STUDENT EVALUATION PLAN

Overview

This student evaluation plan contains the information pertaining to WLC content and training support package evaluation criteria. It lists the course graduation requirements that students must meet to graduate from WLC.

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)

Course Structure

WLC is a branch immaterial course, taught in an NCO Academy 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 (SGLs) 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.

Course Length

WLC is a 2-week, 3-day course, culminating with a 36 hour STX.

Course Pre-requisites

1. 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 SGTs may or may not have a WLC waiver.

c. Priority Three: SPC/CPL promotable; use the following priority list:

(1) SPC/CPL (P) who meets the cut off score.
SPC/CPL (P) in MOSs which would have had additional promotions if more promotable SPC/CPLs had been available and identified as "Star MOS" by monthly HRC Promotion Cut-Off Memorandums.

(2) SPC/CPL (P) in other MOSs serving in an authorized NCO position based on the highest number of promotion points.

(3) 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 SPCs with demonstrated leadership potential may attend WLC only after exhausting all other higher order of merit list (OML) categories.

e. Priority Five: PFC with leadership potential may attend WLC when all higher OML categories are exhausted.

2. Students must:

a. Possess eligibility for reenlistment and be recommended by their commander;

b. Have no convictions of a misdemeanor crime of domestic violence (Lautenberg Amendment);

c. Have a current periodic health assessment (PHA) or medical examination within the past 12 months to attend WLC;

d. If age 40 or over, have completed a Cardiovascular Screening as part of their periodic health assessment within the last five years;

Course Pre-requisites, continued

3. Commandants may not add local requirements to the prerequisites.

(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, TR, 171414Z Apr 07, para 3, ALARACT 075/2007; DA MSG, DAMO-TR, DTG 051617Z May 2008 ALARACT 120/2008; and MILPER MSG 04-273, DTD 4 Oct 2004)

Enrollment Requirements

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 and other non-routine prerequisites not contained in the total Army personnel database (TAPDB). DA Form 705 (APFT Card) is no longer needed, because of the responsibility of the commanders to ensure Soldiers meet the Army standards within 30 days before sending to any NCOES, per PEC, dated July 2009.

2. Soldiers who have a permanent profile designator of "3" or "4" must include a copy of their DA Form 3349 and the results of the their military medical review board (MMRB) as part of the course application. Soldiers, who have appeared before an MMRB or similar board, have been awarded medical limitations, and allowed to retain their occupational classification, may attend WLC and train within the limitations of their profile--provided they can meet course prerequisites and graduation requirements.

3. NCOAs will deny enrollment to Soldiers who hold a temporary profile except for shaving or nonperformance deterring profiles. Soldiers diagnosed as pregnant after enrollment may continue training, **provided** the attending physician deems it is safe to do so. Pregnant Soldiers must provide a copy of the attending physician's recommendation. A Soldier medically dismissed for pregnancy after enrollment may return to the course when the condition that led to the medical dismissal no longer exists.

4. For students with permanent profiles, their profile must include an aerobic event. Soldiers with permanent profiles that permit an alternate APFT event must also meet course graduation requirements.

Enrollment Requirements, continued

5. Temporary Profile Exceptions: Commanders may send Soldiers with temporary profiles due to participation in OIF/OEF, to WLC. Soldiers must arrive with a copy of their current temporary profile and a memorandum bearing the commander's signature stating the profile exists as a result of injuries during participation in OIF/OEF. The Soldiers will train within the limits of their profiles.

6. For students with P3/P4 profiles, ensure that the profiling doctor and the approving authority doctor have signed the profile. The commander does not need to sign the profile unless he disagrees with the profile. P2 profiles only need the signature of the profiling doctor. Soldiers possessing P2 profiles must also meet course graduation requirements.

7. Wounded Warrior: Commandants will not deny enrollment or dis-enroll 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 courses (PME), and military occupational specialty (MOS) courses due to reclassification.

8. NCOAs 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); DA MSG, TR, 171414Z Apr 07, para 3, ALARACT 075/2007; 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)

Course Graduation Requirements	1. Students must score 70 percent or higher on the following 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 (REF: AR 350-1; TRADOC Reg 350-18; TRADOC Reg 350-10; and WLC CMP)

Course Graduation Requirements, Continued

HT/WEIGHT IAW ALARACT 075/2007 EFFECTIVE 1 APRIL 2007

2. 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.

3. Soldiers attending, in either a PCS or TDY status, 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.

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

(b) Soldiers who meet academic course requirements, but fail to meet the height/weight standards will not be removed from the course, nor will they be required to re-attend the course if all other course requirements are met. Instead, soldiers will complete training and their DA Form 1059 will be annotated to reflect their performance.

