WARRIOR LEADER COURSE MODIFIED (MOD), OCT 2005

<u>BOOK 1</u>

WLC MODIFIED COURSE PROGRAM OF INSTRUCITON AND COURSE MANAGEMENT PLAN

600-WLC (MOD)



"NO ONE IS MORE PROFESSIONAL THAN I"

The Army Training System (TATS) Courseware

Prepared by The United States Army Sergeants Major Academy Fort Bliss, Texas 79918-8002

FOR THE ARMY SCHOOL SYSTEM (TASS) INSTITUTIONS

FIELDING DATE: As Directed

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U.S. ARMY SERGEANTS MAJOR ACADEMY (WLC Modified)

PROGRAM OF INSTRUCTION

OCT 05

Warrior Leader Course (Modified) (600-WLC MOD)

The Army Training System PROGRAM OF INSTRUCTION

Noncommissioned Officer Academies (NCOA) will only use this Program of Instruction in situations where the Department of the Army determines that NCOAs will start instructing the Warrior Leader Course (Modified).



"NO ONE IS MORE PROFESSIONAL THAN I"

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Program of Instruction Cover Page

Total Computed Academic Hours: 154.6

Fiscal Year Quarter: 1 Fiscal Year: 2005

Status Change Date: 23 Mar 2004

Approval Date:

Approval Authority: DAVID J. ABRAMOWITZ COL, AV COMMANDANT

MACOM Validation Date:

Manpower Validation Date:

Course Supersession Information: Supersedes PLDC MOD POI, prepared 3 May 2004 and signed 23 June 2004. This supersession is an ASAT generated POI.

Phase Supersession Information:

Foreign Disclosure: FD1. The materials contained in this course have been reviewed by the course developers in coordination with the USASMA foreign disclosure authority. This course is releasable to students from all requesting foreign countries without restrictions.

Delivery Group: A **Phase:** 0

Optimum Class Size: 160

Delivery Group: A Phase: 0

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Version: 1

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Lesson Sequence (Not part of POI)

Preparation Date: 6 Apr 2005 Optimum Class Size: 160

Preface Page

Fiscal Year Quarter: 1

Status: Commandant Approved Status Change Date: 22 Nov 2002 Training Location(s): (1012) NG UNIT/SPEC SCHOOLS-PA (1014) NG UNIT/SPEC SCHOOLS-SC (1026) NG UNIT/SPEC SCHOOLS-PR (3747) **USARF-AUGSBURG, GERMANY** (612) NCO ACADEMY - FT KNOX **NCO ACADEMY - BLISS** (620) (635)NCO ACADEMY - FT SILL (652) NCO ACADEMY - FT L. WOOD (662) NCO ACADEMY - POLK (675) **NCO ACADEMY - LEWIS** (680) NCO ACADEMY - BRAGG (682) **NCO ACADEMY - STEWART** (685) **NCO ACADEMY - CAMPBELL** NCO ACADEMY - FT DRUM (687) (690) NCO ACADEMY - HOOD (692) NCO ACADEMY - HAWAII (693) EIGHTH US ARMY, KOREA (695) 7TH ARMY NCOA - GRAFENWOEHR (696) NCO ACADEMY - ALASKA (698) NCO ACADEMY - FT BENNING (955) NGB REG SCH IV ASHLAND, NB (956) NGB REG SCH V UTAH (963) NGB REG SCH VI LA (975) NG UNIT/SPEC SCHOOLS-AK (985) NG UNIT/SPEC SCHOOLS-HI NG UNIT/SPEC SCHOOLS-MS (998)(A400) NCOES NONCOMM. OFFICER EDUC. SYST. (E400) NCOES NONCOMM. OFFICER EDUC. SYST. (G400) NCOES NONCOMM. OFFICER EDUC. SYST.

Specialty: None

Fiscal Year: 2005

Supporting ITP: None

- TATS-Course: Yes
- **Purpose:** To prepare selected Staff Sergeants, Sergeants, Specialist/Corporals promotable, and specialist and corporals nonpromotable in the priority outlined in AR 350-1 (see Course Prerequisites below).
- **Course Scope:** The Warrior Leader Course (WLC) is non-MOS specific, taught in an NCO Academy live-in environment IAW the small group instruction (SGI) process; it consists of classroom interaction with practical applications, followed by hands-on, performance-oriented training. The course culminates in an extensive situational training exercise (STX). The course prepares sergeants for positions of higher responsibility as section

Course: 600-WLC (MOD)	Version: 1	Delivery Group: A	Phase: 0
Course Name: Warrior Leader Course (Modified)			
Management Category: Modified	Preparation Date	e: 6 Apr 2005	
Status: Commandant Approved		Optimum Class Size:	160

leaders. Major subject areas include: Leadership, training, physical fitness training, map reading, land navigation, counseling, soldier team development, basic supply and maintenance procedures, and common field crafts. The object of WLC is to graduate students who will return to their units with the knowledge that will assist them to:

- * Be technically and tactically proficient.
- * Make sound decisions.
- * Plan correctly.
- * Follow the Army professional ethics.
- * Communicate effectively.
- * Apply soldier-team development.
- * Lead and train their subordinates in a "go to war" atmosphere.

Phase Scope:

Course Prerequisites:

* Priority One: Staff Sergeants, Sergeants that are non-WLC/PLDC graduates. The soldiers may or may not have a WLC Waiver.

* Priority Two: SPC/CPL promotable. The soldiers are prioritized within this category as follows:

- SPC/CPL (P) who has met 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 a "Star MOS" by monthly PERSCOM Promotion Cut-Off Memorandums.
- SPC/CPL (P) in other MOSs serving in an authorized NCO position based on the highest number of promotion points.
- All other SPC/CPL (P) on a recommended list based on the highest number of promotion points.

* Priority Three: SPC/CPL in leadership positions. In order to fill all WLC training seats, non-promotable SPCs w/demonstrated leadership potential may attend WLC only when all other higher OML categories are exhausted.

* 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 PLDC 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 (Lautenburg Amendment).

* Have no Suspension of Favorable Personnel Action (Flags) pending.

* Arrive fully capable of performing supporting individual tasks and tasks required in the next lower level course, e.g., basic training, SMCT.

* If age 30 or over, have completed a periodic physical exam within the last 5 years. Unit Preexecution Checklist (PEC) in Part 1, line 10, must be initialed by the first line leader and the soldier. If the initials are missing, verify the physical data in AKO. A student over 30 without proper verification of the physical will be denied enrollment. Soldiers will no longer carry a copy of their physical.

* Must have in their possession a completed and properly signed preexecution checklist. Soldiers reporting for training without the checklist, signed by the soldier and unit commander, have 72 hours from the report date to provide the checklist with appropriate attachment. Return to their unit soldiers who failed to provide the checklist within this time frame. The unit commander's signature on the pre-execution checklist suffices as certification that the soldier meets routine course prerequisites and physical

Course: 600-WLC (MOD) Version: 1 Delivery Group: A Phase: 0 Course Name: Warrior Leader Course (Modified)				
Management Category: Modified Preparation Date: 6 Apr 2005 Status: Commandant Approved Optimum Class Size: 160				
requirements.				
Phase Prerequisites:				
Special Information: Commandants may not add local requirements to the prerequisites. Equipment listed in the equipment summary is the optimum items needed to train the listed lessons. Commandants may substitute similar items of equipment, providing their use does not degrade the quality of training. NCOAs must submit an exception to policy to USASMA for any deviations that may alter the quality of training.				
Security Clearance: Unclassified				
Course Length- Weeks: 2 Days: 1 Hours: 154				
Computed ICH: 3,068.3				
Adjusted TOMA ICH: 0.0				
Adjusted MRAD ICH: 0.0				
Class Sizes – Optimum: 160 Minimum: 96 Maximum: 160				
Academic HoursComputedAdjustedUnique:154.6Shared:Total:				
Instructor: Student – Worst Case: 1:1				
Estimated Flight Hours: 0				
Validation Code:				
Manpower Estimate: 0				
Hours Developed by Others: 0				
Hours Conducted by Others: 0				
Course Type Code: 09 Enlisted Career Development				
ITRO Code: Q Quota Course/Non-ITRO				
Contract Code: N Not a Contract Course				
MACOM Validation Date:				
Manpower Validation Date:				
Training Start Date: 01 Oct 2005				

Course: 600-WLC (MOD)	Version: 1	Delivery Group: A Phas	se: 0
Course Name: Warrior Leader Cour Management Category: Modified	rse (Modified) Preparation Dat	e: 6 Apr 2005	
Status: Commandant Approved		Optimum Class Size: 160	0
Design and Development: Instructor Provided Support: Army Course Proponent:		PAC, USAREUR, USAR, US	ANG,
Training Evaluation Proponent:	c i i i i)0)	
Course Remark	(S:		
PROFILES			
profile doesn't pr prerequisites and * Temporary Pr profiles, due to p their current tem stating the profile The soldiers will * Permanent Pr - Soldiers posse accurate copy of officer, and one are no longer rea profiles require of - Soldiers posse before an MMRE classification will limitations of the requirements for * Pregnant sold - Diagnosed as cleared. - Diagnosed as	rofile Exceptions: Commanders participating in OIF/OEF to WLC porary profiles and a memoran e is a result of injuries sustained train within the limits of their pr rofiles: essing permanent profiles 3 or 4 f the DA Form 3349, requiring t from the approving authority (m quired to sign unless they disage only the profiling doctor's signat essing permanent profile design 3, awarded medical limitations, I be allowed to attend appropria ir profileprovided they can oth r the course prerequisites and g diers: pregnant prior to the course man pregnant while attending WLC	hysical requirements for the operation of the operation of the provide a complete and wo signatures, one from the provide a physician). Comma gree with the profile findings. ure. hators of "3" or "4" who have allowed to retain their occupate and train within the physical graduation. ay not attend WLC until medicing the provide to the physical physical physical physical graduation. ay not attend WLC until medicing the physical graduation of the physical physical physical physical production. ay not attend WLC until medicing the physical physi	course porary copy of der DEF. d profiling inders PW been ational ne cally ver, they
perform/participa APFT, marching	itten documentation from their of ate in all course physical perform and situational training exercise enrollment are eligible to return	mance requirements, includin ses. Soldiers medically dismi	ig: issed for
Physical Requi	rements: Soldiers must be cap	bable of:	
* Conducting, d * Conducting, de * Walking a min Equipment (LCE * Lifting and car distances. * Carrying a 50- weapon, LCE, an * Occasionally li * Low crawling,	ugh terrain under varying clima demonstrating, and leading d emonstrating, and leading phys imum of 3200 meters with Kevl in a minimum of three hours. rying all required packing list ite pound combat load containing nd uniform are part of the 50 pc ifting and carrying fuel, water, a high crawling, and rushing for t	Irill and ceremonies. sical fitness training. ar helmet and Load Carrying ems (OCIE and CTA 50-900) mission essential equipment. bunds) ammo, MREs, or filled sandba	for short (helmet,

- Moving over, through, and around obstacles.
 Donning Mission Oriented Protective Posture (MOPP) gear.

Course: 600-WLC (MOD)	Version: 1	Delivery Group: A	Phase: 0
Course Name: Warrior Leader Course (Modified)			
Management Category: Modified	Preparation Date	e: 6 Apr 2005	
Status: Commandant Approved		Optimum Class Size:	160

Course Graduation Requirements:

To achieve course graduation requirements, students must score 70 percent or higher on the following examination/evaluations (with the exception for Land Navigation (75%), and the APFT (Min 180):

- * Written Examination.
- * Physical Fitness Training (Train the Trainer Evaluation).
- * Drill and Ceremonies Evaluation.
- * Individual Training Evaluation.
- * Land navigation Evaluation.
- * Demonstrated Leadership Evaluation in a Garrison Environment.
- * Demonstrated Leadership Evaluation in a Tactical Environment.

