SSD1) is a prerequisite to attend the Warrior Leader Course (WLC), IAW ALARACT 216/2012 – Structured Self Development (SSD) Prerequisite for NCOES. Soldiers attending WLC are required to present a copy of their SSD 1 completion certificate during in-processing. Soldiers who report to WLC without the SSD1 completion certificate will be given 72 hours to produce their SSD1 graduation certificate or will be administratively disenrolled.

2. Attendance will be on a priority basis

\* Soldiers attending WLC must fall into the following priorities.

- a. Priority One: Staff Sergeants promoted without WLC.
- b. Priority Two: Sergeants that are non-WLC graduates; the SGT may or may not have a WLC waiver.
- c. Priority Three: SPC/CPL promotable; use the following priority list:
  - i. SPC/CPL (P) who meets the cut off score.  
SPC/CPL (P) in MOS, which would have had additional promotions if more promotable SPC/CPL had been available and identified as “Star MOS” by monthly HRC Promotion Cut-Off Memorandums.
  - ii. SPC/CPL (P) in other MOS serving in an authorized NCO position based on the highest number of promotion points.
  - iii. All other SPC/CPL (P) on a recommended list based on the highest number of promotion points.
- d. Priority Four: SPC/CPL in leadership positions. In order to fill all WLC training seats, non-promotable SPC with demonstrated leadership potential may attend WLC only after exhausting all other higher order of merit list (OML) categories.

\* Meet height and weight standards of AR 600-9.

\* Eligible for reenlistment and have a recommendation from their immediate commander.

\* Soldiers approaching transition from the active rolls may attend WLC up to their ETS date. This action will reduce the training requirement if the Soldier continues his/her military commitment in the ARNG or USAR.

\* Have no conviction of a misdemeanor crime of domestic violence (Lautenberg Amendment).

\* Have no suspension of favorable personnel action (Flags) pending.

\* Effective 1 October 2007 the automated pre-execution checklist took effect for Army Reserve and Army National Guard Soldiers; you must have a hard copy of the pre-execution checklist in your possession.

\* Proof of SSD1 completion.

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**Course**  
**Pre-requisites,**  
Continued

3. Soldier's have 72 hours to provide all required documents. Soldiers who fail to provide required missing documents in the established time line will be disenrolled and returned to unit.
4. Commandants may not add local requirements to the prerequisites.
5. Students must pass APFT:
  - a. Have a current periodic health assessment (PHA) or medical examination within the past 12 months to attend WLC.
  - b. If age 40 or over, have completed a cardiovascular screening as part of their periodic health assessment within the last five years.

(REF: AR 350-1, Chap 3; AR 40-501, Chap 8; AR 635-200, Para 5-14; TR 350-10, Chap 2, Para 2-6; TR 350-18, Chap 3; DA MSG, DAMO-TRI, R091624Z Jun 04, Para 8, ALARACT 075/2006; DA MSG, DAMO-TR, DTG 051617Z May 2008 ALARACT 120/2008; and MILPER MSG 04-273, DTD 4 Oct 2004)

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**Enrollment  
Requirements**

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1. Effective 1 October 2007, the automated PEC took effect. Soldiers whose reservations were made after that date are only required to report with documentary evidence of physical profile, DA Form 705 (APFT Card) and other non-routine prerequisites not contained in the total Army personnel database (TAPDB).

2. Soldiers may enroll with a temporary profile (i.e. shaving and other non-performance related issues). The profile MUST NOT prevent them from meeting all physical tasks and the physical graduation requirements, such as taking and passing the APFT and carrying load bearing equipment during the STX.

\*Temporary profile exceptions: Soldiers will train within the limits of their profiles. If a Soldier on a temporary profile cannot complete all the events of the APFT or meet all the physical requirements, he or she will not be allowed to enroll in WLC.

\*Permanent profiles: Soldiers possessing permanent profiles 3 or 4 must provide a copy of the DA Form 3349, with signatures from profiling officer, and the approving authority (a physician). Commanders do not need to sign unless they disagree with the profile findings. P2 profiles require only doctor's signature. Soldiers possessing permanent profile designators of "3" or "4" who have been before an MMRB, awarded medical limitations, and are allowed to retain their occupational classification, will be allowed to attend various courses and train within the limitations of their profile.

\*Pregnant Soldiers: - A Soldier who is pregnant prior to the course may not attend WLC until medically cleared. If she is diagnosed as pregnant while attending WLC, then she may continue; however, the Soldier must provide written documents from the doctor that state she can participate in the course's physical requirements. Soldiers medically dismissed for pregnancy after enrollment are eligible to return to the course when medically cleared.

\*Physical requirements: Soldiers must participate in all WLC physical requirements based upon the limitations of their profiles.

3. Wounded warrior: Commandants will not deny enrollment or disenrollment of Soldiers based on physical profiles resulting from MMEB or MEB rulings. Soldiers previously unable to meet course requirements as a result of physical limitations formally acknowledged by either the wounded warriors program and/or a permanent profile as a result of a MOS/medical retention board or medical evaluation board, and properly documented using the military physical profile for physical condition/stamina, upper extremities, lower extremities, hearing/ear, eyes, and psychiatric (PULHES) code, can attend PME and MOS courses. Waivers are authorized to adjust or waive graduation requirements to these Soldiers for enrollment and attendance at professional military education

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**Enrollment  
Requirements,  
Continued**

courses (PME), and military occupational specialty (MOS) courses due to reclassification.

4. NCOA will deny enrollment to Soldiers failing to meet any one of the above prerequisites. Commandants may not supplement these mandatory enrollment requirements.

5. NCOA will deny enrollment to Soldiers failing to meet any one of the above prerequisites. Commandants may not supplement these mandatory prerequisite requirements.

(REF: AR 40-501, Chap 8; AR 350-1, Chap 3; and TRADOC Reg 350-10, Chap 2, Para 2-6(d); HRC Profile Policy for NCOES, 19 January 2007; and <https://www.hrc.army.mil/site/protect/Active/epncoes/ncopoc.htm>, ALARACT XXX/2009 wounded warrior and medical evaluation boarded soldiers approved for continued service and related professional military education and military occupational specialty training, reference, AR 350-1, Para 3-9d; AR 600-60, Para 4-17; AR 40-400, Para 5-3b thru 5-3d; DTG XX0800 MAR 09), SECARMY Directive 2012-20.

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**Course  
Graduation  
Requirements**

1. Students must score 70 percent or higher on the following examinations and performance evaluations:

- a. Conduct Army Physical Readiness Training.
- b. Conduct Individual Training.
- c. Conduct Squad Drill.
- d. Communicate in Writing.
- e. Oral History Briefing.
- f. Two demonstrated leadership evaluation (garrison and tactical environment).
- g. Leadership exam.
- h. Training exam.
- i. Warfighting exam.
- j. Land Navigation evaluation (75 per cent)

2. Students must pass the APFT, and meet the height/weight requirements. Commandants will arrange for students to meet the APFT and height/ weight requirements while allowing for one retest. Students, who fail to pass the APFT or height/weight standards, will be removed from WLC.

3. APFT-HT/WEIGHT IAW SECARMY Directive 2012 (Physical Fitness and Height and Weight Requirements for Professional Military Education) EFFECTIVE 01 November 2012.

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**Course  
Graduation  
Requirements,  
Continued**

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4. Soldiers flagged for weight control failure will not be selected, scheduled or attend institutional training. Once soldiers meet standards, they will be considered eligible for military schools and institutional training courses.

5. Soldiers attending military schools and institutional training courses, which require preparation of a DA Form 1059 (Service School Academic Evaluation Report), will be administered the height/weight screening as a mandatory course requirement. All students will be administered the initial APFT-height/weight after in-processing.

(1) One retest and/or screening is allowed. It will be administered no earlier than seven days after the initial APFT-height/weight standards.

(2) Soldiers who meet academic course requirements, but fail to meet the APFT-height/weight standards will be removed from the course.

6. Soldiers who fail to meet the body fat composition standards of AR 600-9 will be removed from the course. No paperwork is required, if students meet HT/WT standards IAW AR 600-9.

7. NCOA commandants will not add to the standards of AR 600-9 or the ALARACT by imposing any arbitrary percentages to the body fat composition.

8. NCOA commandants will arrange for students who fail the body fat composition and deem them to be a potential health risks, to be seen at the post DA Medical Center or Troop Medical Clinic for medical clearance. This is also a requirement for students who look unhealthy or unfit for meeting WLC standards. If medical clearance is denied then deny enrollment of student.

(REF: AR 350-1; TRADOC Reg 350-18; TRADOC Reg 350-10; and WLC CMP) SECARMY Directive 2012-20

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**Physical Requirements**

1. Students must be able to meet the following physical requirements during the course: (Exception--Soldiers with temporary profiles due to participation in OIF/OEF)
  - a. Conduct, demonstrate, and lead physical fitness training.
  - b. Negotiate rough terrain under varying climatic conditions.
  - c. Walk a minimum of 3,200 meters with load carrying equipment (LCE) in a minimum of three hours.
  - d. Lift and carry all required packing list items (OCIE and CTA 50-900) for short distances.
  - e. Carry a 48 pound combat load that contains mission essential equipment (weapon, helmet, uniform, LCE included in 48 lbs).
  - f. Lift and carry fuel, water, ammo, MRE or sandbags occasionally.
  - g. Low crawl, high crawl and rush for three to five seconds.
  - h. Move over, through and around obstacles.
  - i. Carry and fire individually assigned weapon.
2. Commandants may not supplement these course graduation requirements.

(REF: AR 350-1, Chap 3; AR 611-1, Chap 6; ARTEP 7-8; TR 350-10, Chap 2, Para 2-7; FM 21-18, 01 Jun 90; DA MSG: 092054Z SEP 04, SUBJECT: Selection and Scheduling of Soldiers for Army Schools; and DAMO-TR, DTG: 051617Z May 08, ALARACT 120/2008)

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**Course Objectives**

The training in WLC focuses on the following:

- Basic leadership training;
- Instilling leader's skills, knowledge, and experience needed to lead a team –size units;
- Providing the foundation for further training and development; and
- Building functional leadership attributes, competence, and skills.

(REF: AR 350-1, Chap 3)

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**Retest  
Procedures**

1. If a student fails any initial examination/performance evaluation, conduct counseling and remedial training and retest the student only once using the appropriate test version.
2. Regardless of the student's actual grade point achieved on any retest, the maximum allowable credit is 70 percent. However, record the final retest score in the student's record to establish the level of proficiency attained. NCOA will automatically remove these students from class honors consideration.
3. If a student receives two failing scores (one initial test and one retest) on any single exam, the commandant must dismiss those students.

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**Student  
Dismissal**

To protect students from unfair or illegal practices, commandants—through precise proceedings—must determine whether or not to dismiss students whose—

- personal conduct is such that their continuation in the course is not appropriate;
- academic progress, lack of motivation, attitude, or conduct is prejudicial to others in the class; and
- actions make it extremely unlikely they can successfully meet the standards for course graduation.