4. Soldiers who fail to meet the body fat composition standards of AR 600-9 will be considered an academic course graduate, but item 11.c. of their DA Form 1059 will be marked marginally achieved course standards and item 14 will be marked failed to meet body fat composition standards.

5. NCOAs Commandants will not add to the standards of AR 600-9 or the ALARACT by imposing any arbitrary percentages to the body fat composition.

6. NCOAs Commandants will arrange for students who fail the body fat composition and deem them to be a potential health risk, 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. If student is medically cleared, but is over fat on BF worksheet, see the standards and requirements in C above.

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 3200 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, MREs 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 DA MSG; TR, 171414Z Apr 07, para 3, ALARACT 075/2007; and DAMO-TR, DTG: 051617Z May 08, ALARACT 120/2008)

Course Objectives

The training in WLC focuses on:

- 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;
- Building functional leadership attributes, competence, and skills;

(REF: AR 350-1, Chap 3)

Re-test Procedures

1. If you fail any initial written or performance evaluation, you will receive remedial training and one retest of the appropriate test.

2. NCOAs will annotate your retest scores in your student course records along with counseling and remediation documentation. However, if you require and pass a retest, you will receive the minimum passing score for that event. Furthermore, you will not be able to compete for class honors.

3. If you receives two failing scores (one initial test and one retest) on any single exam, the commandant must dismiss you from the course.

(REF: TR 350-10, Chap 2, para 2-9a and b)

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;
- Actions make it extremely unlikely they can successfully meet the standards for course graduation;

(REF: AR 350-1, Chap 3)

Student Developmental Counseling Requirements

1. Developmental counseling is a means of assisting and developing students and subordinates. Your SGL will counsel you in regards to:

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;

3. The SGL 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 SGLs to the general indicators in FM 6-22, App B, but SGLs 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.

Student Recognition

1. All students who meet course completion criteria receive a diploma. Diplomas must contain, as a minimum: 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);
c. Commandant's list (5 promotion points);

3. The Distinguished leadership award can be name for a person, place or thing; example: "Distinguished AUSA Leadership Award". Per Chief of WLC.

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

End-of-Course Critique

You must complete and submit an end-of-course critique questionnaire for the course. The SGL 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)

Training Support Package (TSP) Synopsis	The following tables provide a brief synopsis of the Training Support Packages (TSP)--

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS: LEADERSHIP MODULE
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 standard of conduct expected while attending the course, introductions t o the staff and faculty. Students also receive an explanation of WLC graduation requirements, NCOA standards and the local command polices (developed by the local academy Commandant).
L222 Introduction to WLC 2 Hrs	SGLs 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.
L223 Army Leadership 8 Hrs	Lesson focuses on leadership principles from FM 6-22 and tasks indicated by the ELOs. 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° assessment. GRADUATION REQUIREMENT.
L224 Developmental Counseling 5 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 on individual and unit-goal accomplishment. This will take place during the PE centered in a role-play counseling session.
L225 Army Correspondence 4 Hrs	This lesson reviews the Army writing style. The student will learn how to effectively prepare a squad- level awards recommendation, a memo, and a sworn statement IAW Army writing standards that is generally free of errors in grammar, mechanics, and usage. GRADUATION REQUIREMENT.
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 the pre-wars and up to the present war period. Students will present a five minute plus or minus two minutes, historical briefing. GRADUATION REQUIREMENT.
L227 NCOER 4 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. Standards are GO/NO GO.

Training Support Package (TSP) Synopsis	The following tables provide a brief synopsis of the Training Support Packages (TSP) continued--

TSP NO./ TITLE	**TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS: LEADERSHIP MODULE, CONTINUED**
L228 Sexual Assault Prevention and Response 2 Hrs	This lesson teaches the students about the Army's sexual assault prevention and response 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.
L229, Personnel Recovery 2 Hrs	This lesson reviews Personnel Recovery (PR) terms and execution concept as a Warrior Leader, which upholds the Warrior Ethos by never leaving a fallen comrade. Providing the PR Guidance in all operations is taught as well as the five PR proficiencies (SERE). The Soldier will also complete a multiple choice quiz PE to check on learning.
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.
L231 Junior Leader Battlemind Principles 2 Hrs	The goal of this lesson is to teach the students about Battlemind leadership principles. Students will learn about Battlemind 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.
L232 Military Justice and Discipline 2 Hrs	This lesson focuses on the principles that underlie military discipline -- authority, duties, relationships, and nonjudicial / nonpunitive measures. Discussions (What would you do and why?) based on given scenarios. The Soldier will also complete a multiple choice quiz PE to check on learning.
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.
L234 Leadership Exam 2 Hrs	Written examination for the leadership module. Soldiers apply their knowledge of leadership principles, practices, and concepts. GRADUATION REQUIREMENT.