* Students must take the APFT as a graduation requirement. Commandants will arrange for students to meet the APFT requirements while allowing for one retest. If the student fails the retest, NCOAs will dismiss the student for failure to meet APFT standards.

* APFT Exception: Soldiers attending WLC with less than 90 days from returning from OIF/OEF are exempt from taking the APFT. Annotate on the DA Form 1059 in the APFT Remarks: GWOT

Phase Remarks:

MRAD Remarks:

Course Name: Warrior Leader Course (Modified Ianagement Category: Modified		ate: 6 Apr 2005
status: Commandant Approved	-	Optimum Class Size: 160
Cours	e Summary	
Academic Time:		
Module: A / 1		36.0
Title: Leadership		
Module: B / 1		44.0
Title: Training		
Module: C / 1		72.0
Title: Warfighter		
Module: D / 1		
Title: Administrative		
Module: E / 1		2.6
Title: Examinations		
Total:		154.6
Administrative Time:		
Graduation		2.0
In-Processing		8.0
Out-Processing		3.0
Student Counseling		14.0
Study Hall		8.0
Training Support Hours		22.0
Total:		57.0
Grand Total:		211.6
Academic Hours by Security Classification:		
Unclassified		154.6
Total		154.6

otal:	154.6

Course: 600-WLC (MOD)	Version: 1	Delivery Group: A P	hase: 0
Course Name: Warrior Leader Course (Modified)			
Management Category: Modified	Preparation Date	: 6 Apr 2005	
Status: Commandant Approved		Optimum Class Size:	160

Training Module

Module: A/1

Title: Leadership

Purpose: To familiarize junior leaders with the latest leadership doctrine and concepts that will help them develop and improve their individual leadership abilities. Discusses the Army Leadership Framework, defines Army Leadership and describes the three Army Leadership Levels. The instruction examines the human dimension of leadership, character, competence, and details of what a soldier must Be, Know, Do to be effective. Explains developmental leadership counseling and discusses the skills and actions required of leaders. Teaches the various steps for planning individual and family finances to include different types of military pay entitlements and allowances. Introduces the student to the Army writing style. Students must demonstrate their ability to lead a team/squad IAW the leadership doctrine covered in the leadership annex.

Remarks:

L221 / 1 (SG) Small Group Instruction (SGI) (CO) Conference / Discussion Introduction: 0.1 (CO) Conference / Discussion Summary: 0.1 (CO) Conference / Discussion Security Clearance: Unclassified Lesson Title: INTRODUCTION TO ARMY LEADERSHIP Action Text: Develop a base of knowledge for Army leadership. Remarks:	Techniq	ue(s) of Delivery:		<u>Hours</u>
Lesson Id / Version Technique of Delivery Hours Method of Instruction L221 / 1 (SG) Small Group Instruction (SGI) Introduction: 0.1 (CO) Conference / Discussion L221 / 1 (SG) Small Group Instruction (SGI) Introduction: 0.1 (CO) Conference / Discussion L221 / 1 SG) Small Group Instruction: 0.1 (CO) Conference / Discussion Security Clearance: Unclassified Lesson Title: INTRODUCTION TO ARMY LEADERSHIP Action Text: Develop a base of knowledge for Army leadership. Remarks:	Small G	Group Instruction (SGI) (SG)		36.0
L221 / 1 (SG) Small Group Instruction (SGI) (CO) Conference / Discussion Introduction: 0.1 (CO) Conference / Discussion Summary: 0.1 (CO) Conference / Discussion Security Clearance: Unclassified Lesson Title: INTRODUCTION TO ARMY LEADERSHIP Action Text: Develop a base of knowledge for Army leadership. Remarks:	Total Ho	ours (Admin & Academic)		36.0
L221 / 1 (SG) Small Group Instruction (SGI) (CO) Conference / Discussion Introduction: 0.1 (CO) Conference / Discussion Summary: 0.1 (CO) Conference / Discussion Security Clearance: Unclassified Lesson Title: INTRODUCTION TO ARMY LEADERSHIP Action Text: Develop a base of knowledge for Army leadership. Remarks:				
Introduction: 0.1 (CO) Conference / Discussion 0.8 (CO) Conference / Discussion Summary: 0.1 (CO) Conference / Discussion (CO) Conference / Discussion Security Clearance: Unclassified Lesson Title: INTRODUCTION TO ARMY LEADERSHIP Action Text: Develop a base of knowledge for Army leadership. Remarks: Lesson Id / Version Technique of Delivery Hours L222 / 1 (SG) Small Group Instruction (SGI) Introduction: 0.1 (CO) Conference / Discussion 2.8 (CO) Conference / Discussion Summary: 0.1 Total: 3.0 (CO) Conference / Discussion	Lesson Id / Version	Technique of Delivery	<u>Hours</u>	Method of Instruction
0.8 (CO) Conference / Discussion Summary: 0.1 Total: 1.0 Security Clearance: Unclassified Lesson Title: INTRODUCTION TO ARMY LEADERSHIP Action Text: Develop a base of knowledge for Army leadership. Remarks:	L221 / 1	(SG) Small Group Instruction (SGI)	
Summary: 0.1 (CO) Conference / Discussion Total: 1.0 (CO) Conference / Discussion Security Clearance: Unclassified Lesson Title: INTRODUCTION TO ARMY LEADERSHIP Action Text: Develop a base of knowledge for Army leadership. Remarks:		Introduction:	0.1	(CO) Conference / Discussion
Total: 1.0 Security Clearance: Unclassified Lesson Title: INTRODUCTION TO ARMY LEADERSHIP Action Text: Develop a base of knowledge for Army leadership. Remarks:			0.8	(CO) Conference / Discussion
Security Clearance: Unclassified Lesson Title: INTRODUCTION TO ARMY LEADERSHIP Action Text: Develop a base of knowledge for Army leadership. Remarks: Lesson Id / Version Technique of Delivery KGG) Small Group Instruction (SGI) Introduction: 0.1 (CO) Conference / Discussion 2.8 (CO) Conference / Discussion Summary: 0.1 Total: 3.0		Summary:	0.1	(CO) Conference / Discussion
Lesson Title: INTRODUCTION TO ARMY LEADERSHIP Action Text: Develop a base of knowledge for Army leadership. Remarks: Lesson Id / Version Technique of Delivery Hours L222 / 1 (SG) Small Group Instruction (SGI) Introduction: 0.1 (CO) Conference / Discussion 2.8 (CO) Conference / Discussion Summary: 0.1 (CO) Conference / Discussion Total: 3.0		Total:	1.0	
Action Text: Develop a base of knowledge for Army leadership. Remarks: Hours Method of Instruction L222 / 1 (SG) Small Group Instruction (SGI) Method of Instruction Introduction: 0.1 (CO) Conference / Discussion 2.8 (CO) Conference / Discussion Summary: 0.1 (CO) Conference / Discussion	Security Clearance:	Unclassified		
Remarks: Lesson Id / Version Technique of Delivery Hours Method of Instruction L222 / 1 (SG) Small Group Instruction (SGI) Introduction: 0.1 (CO) Conference / Discussion L222 / 1 Summary: 0.1 (CO) Conference / Discussion CO Conference / Discussion Total: 3.0	Lesson Title: INTRC	DUCTION TO ARMY LEADERS	HIP	
Lesson Id / Version Technique of Delivery Hours Method of Instruction L222 / 1 (SG) Small Group Instruction (SGI) Introduction: 0.1 (CO) Conference / Discussion L222 / 1 Summary: 0.1 (CO) Conference / Discussion 1 CO) Conference / Discussion 2.8 (CO) Conference / Discussion 1 Total: 3.0	Action Text: Develo	p a base of knowledge for Army	leadershi	ip.
Lesson Id / Version Technique of Delivery Hours Method of Instruction L222 / 1 (SG) Small Group Instruction (SGI) Introduction: 0.1 (CO) Conference / Discussion L222 / 1 Summary: 0.1 (CO) Conference / Discussion 1 CO) Conference / Discussion 2.8 (CO) Conference / Discussion 1 Total: 3.0				
L222 / 1 (SG) Small Group Instruction (SGI) Introduction: 0.1 (CO) Conference / Discussion 2.8 (CO) Conference / Discussion Summary: 0.1 (CO) Conference / Discussion Total: 3.0	Remarks.			
L222 / 1 (SG) Small Group Instruction (SGI) Introduction: 0.1 (CO) Conference / Discussion 2.8 (CO) Conference / Discussion Summary: 0.1 (CO) Conference / Discussion Total: 3.0				
Introduction:0.1(CO) Conference / Discussion2.8(CO) Conference / DiscussionSummary:0.1(CO) Conference / DiscussionTotal:3.0	Lesson Id / Version	Technique of Delivery	<u>Hours</u>	Method of Instruction
2.8(CO) Conference / DiscussionSummary:0.1Total:3.0	L222 / 1	(SG) Small Group Instruction (SGI)	
Summary:0.1(CO)Conference / DiscussionTotal:3.0		Introduction:	0.1	(CO) Conference / Discussion
Total: 3.0			2.8	(CO) Conference / Discussion
		Summary:	0.1	(CO) Conference / Discussion
		Total:	3.0	
Security Clearance: Unclassified	Security Clearance	Unclassified		

Security Clearance: Unclassified

Lesson Title: WHAT A LEADER MUST BE, KNOW, DO

	: Warrio	r Leader Course (Modified)	Version: 1	Delivery Group: A Phase: 0
Management	-	-	Preparation	Date: 6 Apr 2005 Optimum Class Size: 160
Status: Commandant Approved Optimum Class Size: 160 Action Text: Demonstrate the BE, KNOW, DO characteristics necessary to provide effective military leadership.				
Remarks:				
Lesson Id / Ve	ersion	Technique of Delivery	<u>Hours</u>	Method of Instruction
L223 / 1		(SG) Small Group Instructi	. ,	
		Introductio		
		•	3.8	(CO) Conference / Discussion
		Summa	-	(CO) Conference / Discussion
		10	tal: 4.0	
Security Clear	rance:	Jnclassified		
Lesson Title:	HUMAN	I DIMENSION ROLE IN LEA	ADERSHIP D	EVELOPMENT
Action Text:	Demon	strate the human dimension	role in leader	r development.
Remarks:				
Lesson Id / Ve	ersion	<u>Technique of Delivery</u> (SG) Small Group Instructi	Hours	Method of Instruction
		Introductio	. ,	(CO) Conference / Discussion
			2.9	(CO) Conference / Discussion
			0.8	(PE) Practical Exercise (Performance)
		Summa	ry: 0.2	(CO) Conference / Discussion
		То	tal: 4.0	
Security Clea	rance:	Jnclassified		
Lesson Title:	THE FC	OUR DIRECT LEADERSHIP	SKILLS	
Action Text:	Demon	strate the four direct leaders	hip skills a lea	ader must KNOW.
Remarks:				
Lesson Id / Ve	ersion	Technique of Delivery	Hours	Method of Instruction
L225 / 1		(SG) Small Group Instruction	. ,	(22) 2-4 (
		Introductio		(CO) Conference / Discussion
		Summa	2.6 ry: 0.3	(CO) Conference / Discussion (CO) Conference / Discussion
		Summa To	tal: 3.0	
Security Clear	rance:			
Lesson Title:	THREE	DIRECT LEADERSHIP AC	TIONS	