(REF: AR 350-1, Chap 3)

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**Student  
Developmental  
Counseling  
Requirements**

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1. Developmental counseling is a means of assisting and developing students and subordinates. Your SGL/SSGL will counsel you in regards to the following:
    - a. Negative and positive performance.
    - b. Working as a team member.
    - c. How well or how poorly you are performing.
    - d. Attaining required standards.
    - e. Setting personal and professional goals.
    - f. Resolving personal problems.
    - g. Conducting self-assessments.
  2. Feedback is essential for you to know how you are performing and where you stand in the course. All counseling must explain your progress to date. Small group leaders will conduct the following counseling, as a minimum:
    - a. Initial counseling using reception and integration counseling. This counseling should determine whether you have any personal problems or outside distracters that would interfere with you completing the course. This session must include the statement “I will not acquire or provide inappropriate assistance before or during any test except as instructed (i.e., group activities) and will report any such inappropriate assistance before, during, or after the test administration.” This eliminates the DA Form 5160 requirement.
    - b. After any written or performance evaluation/re-evaluation failure.
    - c. Midcourse developmental counseling-progress to date. (Optional)
    - d. Comprehensive end-of-course counseling.
    - e. SGL will include in initial counseling locally developed goals and objectives that support the SHARP program IAW MILPER Message 13-306; changes to the Evaluation Reporting System (ERS) in response to Army Directive 20-13-20-, dated 22 Oct 2013. Students will be assessed throughout the course and their compliance will be documented on the AER, DA Form 1059. Students will be advised that failure to adhere to the SHARP program will result in a referred report.
      - 1) PART III – SUMMARY OF COUNSELING
        - a) Initial Counseling example: I expect for you to adhere to the SHARP program by supporting and fostering a climate of dignity and respect throughout the conduct of this course, in and out of the classroom environment. I expect you to maintain personal and professional behavior conducive to fair, respectful treatment of your fellow classmates. Failure to maintain these standards will result in Block 9, DA Form
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**Student  
Developmental  
Counseling  
Requirements  
Continued**

1059, marked as a referred report with a comment in block 14 stating that you do not support the SHARP program due to you fostering an unhealthy class environment by (specifically cited behavior).

3. The SGL/SSGL will use the results of the developmental counseling process to determine ratings for your AER and course academic records and reports.

4. This CMP does not limit SGL/SSGL to the general indicators in FM 6-22, App B, but SGL/SSGL should be precise, objective, and fair in the developmental counseling process.

(REF: TR 350-10, Chap 2, Para 2-7g; TR 350-18, Chap 3, Para 3-29; and FM 6-22, App B)

**NOTE:** Counseling records play a major role in the event of favorable or unfavorable administrative personnel actions.

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**Student  
Recognition**

1. All students who meet course completion criteria receive a diploma. Diplomas must contain, at a minimum, the student's full name, rank, complete course title, course identification number, and beginning and completion dates of the course.

2. Commandants will recognize the following graduates in support of AR 600-8-19, Chap 3, Para 3-50c, that awards promotion points for—

- a. distinguished honor graduate (15 promotion points),
- b. distinguished leadership award (10 promotion points), and
- c. commandant's list (5 promotion points).

3. The distinguished leadership award can be named for a person, place or thing; example, Distinguished AUSA Leadership Award.

(REF: TR 350-18, Chap 3, Para 3-30; and TR 350-10, Chap 2, Para 2-7g(4) )

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**End-of-Course  
Critique**

You must complete and submit an end-of-course critique questionnaire for the course. The SGL/SSGL will ensure you accomplish this as close as possible to the end of the course. Commandants **will not** require you to provide any identification data on the critique form.

(REF: CMP Chap 2, p 2-4, and Appendix D)

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<b>Training Support Package (TSP) Synopsis</b>	The following tables provide a brief synopsis of the training support packages (TSP)—along with the 21 <sup>ST</sup> Century Soldiers Competencies numbers 1 thru 9 from pages 1-15 thru 1-18
<b>TSP NO./ TITLE</b>	<b>TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS: LEADERSHIP MODULE</b>
L221 Commandant's Orientation 1 Hr	The commandant welcomes the new students and provides them an orientation and briefing on the local SOP. The students welcome includes briefings on safety and standards of conduct expected while attending the course and introductions to the staff and faculty. Students also receive an explanation of WLC graduation requirements, NCOA standards, and the local command policies (developed by the local academy commandant). <b>(1 Character and Accountability)</b>
L222 Introduction to WLC 2 Hrs	SGL/SSGL will provide the students with an overview of WLC and explain the objectives and course standards. They also discuss the course's content, explain the small group process, and cover study requirements and techniques. <b>(1 Character and Accountability)</b>
L223 Army Leadership 7 Hrs	Lesson focuses on leadership principles from ADRP 6-22 and tasks indicated by the enabling learning objective (ELO). Students learn the Army leadership framework, roles in leadership and problem-solving. Students receive an evaluation on leadership ability in a garrison and tactical environment, as well as a 360-degree assessment. <b>GRADUATION REQUIREMENT.</b> <b>(1 Character and Accountability) (3 Adaptability and Initiative)</b> <b>(5 Teamwork and Collaboration) (6 Communication and Engagement)</b> <b>(7 Critical Thinking and Problem Solving)</b> <b>(9 Tactical and Technical Competence)</b>
L224 Developmental Counseling 7 Hrs	Lesson focuses on FM 6-22, Appendix B, with the use of scenario-based and role-playing practical exercises. This lesson teaches tasks 158-100-1260, Counsel Subordinates; and 158-100-1140, Communicate Effectively in a Given Situation. Students learn the fundamentals and techniques of developmental counseling. They will prepare for and conduct a subordinate-centered counseling session, producing a plan of action that focuses the subordinate's individual and unit-goal accomplishment. This will take place during the PE centered in a role-play counseling session. <b>(1 Character and Accountability)</b> <b>(5 Teamwork and Collaboration) (6 Communication and Engagement)</b> <b>(7 Critical Thinking and Problem Solving)</b>
L225 Army Correspondence 4 Hrs	This lesson reviews the Army writing style. The student will learn how to effectively prepare a squad-level award; a recommendation, a memorandum, and a sworn statement IAW Army writing standards that are generally free of errors in grammar, mechanics, and usage. <b>GRADUATION REQUIREMENT.</b> <b>(6 Communication and Engagement)</b>

<b>Training Support Package (TSP) Synopsis</b>	The following tables provide a brief synopsis of the training support packages (TSP)—along with the 21 <sup>ST</sup> Century Soldiers Competencies numbers 1 thru 9 from pages 1-15 thru 1-18 continued—
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<b>TSP NO./ TITLE</b>	<b>TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS: LEADERSHIP MODULE, CONTINUED</b>
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L226 History of the Army and NCO 4 Hrs	This lesson teaches the student the historical progression and significant contributions that the Army and NCO have made as he/she existed during previous wars and up to the present war period. Students will present a five minute plus or minus two minutes, historical briefing. GRADUATION REQUIREMENT. (4 Lifelong Learner) (6 Communication and Engagement)
L227 NCOER 5 Hrs	Students will learn how to perform the duties as a rater of a subordinate Soldier using the NCO Counseling and Support Form (DA Form 2166-8-1), and the Noncommissioned Officer Evaluation Report (NCOER) DA Form 2166-8. The student will participate in a graded PE to complete the rater’s portion of an NCOER. (1 Character and Accountability) (5 Teamwork and Collaboration) (6 Communication and Engagement)
L228 SHARP 3 Hrs	This lesson teaches the students the Army’s Sexual Harassment/Assault Response and Prevention (SHARP) program. They will learn about sexual assault trends in the Army, chain of command responsibilities, types of sexual assault and influencing factors, rights of victims and alleged perpetrators, individual responsibilities, procedures for timely reporting, and resources available for victims. (1 Character and Accountability) (2 Comprehensive Fitness) (3 Adaptability and Initiative) (4 Lifelong Learner) (5 Teamwork and Collaboration) (6 Communication and Engagement)
L229, Personnel Recovery 2 Hrs	This lesson reviews personnel recovery (PR) terms and execution concepts as a Warrior Leader. It teaches the PR guidance in all operations, as well as the five PR proficiencies (pre-deployment prep, measures to prevent isolation, pre-mission preparation, isolated person procedures, and recovery process). The Soldier will also complete a multiple choice quiz PE to check on learning. (FD-6) (1 Character and Accountability) (2 Comprehensive Fitness) (3 Adaptability and Initiative) (4 Lifelong Learner) (5 Teamwork and Collaboration) (6 Communication and Engagement) (7 Critical Thinking and Problem Solving) (8 Cultural and Joint, Interagency, Intergovernmental, and Multinational Competence) (9 Tactical and Technical Competence)

<b>Training Support Package (TSP) Synopsis</b>	The following tables provide a brief synopsis of the training support packages (TSP) along with the 21 <sup>ST</sup> Century Soldiers Competencies numbers 1 thru 9 from pages 1-15 thru 1-18 continued–
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<b>TSP NO./ TITLE</b>	<b>TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS: LEADERSHIP MODULE, CONTINUED</b>
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L230 Effects of Culture 2 Hrs	This lesson reviews the concept of culture and shows how culture affects the contemporary operational environment (COE). Students will review what culture is in general terms, the major and minor components comprising a culture, culture shock, and how cultural factors affect military operations in terms of force protection and counter insurgency (COIN). PE interacting with culture. The Soldier will also complete a multiple choice quiz PE to check on learning. (1 Character and Accountability) (3 Adaptability and Initiative) (4 Lifelong Learner) (5 Teamwork and Collaboration) (6 Communication and Engagement) (8 Cultural and Joint, Interagency, Intergovernmental, and Multinational Competence)
L231 Resilience 3 Hrs	The goal of this lesson is to teach the students about resilience. Students will learn about Soldiers resilience components, leadership approaches and their impact on Soldiers during combat. They will learn effective and non-effective leader actions, and the reasons why Soldiers fail to seek mental health care. (1 Character and Accountability) (2 Comprehensive Fitness) (3 Adaptability and Initiative) (4 Lifelong Learner) (7 Critical Thinking and Problem Solving)
L232 Military Justice and Discipline 2 Hrs	This lesson focuses on the principles that underlie military discipline– authority, duties, relationships, and non-judicial/non-punitive measures. Discussions (What would you do and why?) are based on given scenarios. The Soldier will also complete a multiple choice quiz practical exercise (PE) to check on learning. (1 Character and Accountability) (4 Lifelong Learner)
L233, Suicide Prevention for Junior Leaders 2 Hrs	This lesson provides leaders with the tools for supporting and assisting Soldiers who may have suicide/ mental health issues. This lesson bases itself on the AMEDD Center School's Suicide Prevention for Junior Leaders Battlemind TSP. The Soldier will also complete a multiple choice quiz PE to check on learning. (1 Character and Accountability) (2 Comprehensive Fitness) (3 Adaptability and Initiative) (4 Lifelong Learner) (5 Teamwork and Collaboration) (6 Communication and Engagement) (7 Critical Thinking and Problem Solving)
L234 Leadership Exam 2 Hrs	Written examination for the leadership module. Soldiers apply their knowledge of leadership principles, practices, and concepts. GRADUATION REQUIREMENT. (1 Character and Accountability)