Training Support Package (TSP) Synopsis	The following tables provide a brief synopsis of the Training Support Packages (TSP)--

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS: TRAINING MODULE
T221 Composite Risk Management 2 Hrs	This lesson reviews how Soldiers are to implement the Composite 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 Composite Risk Management.
T222 After Action Review (AAR) 1 Hr	Students will review how to conduct an 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 the purpose of the training was, 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.
T223a Training Management 5 Hrs	Lesson focuses on FM 7-0 concepts and principles the squad/team leader will use to prepare, conduct and assess training. Students will learn the Army's seven principles of training, training doctrine, mission essential task list (METL) development process, the training planning process and requirements for training execution.
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.
T224 Health and Fitness 17 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.
T225 Drill and Ceremonies 4 Hrs	This lesson reviews regulatory guidance in the areas of drill and ceremony at the squad level. Students will perform drill and ceremonies activities throughout WLC. GRADUATION REQUIREMENT.

Training Support Package (TSP) Synopsis	The following tables provide a brief synopsis of the Training Support Packages (TSP)--

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS: TRAINING MODULE,CONTINUED
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.
T227 Training Exam 2 Hrs	Written examination for the training module. Soldiers apply their knowledge of training principles, practices and concepts. GRADUATION REQUIREMENT.

Training Support Package (TSP) Synopsis	The following tables provide a brief synopsis of the Training Support Packages (TSP)--

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS: WARFIGHTING MODULE
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.
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.
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.
W224 Tactical Site Exploitation 2 Hrs	This lesson provides the student with TTPs for conducting tactical and sensitive site exploitation.
W225 Tactical Operations 7 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.
W226 Tactical Reports and Requests 2 Hrs	This lesson will review the requirements for submitting tactical operations reports and requests. Student will perform these tasks during PEs and during the STX at the end of the course.

Training Support Package (TSP) Synopsis	The following tables provide a brief synopsis of the Training Support Packages (TSP)--

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS: WARFIGHTING MODULE, CONTINUED
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.
W228 Warfighting. Exam 2 Hrs	Soldiers apply their knowledge of warfighting tactics, techniques and procedures. Written examination for the Warfighting module. GRADUATION REQUIREMENT.
W229 Situational Training Exercise (STX) 36 Hrs	Soldiers will participate in an end-of-course situational training exercise. SGLs will assign students to leadership positions where they will lead a section/squad. SGLs 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.

TSP NO./ TITLE	NON-ACADEMIC HOURS
A201 In-processing 2 Hrs	Students receive advance sheets, required publications and administrative processing. **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 to recognize and assist students in correcting poor study habits. Students who require remedial training receive assistance from peers and the SGL 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	SGLs use these hours for reception and integration counseling, mid-course counseling, end-of-course counseling and additional counseling as required.

Course Structured

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 lesson and the type of presentation.

PFN	Lesson Title	Hours	Type
A201	In processing	2	Admin
A202	Out processing	2	Admin
A204	Graduation	2	Admin
L221	Commandant's Orientation	1	COMDT
L222	Introduction to Warrior Leader Course	2	SGI
L223	Army Leadership	8	SGI
L224	Developmental Counseling	5	SGI
L225	Army Correspondence	4	SGI
L226	History of the Army and the Noncommissioned Officer	4	SGI
L227	Noncommissioned Officer Evaluation Report	4	SGI
L228	Sexual Assault Prevention and Response	2	SGI
L229	Personnel Recovery	2	SGI
L230	Effects of Culture	2	SGI
L231	Junior Leader Battlemind Principles	2	SGI
L232	Military Justice and Discipline	2	SGI
L233	Suicide Prevention for Junior Leaders	2	SGI
L234	Leadership Examination	2	SGI
T221	Composite 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	11	SGI
T225	Drill and Ceremonies	4	SGI
T226	Supply Procedures	4	SGI
T227	Training Examination	2	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 lesson and the type of presentation.

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	7	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
S201	Study Hall	8	Admin
S202	Training Support Activities	15	Admin
S203	Student Counseling	5	Admin

STUDENT RECORD OF TRAINING				
RANK / NAME: (Last, First, MI)		**SSN:**		**STUDENT #:**
SGL RANK / NAME:		**SQUAD:**		**CLASS:**
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				
SQUAD DRILL				
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%)		
Remarks: (e.g. Commandant's List, Distinguished Honor Graduate, Leadership Award)				
NOTE: 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 must retest in any area listed above.)				
SGL SIGNATURE and DATE:				
STU SIGNATURE: and DATE				

Student Handout 1

Army Leadership

Overview

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

Students Instructions

1. You will serve in a leadership positions at least once during training in garrison or tactical environment. In these positions you must demonstrate your ability to effectively lead Soldiers. Your SGL will evaluate you and in order to receive a GO, you must correctly perform 21 or more of the 29 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 re-test rates SATISFACTORY with a score of 70 percent.