Course: 600-WLC (N	/	rsion: 1	Delivery Group: A Phase: 0
Management Catego	or Leader Course (Modified) rv: Modified Pre	enaration	Date: 6 Apr 2005
Status: Commandant Approved		paration	Optimum Class Size: 160
Action Text: Demon	strate the three direct leadershi	p actions a	a leader must DO.
Remarks:			
<u>Lesson Id / Version</u>	Technique of Delivery	<u>Hours</u>	Method of Instruction
L226 / 1	(SG) Small Group Instruction	. ,	
	Introduction:		(CO) Conference / Discussion
	C	3.6	(CO) Conference / Discussion
	Summary: Total:		(CO) Conference / Discussion
		4.0	
Security Clearance:	Unclassified		
Lesson Title: MAINT	AIN DISCIPLINE		
Action Text: Determ	ine the leader's role in maintain	ing unit dis	scipline.
Remarks:			
Lesson Id / Version	Technique of Delivery	<u>Hours</u>	Method of Instruction
L227 / 1	(SG) Small Group Instruction	. ,	
	Introduction:		(CO) Conference / Discussion
		1.9	(CO) Conference / Discussion
	Summary:	0.9 0.1	(RP) Role Playing (CO) Conference / Discussion
	Total:		(CO) Conference / Discussion
Coourity Clearance		0.0	
Security Clearance:			
Lesson Title: ENFOR	RCE THE EQUAL OPPORTUNI	TY PROG	RAM
	e compliance with the Army's Equilative (EEO) Policies.	qual Oppo	rtunity (EO) and Equal Employment
Remarks:			
	Technique of Delivery		
Lesson Id / Version L228 / 1	<u>Technique of Delivery</u> (SG) Small Group Instruction	Hours (SGI)	Method of Instruction
	(SG) Small Group Instruction	0.1	(CO) Conference / Discussion
		1.9	(CO) Conference / Discussion
		2.9	(PE) Practical Exercise (Performance)
	Summary:	0.1	(CO) Conference / Discussion
	Total:		
Security Clearance:	Unclassified		

	or Leader Course (Modified)	Version: 1	Delivery Group: A Phase: 0
Management Categor	-	Preparation	Date: 6 Apr 2005
Status: Commandant	JCT DEVELOPMENTAL CO		Optimum Class Size: 160
Action lext: Conduc	ct developmental counseling].	
Remarks:			
Lesson Id / Version	Technique of Delivery	Hours	Method of Instruction
L229 / 2	(SG) Small Group Instruct	tion (SGI)	
	Introducti	i on: 0.1	(CO) Conference / Discussion
		1.8	(CO) Conference / Discussion
	Summa	-	(CO) Conference / Discussion
	То	otal: 2.0	
Security Clearance:	Unclassified		
Lesson Title: FINAN	CIAL MANAGEMENT		
Action Text: Recogn	nize the importance of mana	iging personal	finances.
Remarks:		0 01	
Nomarko.			
Lesson Id / Version	Technique of Delivery	Hours	Method of Instruction
L230 / 2	(SG) Small Group Instruct		
	Introducti	on: 0.0	(CO) Conference / Discussion
		0.0	(CO) Conference / Discussion
		0.0	(PE) Practical Exercise (Performance)
	Summa	ary: 0.0	(CO) Conference / Discussion
	То	otal: 0.0	
Security Clearance:	Unclassified		
Lesson Title: THE AF	RMY WRITING STYLE		
Action Text: Recogn	nize effective Army writing.		
-		a handout for	self study. There is no POI time alloted
for this TSF			
Lesson Id / Version	Technique of Delivery	<u>Hours</u>	Method of Instruction
L231 / 3	(SG) Small Group Instruct	. ,	
	Introducti		(CO) Conference / Discussion
		0.3	(CO) Conference / Discussion
	0	0.5	(LE) Lecture
	Summa	ary: 0.1	(CO) Conference / Discussion

Course: 600-WL	. ,	Versi	on: 1	Delivery Group: A Phase: 0
Management Cat	/arrior Leader Course (Modifie eqory: Modified	,	aration	Date: 6 Apr 2005
Status: Comman				Optimum Class Size: 160
	-	Total:	1.0	
Security Clearan	ce: Unclassified			
Lesson Title: CO	MMANDANT'S ORIENTATIO)N		
	cognize WLC Course comple licies.	tion requi	irement	s, NCOA standards, and local command
Remarks:				
<u>Lesson Id / Versi</u> L232 / 2	on <u>Technique of Delivery</u> (SG) Small Group Instri		Hours GI)	Method of Instruction
	Introdu	•	, 0.1	(CO) Conference / Discussion
			1.8	(CO) Conference / Discussion
	Sum	mary:	0.1	(CO) Conference / Discussion
	-	Total:	2.0	
Security Clearan	ce: Unclassified			
Lesson Title: IN	TRODUCTION TO WLC			
Action Text: Re	cognize the WLC Course con	itent and	the bac	kground of each group member.
Remarks:				
Lesson Id / Versi	on <u>Technique of Delivery</u>	<u>!</u>	<u>Hours</u>	Method of Instruction
L233 / 1	(SG) Small Group Instr	•		
	Introdu	ction:	0.6	(CO) Conference / Discussion
			1.3	(CO) Conference / Discussion
	Sum	mary:	0.1	(CO) Conference / Discussion
		Total:	2.0	
Security Clearan	ce: Unclassified			
Lesson Title: HI	STORY OF THE NCO			
	entify the historical evolution a icer corps.	nd signifi	cant coi	ntributions of the noncommissioned
Remarks:				
Lesson Id / Versi		<u> </u>	<u>Hours</u>	Method of Instruction
L235 / 1	(SG) Small Group Instr	•	,	
	Introdu	ction:	0.1	(CO) Conference / Discussion
	-		1.8	(CO) Conference / Discussion
	Sum	mary:	0.1	(CO) Conference / Discussion

Course: 600- Course Name	WLC (MOD) : Warrior Leader Course (Modified)	Versio	n: 1	Delivery Group: A	Phase: 0
	Category: Modified		ation Dat	e: 6 Apr 2005	
Status: Comr	mandant Approved			Optimum Class Size:	160
	T	otal:	2.0		
Security Clea	rance: Unclassified				
Lesson Title:	SEXUAL ASSAULT PREVENTION	I AND R	ESPONS	E TRAINING (NEW LEA	DER)
Action Text:	Implement the Army's Sexual Assa	ult Preve	ention and	Response Program	
Remarks:					

Title: Train	ning					
Purpose: To provide junior leaders with the fundamentals of Training the Force and to explain Battle Focused Training. It also trains the junior leader how to effectively conduct individual and collective training, physical fitness, and drill and ceremony, and the importance of risk management and the after action review process in training.						
Remarks:						
	_					
	-	ue(s) of Delivery: roup Instruction (SGI) (SG)		<u>Hours</u> 44.0		
		ours (Admin & Academic)		44.0		
	TOLATING	ars (Aunin & Academic)		44.0		
<u>Lesson Id /</u> T221 / 1	/ Version	<u>Technique of Delivery</u> (SG) Small Group Instruction (<u>Hours</u> SGI)	Method of Instruction		
		Introduction:	, 0.1	(CO) Conference / Discussion		
			1.1	(CO) Conference / Discussion		
			0.7	(PE) Practical Exercise (Performance)		
		Summary:	0.1	(CO) Conference / Discussion		
		Total:	2.0			
Security C	learance:	Unclassified				
Lesson Tit	Ie: RISK N	IANAGEMENT				
Action Tex		nent the risk management proces dents in the activities you lead.	sing orde	er to minimize the frequency and severity		
Remarks:						
Lesson Id	/ Version	Technique of Delivery	<u>Hours</u>	Method of Instruction		
T222 / 1		(SG) Small Group Instruction (SGI)			
		Introduction:	0.1	(CO) Conference / Discussion		
			0.9	(CO) Conference / Discussion		
			0.9	(PE) Practical Exercise (Performance)		
		Summary:	0.1	(CO) Conference / Discussion		
		Total:	2.0			
Security C	learance:	Unclassified				
Lesson Tit	Ie: AFTEF	RACTION REVIEW (AAR)				
Action Tex	t: Apply t	he after action review process.				
_						

Remarks:

Module: B / 1

Management Catego	or Leader Course (Modified) ry: Modified Pre	sion: 1	Delivery Group: A Phase: 0 Date: 6 Apr 2005
Status: Commandant	Approved		Optimum Class Size: 160
Lesson Id / Version T223 / 1	Technique of Delivery (SG) Small Group Instruction (Hours (SGI)	Method of Instruction
	Introduction:	0.2	(CO) Conference / Discussion
		3.8	(CO) Conference / Discussion
		1.8	(PE) Practical Exercise (Performance)
		8.0	(TE) Test
	Summary:	0.2	(CO) Conference / Discussion
	Total:	14.0	
Security Clearance:	Unclassified		
Lesson Title: TRAIN	NG THE FORCE		
Action Text: Train a	Team.		
Remarks:			
Lesson Id / Version	Technique of Delivery	<u>Hours</u>	Method of Instruction
T224 / 1	(SG) Small Group Instruction (. ,	
	Introduction:	0.1	(CO) Conference / Discussion
		2.8 3.0	(CO) Conference / Discussion (DM) Demonstration
		3.0 4.0	(PE) Practical Exercise (Performance)
		4.0	(TE) Test
	Summary:	0.1	(CO) Conference / Discussion
	Total:	14.0	
Security Clearance	Indeediad		
Security Clearance:			
Lesson Title: PHYSIC	CAL FITNESS		
Action Text: Conduc	ct your team's/squad's/section's	physical fi	tness training.
Remarks:			
Lesson Id / Version T228 / 1	Technique of Delivery	Hours	Method of Instruction
1220/1	(SG) Small Group Instruction (Introduction:	0.1	(CO) Conference / Discussion
		0.1	(CO) Conference / Discussion
		3.0	(PE) Practical Exercise (Performance)
		1.0	(TE) Test
	Summary:	0.1	(CO) Conference / Discussion
	Total:	5.0	

Course: 600-WLC (N Course Name: Warrie	NOD) Verstor Leader Course (Modified)	sion: 1	Delivery Group: A Phase: 0
Management Catego	ry: Modified Pre	paration	Date: 6 Apr 2005
Status: Commandan Security Clearance:			Optimum Class Size: 160
•			
Lesson Title: COND	UCT DRILL AND CEREMONY		
Action Text: Condu	ct dismounted drill.		
Remarks:			
Lesson Id / Version	Technique of Delivery	Hours	Method of Instruction
T229 / 1	(SG) Small Group Instruction (SGI)	
	Introduction:	0.1	(CO) Conference / Discussion
		1.8	(CO) Conference / Discussion
	Summary:	0.1	(CO) Conference / Discussion
	Total:	2.0	
Security Clearance:	Unclassified		
Lesson Title: WEAR	AND APPEARANCE OF THE U	NIFORM	
Action Taxt: Domor	etrate personal grapping, propa	r fit and a	correct wear of the Army uniform(a)
	istrate personal grooming, prope	r ni, anu c	correct wear of the Army uniform(s).
Remarks:			
Lesson Id / Version	Technique of Delivery	Hours	Method of Instruction
T230 / 1	(SG) Small Group Instruction (Introduction:		(CO) Conference / Discussion
	introduction.	0.2 0.8	(CO) Conference / Discussion
		0.8	(PE) Practical Exercise (Performance)
	Summary:	0.5	(CO) Conference / Discussion
	Total:	2.0	
Security Clearance:			
-	RVISE PREVENTIVE MAINTENA		
	n preventive maintenance checks		
	In preventive maintenance checks	s and ser	
Remarks:			
Lesson Id / Version	Technique of Delivery	Hours	Method of Instruction
T231 / 1	(SG) Small Group Instruction (SGI)	
	Introduction:	0.1	(CO) Conference / Discussion
		0.8	(CO) Conference / Discussion
	Summary:	0.1	(CO) Conference / Discussion
	Total:	1.0	