<b>Training Support Package (TSP) Synopsis</b>	The following tables provide a brief synopsis of the training support packages (TSP)—along with the 21 <sup>ST</sup> Century Soldiers Competencies numbers 1 thru 9 from pages 1-15 thru 1-18 continued—
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<b>TSP NO./ TITLE</b>	<b>TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS: LEADERSHIP MODULE, CONTINUED</b>
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L235 Ethical Problem Solving 1 Hr	The goal of this lesson is to teach the students about the process to resolve ethical problems, involving critical reasoning based on Army values and regulations. Students can learn about ethical problem solving by embracing Army values, understanding regulations and orders, learning from experiences, and by applying multiple sound ethics. (1 Character and Accountability) (3 Adaptability and Initiative) (4 Lifelong Learner) (6 Communication and Engagement) (7 Critical Thinking and Problem Solving) (8 Cultural and Joint, Interagency, Intergovernmental, and Multinational Competence)
L236 NCOES Initiatives 2 Hrs	The goal of this lesson is to provide an understanding of the professional initiatives that the Army has developed to enhance noncommissioned officers career progression. (3 Adaptability and Initiative) (4 Lifelong Learner)

<b>Training Support Package (TSP) Synopsis</b>	The following tables provide a brief synopsis of the training support packages (TSP)—along with the 21 <sup>ST</sup> Century Soldiers Competencies numbers 1 thru 9 from pages 1-15 thru 1-18 continued—
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<b>TSP NO./ TITLE</b>	<b>TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS: TRAINING MODULE</b>
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T221 Risk Management 2 Hrs	This lesson reviews how Soldiers are to implement the risk management process to minimize the frequency and severity of accidents in the activities they will lead. They will review the basic principles required for implementing risk management and the five steps of risk management. (1 Character and Accountability) (6 Communication and Engagement) (7 Critical Thinking and Problem Solving) (9 Tactical and Technical Competence)
T222 After Action Review (AAR) 1 Hr	Students will review how to conduct an after action review (AAR) and the importance of the AAR process by allowing all participants in an exercise to provide input into how well an exercise went, what was the purpose of the training, what went right, what went wrong, and how to improve after each training session or evaluation. The Soldier will also complete a multiple choice quiz PE to check on learning. (1 Character and Accountability) (3 Adaptability and Initiative) (5 Teamwork and Collaboration) (7 Critical Thinking and Problem Solving)
T223a Training Management 5 Hrs	Lesson focuses on ADP 7-0 and unit training management (UTL) concepts and principles the squad/team leader will use to prepare, conduct and assess training. Students will learn the Army's 11 principles of training, training doctrine, mission essential task list (METL) development process, the training and planning process, and the requirements for training execution. (3 Adaptability and Initiative) (9 Tactical and Technical Competence)
T223b Conduct Individual Training 5 Hrs	Lesson reinforces the NCO's training responsibilities, preparation necessary to conduct individual training, and training execution considerations. Students will receive an evaluation on their execution of conducting a training session. GRADUATION REQUIREMENT. (3 Adaptability and Initiative) (9 Tactical and Technical Competence)

<b>Training Support Package (TSP) Synopsis</b>	The following tables provide a brief synopsis of the training support packages (TSP)—along with the 21 <sup>ST</sup> Century Soldiers Competencies numbers 1 thru 9 from pages 1-15 thru 1-18 continued—
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<b>TSP NO./ TITLE</b>	<b>TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS: TRAINING MODULE, CONTINUED</b>
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T224 Health and Fitness 15 Hrs	Students will learn the techniques and procedures needed to conduct the Army's physical fitness program. This lesson's primary focus is to enhance the students' knowledge of physical fitness, health, and how to conduct a variety of fitness training exercises. This lesson offers the students the opportunity to actually perform the different exercises. Students will also learn to monitor their subordinates' personal hygiene, as well as physical readiness and mental fitness. Focus is on conducting squad PT, field trips to DFAC, GYM, and MWR. Students will conduct hands on PEs and an evaluation. GRADUATION REQUIREMENT. (1 Character and Accountability) (2 Comprehensive Fitness) (5 Teamwork and Collaboration)
T225 Drill and Ceremonies 4 Hrs	This lesson reviews guidance in the areas of drill and ceremony at the squad level. Students will perform drill and ceremonies activities throughout WLC. GRADUATION REQUIREMENT. (5 Teamwork and Collaboration) (6 Communication and Engagement)
T226 Supply Procedures 4 Hrs	This lesson focuses on regulatory guidance in the areas of accountability and serviceability at the squad level. One practical exercise will consist of performing an inventory of items and completing the appropriate documentation. The second practical exercise will consist of completing a 5988-E, Preventive Maintenance Checks and Services (PMCS) Worksheet. (9 Tactical and Technical Competence)
T227 Training Exam 2 Hrs	Written examination for the training module. Soldiers apply their knowledge of training principles, practices, and concepts. GRADUATION REQUIREMENT. (1 Character and Accountability)
T228 APFT 3 Hrs	Students must take the APFT between day one and three. GRADUATION REQUIREMENT. (1 Character and Accountability) (2 Comprehensive Fitness)

<b>Training Support Package (TSP) Synopsis</b>	The following tables provide a brief synopsis of the training support packages (TSP)—along with the 21 <sup>ST</sup> Century Soldiers Competencies numbers 1 thru 9 from pages 1-15 thru 1-18
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<b>TSP NO./ TITLE</b>	<b>TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS: WARFIGHTING MODULE</b>
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W221 Small Unit Combat Operations According to The Law of War 2 Hrs	This lesson focuses on regulatory guidance in the areas of conducting small unit combat operations within the Law of War. The Soldier will also complete a multiple choice quiz PE to check on learning. (1 Character and Accountability) (3 Adaptability and Initiative) (5 Teamwork and Collaboration) (6 Communication and Engagement) (7 Critical Thinking and Problem Solving) (8 Cultural and Joint, Interagency, Intergovernmental, and Multinational Competence) (9 Tactical and Technical Competence)
W222 Combat Orders 6 Hrs	This lesson will teach students troop-leading procedures and three types of combat orders—warning order, operation order, and fragmentary order. They will also learn the importance of conducting pre-combat checks and inspections. Students will learn to implement a squad level combat order by conducting troop leading procedures and interpreting the commander’s intent of a combat order. (3 Adaptability and Initiative) (5 Teamwork and Collaboration) (6 Communication and Engagement) (7 Critical Thinking and Problem Solving) (8 Cultural and Joint, Interagency, Intergovernmental, and Multinational Competence) (9 Tactical and Technical Competence)
W223 Team and Squad Movement Techniques 6 Hrs	Students will learn some basic techniques and procedures used to employ a squad-sized element in combat. They will learn the basics of moving a squad/team—using hand and arm signals, and using the appropriate movement techniques in the proper movement formation based on the tactical situation. Students will also learn how to select a movement route using a map, conduct actions at danger areas, conduct security during movement and at halts, and enforce detection prevention measures. (3 Adaptability and Initiative) (5 Teamwork and Collaboration) (6 Communication and Engagement) (7 Critical Thinking and Problem Solving) (8 Cultural and Joint, Interagency, Intergovernmental, and Multinational Competence)
W224 Tactical Site Exploitation 2 Hrs	This lesson provides the student with tactics, techniques and procedures (TTP) for conducting tactical and sensitive site exploitation. (5 Teamwork and Collaboration) (6 Communication and Engagement) (7 Critical Thinking and Problem Solving) (9 Tactical and Technical Competence)

<b>Training Support Package (TSP) Synopsis</b>	The following tables provide a brief synopsis of the training support packages (TSP)—along with the 21 <sup>ST</sup> Century Soldiers Competencies numbers 1 thru 9 from pages 1-15 thru 1-18 continued—
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<b>TSP NO./ TITLE</b>	<b>TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS: WARFIGHTING MODULE, CONTINUED</b>
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W225 Tactical Operations 5 Hrs	Students will learn the basics of leading a team/squad in basic combat operations by reacting to contact, breaking contact, reacting to an ambush (far and near) and supervising detainee operations at the point of capture during the STX at the end of the course. (FD-7) (3 Adaptability and Initiative) (5 Teamwork and Collaboration) (6 Communication and Engagement) (7 Critical Thinking and Problem Solving) (8 Cultural and Joint, Interagency, Intergovernmental, and Multinational Competence) (9 Tactical and Technical Competence)
W226 Tactical Reports and Requests 2 Hrs	This lesson will review the requirements for submitting tactical operations reports and requests. Students will perform these tasks during PE and during the STX at the end of the course. (6 Communication and Engagement) (9 Tactical and Technical Competence)
W227 Casualty Evacuation 2 Hrs	This lesson covers the basic fundamental procedures Soldiers must follow to plan, rescue and assist with the safe, effective evacuation of injured and wounded Soldiers on the battlefield. Students will learn that the basic principle of first aid is to evaluate the casualty's injuries and administer first aid before moving them. Students will also learn to submit a MEDEVAC request in the proper format. (6 Communication and Engagement) (9 Tactical and Technical Competence)
W228 Warfighting, Exam 2 Hrs	Soldiers apply their knowledge of warfighting tactics, techniques and procedures. Written examination for the warfighting module. GRADUATION REQUIREMENT. (1 Character and Accountability)
W229 Situational Training Exercise (STX) 36 Hrs	Soldiers will participate in an end-of-course situational training exercise. SGL/SSGL will assign students to leadership positions where they will lead a section/squad. SGL/SSGL will evaluate the students on their leadership abilities and on how they use their troop-leading procedures and other leader skills they learned in the course. Also, cultural awareness and personnel recovery scenarios are presented during the 36-hour STX. (1 Character and Accountability) (2 Comprehensive Fitness) (3 Adaptability and Initiative) (4 Lifelong Learner) (5 Teamwork and Collaboration) (6 Communication and Engagement) (7 Critical Thinking and Problem Solving) (8 Cultural and Joint, Interagency, Intergovernmental, and Multinational Competence) (9 Tactical and Technical Competence)

<b>Training Support Package (TSP) Synopsis</b>	The following tables provide a brief synopsis of the training support packages (TSP)—along with the 21 <sup>ST</sup> Century Soldiers Competencies numbers 1 thru 9 from pages 1-15 thru 1-18 continued—
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<b>TSP NO./ TITLE</b>	<b>TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS: WARFIGHTING MODULE, CONTINUED</b>
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W230 Map Reading 8 Hrs	This lesson provides the student with reinforcement training of some of the skill-level-one map reading and land navigation skills from SSD I. The lesson will also teach the more complex skill-level-one tasks. This lesson is a foundation for the land navigation lesson later in the course. Students will learn how to determine elevation, orient a map using a lensatic compass, determine direction, covert azimuths, determine polar coordinates, and learn intersection and resection techniques. (9 Tactical and Technical Competence)
W231 Land Navigation 8 Hrs	Students will use the skills they learned from this lesson, coupled with the skills they learned in the map reading and conduct movement techniques. It introduces basic DAGR operations and navigation from one point on the ground to another point while dismounted using a lensatic compass during the day. Students will take a performance examination where they must find a minimum of three of four points to graduate from WLC. GRADUATION REQUIREMENT. (9 Tactical and Technical Competence)

TSP NO./ TITLE	NON-ACADEMIC HOURS
A201, In processing/ APFT/Weigh-in 2 Hrs	Students receive advance sheets, required publications, administrative processing, and height and weight evaluation. Students must take the APFT and weigh-in. Commandants will arrange for students to meet the APFT and weigh-in requirements while allowing for retest. Task organization: Academies are required to organize students with a mix of military specialties when forming groups or teams.
A202, Out-processing 2 Hrs	A202 allocates time for the purpose of out-processing students at the conclusion of WLC.
A204, Graduation 2 Hrs	A204 allocates time for the purpose of conducting a formal graduation where the commandant and cadre can present students with honors and diplomas.
S201, Study Hall 8 Hrs	Study hall provides students time to adequately study and prepare for the next day's lessons. It allows the SGL/SSGL to recognize and assist students in correcting poor study habits. Students who require remedial training receive assistance from peers and the SGL/SSGL during this time.
S202, Training Support Activities 15 Hrs	The commandant uses these hours at his discretion for retraining/retesting, equipment issue/turn-in, travel time as required to/from training areas and other non-program of instruction (POI) hours that require instructor contact hours (ICH).
S203, Student Counseling 5 Hrs	SGL/SSGL use these hours for reception and integration counseling, mid-course counseling, end-of-course counseling and additional counseling as required.