Re-test

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

Performance Steps

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

ARMY LEADERSHIP 1 (Garrison)		
STUDENT: (Rank, Last, First, MI)	**SGL:** (Rank, Last, First, MI)	**DATE**

PERFORMANCE STEPS	GO	NO GO
TROOP LEADING PROCEDURES		
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, and essential tasks; develop COAs considering PMESII-PT and 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 the mission as received to ensure the plan meets the requirements of the mission and stays within the framework of 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:		
LEADS		
9. Leads Others (Provides clear intent and purpose; influences/motivates; maintains standards; balances mission requirements and Soldier welfare)		
10. Extends Influence (Understands sphere, means, and limit of influence; builds trust; builds consensus; resolves conflict; builds and maintains alliances)		
11. Leads by Example (Models the Army Values; exemplifies the Warrior Ethos; demonstrates commitment; displays confidence in adverse conditions)		
12. Communicates (Listens actively; ensures shared understanding; presents recommendations; displays sensitivity to cultural factors)		
Comments:		
DEVELOPS		
13. Creates a Positive Environment (Fosters teamwork and loyalty, encourages open / candid communications; shows care for people; accepts reasonable setbacks / failures)		
14. Prepares Self (Maintains mental and physical health; expands knowledge; analyzes and organizes information; maintains relevant cultural and geopolitical awareness)		
15. Develops Others (Fosters job development, challenge, and enrichment; counsels, coaches, and mentors; builds team or group skills and processes)		
Comments:		
ACHIEVES		
16. Gets Results (Prioritizes, organizes, and coordinates tasks; removes work barriers; makes feedback part of the work process; executes plans to accomplish the mission)		
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." SGLs 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 might ask the student directly, "How did you visualize the situation?" Additionally, leaders always perform TLPs, even for simple missions. Leaders may not perform the TLPs formally, but in an abbreviated and mental manner.

ARMY LEADERSHIP 1
(Garrison) (Continued)

STUDENT NAME:_____ DATE_____

PERFORMANCE STEPS	GO	NO GO
ATTRIBUTES		
17. Character (Army Values, empathy, Warrior Ethos)		
18. Presence (Military bearing, physical fitness, confidence, resilience)		
19. Intellect (Mental agility, judgment, innovation, interpersonal tact, domain knowledge)		
Comments:		
BROADLY-SKILLED		
20. Critical and Creative Thinker (Purposeful, self-regulating judgment used to solve problems)		
21. Leader Developer (Builder of leaders and teams)		
22. Resource Manager (Effective and efficient use of available resources)		
23. Culturally Astute Leader (Represents American and Army Values and culture to the world, respectful and understanding of other cultures and values)		
24. Warrior Leader (Accomplished, full spectrum professional Warfighter)		
Comments:		
BATTLE COMMAND		
25. Understand a Situation (Knowledge that has been synthesized and applied or evaluated in the context of a specific situation)		
26. Visualize a Situation (Mentally developing situational understanding, determining a desired end state, and envisioning the broad sequence of events to arrive at that end state)		
27. Describe a Situation (Ability to make others develop and visualize an accurate mental picture of a situation)		
28. Direct and Lead Forces (Motivating others through the use of the leadership competencies of leads, develops, and achieves)		
29. Assess Operations (Determine the value, significance, or extent of operations)		
Comments:		
NOTES		

Evaluation Guidance

Deduct 3.448 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.)

FINAL SCORE: _____

1	96.552		4	86.208		7	75.864		10	65.520
2	93.104		5	82.760		8	72.416		11	62.072
3	89.656		6	79.312		9	68.986		12	58.624

SGL SIGNATURE:

STUDENT SIGNATURE:

NOTE: If a performance step does not present itself during the evaluation, through no fault of the student, score that performance step a "GO." SGLs 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 might ask the student directly, "How did you visualize the situation?" Additionally, leaders always perform TLPs, even for simple missions. Leaders may not perform the TLPs formally, but in an abbreviated and mental manner.