Course: 600-		Version: 1	Delivery Group: A Phase: 0
Management C	Warrior Leader Course (Modified) Category: Modified nandant Approved		Date: 6 Apr 2005 Optimum Class Size: 160
Security Clear	ance: Unclassified		
Lesson Title:	SUPPLY PROCEDURES		
Action Text:	Recognize your role in supply proc	edures.	
Remarks:			
Lesson Id / Ve	rsion <u>Technique of Delivery</u>	<u>Hours</u>	Method of Instruction
T240 / 1	(SG) Small Group Instruct	ion (SGI)	
	Introducti	on: 0.1	(CO) Conference / Discussion
		1.8	(CO) Conference / Discussion
	Summa	ary: 0.1	(CO) Conference / Discussion
	Тс	otal: 2.0	
Security Clear	ance: Unclassified		
Lesson Title:	SUICIDE PREVENTION		
Action Text:	Define the Army's suicide prevention	on goal.	
Remarks:			

Purpose: To train junior leaders on a variety of tactical field subjects, including: Combat Orders, Troop Leading Procedures, Pre-combat Checks, Movement Techniques and Formations, Combat Operations, Map Reading, and Land Navigation, required to effectively lead their subordinates in combat against OPFOR and COE/COB conditions. Percenter
Demonstration
Remarks:
Technique(s) of Delivery: <u>Hours</u>
Small Group Instruction (SGI) (SG) 72.0
Total Hours (Admin & Academic)72.0
Lesson Id / Version Technique of Delivery Hours Method of Instruction W221 / 1 (SG) Small Group Instruction (SGI)
Introduction: 0.1 (CO) Conference / Discussion 8.2 (CO) Conference / Discussion 4.6 (PE) Practical Exercise (Performance)
Summary: 0.1 (CO) Conference / Discussion
Security Clearance: Unclassified
Lesson Title: Map Reading
Action Text: Apply map reading skills.
Remarks: See W226 Land Navigation, This lesson also tests the students' abilities to perform the tasks they will review and learn during this lesson.
Lesson Id / Version Technique of Delivery Hours Method of Instruction
W222 / 1 (SG) Small Group Instruction (SGI)
Introduction: 0.1 (CO) Conference / Discussion
2.8 (CO) Conference / Discussion
1.0 (PE) Practical Exercise (Performance)
Summary: 0.1 (CO) Conference / Discussion
Security Clearance: Unclassified
Lesson Title: Combat Orders
Action Text: Implement a squad level combat order.

Remarks:

Module: C/1

Course: 600-WLC (MOD) Vers Course Name: Warrior Leader Course (Modified)		Version: 1	Delivery Group: A Phase: 0
· · · · · · · · · · · · · · · · · · ·			Date: 6 Apr 2005
Status: Commandant	Approved	•	Optimum Class Size: 160
Losson Id / Vorsion	Technique of Delivery	Hours	Method of Instruction
Lesson Id / Version W223 / 1	Technique of Delivery (SG) Small Group Instruct		Method of Instruction
VVZZ3/1	Introducti	. ,	(CO) Conference / Discussion
	introducti	2.3	(CO) Conference / Discussion
		0.3	(DM) Demonstration
		3.0	(PE) Practical Exercise (Performance)
	Summa		(CO) Conference / Discussion
		otal: 6.0	
Security Clearance:			
-			
Lesson Title: Conduc	ct Movement		
Action Text: Lead a	team/squad in dismounted	movement.	
Remarks:			
Lesson Id / Version	Technique of Delivery	Hours	Method of Instruction
W224 / 1	(SG) Small Group Instruct Introducti	. ,	(CO) Conference / Discussion
	miroducii	01. 0.1	(CO) Conference / Discussion(CO) Conference / Discussion
		1.9	(PE) Practical Exercise (Performance)
	Summa		(CO) Conference / Discussion
		otal: 4.0	(CC) Contenence / Discussion
Security Clearance:			
-			
Lesson Title: Occupy	An Assembly Area		
Action Text: Occupy	an assembly area.		
Remarks:			
Lesson Id / Version	Technique of Delivery	<u>Hours</u>	Method of Instruction
W225 / 1	(SG) Small Group Instruct	. ,	
	Introducti		(CO) Conference / Discussion
		1.9	(CO) Conference / Discussion
	_	2.9	(PE) Practical Exercise (Performance)
	Summa	-	(CO) Conference / Discussion
	То	otal: 5.0	
Security Clearance:	Unclassified		

Lesson Title: Combat Operations

Course: 600-WLC (MOD) Course Name: Warrior Leader Course (Modified)		sion: 1	Delivery Group: A Phase: 0
Management Category: Modified		naration	Date: 6 Apr 2005
Status: Commanda		puluion	Optimum Class Size: 160
Action Text: Lead	a team/squad in basic combat ope	erations.	
Remarks:			
Kennarks.			
Lesson Id / Versior	<u>Technique of Delivery</u>	<u>Hours</u>	Method of Instruction
W226 / 1	(SG) Small Group Instruction (SGI)	
	Introduction:	0.1	(CO) Conference / Discussion
		1.3	(CO) Conference / Discussion
		10.4	(PE) Practical Exercise (Performance)
		4.0	(TE) Test
	Summary:	0.2	(CO) Conference / Discussion
	Total:	16.0	
Security Clearance	: Unclassified		
•			
Lesson Title: Land	Navigation		
Action Text: Imple	ement the techniques of map reading	ng and la	nd navigation.
Remarks:			
Remarks.			
Lesson Id / Versior	<u>Technique of Delivery</u>	Hours	Method of Instruction
W227 / 2	(SG) Small Group Instruction ((SGI)	
	Introduction:	0.1	(CO) Conference / Discussion
		23.0	(PE) Practical Exercise (Performance)
		0.0	(TE) Test
	Summary:	0.9	(CO) Conference / Discussion
	Total:	24.0	
Security Clearance	: Unclassified		
-	Situational Training Exercise		
	Ū.		
Action Text: Lead	soldiers in a situational training ex	ercise.	

Remarks: The STX is actually 23 hours of continuous performance evaluations in a tactical environment where students are placed in a leadership position, and their instructors evaluate them on their leadership skills. The students must receive a GO on their tactical leadership evaluations to graduate. The final hours is a summary of the STX

Module: D/1

Title: Administrative

Purpose: To provide administrative time for conducting the course and other activities such as travel time to and from events, APFT, APFT Retest, written and performance examination retest, supervised study hall, and student counseling.

Remarks:

-None-	ue(s) of Delivery: () ours (Admin & Academic)	<u>Hours</u> 57.0 57.0	
<u>Lesson Id / Version</u> A201 / 2	Technique of Delivery () -None-	<u>Hours</u>	Method of Instruction
	Introduction:	0.0	(CO) Conference / Discussion
	Summary:	0.0	(CO) Conference / Discussion
	Total:	0.0	
Security Clearance:	Unclassified		
Lesson Title: IN PRO	OCESSING		
Action Text:			
Remarks:			
	Technique of Delivery	<u>Hours</u>	Method of Instruction
<u>Lesson Id / Version</u> A202 / 1	<u>Technique of Delivery</u> () -None- Introduction:		
	() -None-	<u>Hours</u> 0.0 0.0	<u>Method of Instruction</u> (CO) Conference / Discussion (CO) Conference / Discussion
	() -None- Introduction:	0.0	(CO) Conference / Discussion
	() -None- Introduction: Summary: Total:	0.0 0.0	(CO) Conference / Discussion
A202 / 1	() -None- Introduction: Summary: Total: Unclassified	0.0 0.0	(CO) Conference / Discussion
A202 / 1 Security Clearance:	() -None- Introduction: Summary: Total: Unclassified	0.0 0.0	(CO) Conference / Discussion
A202 / 1 Security Clearance: Lesson Title: OUT P	() -None- Introduction: Summary: Total: Unclassified	0.0 0.0	(CO) Conference / Discussion
A202 / 1 Security Clearance: Lesson Title: OUT P Action Text:	() -None- Introduction: Summary: Total: Unclassified	0.0 0.0	(CO) Conference / Discussion
A202 / 1 Security Clearance: Lesson Title: OUT P Action Text:	() -None- Introduction: Summary: Total: Unclassified PROCESSING	0.0 0.0	(CO) Conference / Discussion
A202 / 1 Security Clearance: Lesson Title: OUT P Action Text: Remarks: Lesson Id / Version	() -None- Introduction: Summary: Total: Unclassified PROCESSING	0.0 0.0 0.0	(CO) Conference / Discussion (CO) Conference / Discussion

Course: 600-WLC (MOD) Course Name: Warrior Leader Course (Modifie		sion: 1	Delivery Group: A Phase: 0
Management Catego	· · · · · · · · · · · · · · · · · · ·	paration	Date: 6 Apr 2005
Status: Commandant	•	•	Optimum Class Size: 160
	Total:	0.0	
Security Clearance:	Unclassified		
Lesson Title: GRADU	JATION		
Action Text:			
Remarks:			
Lesson Id / Version	Technique of Delivery	<u>Hours</u>	Method of Instruction
S201 / 2	() -None- Introduction:	0.0	(CO) Conference / Discussion
	Summary:	0.0 0.0	(CO) Conference / Discussion(CO) Conference / Discussion
	Total:	0.0	
Security Clearance:	Unclassified		
Lesson Title: STUDY	' HALL		
Action Text:			
Remarks:			
Kemarks.			
Loopon Id / Version	Technique of Delivery	Houro	Mathad of Instruction
Lesson Id / Version S202 / 2	Technique of Delivery () -None-	<u>Hours</u>	Method of Instruction
	Introduction:	0.0	(CO) Conference / Discussion
	Summary:	0.0	(CO) Conference / Discussion
	Total:	0.0	
Security Clearance:	Unclassified		
Lesson Title: TRAIN	NG SUPPORT ACTIVITIES		
Action Text:			
Remarks:			
<u>Lesson Id / Version</u>	Technique of Delivery	<u>Hours</u>	Method of Instruction
S203 / 1	() -None-	110013	
	Introduction:	0.0	(CO) Conference / Discussion
	Summary:	0.0	(CO) Conference / Discussion
	Total:	0.0	
Security Clearance:	Unclassified		

Course: 600-WLC (MOD)	Version: 1	Delivery Group: A P	hase: 0
Course Name: Warrior Leader Course (Modified)			
Management Category: Modified	Preparation Date	: 6 Apr 2005	
Status: Commandant Approved		Optimum Class Size:	160
Action Text:			

Remarks:

Module: E / 1

Title: Examinations

Purpose: Written and performance examinations ensure students are qualified to perform tasks trained and meet graduation requirements. These test instruments provide an opportunity for the students to demonstrate their competence and knowledge as junior noncommissioned officers. They also provide valuable unbiased input for the SGL to use in preparing the students' academic evaluation reports.