**Course  
Structure**

The following chart shows a listing of all the lessons that make up the course. It reflects the program of instruction file number (PFN), the lesson title, the length of the lessons and the type of presentation.

PFN	Lesson Title	Hours	Type
A201	In processing (APFT/Weight-In)	2	Admin
A202	Out processing	2	Admin
A204	Graduation	2	Admin
L221	Commandant's Orientation	1	CMDT
L222	Introduction to Warrior Leader Course	2	SGI
L223	Army Leadership	7	SGI
L224	Developmental Counseling	7	SGI
L225	Army Correspondence	4	SGI
L226	History of the Army and the Noncommissioned Officer	4	SGI
L227	Noncommissioned Officer Evaluation Report	5	SGI
L228	SHARP	3	SGI
L229	Personnel Recovery (FD-6)	2	SGI
L230	Effects of Culture	2	SGI
L231	Resilience	3	SGI
L232	Military Justice and Discipline	2	SGI
L233	Suicide Prevention for Junior Leaders	2	SGI
L234	Leadership Examination	2	SGI
L235	Ethical Problem Solving	1	SGI
L236	NCOES Initiatives	2	SGI
T221	Risk Management	2	SGI
T222	After Action Review	1	SGI
T223a	Training Management	5	SGI
T223b	Conduct Individual Training	5	SGI
T224	Health and Fitness	15	SGI
T225	Drill and Ceremonies	4	SGI
T226	Supply Procedures	4	SGI
T227	Training Examination	2	SGI
T228	APFT	3	SGI

**Course Structure**  
continued

The following chart shows a listing of all the lessons that make up the course. It reflects the program of instruction file number (PFN), the lesson title, the length of the lessons and the type of presentation, continued.

PFN	Lesson Title	Hours	Type
W221	Small Unit Combat Operations According to the Law of War	2	SGI
W222	Combat Orders	6	SGI
W223	Team and Squad Movement Techniques	6	SGI
W224	Tactical Site Exploitation	2	SGI
W225	Tactical Operations (FD-7)	5	SGI
W226	Tactical Reports and Requests	2	SGI
W227	Casualty Evacuation	2	SGI
W228	Warfighting Examination	2	SGI
W229	Situational Training Exercise (STX)	36	SGI
W230	Map Reading	8	SGI
W231	Land Navigation	8	SGI
S201	Study Hall	8	Admin
S202	Training Support Activities	15	Admin
S203	Student Counseling	5	Admin

<b>STUDENT RECORD OF TRAINING</b>				
<b>RANK / NAME:</b> (Last, First, MI)		<b>SSN:</b>		<b>STUDENT #:</b>
<b>SGL/SSGL RANK / NAME:</b>		<b>SQUAD:</b>		<b>CLASS:</b>
EVALUATION	SCORE	RETEST (70 max)	RETEST #2 Requires approved rebuttal (70 max)	FINAL RATING (SUP / SAT / UNSAT)
ARMY LEADERSHIP 1				
ARMY LEADERSHIP 2				
PHYSICAL READINESS TRAINING				
ORAL HISTORY BRIEF				
COMMUNICATE IN WRITING				
CONDUCT INDIVIDUAL TRAINING				
CONDUCT SQUAD DRILL				
LAND NAVIGATION				
LEADERSHIP EXAMINATION				
TRAINING EXAMINATION				
WARFIGHTING EXAMINATION				
		Add scores and divide by number of scores to determine overall class score.		
		UNSAT (0 - 69)   SAT (70 to 89)   SUP (90% - 100%)		
<b>Remarks:</b> (e.g. Commandant's List, Distinguished Honor Graduate, Leadership Award)				
<b>NOTE:</b> Award students passing retest 70% for grade averaging. However, record the final retest score in the student's record to establish the level of proficiency attained. (Students do not qualify for class honors if they retest in any area listed above.)				
<b>SGL/SSGL SIGNATURE and DATE:</b>				
<b>STU SIGNATURE: and DATE</b>				

**Student Handout 1****Army Leadership**

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**Overview** You will be assigned to one of the following leadership positions in garrison or tactical environment during WLC training: team leader, squad leader, platoon sergeant, or first sergeant.

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**Students Instructions**

1. You will serve in a leadership position at least once in garrison and at least once during the STX. In these positions you must demonstrate your ability to effectively lead Soldiers. Your SGL/SSGL will evaluate you, and in order to receive a GO, you must correctly perform 17 or more of the 24 steps in your leadership performance evaluation IAW the evaluation score sheet in this appendix. A GO is a graduation requirement.
2. You derive your academic score IAW the evaluation score sheet in this appendix. The following ratings apply toward graduation and honors:
  - a. 0-69 rates UNSATISFACTORY.
  - b. 70-89 rates SATISFACTORY.
  - c. 90-100 rates SUPERIOR.
  - d. Passing the retest rates SATISFACTORY with a score of 70 percent.

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**Retest** In the event you fail the initial performance evaluation, you will receive remedial training and one retest. You must retake the entire test. A failure of the retest initiates dismissal procedures.

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**Performance Steps** The following tables identify the leadership performance indicators your evaluation will consist of in garrison and during the STX.

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ARMY LEADERSHIP 1 (Garrison)		
<b>STUDENT:</b> (Rank, Last, First, MI)	<b>SGL/SSGL:</b> (Rank, Last, First, MI)	<b>DATE:</b>
<b>PERFORMANCE STEPS</b>	<b>GO</b>	<b>NO GO</b>
<b>TROOP LEADING PROCEDURES</b>		
1. <b>RECEIVE THE MISSION</b> (Acknowledge, back brief, and begin analyzing using METT-TC and commander's intent)		
2. <b>ISSUE A WARNING ORDER</b> (Mission, task organization, timeline, special instructions, service and support, command and signal)		
3. <b>MAKE A TENTATIVE PLAN</b> (Determine specified, implied, & essential tasks; develop COAs considering PMESII-PT & OAKOC; select the best COA)		
4. <b>INITIATE MOVEMENT</b> (Movement to an assembly area, battle position, defense or attack position; and movement of reconnaissance elements.)		
5. <b>CONDUCT RECONNAISSANCE</b> (Walk the ground, map, intelligence, photography, units that have been in the area previously)		
6. <b>COMPLETE THE PLAN</b> (Review mission as received to ensure plan meets the requirements of the mission and stays within the commander's intent)		
7. <b>ISSUE THE OPERATION ORDER</b> (Orally, use five-paragraph format to explain exactly what, when, and how to accomplish the mission within intent)		
8. <b>SUPERVISE AND REFINE</b> (Conduct a confirmation brief, rehearsals, and inspections (PCCs / PCIs, adjust if necessary)		
Comments:		
<b>ATTRIBUTES</b>		
9. <b>CHARACTER</b> (Army values, empathy, Warrior Ethos, discipline)		
10. <b>PRESENCE</b> (Military & professional bearing, fitness, confidence, resilience)		
11. <b>INTELLECT</b> (Mental agility, judgment, innovation, interpersonal tact, expertise)		
Comments:		
<b>COMPETENCIES</b>		
12. <b>LEADS</b> (Leads others, builds trust, extends influence, leads by example, communicates)		
13. <b>DEVELOPS</b> (Creates a positive environment, prepares self, develops others, stewards the profession)		
14. <b>ACHIEVES</b> (Gets results)		
Comments:		

**NOTE:** If a performance step does not present itself during the evaluation, through no fault of the student, score that performance step a "GO." SGL/SSGL may evaluate "unseen" performance steps by noting indicators of performance or by asking the student directly. For example, it is impossible to see someone "visualize a situation." However, if the leader developed a good visualization of the situation, the results will most likely meet or exceed the standard. Or, the SGL/SSGL might ask the student directly, "How did you visualize the situation?" Additionally, leaders always perform TLP, even for simple missions. Leaders may not perform the TLP formally, but in an abbreviated and mental manner.

<b>ARMY LEADERSHIP 1</b> (Garrison) (Continued)										
<b>PERFORMANCE STEPS</b>					<b>GO</b>		<b>NO GO</b>			
<b>BROADLY-SKILLED</b>										
15. <b>CRITICAL AND CREATIVE THINKER</b> (Purposeful, self-regulating judgment used to solve problems)										
16. <b>LEADER DEVELOPER</b> (Builder of leaders and teams)										
17. <b>RESOURCE MANAGER</b> (Effective and efficient use of available resources)										
18. <b>CULTURALLY ASTUTE LEADER</b> (Represents American & Army values & culture to the world, respectful and understanding of other cultures & values)										
19. <b>WARRIOR LEADER</b> (Accomplished, full spectrum professional warfighter)										
Comments:										
<b>MISSION COMMAND</b>										
20. <b>UNDERSTAND A SITUATION</b> (Knowledge that has been synthesized and applied or evaluated in the context of a specific situation)										
21. <b>VISUALIZE A SITUATION</b> (Mentally developing situational understanding, determining desired end state, envisioning the broad sequence of events)										
22. <b>DESCRIBE A SITUATION</b> (Ability to make others develop and visualize an accurate mental picture of a situation)										
23. <b>DIRECT AND LEAD FORCES</b> (Motivating others through the use of the leadership competencies of leads, develops, and achieves)										
24. <b>ASSESS OPERATIONS</b> (Determine the value, significance, or extent of operations)										
Comments:										
<b>NOTES</b>										
<b>Evaluation Guidance</b>										
Deduct 4.16 points for each performance measure student executes incorrectly. See the table below to determine the student's final score. If the student fails any step, show the student what was wrong and how to do it correctly. Student must score 70 or above to pass. Students who fail the evaluation must retrain and retest. (Maximum score for retest is 70.)										
1	95.84		4	83.36		7	70.88	10	58.40	
2	91.68		5	79.20		8	66.72	11	54.24	
3	87.52		6	75.04		9	62.56	12	50.08	
<b>SGL/SSGL SIGNATURE:</b>							<b>FINAL SCORE</b>			
<b>STUDENT SIGNATURE:</b>										

**NOTE:** If a performance step does not present itself during the evaluation, through no fault of the student, score that performance step a "GO." SGL/SSGL may evaluate "unseen" performance steps by noting indicators of performance or by asking the student directly. For example, it is impossible to see someone "visualize a situation." However, if the leader developed a good visualization of the situation, the results will most likely meet or exceed the standard. Or, the SGL/SSGL might ask the student directly, "How did you visualize the situation?" Additionally, leaders always perform TLP, even for simple missions. Leaders may not perform the TLP formally, but in an abbreviated and mental manner.