ARMY LEADERSHIP 2 (Tactical)		
STUDENT: (Rank, Last, First, MI)	**SGL:** (Rank, Last, First, MI)	**DATE**

PERFORMANCE STEPS	GO	NO GO
TROOP LEADING PROCEDURES		
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, and essential tasks; develop COAs considering PMESII-PT and 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 the mission as received to ensure the plan meets the requirements of the mission and stays within the framework of 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:		
LEADS		
9. Leads Others (Provides clear intent and purpose; influences/motivates; maintains standards; balances mission requirements and Soldier welfare)		
10. Extends Influence (Understands sphere, means, and limit of influence; builds trust; builds consensus; resolves conflict; builds and maintains alliances)		
11. Leads by Example (Models the Army Values; exemplifies the Warrior Ethos; demonstrates commitment; displays confidence in adverse conditions)		
12. Communicates (Listens actively; ensures shared understanding; presents recommendations; displays sensitivity to cultural factors)		
Comments:		
DEVELOPS		
13. Creates a Positive Environment (Fosters teamwork and loyalty, encourages open / candid communications; shows care for people; accepts reasonable setbacks / failures)		
14. Prepares Self (Maintains mental and physical health; expands knowledge; analyzes and organizes information; maintains relevant cultural and geopolitical awareness)		
15. Develops Others (Fosters job development, challenge, and enrichment; counsels, coaches, and mentors; builds team or group skills and processes)		
Comments:		
ACHIEVES		
16. Gets Results (Prioritizes, organizes, and coordinates tasks; removes work barriers; makes feedback part of the work process; executes plans to accomplish the mission)		
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." SGLs 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 might ask the student directly, "How did you visualize the situation?" Additionally, leaders always perform TLPs, even for simple missions. Leaders may not perform the TLPs formally, but in an abbreviated and mental manner.

ARMY LEADERSHIP 2
(Tactical) (Continued)

STUDENT NAME:_____ DATE:_____

PERFORMANCE STEPS	GO	NO GO
ATTRIBUTES		
17. Character (Army Values, empathy, Warrior Ethos)		
18. Presence (Military bearing, physical fitness, confidence, resilience)		
19. Intellect (Mental agility, judgment, innovation, interpersonal tact, domain knowledge)		
Comments:		
BROADLY-SKILLED		
20. Critical and Creative Thinker (Purposeful, self-regulating judgment used to solve problems)		
21. Leader Developer (Builder of leaders and teams)		
22. Resource Manager (Effective and efficient use of available resources)		
23. Culturally Astute Leader (Represents American and Army Values and culture to the world, respectful and understanding of other cultures and values)		
24. Warrior Leader (Accomplished, full spectrum professional Warfighter)		
Comments:		
BATTLE COMMAND		
25. Understand a Situation (Knowledge that has been synthesized and applied or evaluated in the context of a specific situation)		
26. Visualize a Situation (Mentally developing situational understanding, determining a desired end state, and envisioning the broad sequence of events to arrive at that end state)		
27. Describe a Situation (Ability to make others develop and visualize an accurate mental picture of a situation)		
28. Direct and Lead Forces (Motivating others through the use of the leadership competencies of leads, develops, and achieves)		
29. Assess Operations (Determine the value, significance, or extent of operations)		
Comments:		
NOTES		

Evaluation Guidance

Deduct 3.448 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.)

FINAL SCORE: _____

1	96.552		4	86.208		7	75.864		10	65.520
2	93.104		5	82.760		8	72.416		11	62.072
3	89.656		6	79.312		9	68.986		12	58.624

SGL SIGNATURE:

STUDENT SIGNATURE:

NOTE: If a performance step does not present itself during the evaluation, through no fault of the student, score that performance step a "GO." SGLs 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 might ask the student directly, "How did you visualize the situation?" Additionally, leaders always perform TLPs, even for simple missions. Leaders may not perform the TLPs formally, but in an abbreviated and mental manner.

Student Handout 2

Communicate In Writing

Instructions to Students

1. You will prepare an Award Recommendation, Sworn Statement, and a Memorandum. Your SGL 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 re-test rates SATISFACTORY with a score of 70 percent.

Re-test

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

COMMUNICATE IN WRITING

STUDENT: (Rank, Last, First, MI)	**SGL:** (Rank, Last, First, MI)	**DATE:**

AWARD RECOMMENDATION

PERFORMANCE STEPS

1. DA Form 638 PART I: 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.)

Comments:

13 points maximum

	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)		
TOTAL POINTS PART I		

2. DA Form 638 PART II: 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.)

Comments:

12 points maximum

	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		
TOTAL POINTS PART II		

3. DA Form 638 PART III: 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.)

Comments:

10 points maximum

	GO	NO GO
Block 20 – Bullet statements derived from scenario		
Block 21 – Limited to six lines		
TOTAL POINTS PART III		

Add items TOTAL POINTS PART 1, 2, and 3 to determine Award Recommendation **Total Points** **35 points maximum**	**AWARD RECOMMENDATIONTOTAL POINTS**