Remarks:

Technique(s) of Delivery:	<u>Hours</u>
Small Group Instruction (SGI) (SG)	2.6
Total Hours (Admin & Academic)	2.6

Lesson Id / Version	Technique of Delivery	<u>Hours</u>	Method of Instruction
LS-EVAL1 / 1	(SG) Small Group Instruction (SGI)	
	Introduction:	0.0	(CO) Conference / Discussion
		0.0	(TE) Test
	Summary:	0.0	(CO) Conference / Discussion
	Total:	0.0	

Security Clearance: Unclassified

Lesson Title: Demonstrated Leadership Performance (Garrison Environment)

Action Text:

Remarks: Instructors evaluate the students' leadership performances based on application of lessons learned and effectiveness in a garrison environment. No POI time allotted. Evaluation is continuous. Students must achieve a GO. This is a graduation requirement. PFN LS-EVAL1 does not receive POI time due to the fact the evaluations take place during the course when students are filling leadership positions while in garrison. Students may re-test once on each performance examination.

Lesson Id / Version	Technique of Delivery	Houro	Mothod of Instruction
Lesson in / version	Technique of Delivery	<u>Hours</u>	Method of Instruction
LS-EVAL2 / 1	(SG) Small Group Instruction (SGI)	
	Introduction:	0.0	(CO) Conference / Discussion
		0.0	(TE) Test
	Summary:	0.0	(CO) Conference / Discussion
	Total:	0.0	

Security Clearance: Unclassified

Lesson Title: Demonstrated Leadership Performance (Tactical Environment)

Action Text:

Course Na Manageme		or Leader Course (Modified) ry: Modified		n Date	Delivery Group: A Phase: 0 : 6 Apr 2005 Optimum Class Size: 160
	learned and continuous does not re students ar	d effectiveness in a tactical e Students must achieve a C ceive POI time due to the fa	O. This is the evalue while in a ta	. No P0 a gradu ations f	s based on application of lessons DI time allotted. Evaluation is Jation requirement. PFN LS-EVAL2 take place during the course when environment (STX). Students may
Lesson Id	/ Version	Technique of Delivery	Hours	<u>s Met</u>	hod of Instruction
WE / 2		(SG) Small Group Instruct	ion (SGI)		
		Introducti	on: 0.0	(CC) Conference / Discussion
			2.6	(TE) Test
		Summa	ary: 0.0	(CC)) Conference / Discussion
		Тс	otal: 2.6	_	
Security C	learance:	Unclassified			
Lesson Tit	ile: WRITT	EN EXAMINATION			

Action Text:

Remarks: Test students in the following TSPs: L221 through L229, T223, T229 - T231, W221 through W223.

Course: 600-WLC (MOD)	Version: 1	Delivery Group: A	Phase: 0
Course Name: Warrior Leader Course (Modified)			
Management Category: Modified	Preparation Date	: 6 Apr 2005	
Status: Commandant Approved		Optimum Class Size:	160

Mandatory Training Module

None.

Course: 600-WLC (N	NOD) Vor Leader Course (Modified)	/ersion: 1	Delivery Group: A Phase: 0
Management Catego		Preparation	Date: 6 Apr 2005
Status: Commandant	-	•	Optimum Class Size: 160
	Examinatio	on Module	
Module: B / 1			
Title: Training			
Focused Tr collective tr	raining. It also trains the junio	r leader how	aining the Force and to explain Battle to effectively conduct individual and mony, and the importance of risk raining.
Remarks:			
Lesson Id / Version	Technique of Delivery	<u>Hours</u>	Method of Instruction
T223 / 1	(SG) Small Group Instructio	n (SGI)	
	- <i>i</i>	8.0	(TE) Test
	Tota	al: 8.0	
Security Clearance:			
Lesson Title: TRAIN	ING THE FORCE		
Action Text: Train a	Feam.		
Remarks:			
Lesson Id / Version	Technique of Delivery	<u>Hours</u>	Method of Instruction
T224 / 1	(SG) Small Group Instructio		
		4.0	(TE) Test
	Tota	al: 4.0	
Security Clearance:	Unclassified		
Lesson Title: PHYSI	CAL FITNESS		
Action Text: Conduct	t your team's/squad's/section's	s physical fit	ness training.
Remarks:			
Lesson Id / Version T228 / 1	<u>Technique of Delivery</u> (SG) Small Group Instructio	Hours on (SGI)	Method of Instruction
		1.0	(TE) Test
	Tota	al: 1.0	
Security Clearance:	Unclassified		
Lesson Title: COND	UCT DRILL AND CEREMON	Y	
Action Text: Conduct	t dismounted drill.		
Remarks:			

Module:	C/1
wouute.	

Title: Warfighter

Purpose: To train junior leaders on a variety of tactical field subjects, including: Combat Orders, Troop Leading Procedures, Pre-combat Checks, Movement Techniques and Formations, Combat Operations, Map Reading, and Land Navigation, required to effectively lead their subordinates in combat against OPFOR and COE/COB conditions.

Remarks:

Lesson Id / Version	Technique of Delivery	<u>Hours</u>	Method of Instruction
W226 / 1	(SG) Small Group Instruction	(SGI)	
		4.0	(TE) Test
	Total	4.0	-
Security Clearance:	Unclassified		
Lesson Title: Land N	lavigation		
Action Text: Impleme	ent the techniques of map readi	ng and lan	d navigation.
Remarks:			
Lesson Id / Version	Technique of Delivery	<u>Hours</u>	Method of Instruction
W227 / 2	(SG) Small Group Instruction	(SGI)	
		0.0	(TE) Test
	Total	0.0	
Security Clearance	Unclossified		

Security Clearance: Unclassified

Lesson Title: WLC Situational Training Exercise

Action Text: Lead soldiers in a situational training exercise.

Remarks: The STX is actually 23 hours of continuous performance evaluations in a tactical evnironment where students are placed in a leadership position, and their instructors evaluate them on their leadership skills. The students must receive a GO on their tactical leadership evaluations to gradutate. The final hours is a summary of the STX.

Module: E/1

Title: Examinations

Purpose: Written and performance examinations ensure students' are qualified to perform tasks trained and meet graduation requirements. These test instruments provide an opportunity for the students' to demonstrate their competence and knowledge as junior noncommissioned officers. They also provide valuable unbiased input for the SGL to use in preparing the students' academic evaluation reports.

Remarks:

Lesson Id / Version	Technique of Delivery		<u>Hours</u>	Method of Instruction
LS-EVAL1 / 1	(SG) Small Group Instruction	on (8	SGI)	
			0.0	(TE) Test
	Tot	al:	0.0	

Security Clearance: Unclassified

Lesson Title: Demonstrated Leadership Performance (Garrison Environment)

Action Text:

Remarks: Instructors evaluate the students' leadership performances based on application of lessons learned and effectiveness in a garrison environment. No POI time allotted. Evaluation is continuous. Students' must achieve a GO. This is a graduation requirement. PFN LS-EVAL1 does not receive POI time due to the fact the evaluations take place during the course when students' are filling leadership positions while in garrison. Students' may re-test once on each performance examination.

•			

Lesson Id / Version	Technique of Delivery	<u>Hours</u>	Method of Instruction
LS-EVAL2 / 1	(SG) Small Group Instructior	ı (SGI)	
		0.0	(TE) Test
	Tota	: 0.0	-

Security Clearance: Unclassified

Lesson Title: Demonstrated Leadership Performance (Tactical Environment)

Action Text:

.....

Remarks: Instructors' evaluate the students' leadership performances based on application of lessons learned and effectiveness in a tactical environment. No POI time allotted. Evaluation is continuous. Students' must achieve a GO. This is a graduation requirement. PFN LS-EVAL2 does not receive POI time due to the fact the evaluations take place during the course when students' are filling leadership positions while in a tactical environment (STX). Students' may re-test once on erformance examination. _____

Lesson Id / Version	Technique of Delivery	<u>Hours</u>	Method of Instruction
WE / 2	(SG) Small Group Instructio	n (SGI)	
		2.6	(TE) Test
	Tota	al: 2.6	-

Security Clearance: Unclassified

Course: 600-WLC (MOD)	Version: 1	Delivery Group: A Phase: 0		
Course Name: Warrior Leader Course (Modified))			
Management Category: Modified	Preparation Date: 6 Apr 2005			
Status: Commandant Approved	Optimum Class Size: 160			
Lesson Title: WRITTEN EXAMINATION				
Action Text:				
Remarks: Test students' in the following TSPs: L W223.	.221 through L229	, T223, T229 - T231, W221 through		

Preparation Date: 6 Apr 2005 Optimum Class Size: 160

Individual Task Summary - Lessons

<u>Task</u>	Title	<u>Lesson / Ver</u>	<u>Critical</u> <u>Task</u>
031-503-3005	Submit An NBC-1 Report	T223 / 1	Yes
031-506-1053	Report NBC Information Using NBC 4 Report	T223 / 1	Yes
052-191-1361	Camouflage Yourself and Your Individual Equipment	T223 / 1	No
052-192-1242	Locate Mine and Booby Trap Indicators By Visual Means	T223 / 1	Yes
061-283-6003	Adjust Indirect Fire	T223 / 1	Yes
071-325-4425	Employ an M18A1 Claymore Mine	T223 / 1	No
071-326-0502	Move under direct fire	W223 / 1	Yes
071-326-0503	Move over, through, or around obstacles (except minefields)	W223 / 1	Yes
071-326-0511	React To Flares	T223 / 1	No
071-326-0513	Select Temporary Fighting Positions	T223 / 1	Yes
		W224 / 1	Yes
071-326-0515	Select a movement route using a map	W221 / 1	Yes
		W226 / 1	Yes
		W223 / 1	Yes
071-326-0608	Use Visual Signaling Techniques	W223 / 1	Yes
071-326-3049	Conduct Troop-Leading Procedures for an Operation	W222 / 1	Yes
071-326-5502	Issue a Fragmentary Order	W222 / 1	Yes
071-326-5503	Issue a Warning Order	W222 / 1	Yes
071-326-5505	Issue an Oral Operation Order	W222 / 1	Yes
071-326-5605	Control movement of a fire team	W223 / 1	Yes
071-326-5626	Prepare an Oral Operations Order	W222 / 1	Yes
071-326-5704	Supervise Construction of a Fighting Position	W224 / 1	Yes
		T223 / 1	Yes
071-326-5705	Establish an Observation Post	W224 / 1	Yes
		T223 / 1	Yes
071-329-1006	Navigate from one point on the ground to another point while dismounted.	W221 / 1	Yes
		W226 / 1	Yes
071-331-0815	Practice noise, light, and litter discipline	W223 / 1	Yes
071-331-0852	Clear a Field of Fire	W224 / 1	Yes
071-410-0012	Supervise Occupation of an Assembly Area	W224 / 1	Yes
071-430-0002	Conduct a defense by a squad	W224 / 1	Yes
071-990-0004	Conduct Pre-Combat Checks	W222 / 1	Yes
071-990-0006	Conduct Drill and Ceremonies	T229 / 1	Yes
		T228 / 1	Yes
071-990-0007	Implement a Total Fitness Program in a Company	T224 / 1	Yes