ARMY LEADERSHIP 2 (Tactical)		
STUDENT: (Rank, Last, First, MI)	SGL/SSGL: (Rank, Last, First, MI)	DATE:
PERFORMANCE STEPS	GO	NO GO
<b>TROOP LEADING PROCEDURES</b>		
1. RECEIVE THE MISSION (Acknowledge, back brief, and begin analyzing using METT-TC and commander's intent)		
2. ISSUE A WARNING ORDER (Mission, task organization, timeline, special instructions, service and support, command and signal)		
3. MAKE A TENTATIVE PLAN (Determine specified, implied, & essential tasks; develop COAs considering PMESII-PT & OAKOC; select the best COA)		
4. INITIATE MOVEMENT (Movement to an assembly area, battle position, defense or attack position; and movement of reconnaissance elements.)		
5. CONDUCT RECONNAISSANCE (Walk the ground, map, intelligence, photography, units that have been in the area previously)		
6. COMPLETE THE PLAN (Review mission as received to ensure plan meets the requirements of the mission and stays within the commander's intent)		
7. ISSUE THE OPERATION ORDER (Orally, use five-paragraph format to explain exactly what, when, and how to accomplish the mission within intent)		
8. SUPERVISE AND REFINE (Conduct a confirmation brief, rehearsals, and inspections (PCCs / PCIs, adjust if necessary)		
Comments:		
<b>ATTRIBUTES</b>		
9. CHARACTER (Army values, empathy, Warrior Ethos, discipline)		
10. PRESENCE (Military & professional bearing, fitness, confidence, resilience)		
11. INTELLECT (Mental agility, judgment, innovation, interpersonal tact, expertise)		
Comments:		
<b>COMPETENCIES</b>		
12. LEADS (Leads others, builds trust, extends influence, leads by example, communicates)		
13. DEVELOPS (Creates a positive environment, prepares self, develops others, stewards the profession)		
14. ACHIEVES (Gets results)		
Comments:		

**NOTE:** If a performance step does not present itself during the evaluation, through no fault of the student, score that performance step a "GO." SGL/SSGL may evaluate "unseen" performance steps by noting indicators of performance or by asking the student directly. For example, it is impossible to see someone "visualize a situation." However, if the leader developed a good visualization of the situation, the results will most likely meet or exceed the standard. Or, the SGL/SSGL might ask the student directly, "How did you visualize the situation?" Additionally, leaders always perform TLP, even for simple missions. Leaders may not perform the TLP formally, but in an abbreviated and mental manner.

ARMY LEADERSHIP 2 (Tactical) (Continued)										
PERFORMANCE STEPS					GO		NO GO			
<b>BROADLY-SKILLED</b>										
15. <b>CRITICAL AND CREATIVE THINKER</b> (Purposeful, self-regulating judgment used to solve problems)										
16. <b>LEADER DEVELOPER</b> (Builder of leaders and teams)										
17. <b>RESOURCE MANAGER</b> (Effective and efficient use of available resources)										
18. <b>CULTURALLY ASTUTE LEADER</b> (Represents American & Army values & culture to the world, respectful and understanding of other cultures & values)										
19. <b>WARRIOR LEADER</b> (Accomplished, full spectrum professional warfighter)										
Comments:										
<b>MISSION COMMAND</b>										
20. <b>UNDERSTAND A SITUATION</b> (Knowledge that has been synthesized and applied or evaluated in the context of a specific situation)										
21. <b>VISUALIZE A SITUATION</b> (Mentally developing situational understanding, determining desired end state, envisioning the broad sequence of events)										
22. <b>DESCRIBE A SITUATION</b> (Ability to make others develop and visualize an accurate mental picture of a situation)										
23. <b>DIRECT AND LEAD FORCES</b> (Motivating others through the use of the leadership competencies of leads, develops, and achieves)										
24. <b>ASSESS OPERATIONS</b> (Determine the value, significance, or extent of operations)										
Comments:										
<b>NOTES</b>										
<b>Evaluation Guidance</b>										
Deduct 4.16 points for each performance measure student executes incorrectly. See the table below to determine the student's final score. If the student fails any step, show the student what was wrong and how to do it correctly. Student must score 70 or above to pass. Students who fail the evaluation must retrain and retest. (Maximum score for retest is 70.)										
1	95.84		4	83.36		7	70.88		10	58.40
2	91.68		5	79.20		8	66.72		11	54.24
3	87.52		6	75.04		9	62.56		12	50.08
<b>SGL/SSGL SIGNATURE:</b>								<b>FINAL SCORE</b>		
<b>STUDENT SIGNATURE:</b>										

**NOTE:** If a performance step does not present itself during the evaluation, through no fault of the student, score that performance step a "GO." SGL/SSGL may evaluate "unseen" performance steps by noting indicators of performance or by asking the student directly. For example, it is impossible to see someone "visualize a situation." However, if the leader developed a good visualization of the situation, the results will most likely meet or exceed the standard. Or, the SGL/SSGL might ask the student directly, "How did you visualize the situation?" Additionally, leaders always perform TLP, even for simple missions. Leaders may not perform the TLP formally, but in an abbreviated and mental manner.

**Student Handout 2**  
**Communicate In Writing**

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**Instructions to Students**

1. You will prepare an award recommendation, sworn statement, and a memorandum. Your SGL/SSGL will evaluate you and in order to receive a GO, you must score 70 percent or higher IAW with the evaluation score sheet in this appendix. A GO is a graduation requirement.
  2. You derive your academic score IAW the evaluation score sheet in this appendix. The following ratings apply toward graduation and honors:
    - a. 0-69 rates UNSATISFACTORY.
    - b. 70-89 rates SATISFACTORY.
    - c. 90-100 rates SUPERIOR.
    - d. Passing the retest rates SATISFACTORY with a score of 70 percent.
- 

**Retest**

In the event you fail the initial performance evaluation, you will receive remedial training and one retest. You must retake the entire test. A failure of the retest initiates dismissal procedures.

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<b>COMMUNICATE IN WRITING</b>																																															
<b>STUDENT:</b> (Rank, Last, First, MI)	<b>SGL/SSGL:</b> (Rank, Last, First, MI)	<b>DATE:</b>																																													
<b>AWARD RECOMMENDATION</b>																																															
<b>PERFORMANCE STEPS</b>																																															
<p><b>1. DA Form 638 PART I:</b> Each block (1 thru 13) worth <u>one point</u> (GO or NO GO). Must be legible and contain correct information in the correct format. (See AR 600-8, pages 45 and 48 for an example and detailed explanation for each block.)</p> <p>Comments:</p> <p style="text-align: right;"><b>13 points maximum</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">GO</th> <th style="text-align: center;">NO GO</th> </tr> </thead> <tbody> <tr><td>Block 1 – Approving authority's address</td><td></td><td></td></tr> <tr><td>Block 2 – Recommending commander's address</td><td></td><td></td></tr> <tr><td>Block 3 – Date (YYYYMMDD)</td><td></td><td></td></tr> <tr><td>Block 4 – Name (last, first, MI – All Caps)</td><td></td><td></td></tr> <tr><td>Block 5 – (Rank – All Caps)</td><td></td><td></td></tr> <tr><td>Block 6 – SSN (xxx-xx-xxxx)</td><td></td><td></td></tr> <tr><td>Block 7 – Soldier's unit address</td><td></td><td></td></tr> <tr><td>Block 8 – Previous decorations including OLCs and numerals)</td><td></td><td></td></tr> <tr><td>Block 9 – BLANK (Only for non-Army personnel)</td><td></td><td></td></tr> <tr><td>Block 10 – Recommended award (ARCOM)</td><td></td><td></td></tr> <tr><td>Block 11 – Dates (YYYYMMDD)</td><td></td><td></td></tr> <tr><td>Block 12a – Reason (PCS) 12b - NO</td><td></td><td></td></tr> <tr><td>Block 13 – Date – 90 days from assignment (YYYYMMDD)</td><td></td><td></td></tr> <tr><td><b>TOTAL POINTS PART I</b></td><td></td><td></td></tr> </tbody> </table>		GO	NO GO	Block 1 – Approving authority's address			Block 2 – Recommending commander's address			Block 3 – Date (YYYYMMDD)			Block 4 – Name (last, first, MI – All Caps)			Block 5 – (Rank – All Caps)			Block 6 – SSN (xxx-xx-xxxx)			Block 7 – Soldier's unit address			Block 8 – Previous decorations including OLCs and numerals)			Block 9 – BLANK (Only for non-Army personnel)			Block 10 – Recommended award (ARCOM)			Block 11 – Dates (YYYYMMDD)			Block 12a – Reason (PCS) 12b - NO			Block 13 – Date – 90 days from assignment (YYYYMMDD)			<b>TOTAL POINTS PART I</b>			
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<p><b>2. DA Form 638 PART II:</b> Each block (14 thru 19) worth <u>two points</u> (GO or NO GO). Must be legible and contain correct information in correct format. (See AR 600-8, pages 45 and 49 for an example and detailed explanation for each block.)</p> <p>Comments:</p> <p style="text-align: right;"><b>12 points maximum</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">GO</th> <th style="text-align: center;">NO GO</th> </tr> </thead> <tbody> <tr><td>Block 14 – Student's name (Last, first, MI – All Caps)</td><td></td><td></td></tr> <tr><td>Block 15 – Unit address in scenario</td><td></td><td></td></tr> <tr><td>Block 16 – Team Leader</td><td></td><td></td></tr> <tr><td>Block 17 – Student's Rank (3 letters)</td><td></td><td></td></tr> <tr><td>Block 18 – Team Leader</td><td></td><td></td></tr> <tr><td>Block 19 – Student's signature</td><td></td><td></td></tr> <tr><td><b>TOTAL POINTS PART II</b></td><td></td><td></td></tr> </tbody> </table>		GO	NO GO	Block 14 – Student's name (Last, first, MI – All Caps)			Block 15 – Unit address in scenario			Block 16 – Team Leader			Block 17 – Student's Rank (3 letters)			Block 18 – Team Leader			Block 19 – Student's signature			<b>TOTAL POINTS PART II</b>																								
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<p><b>3. DA Form 638 PART III:</b> Each block (20 and 21) worth <u>five points</u> (GO or NO GO). Must be legible and contain significant events from vignette in sentence format. (See AR 600-8, pages 45 and 49 for an example and detailed explanation for each block.)</p> <p>Comments:</p> <p style="text-align: right;"><b>10 points maximum</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">GO</th> <th style="text-align: center;">NO GO</th> </tr> </thead> <tbody> <tr><td>Block 20 – Bullet statements derived from scenario</td><td></td><td></td></tr> <tr><td>Block 21 – Limited to six lines</td><td></td><td></td></tr> <tr><td><b>TOTAL POINTS PART III</b></td><td></td><td></td></tr> </tbody> </table>		GO	NO GO	Block 20 – Bullet statements derived from scenario			Block 21 – Limited to six lines			<b>TOTAL POINTS PART III</b>																																				
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<p>Add items TOTAL POINTS PART 1, 2, and 3 to determine Award Recommendation <b>Total Points</b></p> <p style="text-align: right;"><b>35 points maximum</b></p>	<p><b>AWARD RECOMMENDATION TOTAL POINTS</b></p>																																														

**NOTE:** If a performance step does not present itself during the evaluation, through no fault of the student, score that performance step a "GO."