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

COMMUNICATE IN WRITING
(continued)

STUDENT: (Rank, Last, First, MI)	**SGL:** (Rank, Last, First, MI)	**DATE**

SWORN STATEMENT

PERFORMANCE STEPS	Points Awarded	GO	NO GO
1. DA Form 2823 HEADING: Each block (1 thru 8) worth one point (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.) Comments: **8 points maximum**	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		
	TOTAL POINTS HEADING		
2. DA Form 2823 BODY: Block 9 is worth 14 points. Score two points for each element (GO or NO GO): who, what, where, when, how, border to border, and ///END OF STATEMENT///. (See L225 Student Handout 5, pages SH-5-2 and SH-5-3 for a detailed explanation of each block.) Comments: **14 points maximum**	Who		
	What		
	Where		
	When		
	How		
	Borders (Written from border to border)		
	End (///END OF STATEMENT///)		
	TOTAL POINTS BODY		
3. DA Form 2823 EXHIBIT: Each block (10, 11, and "pages") worth one point (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.) Comments: **3 points maximum**	Block 10 – BLANK (For court use)		
	Block 11 – Student's initials – or may be left blank until sworn		
	Pages – Indicates number of pages		
	TOTAL POINTS EXHIBIT		
4. DA Form 2823 AFFIDAVIT: Each of five blanks (name, page, signature, initials, and "pages") worth one point. (See L225 Student Handout 5, pages SH-5-2 and SH-5-3 for a detailed explanation of each block.) Comments: **5 points maximum**	Name – (First name, middle name, 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		
	TOTAL POINTS AFFIDAVIT		
Add items 1, 2, 3, and 4 to determine the Sworn Statement **Total Points** (30 maximum)	**SWORN STATEMENT TOTAL POINTS**		

COMMUNICATE IN WRITING
(continued)

STUDENT: (Rank, Last, First, MI)	**SGL:** (Rank, Last, First, MI)	**DATE**

MEMORANDUM

PERFORMANCE STEPS **NOTE:** See AR 25-50, page 26, Figure 2-18 for example.	**Points Awarded**		
1. HEADING: Score four 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.) a. Office Symbol. b. Date (day, month, year - example: 15 January 2010 or 15 Jan 10). c. MEMORANDUM FOR line. d. SUBJECT line. Comments: **16 Points maximum**		GO	NO GO
	Office Symbol - ATSS-DCP		
	Date – (day, month, year)		
	MEMO FOR – "RECORD"		
	Subject - Conduct of Lesson L225, Army Correspondence		
	TOTAL POINTS HEADING		
2. BODY: Score four 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.) a. Short, clear purpose sentence. b. Information (the main point). c. Point of contact (POC) line. Comments: **12 Points maximum**		GO	NO GO
	Purpose		
	Information		
	POC line		
	TOTAL POINTS BODY		
3. CLOSING: 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.) Comments: **7 Points maximum**		GO	NO GO
	Signature Block – Centered, 5 lines below last line, standard 3 line signature block, name all CAPS		
	TOTAL POINTS CLOSING		
Add items 1, 2, and 3 to determine Memorandum **Total Points** (35 maximum)	**MEMORANDUM TOTAL POINTS**		

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**	**TOTAL SCORE**
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.	**RATING**
STUDENT SIGNATURE:	Date:
SGL SIGNATURE:	Date:

Student Handout 3

Advance Sheet Conduct Individual Training Test (T223b)

Student 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--

a. Train this task to standard, to your fellow Soldiers;

b. Plan, prepare and rehearse with your peers;

c. Have 30 minutes to train the task to your peers during class;

d. Follow the procedures in FM 7-1 (Battle Focused Training) the preparation and conduct of the training;

e. Need all reference material supplied for this lesson;

f. Notify your SGL if you should require additional training aids;

g. Conduct and complete a composite risk management worksheet for the task you train IAW FM 5-19 and brief prior to the start of the training session;

h. 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 re-test 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.

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.

5. Now, I will provide you with the exact time and date you must present your training session.

NOTE: FM 7-1 (Battle Focused Training) has been deleted from Army regulations, but WLC is using this doctrine until a replacement is released by higher authority.