tatus: Command	gory: ModifiedPreparation Date: 6 Aprant ApprovedOptimu		60
071-990-0009	Implement an Individual Total Fitness Program	T224 / 1	Yes
07-3-0913	React to Contact	W227 / 2	Ye
		W225 / 1	Ye
07-3-1009	Conduct a Squad Deliberate Attack	W225 / 1	Ye
07-3-1189	Perform Actions at Danger Areas	W227 / 2	Ye
07-3-1270	Conduct Tactical Movement (Mounted or Dismounted)	W227 / 2	Ye
07-3-5063	Occupy an Assembly Area	W227 / 2	Yes
07-3-5064	Conduct Troop Leading Procedures	W227 / 2	Ye
07-3-9104	Break Contact	W225 / 1	Ye
07-3-9105	React to Ambush	W227 / 2	Ye
		W225 / 1	Ye
081-831-1000	Evaluate a Casualty	T223 / 1	Ye
081-831-1005	Perform First Aid to Prevent or Control Shock	T223 / 1	Ye
081-831-1025	Perform First Aid For An Open Abdominal Wound	T223 / 1	Ye
081-831-1026	Perform First Aid For An Open Chest Wound	T223 / 1	Ye
081-831-1032	Perform First Aid for Bleeding of an Extremity	T223 / 1	Ye
081-831-1033	Perform First Aid for an Open Head Wound	T223 / 1	Ye
081-831-9018	Implement Suicide Prevention Measures	T240 / 1	Ye
081-831-9028	Implement A Suicide Prevention Program	T240 / 1	Ye
091-257-0002	Conduct Preventive Maintenance Checks and Services (PMCS)	T230 / 1	Ye
091-CLT-4029	Supervise Preventive Maintenance Checks and Services	T230 / 1	Ye
093-401-5040	React To Unexploded Ordnance Hazards	T223 / 1	Ye
101-92Y-0002	Supervise Supply Activities in a Unit	T231 / 1	Ye
121-008-1496	Supervise the Implementation of Financial Readiness Actions	L229 / 2	Ye
121-050-8010	Enforce Compliance with the Army's Equal Opportunity and Sexual Harassment Polices and Program	L227 / 1	Ye
152-020-0005	Train a subordinate to perform an individual task	T223 / 1	Ye
152-020-0007	Train a Team	T223 / 1	Ye
154-385-6263	Conduct a Risk Assessment	T221 / 1	Ye
		T223 / 1	Ye
154-385-6465	Employ Risk Management Process During Mission Planning	T221 / 1	Ye
158-100-1110	Apply the Essential Elements of Army Leadership Doctrine to a Given Situation	L221 / 1	Ye
		L225 / 1	Ye
		L224 / 1	Ye
		L223 / 1	Ye
		L222 / 1	Ye
		L226 / 1	Ye

Course: 600-WLC (N	IOD) Version: 1 Delivery or Leader Course (Modified)	Group: A Ph	ase: 0
Management Categor Status: Commandant	ry: Modified Preparation Date: 6 Apr 2		160
158-100-1132	Identify Ways National, Army, and Individual Values and Professional Obligations Relate to Each Other	L226 / 1	Yes
158-100-1134	Resolve an Ethical Problem	L225 / 1	Yes
		L224 / 1	Yes
		L226 / 1	Yes
158-100-1135	Apply Leadership Fundamentals to Create a Climate that Fosters Ethical Behavior	L224 / 1	Yes
		L222 / 1	Yes
		L226 / 1	Yes
158-100-1140	Communicate Effectively in a Given Situation	L224 / 1	Yes
158-100-1170	Apply Team Development Techniques to Enhance Unit Performance	L225 / 1	Yes
158-100-1180	Develop Subordinate Leaders in a Squad	L225 / 1	Yes
		L222 / 1	Yes
		L228 / 1	Yes
158-100-1183	Identify Duties, Responsibilities, and Authority of Officers, Warrant Officers, Noncommissioned Officers, and Civilians	L221 / 1	Yes
		L223 / 1	Yes
		L222 / 1	Yes
		L226 / 1	Yes
158-100-1260	Counsel Subordinates	L225 / 1	Yes
		L224 / 1	Yes
		L228 / 1	Yes
158-100-1281	Solve Problems Using the Military Problem Solving Process	L225 / 1	Yes
158-100-1285	Implement Measures to Reduce Combat Stress	L223 / 1	Yes
158-300-0010	Write in the Army Style	L230 / 2	Yes
181-301-0001	Identify the Legal Implications of the Homosexual Conduct Policy	L226 / 1	Yes
181-331-1001	Employ Military Justice	L226 / 1	Yes
301-371-1000	Report Intelligence Information	T223 / 1	Yes
400-022-1001	Identify the Historical Progression and Significant Contributions of the Noncommissioned Officer Corps	L233 / 1	Yes
805C-010-0104	Army's Sexual Assault Prevention and Response Training	L235 / 1	Yes
805C-PAD-2060	Report Casualties	T223 / 1	Yes
805C-PAD-2402	Provide Input On Personnel Actions Affecting Subordinates	T223 / 1	Yes
850-001-2000	Employ Accident Prevention Measures and Risk Assessment Process	T223 / 1	Yes
		T221 / 1	Yes
NTN	Conduct an After Action Review	T222 / 1	Yes

Optimum Class Size: 160

Ammunition Summary - Lesson

Live Ammunition:

DODIC: A075 CTG 5.56MM BLANK M200 F/RIFLE M249

		_	<u>Per</u>	<u>Student</u>	<u>Instructor</u>	_	
	Lesson / Version	<u>Step</u>	Student	<u>Total</u>	<u>Total</u>	Support	<u>Total</u>
	W227 / 2	TLO	31	5,000	0	0	5,000
		Lesson Total:		5,000	0	0	5,000
	Remarks: TLO Min M240MG		quired per te	eam. Author	ized substitute	e A111 if usin	g M60 or
		DODIC Total:		5,000	0	0	5,000
DODIC:	A080 CTG 5.56M	1M BLANK M200	F/RIFLE M	16A1/M16A2	2		
		_	Per	Student	Instructor	_	
	Lesson / Version	<u>Step</u>	Student	<u>Total</u>	<u>Total</u>	Support	<u>Total</u>
	W227 / 2	TLO	80	12,800	0	0	12,800
		Lesson Total:		12,800	0	0	12,800
		DODIC Total:		12,800	0	0	12,800
DODIC:	A111 CTG 7.62M	1M BLANK M82 L	INKED GR	ADE MG			
			Per	<u>Student</u>	Instructor		
	Lesson / Version	<u>Step</u>	<u>Student</u>	<u>Total</u>	<u>Total</u>	<u>Support</u>	<u>Total</u>
	W227 / 2	TLO	31	5,000	0	0	5,000
		Lesson Total:		5,000	0	0	5,000
	Remarks: TLO Mir M249LM		quired per te	eam. Author	ized substitut	e A075 if usin	g
		DODIC Total:		5,000	0	0	5,000
DODIC:	G940 HG Green	Smoke M18					
		04	<u>Per</u>	Student	Instructor	0	Tatal
	Lesson / Version	<u>Step</u>	<u>Student</u>	<u>Total</u>	<u>Total</u>	Support	<u>Total</u>
	W227 / 2	TLO	0	20	0	0	20
		Lesson Total:		20	0	0	20
		DODIC Total:		20	0	0	20
DODIC:	G945 HG Yellow	Smoke M18					
	Lesson / Version	<u>Step</u>	<u>Per</u> Student	<u>Student</u> <u>Total</u>	<u>Instructor</u> <u>Total</u>	<u>Support</u>	<u>Total</u>
	W227 / 2	TLO	0	20	0	0	20
		Lesson Total:		20	0	0	20
		DODIC Total:		20	0	0	20
DODIC: G950 HG Red Smoke M18							

Course: 600-WLC (MOD) Version: 1 Delivery Group: A Phase: 0 Course Name: Warrior Leader Course (Modified) Version: 1 Delivery Group: A Phase: 0							
Manag	ement Category: : Commandant Ap	Modified	,	Preparatior	n Date: 6 Ap Optim	or 2005 I um Class S	Size: 160
	Lesson / Version	<u>Step</u>	Per Student	<u>Student</u> <u>Total</u>	Instructor Total	<u>Support</u>	<u>Total</u>
	W227 / 2	TLO	0	20	0	0	20
		Lesson Total:		20	0	0	20
	Remarks: TLO To	be used in real w	orld emerge	encies only.			
		DODIC Total:		20	0	0	20
DODIC	: G955 HG Violet S	Smoke M18					
	Lesson / Version	<u>Step</u>	<u>Per</u> Student	<u>Student</u> <u>Total</u>	<u>Instructor</u> <u>Total</u>	<u>Support</u>	<u>Total</u>
	W227 / 2	TLO	0	20	0	0	20
		Lesson Total:		20	0	0	20
		DODIC Total:		20	0	0	20
DODIC	G982 GRENADE	, HAND SMOKE	HC PRACT	ICE			
	Lesson / Version	<u>Step</u>	<u>Per</u> Student	<u>Student</u> <u>Total</u>	Instructor Total	<u>Support</u>	<u>Total</u>
	W227 / 2	TLO	1	80	0	0	80
		Lesson Total:		80	0	0	80
	Remarks: TLO Re	places G930.					
		DODIC Total:		80	0	0	80
DODIC	K139 Mine AP P	rac M68					
	-		Per	Student	Instructor		
	Lesson / Version	<u>Step</u>	<u>Student</u>	Total	Total	<u>Support</u>	<u>Total</u>
	W227 / 2	TLO	0	40	0	0	40
		Lesson Total:		40	0	0	40
		DODIC Total:		40	0	0	40
DODIC	L307 Sig Illum W	/hite Star Cluster	M159				
	Lesson / Version	<u>Step</u>	<u>Per</u> Student	<u>Student</u> <u>Total</u>	Instructor Total	<u>Support</u>	Total
	W227 / 2	TLO	0	40	0	0	40
		Lesson Total:		40	0	0	40
		DODIC Total:		40	0	0	40
DODIC	L311 Sig Illum R	ed Para M126A1					
	Lesson / Version	Step	<u>Per</u> Student	<u>Student</u> <u>Total</u>	Instructor Total	<u>Support</u>	<u>Total</u>
	W227 / 2	TLO	0	20	0	0	20
		Lesson Total:		20	0	0	20
	Remarks: TLO To	be used in real w	orld emerge	encies only.			
		DODIC Total:		20	0	0	20

Course: 600-WLC (MOD) Version: 1 Course Name: Warrior Leader Course (Modified) Management Category: Modified Preparation Date: 6 Apr 2005 Status: Commandant Approved **Optimum Class Size:** 160

DODIC: L312 Sig Illum White Star Para M127

<u>Lesson / Version</u>	<u>Step</u>	<u>Per</u> Student	<u>Student</u> <u>Total</u>	<u>Instructor</u> <u>Total</u>	<u>Support</u>	<u>Total</u>
W227 / 2	TLO	0	60	0	0	60
	Lesson Total:		60	0	0	60
	DODIC Total:		60	0	0	60

DODIC: L594 Sim Proj Ground Burst M115A2

Lesson / Version	<u>Step</u>	<u>Per</u> Student	<u>Student</u> <u>Total</u>	<u>Instructor</u> <u>Total</u>	<u>Support</u>	<u>Total</u>
W227 / 2	TLO	0	40	0	0	40
	Lesson Total:		40	0	0	40
	DODIC Total:		40	0	0	40

DODIC: L600 Sim Booby Trap Whistling M119

<u>Lesson / Version</u>	<u>Step</u>	<u>Per</u> Student	<u>Student</u> <u>Total</u>	<u>Instructor</u> <u>Total</u>	<u>Support</u>	<u>Total</u>
W227 / 2	TLO	0	20	0	0	20
	Lesson Total:		20	0	0	20
	DODIC Total:		20	0	0	20

Delivery Group: A Phase: 0

Preparation Date: 6 Apr 2005 Optimum Class Size: 160

Facilities Summary - Lessons

Nomenclature: GEN INSTR BLDG, 1500SF, 160PN

<u>Lesson /</u> Version	<u>Step</u>	<u>Facility</u> Quantity	<u>Student</u> <u>Ratio</u>	<u>Setup</u> Hours	<u>Cleanup</u> <u>Hours</u>	Instruction Hours	<u>Facility</u> <u>Hours</u>
L231 / 3	TLO	0	1:160	0.0	0.0	0.8	0.8
	Lesson Total:			0.0	0.0	0.8	0.8
	Facility Total:			0.0	0.0	0.8	0.8