<b>COMMUNICATE IN WRITING</b> (continued)			
<b>STUDENT:</b> (Rank, Last, First, MI)	<b>SGL/SSGL:</b> (Rank, Last, First, MI)	<b>DATE</b>	
<b>SWORN STATEMENT</b>			
PERFORMANCE STEPS	Points Awarded		
<p><b>1. DA Form 2823 HEADING:</b> Each block (1 thru 8) worth <u>one point</u> (GO or NO GO). Must be legible and contain correct information in correct format. (See L225 Student Handout 5, pages SH-5-2 and SH-5-3 for a detailed explanation of each block.)</p> <p>Comments:</p> <p style="text-align: right;"><b>8 points maximum</b></p>	GO	NO GO	
	Block 1 – Post & state; no building numbers or address		
	Block 2 – Date (YYYYMMDD)		
	Block 3 – BLANK – completed when signed		
	Block 4 – BLANK (For court use)		
	Block 5 – Name (Last, first, complete middle name)		
	Block 6 – SSN (xxx-xx-xxxx)		
	Block 7 – Grade (Pay grade, not rank) & Status (RA, USAR, etc)		
	Block 8 – Complete address		
<b>TOTAL POINTS HEADING</b>			
<p><b>2. DA Form 2823 BODY:</b> Block 9 is worth 14 points. Score <u>two points</u> for each element (GO or NO GO): who, what, where, when, how/why, border to border, &amp; <b>///END OF STATEMENT///</b>. (See L225 Student Handout 5, pages SH-5-2 and SH-5-3 for a detailed explanation of each block.)</p> <p>Comments:</p> <p style="text-align: right;"><b>14 points maximum</b></p>	GO	NO GO	
	Who		
	What		
	Where		
	When		
	How/Why		
	Borders (Written from border to border)		
	End (///END OF STATEMENT///)		
	<b>TOTAL POINTS BODY</b>		
<p><b>3. DA Form 2823 EXHIBIT:</b> Each block (10, 11, and "pages") worth <u>one point</u> (GO or NO GO). Must be legible and contain correct information in correct format. (See L225 Student Handout 5, pages SH-5-2 and SH-5-3 for a detailed explanation of each block.)</p> <p>Comments:</p> <p style="text-align: right;"><b>3 points maximum</b></p>	GO	NO GO	
	Block 10 – BLANK (For court use)		
	Block 11 – Student's initials -- or may be left blank until sworn		
	Pages -- Indicates number of pages		
<b>TOTAL POINTS EXHIBIT</b>			
<p><b>4. DA Form 2823 AFFIDAVIT:</b> Each of five blanks (name, page, signature, initials, and "pages") worth <u>one point</u>. (See L225 Student Handout 5, pages SH-5-2 and SH-5-3 for a detailed explanation of each block.)</p> <p>Comments:</p> <p style="text-align: right;"><b>5 points maximum</b></p>	GO	NO GO	
	Name – (First name, middle name or MI, last name)		
	Page – (as appropriate)		
	Signature – BLANK (completed after taking the oath)		
	Initials - Student's initials -- or may be left blank until sworn		
	Pages - Indicates number of pages		
<b>TOTAL POINTS AFFIDAVIT</b>			
<p>Add items 1, 2, 3, and 4 to determine the Sworn Statement <b>Total Points</b></p> <p style="text-align: right;"><b>(30 maximum)</b></p>	<b>SWORN STATEMENT TOTAL POINTS</b>		

<b>COMMUNICATE IN WRITING</b> (continued)			
<b>STUDENT:</b> (Rank, Last, First, MI)	<b>SGL/SSGL:</b> (Rank, Last, First, MI)	<b>DATE</b>	
MEMORANDUM			
<b>PERFORMANCE STEPS</b> NOTE: See AR 25-50, page 26, Figure 2-18 for example.	<b>Points Awarded</b>		
<p><b>1. HEADING:</b> Score three points (GO or NO GO) for each item below. Line spacing, font, and information must be correct. (See AR 25-50, page 26, Figure 2-18 for example.)</p> <ul style="list-style-type: none"> <li>a. Office Symbol.</li> <li>b. Date (day, month, year - example: 15 January 2010 or 15 Jan 10).</li> <li>c. MEMORANDUM FOR line.</li> <li>d. SUBJECT line.</li> <li>e. Line spacing, font, information.</li> </ul> <p>Comments:</p> <p style="text-align: right;"><b>15 Points maximum</b></p>	GO	NO GO	
	Office Symbol - ATSS-DCP		
	Date -- (day, month, year)		
	MEMO FOR -- 'RECORD'		
	Subject - Conduct of Lesson L225, Army Correspondence		
	Line spacing, font, Information		
	<b>TOTAL POINTS HEADING</b>		
<p><b>2. BODY:</b> Score three points (GO or NO GO) for each item below. Line spacing, font, and information must be correct. (See AR 25-50, page 26, Figure 2-18 for example.)</p> <ul style="list-style-type: none"> <li>a. Short, clear purpose sentence.</li> <li>b. Information (the main point).</li> <li>c. Point of contact (POC) line.</li> <li>d. Line spacing, font, information.</li> </ul> <p>Comments:</p> <p style="text-align: right;"><b>12 Points maximum</b></p>	GO	NO GO	
	Purpose		
	Information		
	POC line		
	Line spacing, font, information		
	<b>TOTAL POINTS BODY</b>		
<p><b>3. CLOSING:</b> Score seven points (GO or NO GO) for the signature block. Line spacing, font, and information must be correct. (See AR 25-50, page 26, Figure 2-18 for example.)</p> <p>Comments:</p> <p style="text-align: right;"><b>8 Points maximum</b></p>	GO	NO GO	
	Signature Block -- Centered, 5 lines below last line, standard 3 line signature block, name all CAPS		
	<b>TOTAL POINTS CLOSING</b>		
Add items 1, 2, and 3 to determine Memorandum Total Points  (35 maximum)	<b>MEMORANDUM TOTAL POINTS</b>		

**COMMUNICATE IN WRITING TOTAL SCORE**

1. Enter Total Points from AWARD RECOMMENDATION	
2. Enter Total Points from SWORN STATEMENT	
3. Enter Total Points from MEMORANDUM	
4. Add lines 1, 2, and 3 to determine COMMUNICATE IN WRITING Total Score	<b>TOTAL SCORE</b>
NOTE: Maximum score is 100. Enter the appropriate rating in the RATING block as indicated below: 0-69=UNSATISFACTORY      70-89=SATISFACTORY      90-100=SUPERIOR.	<b>RATING</b>
STUDENT SIGNATURE:	Date:
SGL/SSGL SIGNATURE:	Date:

**Student Handout 3****Advance Sheet Conduct Individual Training Test****Students  
Instructions**

- 
1. This performance test measures your ability to properly conduct a training session.
  2. During the last hour of instruction, I assigned you an individual task to train to standard. You will accomplish the following:
    - c. Train this task to standard to your fellow Soldiers;
    - d. Plan, prepare and rehearse with your peers;
    - e. Have 30 minutes to train the task to your peers during class;
    - f. Follow the procedures in ADP 7-0 in the preparation and conduct of the training;
    - g. Need all reference material supplied for this lesson;
    - h. Notify your SGL/SSGL if you should require additional training aids;
    - i. Conduct and a risk management worksheet for the task you train IAW FM 5-19 and brief prior to the start of the training session;
    - j. Conduct an after action review and an assessment of the training at the end of the training session.
  3. You must correctly perform 18 or more of the 25 performance steps to achieve a GO. A GO is a graduation requirement. You may retest one time and must complete the performance evaluation in its entirety.
  4. You can figure out your academic score by dividing the number of correct performance steps by the total number of performance steps. The following ratings apply toward graduation and honors.
    - k. 0-69 rates UNSATISFACTORY.
    - l. 70-89 rates SATISFACTORY.
    - m. 90-100 rates SUPERIOR.
    - n. Passing the retest rates SATISFACTORY with a score of 70 percent.
  5. Now, you are being provided with the exact time and date you must present your training session.
- 

**Retest**

In the event you should fail the initial performance evaluation, you will receive remedial training and one retest. You must retake the entire test. A failure of the retest initiates dismissal procedures.

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CONDUCT INDIVIDUAL TRAINING			
STUDENT: (Rank, Last, First, MI)		SGL/SSGL: (Rank, Last, First MI)	
DATE			
PERFORMANCE STEPS		GO	NO GO
<b>PREPARE YOURSELF</b>			
1. Get training guidance from your chain of command/SGL/SSGL			
2. Prepare training outline on what you want to cover during training session			
3. Get task, conditions, and standards from the task summary for the task in STP 21-1-SMCT			
4. Manage risks and environmental and safety concerns (risk assessment)			
<b>Prepare Yourself Total</b>			
<b>PREPARE THE RESOURCES</b>			
5. Obtain required resources as indentified in conditions statement			
6. Practice your training presentation			
7. Coordinate for use of training aids and devices			
8. Prepare training site using the conditions statement as modified in the training and evaluation guide			
<b>Prepare the Resources Total</b>			
<b>TRAIN THE SOLDIER</b>			
9. Tell the Soldier what task to do and how well it must be done (task, conditions, and standards statement)			
10. Caution Soldiers about safety, environment, and security conditions			
11. Demonstrate how to do the task to the standard level			
12. Provide any necessary training involving basic skills the Soldier must have before they can become proficient with the task			
13. Have Soldiers practice until they can perform the task to standard level			
14. Provide critical information to those Soldiers who fail to perform at task standard level (what they did wrong)			
15. Ensure safety equipment and clothing needed for proper performance of the task are on hand			
<b>Train the Soldier Total</b>			
<b>ASSESSMENT OF TRAINING</b>			
16. Observe how well the Soldier performs the task			
17. Record the results			
18. Determine task proficiency (T, P, or U)			
19. Retrain and evaluate			
20. Report assessment to unit leadership			
<b>Assessment of Training Total</b>			
<b>CLOSE OUT TRAINING</b>			
21. Account for any equipment used for training			
22. Conduct AAR			
23. Review risk assessment			
24. Conduct final inspection			
25. Close out training site			
<b>Close Out Training Total</b>			
<b>Evaluation Guidance</b>			
Deduct four points for each performance measure the student executes incorrectly. Subtract points deducted from 100 to determine the student's final score. If the student fails any step, show the student what was done wrong and how to do it correctly. Student must score 70 or above to pass. Students who fail the evaluation must retrain and retest. (Maximum score for retest is 70).			
<b>FINAL SCORE: 100 - _____ = _____</b>			
<b>SGL/SSGL SIGNATURE and DATE:</b>			
<b>STUDENT SIGNATURE and DATE:</b>			

**NOTE:** If a performance step does not present itself or is not required during the evaluation, through no fault of the student, score that performance step a "GO." Some blocks may not need to be accomplished by the student. SGL/SSGL should automatically award points for these blocks (i.e. "Select Task" or "Close out the Training Site") if this occurs. SGL/SSGL may evaluate "unseen" performance steps by noting indicators of performance or by asking the student directly. This score sheet provides the student with the correct performance steps for conducting training to standard. This will aid the student in being able to conduct successful training events with subordinates at their unit of assignment.