Re-test

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

CONDUCT INDIVIDUAL TRAINING

STUDENT: (Rank, Last, First, MI)	**SGL:** (Rank, Last, First MI)	**DATE**

PERFORMANCE STEPS	GO	NO GO
PREPARATION FOR TRAINING		
1. Select the task		
2. Plan the training		
3. Train the trainers		
4. Recon the site		
5. Conduct Composite Risk Assessment		
6. Issue training plan		
7. Rehearse		
8. Conduct pre-execution checks		
Preparation Total		
CONDUCT OF TRAINING		
9. Conduct pre-combat checks		
10. Supervise / evaluate hazard controls		
11. Implement hazard controls		
12. State task, conditions, and standards from T&EO		
13. Brief Composite Risk Assessment, safety requirements, environmental conditions		
14. Demonstrate each step of task to standard from T&EO		
15. Restate conditions and standards		
16. Evaluate each Soldier's ability to perform task to standard IAW T&EO		
17. Record the results of the training		
Conduct Total		
RECOVERY FROM TRAINING		
18. Conduct After PMCS		
19. Account for equipment		
20. Close out training site		
21. Conduct AAR		
22. Conduct final inspection		
23. Review risk assessment		
Recovery Total		
ASSESSMENT OF TRAINING		
24. Determine squad proficiency for the task (T, P, U)		
25. Report assessment to superior		
TOTAL		

Evaluation Guidance
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 re-test. (Maximum score for re-test is 70.)

FINAL SCORE: 100 - _____ = _____

SGL SIGNATURE and DATE:

STU SIGNATURE and DATE:

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. SGLs should automatically award points for these blocks (i.e. "Select Task" or "Close out the Training Site") if this occurs. SGLs 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.

COMPOSITE RISK MANAGEMENT WORKSHEET
For use of this form, see FM 5-19; the proponent agency is TRADOC.

1. MSM/TASK	2a. DTG BEGIN	2b. DTG END	3. DATE PREPARED (YYYYMMDD)

PREPARED BY

a. LAST NAME	b. RANK	c. POSITION

5. SUBTASK	6. HAZARDS	7. INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (WHO)	12. WAS CONTROL EFFECTIVE

Additional space for entries in items 5 through 11 is provided on page 2.

13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)
☐ LOW ☐ MODERATE ☐ HIGH ☐ EXTREMELY HIGH

14. RISK DECISION AUTHORITY

a. LAST NAME	b. RANK	c. DUTY POSITION	d. SIGNATURE

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ITEMS 5 THROUGH 12 CONTINUED

5. SUBTASK	6. HAZARDS	7. INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (WHO)	12. WAS CONTROL EFFECTIVE

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Student Handout 4

Advance Sheet Conduct Physical Readiness Training (T224)

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 will grade you separately. A GO is a graduation requirement. You each have 30 minutes to complete this performance evaluation test. You may re-test 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. Leads the group in recovery;
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.

Environmental Considerations

Base environmental considerations IAW local SOP.

Safety Considerations

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

CONDUCT PHYSICAL READINESS TRAINING		
STUDENT (Rank, Last, First, MI)	**SGL** (Rank, Last, First MI)	**DATE**

PERFORMANCE STEPS	GO	NO GO
FORM SQUAD		
1. Briefs Composite 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		
PREPARATION (TC 3-22.20, pages 8-3 thru 8-12)		
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		
CALESTHENIC DRILL 1, or 2, or MILITARY MOVEMENT DRILL 1, or 2 **(SUSTAINMENT PHASE)** (TC 3-22.20, pages 9-36 thru 9-50 and 10-19 thru 10-26)		
15. Conducts activity (CD1, or CD2, or MMD1, or MMD2) in proper sequence		
16. Performs a minimum of five repetitions of each exercise		
17. Uses correct cadence to allow precise execution		
18. Conducts drill with minimum pauses		
RECOVERY (TC 3-22.20, pages 8-15 thru 8-19)		
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		
END SESSION		
23. Squad, Attention		
24. Assemble to the right, March		
25. Conducts AAR		

Evaluation Guidance
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 re-test. (Maximum score for re-test is 70.)

FINAL SCORE: 100 - _____ = _____

SGL 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." SGLs 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 (T225)

Student Instructions

1. You will demonstrate for your ability to effectively lead your squad or team between training areas etc…, via drill and ceremonies movement techniques.

2. Your SGL 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 towards graduation and honors:

   a. 0-69 rates UNSATISFACTORY.
   b. 70-89 rates SATISFACTORY.
   c. 90-100 rates SUPERIOR.
   d. Passing the re-test rates SATISFACTORY with a score of 70 percent.

Re-test

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

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.