Unit of Measure: Square Feet

Facility Id: 17120A

Facility Id: 17120

Unit of Measure: Square Feet

Nomenclature:	GEN INSTR BLDG,	1600SF	16PN
Nonicificiature.	OLININOTIN DEDO,	100001,	

<u>Lesson /</u> <u>Version</u>	<u>Step</u>	<u>Facility</u> Quantity	<u>Student</u> <u>Ratio</u>	<u>Setup</u> Hours	<u>Cleanup</u> <u>Hours</u>	Instruction Hours	<u>Facility</u> <u>Hours</u>
L221 / 1	TLO	0	1:16	0.0	0.0	0.8	0.8
	Lesson Total:			0.0	0.0	0.8	0.8
Remarks: TLO Classrooms may vary in size, but must be conducive to learning							
L222 / 1	TLO	0	1:16	0.0	0.0	2.8	2.8
	Lesson Total:			0.0	0.0	2.8	2.8
Remarks: TLO	Classrooms may v	vary in size, b	out must be o	conducive to	o learning		
L223 / 1	TLO	0	1:16	0.0	0.0	3.8	3.8
	Lesson Total:			0.0	0.0	3.8	3.8
Remarks: TLO	Classrooms may v	vary in size, b	out must be o	conducive to	o learning		
L224 / 1	TLO	0	1:16	0.0	0.0	3.7	3.7
	Lesson Total:			0.0	0.0	3.7	3.7
Remarks: TLO	Classrooms may v	vary in size, b	out must be o	conducive to	o learning		
L225 / 1	TLO	0	1:16	0.0	0.0	2.6	2.6
	Lesson Total:			0.0	0.0	2.6	2.6
Remarks: TLO	Classrooms may v	vary in size, b	out must be o	conducive to	o learning		
L226 / 1	TLO	0	1:16	0.0	0.0	3.6	3.6
	Lesson Total:			0.0	0.0	3.6	3.6
Remarks: TLO	Classrooms may v	vary in size, b	out must be o	conducive to	o learning		
L227 / 1	TLO	0	1:16	0.0	0.0	2.8	2.8
	Lesson Total:			0.0	0.0	2.8	2.8
Remarks: TLO	Classrooms may v	varv in size, b	out must be o	conducive to	o learning		

Remarks: TLO Classrooms may vary in size, but must be conducive to learning

Course: 600- Course Name	-WLC (MOD) : Warrior Leader Co	urse (Modifi	Version ed)	n:1 I	Delivery Gr	oup: A Pha	se: 0	
-	Category: Modified mandant Approved		Preparation Date: 6 Apr 2005 Optimum Class Size: 160					
<u>Lesson /</u> Version	<u>Step</u>	<u>Facility</u> Quantity	<u>Student</u> <u>Ratio</u>	<u>Setup</u> Hours	<u>Cleanup</u> <u>Hours</u>	Instruction Hours	<u>Facility</u> <u>Hours</u>	
L228 / 1	TLO	0	1:16	0.0	0.0	4.8	4.8	
	Lesson Total:			0.0	0.0	4.8	4.8	
Remarks: TLO	Classrooms may va	ary in size, b	ut must be	conducive to	o learning			
L229 / 2	TLO	1	1:16	0.0	0.0	1.8	1.8	
	Lesson Total:			0.0	0.0	1.8	1.8	
Remarks: TLO	Classrooms may va	ary in size, b	ut must be	conducive to	o learning			
L230 / 2	TLO	0	1:16	0.0	0.0	0.0	0.0	
	Lesson Total:			0.0	0.0	0.0	0.0	
Remarks: TLO	Classrooms may va	ary in size, b	ut must be	conducive to	o learning			
L232 / 2	TLO	0	1:16	0.0	0.0	1.8	1.8	
	Lesson Total:			0.0	0.0	1.8	1.8	
Remarks: TLO	Classrooms may va	ary in size, b	ut must be	conducive to	o learning			
L233 / 1	TLO	0	1:16	0.0	0.0	1.3	1.3	
	Lesson Total:			0.0	0.0	1.3	1.3	
Remarks: TLO	Classrooms may va	ary in size, b	ut must be	conducive to	o learning			
L235 / 1	TLO	0	1:16	0.0	0.0	1.8	1.8	
	Lesson Total:			0.0	0.0	1.8	1.8	
T221 / 1	TLO	0	1:16	0.0	0.0	1.8	1.8	
	Lesson Total:			0.0	0.0	1.8	1.8	
Remarks: TLO	Classrooms may va	ary in size, b	ut must be					
T222 / 1	TLO	0	1:16	0.0	0.0	1.8	1.8	
	Lesson Total:			0.0	0.0	1.8	1.8	
Remarks: TLO	Classrooms may va	ary in size, b	ut must be	conducive to	o learning.			
T223 / 1	TLO	0	1:16	0.0	0.0	13.6	13.6	
	Lesson Total:			0.0	0.0	13.6	13.6	
Remarks: TLO	Classrooms may va	ary in size, b	ut must be	conducive to	o learning.			
T224 / 1	TLO	1	1:16	0.0	0.0	13.8	13.8	
	Lesson Total:			0.0	0.0	13.8	13.8	
Remarks: TLO	Classrooms may va	ary in size, b	ut must be	conducive to	o learning.			
T228 / 1	TLO	0	1:16	0.0	0.0	4.8	4.8	
	Lesson Total:			0.0	0.0	4.8	4.8	
Remarks: TLO	Classrooms may va	ary in size, b	ut must be	conducive to	o learning.			
T230 / 1	TLO	0	1:16	0.0	0.0	1.7	1.7	

Management	: Warrior Leader Cou Category: Modified	•	,	ation Date	: 6 Apr 200		
<u>Lesson /</u> Version	nandant Approved <u>Step</u>	<u>Facility</u> Quantity	<u>Student</u> <u>Ratio</u>	<u>Setup</u> Hours	<u>Cleanup</u> <u>Hours</u>	lass Size: 16 Instruction Hours	0 <u>Facility</u> <u>Hours</u>
	Lesson Total:			0.0	0.0	1.7	1.7
Remarks: TLO	Classrooms may va	ry in size, b	ut must be o	conducive	to learning.		
T231 / 1	TLO	0	1:16	0.0	0.0	0.8	0.8
	Lesson Total:			0.0	0.0	0.8	0.8
Remarks: TLO	Classrooms may va	ry in size, b	ut must be o	conducive	to learning.		
T240 / 1	TLO	0	1:16	0.0	0.0	1.8	1.8
	Lesson Total:			0.0	0.0	1.8	1.8
Remarks: TLO	Classrooms may va	ry in size, b	ut must be o	conductive	to learning.		
W221 / 1	TLO	0	1:16	0.0	0.0	12.8	12.8
	Lesson Total:			0.0	0.0	12.8	12.8
Remarks: TLO	Classrooms may va	ry in size, b	ut must be o	conducive	to learning.		
W222 / 1	TLO	0	1:16	0.0	0.0	3.8	3.8
	Lesson Total:			0.0	0.0	3.8	3.8
Remarks: TLO	Classrooms may va	ry in size, b	ut must be o	conducive	to learning.		
W223 / 1	TLO	0	1:16	0.0	0.0	5.6	5.6
	Lesson Total:			0.0	0.0	5.6	5.6
Remarks: TLO	Classrooms may va	ry in size, b	ut must be o	conducive	to learning.		
W224 / 1	TLO	0	1:16	0.0	0.0	3.8	3.8
	Lesson Total:			0.0	0.0	3.8	3.8
Remarks: TLO	Classrooms may va	ry in size, b	ut must be o	conducive	to learning.		
W225 / 1	TLO	0	1:16	0.0	0.0	4.8	4.8
	Lesson Total:			0.0	0.0	4.8	4.8
Remarks: TLO	Classrooms may va	ry in size, b	ut must be o	conducive	to learning.		
W226 / 1	TLO	0	1:16	0.0	0.0	15.7	15.7
	Lesson Total:			0.0	0.0	15.7	15.7
Remarks: TLO	Classrooms may va	ry in size, b	ut must be o	conducive	to learning.		
W227 / 2	TLO	0	1:16	0.0	0.0	23.0	23.0
	Lesson Total:			0.0	0.0	23.0	23.0
Remarks: TLO	Classrooms may va	ry in size, b	ut must be o	conductive	to learning.		
WE / 2	TLO	0	1:16	0.0	0.0	2.6	2.6
	Lesson Total:			0.0	0.0	2.6	2.6
Remarks: TLO	Classrooms may va	ry in size, b	ut must be o	conductive	to learning.		

Delivery Group: A Phase: 0 Course: 600-WLC (MOD) Version: 1 Course Name: Warrior Leader Course (Modified)

Management Category: Modified

Statu

Preparation Date: 6 Apr 2005

tatus: Comi	mandant Approved	Optimum Class Size: 160						
<u>Lesson /</u> Version	<u>Step</u>	<u>Facility</u> Quantity	<u>Student</u> <u>Ratio</u>	<u>Setup</u> Hours	<u>Cleanup</u> <u>Hours</u>	Instruction Hours	<u>Facility</u> <u>Hours</u>	
	Facility Total:			0.0	0.0	143.8	143.8	

Facility Id: 17992

Unit of Measure: Acre

Nomenclature: PE TNG Field 1AC

<u>Lesson /</u> <u>Version</u>	<u>Step</u>	<u>Facility</u> Quantity	<u>Student</u> <u>Ratio</u>	<u>Setup</u> Hours	<u>Cleanup</u> <u>Hours</u>	Instruction Hours	<u>Facility</u> <u>Hours</u>
T224 / 1	TLO	1	1:160	0.0	0.0	13.8	13.8
	Lesson Total:			0.0	0.0	13.8	13.8
	Facility Total:			0.0	0.0	13.8	13.8

Facility Id: 17999

Unit of Measure: Acre

Nomenclature: Field TNG AREA, 640AC

<u>Lesson /</u> <u>Version</u>	<u>Step</u>	<u>Facility</u> Quantity	<u>Student</u> <u>Ratio</u>	<u>Setup</u> Hours	<u>Cleanup</u> <u>Hours</u>	Instruction Hours	<u>Facility</u> <u>Hours</u>
W223 / 1	TLO	0	1:160	0.0	0.0	5.6	5.6
	Lesson Total:			0.0	0.0	5.6	5.6
W224 / 1	TLO	0	1:160	0.0	0.0	3.8	3.8
	Lesson Total:			0.0	0.0	3.8	3.8
W225 / 1	TLO	0	1:160	0.0	0.0	4.8	4.8
	Lesson Total:			0.0	0.0	4.8	4.8
W226 / 1	TLO	0	1:160	0.0	0.0	15.7	15.7
	Lesson Total:			0.0	0.0	15.7	15.7
W227 / 2	TLO	0	1:160	0.0	0.0	23.0	23.0
	Lesson Total:			0.0	0.0	23.0	23.0
	Facility Total:			0.0	0.0	52.9	52.9

Optimum Class Size: 160

Equipment Summary - Lessons

REMARKS: The TA50 equipment listed in this equipment summary is normally brought to the NCOA by the students. NCOAs list the required equipment that students must bring to class on ATRRS and the NCOAs Website.