**Student Handout 4****Advance Sheet Conduct Physical Readiness Training**

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**Instructions  
to Students**

1. This performance test measures your ability to properly conduct an Army physical readiness training session.
2. You and a fellow classmate must plan the PT session and correctly perform 18 or more of the 25 performance steps to achieve a GO. Although you are leading the PT session with another classmate, your SGL/SSGL will grade you separately. A GO is a graduation requirement. You each have 30 minutes to complete this performance evaluation test. You may retest one time and must complete the test in its entirety.
3. You must—
  - a. brief the risk assessment;
  - b. form an extended rectangular formation;
  - c. lead the group in preparation;
  - d. lead the group in the activity assigned for that session;
  - e. lead the group in recovery; and
  - f. form the group back to a line formation;
4. Your academic score derives from dividing the number of correct performance steps by the total number of performance steps. The following ratings apply toward graduation and honors.
  - a. 00-69 rates UNSATISFACTORY.
  - b. 70-89 rates SATISFACTORY.
  - c. 90-100 rates SUPERIOR.
  - d. Passing the retest rates SATISFACTORY with a score of 70 percent.
5. You may correct erroneous commands without penalty by using the command of “As you were,” prior to the command of execution, making the correction, and then continuing. You may use notes/cue cards during the evaluation.

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**Environmental  
Considerations**Base environmental considerations IAW local SOP.

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**Safety  
Considerations**Base safety considerations IAW local SOP. Conduct and brief a risk assessment prior to the start of the physical readiness training session.

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CONDUCT PHYSICAL READINESS TRAINING		
STUDENT (Rank, Last, First, MI)	SGL/SSGL (Rank, Last, First MI)	DATE
PERFORMANCE STEPS	GO	NO GO
<b>FORM SQUAD</b>		
1. Briefs Risk Assessment		
2. Squad, ATTENTION		
3. Extend to the left, MARCH		
4. Arms downward, MOVE		
5. Left, FACE		
6. Extend to the left, MARCH		
7. Arms downward, MOVE		
8. Right, FACE		
9. From front to rear, count OFF		
10. Even numbers to the left, UNCOVER		
<b>PREPARATION</b> (TC 3-22.20, pages 8-2 thru 8-15)		
11. Identifies each preparation exercise		
12. Leads group in execution of preparation exercises		
13. Performs five repetitions for each of the 10 preparation exercises		
14. Conducts preparation for approximately 15 minutes		
<b>CONDITIONING DRILL 1, or 2, or MILITARY MOVEMENT DRILL 1, or 2</b> (SUSTAINMENT PHASE) (TC 3-22.20, pages 9-3 thru 9-19 and 10-6 thru 10-14)		
15. Conducts activity (CD1, or CD2, or MMD1, or MMD2) in proper sequence		
16. Performs a correct amount of repetitions for each exercise		
17. Uses correct cadence to allow precise execution		
18. Conducts drill with minimum pauses		
<b>RECOVERY</b> (TC 3-22.20, pages 8-16 thru 8-22)		
19. Conducts walking until heart rates return to less than 100 beats per minute and heavy sweating stops		
20. Identifies and leads group in execution of each recovery exercise		
21. Executes each of the five recovery exercises for 20 seconds (silent count)		
22. Conducts recovery for approximately 15 minutes		
<b>END SESSION</b>		
23. Squad, Attention		
24. Assemble to the right, March		
25. Conducts AAR		
<b>Evaluation Guidance</b> Deduct four points for each performance measure student executes incorrectly. Subtract points deducted from 100 to determine the student's final score. If the student fails any step, show the student what was done wrong and how to do it correctly. Student must score 70 or above to pass. Students who fail the evaluation must retrain and retest. (Maximum score for retest is 70.)		
FINAL SCORE: 100 - _____ = _____		
SGL/SSGL SIGNATURE and DATE:		
STUDENT SIGNATURE and DATE:		

NOTE: If a performance step does not present itself during the evaluation, through no fault of the student, score that performance step a "GO." SGL/SSGL may direct the student to perform the next performance step in the sequence in order to facilitate time requirements.

**Student Handout 5****Advance Sheet Conduct Squad Drill**

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**Student  
Instructions**

1. You will demonstrate for your ability to effectively lead your squad or team between training areas etc..., via drill and ceremony movement techniques.
  2. Your SGL/SSGL will evaluate you, and in order to receive a GO, you must correctly perform 14 or more of the 20 steps. A GO is a graduation requirement.
  3. The following ratings apply toward graduation and honors:
    - a. 0-69 rates UNSATISFACTORY.
    - b. 70-89 rates SATISFACTORY.
    - c. 90-100 rates SUPERIOR.
    - d. Passing the retest rates SATISFACTORY with a score of 70 percent.
- 

**Retest**

In the event you fail the initial performance evaluation, you will receive remedial training and one retest. You must retake the entire test. A failure of the retest initiates dismissal procedures.

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**Environmental  
Considerations**

Inform students of any known environmental factors they must observe IAW local SOP.

---

**Safety**

Ensure you observe all safety procedures IAW local SOP.

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<b>CONDUCT SQUAD DRILL</b> (Ref: FM 3-21.5, Chapter 6 and Chapter 7 page 7-15)		
<b>STUDENT:</b> (Rank, Last, First, MI)	<b>SGL/SSGL:</b> (Rank, Last, First MI)	<b>DATE</b>
PERFORMANCE STEPS	GO	NO GO
<b>FORM THE SQUAD</b>		
1. Comes to the Position of Attention		
2. Commands "FALL IN"		
3. Commands "Count OFF"		
<b>ALIGN THE SQUAD</b>		
4. Commands "Dress Right, DRESS"		
5. Faces to the <i>Half Left</i> in marching and marches by the most direct route to a position on line with the squad, halts one step from the right flank man, and faces down the line		
6. Verifies the alignment of the squad		
7. Faces to the <i>Half Right</i> in marching, returns to his position (center of the squad), halts perpendicular to the formation, faces to the left		
8. Commands "Ready, FRONT" (Executes "About FACE," facing the SGL/SSGL)		
<b>INSPECT THE SQUAD</b> (SGL/SSGL directs squad leader "INSPECT YOUR SQUAD." Do not exchange salutes. Execute "About, FACE.")		
9. Marches forward and to the left, inclining until at a point 15 inches in front of and centered on first squad member. Remains at a modified <i>Position of Attention</i> moving head and eyes only. After inspecting at the center position, takes a short step forward and left and inspects, returns to the center and steps forward and right and inspects, and returns to the center. Faces to the right as in marching and takes two steps, halts, and faces the next member. (Repeat as necessary)		
10. After inspecting the last Soldier, the squad leader faces to the right as in marching and marches around behind the squad, inclining as necessary. While the squad leader marches back to his post, he inspects the squad from the rear		
11. After resuming his post <u>facing</u> the squad, the squad leader commands "AT EASE" (Execute "About FACE," assume AT EASE.)		
<b>MARCH THE SQUAD</b> (SGL/SSGL directs squad leader "MARCH THE SQUAD." Assume Position of Attention. Execute "About, FACE")		
12. Commands "Squad, ATTENTION"		
13. Commands "Right, FACE"		
14. Commands "Forward, MARCH"		
15. Commands "Column Right (and Left), MARCH"		
16. Commands "Column Half-Right (and Left), MARCH"		
17. Commands "Right (and Left) Flank, MARCH"		
18. Commands "Rear, MARCH" (Student may need to reposition or give second "Rear MARCH")		
19. Commands "Squad, HALT" (Execute "Right, FACE.")		
<b>DISMISS THE SQUAD</b>		
20. Commands "DISMISSED"		
<p><b>Evaluation Guidance</b> Deduct five points for each performance measure student executes incorrectly. Subtract points deducted from 100 to determine the student's final score. If the student fails any step, show the student what was done wrong and how to do it correctly. Student must score 70 or above to pass. Students who fail the evaluation must retrain and retest. (Maximum score for retest is 70.)</p>		
FINAL SCORE: 100 - _____ = _____		
<b>SGL/SSGL SIGNATURE and DATE:</b>		
<b>STU SIGNATURE and DATE:</b>		

**NOTE:** Student must perform all performance steps. If the students forget to conduct a performance step, the SGL/SSGL will direct the student to perform the appropriate step.

**Student Handout 6****Advance Sheet Conduct Oral History Brief**

---

**Instructions to Students**

1. You will present a 5-minute, plus or minus 2 minutes, oral military briefing to a small group.
2. You will present a 5-minute, plus or minus 2 minutes, oral military briefing on the history of the Army or NCO. Your SGL/SSGL will evaluate you on your presentation. In order to receive a GO, you must correctly perform 14 or more of the 20 steps IAW the evaluation score sheet in this appendix. Receiving a GO on this evaluation is a graduation requirement.
3. You derive your academic score IAW the evaluation score sheet in this appendix. The following ratings apply toward graduation and honors.
  - a. 00-69 rates UNSATISFACTORY.
  - b. 70-89 rates SATISFACTORY.
  - c. 90-100 rates SUPERIOR.
  - d. Passing the retest rates SATISFACTORY with a score of 70 percent.

**Retest**

---

In the event you should fail the initial performance evaluation, you will receive remedial training and one retest. You must retake the entire test. A failure of the retest initiates dismissal procedures.

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ORAL HISTORY BRIEF			
<b>RANK &amp; NAME: (Last, First, MI)</b>	<b>STU#:</b>	<b>DATE:</b>	
<b>SUBJECT:</b>			
PERFORMANCE STEPS			
KEY COMMUNICATION FACTORS:	COMMENTS	POSS	GO / NO GO
Personal Appearance & Bearing (Uniform, grooming, posture, etc.)		5 pts	
Voice (Natural inflection, volume, & emphasis – not monotone)		5 pts	
Eye Contact (Makes eye contact with audience periodically)		5 pts	
Gestures (Not overly excited, appropriate for context)		5 pts	
Clarity (Enunciates clearly, uses correct verbiage)		5 pts	
PRESENTATION:			
Preparation and Planning (Flow of presentation, rehearsed)		5 pts	
Knowledge of Subject (Understands subject, answered questions)		5 pts	
Selection and Use of Training Aids (Handouts, VGT, or others)		5 pts	
INTRODUCTION:			
Greeting (Attention step, greeting, name )		5 pts	
Purpose (Subject and reason for brief)		5 pts	
Methodology/Procedure (Brief using Introduction, Body, and Closing)		5 pts	
Risk Assessment / Safety (identified hazards and controls)		5 pts	
Accountability (Sign-in roster or accountability report)		5 pts	
BODY:			
Content (Pertinent facts and information)		5 pts	
Logical Sequence (Time line, prioritized, or sequential)		5 pts	
Effective Transition(s) (Transition statements to move to new idea)		5 pts	
CLOSING:			
Summary (Provides short summary covering main ideas)		5 pts	
Asked for Questions (Solicited questions)		5 pts	
Conclusion (Ends brief)		5 pts	
TIME MANAGEMENT:			
Time (5 minutes plus or minus 2 minutes)		5 pts	
		<b>RAW SCORE:</b>	100 pts
<b>REMARKS:</b>		<b>RATING</b>	
<p><b>NOTE:</b> Maximum score is 100. Score each item either 0 or 5 points. Enter the appropriate rating in the RATING block as follows:</p> <p style="text-align: center;">0-69=UNSATISFACTORY      70-89=SATISFACTORY      90-100=SUPERIOR.</p>			
<b>SGL/SSGL SIGNATURE and DATE:</b>			
<b>STU SIGNATURE and DATE:</b>			

**NOTE:** If a performance step does not present itself during the evaluation, through no fault of the student, score that performance step a "GO."