CONDUCT SQUAD DRILL

(Ref: FM 3-21.5, Chapter 6 and Chapter 7 page 7-15)

STUDENT: (Rank, Last, First, MI)	**SGL:** (Rank, Last, First MI)	**DATE**

PERFORMANCE STEPS	GO	NO GO
FORM THE SQUAD		
1. Comes to the Position of Attention		
2. Commands "**FALL IN**"		
3. Commands "**Count OFF**"		
ALIGN THE SQUAD		
4. Commands "**Dress Right, DRESS**"		
5. Faces to the *Half Left* 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 *Half Right* 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)		
INSPECT THE SQUAD (SGL 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 *Position of Attention* 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 facing the squad, the squad leader commands "**AT EASE**" (Execute "About FACE," assume AT EASE.		
MARCH THE SQUAD (SGL 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.")		
DISMISS THE SQUAD		
20. Commands "**DISMISSED**"		

Evaluation Guidance

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 re-test. (Maximum score for retest is 70.)

FINAL SCORE: 100 - _____ = _____

SGL SIGNATURE and DATE:

STU SIGNATURE and DATE:

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

Student Handout 6

Advance Sheet Conduct Oral History Brief (L226)

Instructions to Students

1. You will present a 5 minutes, plus or minus 2 minutes oral military briefing to a small group.

2. You will present a 5 minutes, plus or minus 2 minutes oral military briefing on the history of the Army or NCOs. Your SGL 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 re-test rates SATISFACTORY with a score of 70 percent.

Re-test

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

ORAL HISTORY BRIEF			
RANK & NAME: (Last, First, MI)	**STU#:**	**DATE:**	
SUBJECT:			
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, VGTs, 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	
	RAW SCORE:	100 pts	
REMARKS:		**RATING**	

NOTE: Maximum score is 100. Score each item either 0 or 5 points. Enter the appropriate rating in the RATING block as follows:

0-69=UNSATISFACTORY 70-89=SATISFACTORY 90-100=SUPERIOR.

SGL SIGNATURE and DATE:

STU 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."

WRITTEN EXAMINATION

TEST ADMINISTRATION GUIDANCE (TAG) 7

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

1. You will take three written examinations which are open-book and requires 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: AR 350-1, Chap 3, para 3-18; TR 350-18, Chap 3, para 3-27; and TR 350-10, Chap 2, para 2-9)

WLC STUDENT GRADUATION EVALUATIONS

STU NUM	Army Leadership Garrison 1	Squad Drill	Physical Readiness Training	Oral History Briefing	Communicate In Writing	Conduct Individual Training	Army Leadership Tactical 2	Leadership Examination	Training Examination	Warfighting Examination
1	Day 3 - 5	Day 3 BreaKfast	Day 7	Day 5	Day 6	Day 11	Day 14	Day 7	Day 9	Day 13
2	Day 3 - 5	Day 3 BreaKfast	Day 7	Day 5	Day 6	Day 11	Day 14	Day 7	Day 9	Day 13
3	Day 3 - 5	Day 3 BreaKfast	Day 7	Day 5	Day 6	Day 11	Day 14	Day 7	Day 9	Day 13
4	Day 3 - 5	Day 3 BreaKfast	Day 7	Day 6	Day 6	Day 11	Day 14	Day 7	Day 9	Day 13
5	Day 3 - 5	Day 3 Lunch	Day 8	Day 6	Day 6	Day 11	Day 14	Day 7	Day 9	Day 13
6	Day 3 - 5	Day 3 Lunch	Day 8	Day 6	Day 6	Day 11	Day 14	Day 7	Day 9	Day 13
7	Day 6 -9	Day 3 Lunch	Day 8	Day 8	Day 6	Day 11	Day 15	Day 7	Day 9	Day 13
8	Day 6 -9	Day 3 Lunch	Day 8	Day 8	Day 6	Day 11	Day 15	Day 7	Day 9	Day 13
9	Day 6 -9	Day 3 Dinner	Day 9	Day 8	Day 6	Day 11	Day 15	Day 7	Day 9	Day 13
10	Day 6 -9	Day 3 Dinner	Day 9	Day 11	Day 6	Day 11	Day 15	Day 7	Day 9	Day 13
11	Day 6 -9	Day 3 Dinner	Day 9	Day 11	Day 6	Day 11	Day 15	Day 7	Day 9	Day 13
12	Day 6 -9	Day 3 Dinner	Day 9	Day 11	Day 6	Day 11	Day 15	Day 7	Day 9	Day 13
13	Day 10-13	Day 4 Breakfast	Day 10	Day 11	Day 6	Day 11	Day 16	Day 7	Day 9	Day 13
14	Day 10-13	Day 4 Breakfast	Day 10	Day 11	Day 6	Day 11	Day 16	Day 7	Day 9	Day 13
15	Day 10-13	Day 4 BreaKfast	Day 10	Day 11	Day 6	Day 11	Day 16	Day 7	Day 9	Day 13
16	Day 10-13	Day 4 Breakfast	Day 10	Day 11	Day 6	Day 11	Day 16	Day 7	Day 9	Day 13