**Student Handout 7****Advance Sheet Land Navigation**

---

**Instructions to  
the students**

1. Welcome to the land navigation course. Today you will demonstrate for record your ability to navigate from one point on the ground to another using a map and a compass. This course tests your ability to apply fundamental map reading and land navigation techniques.
  2. You must plot four points on your map and locate at least three of the four points in the maximum time of three hours to receive the minimum passing score of 75 percent and a GO. A GO is a graduation requirement. You may retest one time and must complete the evaluation in its entirety. (NOTE: If the NCOA utilizes a rally point separate from the fourth point, you will receive an additional 15 minutes in order to arrive at the rally point).
  3. Each of you received your coordinates and distance to four points. **When the time starts**, you may plot each of your points on the map, then double check that you correctly plotted the coordinates. (Plotting is part of the 3 hour examination.)
  4. Choose the best route that leads you to each point. Remember to check the type of terrain on the map that you must traverse. The shortest route may not always be the best. Watch for hills, streams, or valleys, which will make your travel difficult. Once you choose a route of travel, determine your grid azimuth to the points.
  5. **DO NOT FORGET TO CONVERT YOUR GRID AZIMUTHS TO MAGNETIC AZIMUTHS** and compute your pace count for the distance. (Suggest that you determine the data from the start point to the first point. Once you have found the first point, and then determine the data to the second point. This will prevent you from mixing up the data to the different points.)
  6. When you arrive at your point, check your coordinate on your worksheet with the coordinate marked on the point. If they do not match, you must take the appropriate actions (find where you are on the map and re-plot) and continue with the test.
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**Instructions to  
Students,  
Continued**

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7. SGL/SSGL will brief the following based on local requirements:
    - Course boundaries;
    - Safety precautions;
    - Evaluation termination time;
    - Environmental considerations;
    - Identification of course controls points and markers;
    - Procedures for evacuation of injured personnel;
    - Heat or cold injury precautions;
    - Reporting of hazards (fire, safety);
    - Location of turn-in point for scorecard (rally point);
    - Distress signal;
    - End of time signal; and
    - Address Soldier distress plan.
  8. As you negotiate the course, you may avoid costly mistakes by following these simple rules:
    - **DO** adhere strictly to safety precautions and course boundaries,
    - **DO** check all work carefully,
    - **DO** use all time wisely,
    - **DO** recheck all work before you turn in your scorecard,
    - **DO** be constantly aware of your surroundings,
    - **DO NOT** take short cuts, and
    - **DO NOT** rush.
  9. SGL/SSGL will remind students of the effect that certain metals have on a lensatic compass. Doctrine suggests the following distances to ensure proper functioning of a lensatic compass:

• High-tension power lines	55 meters;
• Field gun, truck, or tank	18 meters;
• Telegraph/telephone or barbed wire	10 meters;
• Machine gun	02 meters;
• Steel helmet or rifle	1/2 meter.
  10. Inspect your compass to ensure--
    - the floating dial containing the magnetic needle does not stick,
    - the sighting wire is straight,
    - the glass and crystal parts are not broken, and
    - the numbers on the dial are readable.
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**Instructions to  
Students,  
continued**

11. Warn students who may have an older compass that the scale may read 1:25,000. They can use the scale with a 1:50,000 scale map, but they must double the values to obtain the correct reading.

12. You are responsible for accomplishing the following:

- Adhering to and completing course requirements;
- Confirming your pace count;
- Verifying your compass accuracy;
- Turning in your performance evaluation test sheet to receive credit; and
- Conducting all work on your own. Do not communicate with other students, give or receive assistance, make a record of your answers anywhere except on the answer sheet provided, or pass information about this examination to other students.

13. Should you fail to receive a GO, you will receive remedial training and a re-evaluation. Should you fail the re-evaluation, the academy may drop you from the course.

14. Your academic score derives from dividing the number of control points by 100. The following ratings apply toward graduation and honors:

- 0-50 rates UNSATISFACTORY,
  - 75 rates SATISFACTORY,
  - 100 rates SUPERIOR, and
  - Passing the re-evaluation rates SATISFACTORY with a score of 70 percent.
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**Land Navigation Performance Test Sheet**

STUDENT RANK & NAME (Last, First, MI):		STUDENT NO:
SGL/SSGL RANK & NAME:		SQUAD:
		CLASS NO:
<b>INITIAL TEST</b>		<b>TIME OUT:</b>
		<b>TIME IN:</b>
<b>POINT IDENTIFICATION:</b>		<b>GO</b>
		<b>NO GO</b>
Control Point One:		
Control Point Two:		
Control Point Three:		
Control Point Four:		
<b>Superior -0=100%</b>		<b>Satisfactory -1=75%</b>
		<b>Unsatisfactory -2=50% -3=25% -4=0%</b>
<b>RETEST</b>		<b>TIME OUT:</b>
		<b>TIME IN:</b>
<b>POINT IDENTIFICATION:</b>		<b>GO</b>
		<b>NO GO</b>
Control Point One:		
Control Point Two:		
Control Point Three:		
Control Point Four:		
<b>SCORE:</b>		
<b>Retest : Must find a minimum of 3 points, maximum points 70%</b>		
<b>Note to Students:</b> All work is an individual student effort. You may not work or coordinate with another student. You must personally visit each point indicated on your performance evaluation test sheet.		

<b>Course Boundaries</b>	

<b>Distress Signal:</b>	
<b>Water Points:</b>	
<b>Time Expired Signal:</b>	

**Written Examination****Test Administration Guidance (Tag) 8**

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**Open-Book  
Written Exam  
(L234, T227,  
and W228)**

1. You will take three written examinations that are open-book and require you to apply the knowledge to solve problems in an environment that simulates a Soldiers duty positions.
2. You may use any reference material during the examination; for example, student handouts, publications issued for the course, personal notes, calculators, and computers. This is subject to the following restrictions:  
**NOTE:** Items a. and b. below are at the discretion of the commandant.
  - a. You must not damage recoverable publications (Pub). Meaning, you will **NOT** tab, fold, crease, highlight, or write on pages of **RECOVERABLE** Pub. You may, however, tab recoverable reference material with a nonpermanent adhesive tab, such as a Post-it, that will not mark or damage the Pub.
  - b. You may highlight and make marginal notes only on **NON-RECOVERABLE** reference material.
  - c. You may use computers issued by the NCOA that have references stored on the computer. Computers must not be able to communicate with other computers.
  - d. You will **NOT** have cell phones in your possession while testing.
3. All material used during the examination must be your own or material the NCOA choose to issue for your individual's use.
4. The intent is to ensure you know the lesson material, know how to research, and know how to find the correct answer.
5. To receive a passing score, you must score at least 70 percent or higher on the written examination. The written examination has 25 test questions. This means the student must answer 18 questions or more correctly to receive a passing score.

(REF: TR 350-18, Chap 3, Para 3-27; and TR 350-10, Chap 2, Para 2-9)

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**Student Handout 9****Advance Sheet Army Physical Fitness Test (APFT)**

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**APFT Test Requirements**

1. You must take the APFT as a graduation requirement while allowing for one retest. Students failing a second APFT will have their DA Form 1059 annotated as "Failure to Achieve Course Standards" and will be dismissed from the course for failing to achieve course graduation requirements.

2. SGL/SSGL will administer the APFT IAW FM 7-22.

(REF: IAW APFT / HT/WEIGHT IAW SECARMY Directive 2012 (Physical Fitness and Height and Weight Requirements for Professional Military Education) EFFECTIVE 01 November 2012 and FM 7-22, Army Physical Readiness Training)

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**Student Instructions**

1. The following ratings apply toward graduation and honors:

- a. 0-179 rates UNSATISFACTORY.
- b. 180-259 rates SATISFACTORY.
- c. 260-300 rates SUPERIOR.
- d. Retest is SATISFACTORY with a maximum academic score of 70 percent.

2. If you possess a permanent profile, the following procedures apply:

- a. For the sit-up and/or push-up events you will receive 60 points for each event waived and use the actual score for each event taken. You must qualify on an approved alternate aerobic event test.
  - b. If you take an alternate event for the 2-mile run and receive a GO, you receive a score for that event equal to the average of the scores for push-up and sit-up events.
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**Retest**

In the event you should fail the initial APFT, you must retake the entire APFT. Students failing the APFT retest will be dismissed from the course. Students failing the APFT retest will have their DA Form 1059 annotated in block 11d as "Failure to Achieve Course Standards" and will be dismissed from the course for failing to achieve course graduation requirements.

(REF: IAW APFT-HT/WEIGHT IAW Army Directive 2012 (Physical Fitness and Height and Weight Requirements for Professional Military Education) EFFECTIVE 01 November 2012 and FM 7-22, Army Physical Readiness Training)

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## APFT ACADEMIC CONVERSION CHART

UNSAT		202	75.50	227	81.75	252	88.00	276	94.00
0-179	69.75	203	75.75	228	82.00	253	88.25	277	94.25
SAT		204	76.00	229	82.25	254	88.50	278	94.50
180	70.00	205	76.25	230	82.50	255	88.75	279	94.75
181	70.25	206	76.50	231	82.75	256	89.00	280	95.00
182	70.50	207	76.75	232	83.00	257	89.25	281	95.25
183	70.75	208	77.00	233	83.25	258	89.50	282	95.50
184	71.00	209	77.25	234	83.50	259	89.75	283	95.75
185	71.25	210	77.50	235	83.75	SUPERIOR		284	96.00
186	71.50	211	77.75	236	84.00	260	90.00	285	96.25
187	71.75	212	78.00	237	84.25	261	90.25	286	96.50
188	72.00	213	78.25	238	84.50	262	90.50	287	96.75
189	72.25	214	78.50	239	84.75	263	90.75	288	97.00
190	72.50	215	78.75	240	85.00	264	91.00	289	97.25
191	72.75	216	79.00	241	85.25	265	91.25	290	97.50
192	73.00	217	79.25	242	85.50	266	91.50	291	97.75
193	73.25	218	79.50	243	85.75	267	91.75	292	98.00
194	73.50	219	79.75	244	86.00	268	92.00	293	98.25
195	73.75	220	80.00	245	86.25	269	92.25	294	98.50
196	74.00	221	80.25	246	86.50	270	92.50	295	98.75
197	74.25	222	80.50	247	86.75	271	92.75	296	99.00
198	74.50	223	80.75	248	87.00	272	93.00	297	99.25
199	74.75	224	81.00	249	87.25	273	93.25	298	99.50
200	75.00	225	81.25	250	87.50	274	93.50	299	99.75
201	75.25	226	81.50	251	87.75	275	93.75	300	100.00

**NOTE:** 1. Soldiers with permanent physical profiles for the sit-up and/or push-up events will receive 60 points for each event waived and the actual score for each event taken. Soldiers must qualify on the 2-mile run or approved alternate aerobic event test.

2. Soldiers taking an alternate event for the 2-mile run who receive a GO will receive a score for that event equal to the average of the scores for the push-up and sit-up events.

(REF: AR 600-8-19, Chap 3, Para 3-49b(1) and IAW APFT-Height/Weight IAW Army Directive 2012 (Physical Fitness and Height and Weight Requirements for Professional Military Education) EFFECTIVE 01 November 2012 and FM 7-22, Army Physical Readiness Training))