Expendable

NSN (LIN): 1005-00-118-6192 FIRING ATTACHMENT, BLANK AMMUNITION Remarks: Total required to conduct one class/iteration: 160

		Student	<u>Student</u>	Instructor	<u>Other</u>		OPTE	MPO
Lesson / Version	<u>Step</u>	Ratio	Quantity	Quantity	Quantity	<u>Total</u>	Miles	Hours
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
Les	sson Total:	-	160	0	0	160	0.0	0.0
Remarks: TLO M16 Blank Adaptors, 20 additional if M60 or M240 is replaced by M249LMG								

NSN (LIN) Total: 160 0 0 160 0.0 0.0

NSN (LIN): 1005-00-140-3515 FIRING ATTACHMENT, BLANK AMMUNITION Remarks: Total required to conduct one class/iteration: 20

		<u>Student</u>	<u>Student</u>	Instructor	<u>Other</u>		OPTE	MPO
Lesson / Version	<u>Step</u>	<u>Ratio</u>	<u>Quantity</u>	Quantity	<u>Quantity</u>	<u>Total</u>	<u>Miles</u>	<u>Hours</u>
W227 / 2	TLO	1:8	20	0	0	20	0.0	0.0
Le	sson Total:	-	20	0	0	20	0.0	0.0
Remarks: TLO M60 and M240 Blank Adapter.								

NSN (LIN) Total: 20 0 0 20 0.0 0.0

NSN (LIN): 1005-01-424-2999 CLEANING KIT, GUN Remarks: Total required to conduct one class/iteration: 160

OPTEMPO Student Student Instructor Other Lesson / Version Quantity Quantity Quantity Total Miles Hours Step Ratio W227/2 TLO 160 160 0.0 1:1 0 0 0.0 160 0 160 0.0 0 0.0 Lesson Total: NSN (LIN) Total: 160 0 0 160 0.0 0.0

NSN (LIN): 6230-00-264-8261 FLASHLIGHT, Right Angle Remarks: Total required to conduct one class/iteration: 160

		Student	<u>Student</u>	Instructor	<u>Other</u>		OPTE	MPO
<u>Lesson / Versi</u>	on <u>Step</u>	<u>Ratio</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Total</u>	<u>Miles</u>	<u>Hours</u>
W226 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Total:		160	0	0	160	0.0	0.0
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Total:		160	0	0	160	0.0	0.0

Delivery Group: A **Phase:** 0

Course: 600-W Course Name: \	· · ·	ader Cours	e (Modified)	Version: ²	l Deliv	ery Group:	A Phase	ə: 0
Management Ca				,	n Date: 6 A	pr 2005		
Status: Comma				•	Optir	num Class S	Size: 160	
Lesson / Version	<u>Step</u>	<u>Student</u> Ratio	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Total	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> Hours
	LIN) Total:		320	0	0	320	0.0	0.0
· · · · · · · · · · · · · · · · · · ·								
<u>NSN (LIN):</u> 6515	-00-137-63	845	PLUG, E	AR				
Lesson / Version	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Total</u>	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
Les	son Total:		160	0	0	160	0.0	0.0
NSN (LIN) Total:		160	0	0	160	0.0	0.0
<u>NSN (LIN):</u> 6850	-00-161-62	202	PAINT, F	ACE, CAMO	OUFLAGE			
Lesson / Version	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Total</u>	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W227 / 2	TLO	1:8	20	0	0	20	0.0	0.0
Les	son Total:		20	0	0	20	0.0	0.0
NSN (LIN) Total:		20	0	0	20	0.0	0.0
<u>NSN (LIN):</u> 6850	-00-161-62	203	PAINT, F	ACE, CAMO	OUFLAGE			
<u>Lesson / Version</u>	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Total</u>	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W227 / 2	TLO	1:8	20	0	0	20	0.0	0.0
Les	son Total:	-	20	0	0	20	0.0	0.0
NSN (LIN) Total:		20	0	0	20	0.0	0.0
<u>NSN (LIN):</u> 6850	-00-161-62	204	PAINT, F	ACE, CAM	DUFLAGE			
<u>Lesson / Version</u>	<u>Step</u>	<u>Student</u> Ratio	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Total	<u>OPTEI</u> Miles	<u>MPO</u> Hours
W227 / 2	TLO	1:8	20	0	0	20	0.0	0.0
	son Total:	1.0	20	0	0	20	0.0	0.0
	LIN) Total:		20	0	0	20	0.0	0.0
·								
<u>NSN (LIN):</u> 7110 Remarks: Total			CHALKB one class/ite					
		<u>Student</u>	<u>Student</u>	Instructor	<u>Other</u>		OPTE	MPO
Lesson / Version	<u>Step</u>	Ratio	Quantity	Quantity	Quantity	<u>Total</u>	<u>Miles</u>	Hours
L221 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	son Total:		10	0	0	10	0.0	0.0
Remarks: TLO May	y substitute	with like iten	n					
L222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Les	son Total:		10	0	0	10	0.0	0.0
Remarks: TLO May	v substitute v	with like iten	n					

Remarks: TLO May substitute with like item

Course: 600-WLC (MOD) Course Name: Warrior Leader Course (Modified)

Version: 1 Delivery Group: A Phase: 0

Management Category: Modified Preparation Date: 6 Apr 2005 Status: Commandant Approved **Optimum Class Size: 160** Student Student Instructor Other **OPTEMPO** Lesson / Version Quantity Quantity Total Step Ratio Quantity Miles Hours L223/1 TLO 1:16 10 0 0 10 0.0 0.0 10 0 0 10 Lesson Total: 0.0 0.0 Remarks: TLO May substitute with like item L224 / 1 TLO 10 0 10 0.0 1:16 0 0.0 10 0 0 10 Lesson Total: 0.0 0.0 Remarks: TLO May substitute with like item L225/1 TLO 1:16 10 0 0 10 0.0 0.0 10 0 0 10 Lesson Total: 0.0 0.0 Remarks: TLO May substitute with like item TLO L226 / 1 1:16 10 0 0 10 0.0 0.0 0 Lesson Total: 10 0 10 0.0 0.0 Remarks: TLO May substitute with like item L227 / 1 TLO 1:16 10 0 0 10 0.0 0.0 10 0 0 10 0.0 Lesson Total: 0.0 Remarks: TLO May substitute with like item L228 / 1 TLO 1:16 10 0 0 10 0.0 0.0 0 10 0 10 Lesson Total: 0.0 0.0 Remarks: TLO May substitute with like item L229/2 TLO 1:16 10 10 21 0.0 0.0 1 1 10 21 Lesson Total: 10 0.0 0.0 Remarks: TLO May substitute with like item L230 / 2 TLO 1:16 10 0 10 0.0 0.0 0 Lesson Total: 10 0 0 10 0.0 0.0 Remarks: TLO May substitute with like item L232 / 2 TLO 1:16 0.0 10 0 0 10 0.0 0 0 10 Lesson Total: 10 0.0 0.0 Remarks: TLO May substitute with like item L233 / 1 TLO 1:16 10 0 0 10 0.0 0.0 0 10 Lesson Total: 10 0 0.0 0.0 Remarks: TLO May be substituted for like items L235 / 1 TLO 1:16 10 10 21 0.0 0.0 1 1 10 21 Lesson Total: 10 0.0 0.0 T221/1 TLO 1:16 10 0 0 10 0.0 0.0

Course: 600-WLC (MOD) Version: 1 Delivery Group: A Phase: 0 Course Name: Warrior Leader Course (Modified) Management Category: Modified Preparation Date: 6 Apr 2005 Status: Commandant Approved **Optimum Class Size:** 160 Student Student Instructor Other **OPTEMPO** Lesson / Version <u>Ratio</u> Quantity Quantity Quantity Total Step **Miles** <u>Hours</u> Lesson Total: 10 0 0 10 0.0 0.0 Remarks: TLO May substitute with like item T222 / 1 TLO 1:16 10 0 0 10 0.0 0.0 10 0 0 10 0.0 0.0 Lesson Total: Remarks: TLO May substitute with like item T223 / 1 TLO 1:16 10 10 1 21 0.0 0.0 10 10 1 21 0.0 0.0 Lesson Total: Remarks: TLO May substitute with like item T224 / 1 TLO 1:16 10 3 1 14 0.0 0.0 3 1 14 Lesson Total: 10 0.0 0.0 Remarks: TLO May substitute with like item T228 / 1 TLO 1:16 10 3 14 0.0 0.0 1 Lesson Total: 10 3 1 14 0.0 0.0 Remarks: TLO May substitute with like item TLO T230 / 1 1:16 10 0 0 10 0.0 0.0 10 0 0 10 Lesson Total: 0.0 0.0 Remarks: TLO May substitute with like item T231/1 TLO 1:16 10 0 0 10 0.0 0.0 0 0 10 Lesson Total: 10 0.0 0.0 Remarks: TLO May substitute with like item T240 / 1 TLO 1:16 10 0 0 10 0.0 0.0 0 0 10 Lesson Total: 10 0.0 0.0 Remarks: TLO May substitute with like item W221/1 TLO 1:16 10 0 0 10 0.0 0.0 0 0 Lesson Total: 10 10 0.0 0.0 Remarks: TLO May substitute with like item TLO W222 / 1 1:16 10 0 0 10 0.0 0.0 Lesson Total: 10 0 0 10 0.0 0.0 Remarks: TLO May substitute with like item W223 / 1 TLO 1:16 10 0 0 10 0.0 0.0 0 0 Lesson Total: 10 10 0.0 0.0

Remarks: TLO May substitute with like item

Course: 600-WLC (MOD) Version: 1 Delivery Group: A Phase: 0 Course Name: Warrior Leader Course (Modified) Management Category: Modified Preparation Date: 6 Apr 2005 Status: Commandant Approved **Optimum Class Size:** 160 Student Student Instructor Other **OPTEMPO** Quantity Quantity Total Lesson / Version Step Ratio Quantity Miles Hours W224 / 1 TLO 1:16 10 0 0 10 0.0 0.0 10 0 0 10 Lesson Total: 0.0 0.0 Remarks: TLO May be substituted with like items W225 / 1 TLO 0 0.0 1:16 10 0 10 0.0 10 0 0 10 Lesson Total: 0.0 0.0 Remarks: TLO May substitute with like item TLO W226 / 1 1:16 0 10 0.0 0.0 10 0 10 0 0 10 Lesson Total: 0.0 0.0 Remarks: TLO May substitute with like item NSN (LIN) Total: 5 311 270 36 0.0 0.0 NSN (LIN): 7510-00-161-6215 RULER, NONMETALLIC Remarks: Total required to conduct one class/iteration: 160 Student Student Instructor Other **OPTEMPO** Lesson / Version Step <u>Ratio</u> Quantity Quantity Quantity <u>Total</u> **Miles** Hours W221/1 TLO 0.0 1:1 160 0 0 160 0.0 0 160 0 Lesson Total: 160 0.0 0.0 Remarks: TLO May substitute with like item TLO W223 / 1 1:1 160 160 0.0 0 0 0.0 0 0 Lesson Total: 160 160 0.0 0.0 Remarks: TLO May substitute with like item W226 / 1 0.0 TLO 160 0 0 160 0.0 1:1 0 Lesson Total: 160 0 160 0.0 0.0 Remarks: TLO May substitute with like item W227 / 2 TLO 1:1 160 0 160 0.0 0.0 0 Lesson Total: 160 0 0 160 0.0 0.0 Remarks: TLO May be substituted with like items WE / 2 TI O 1:16 10 0 0 10 0.0 0.0 Lesson Total: 10 0 0 10 0.0 0.0 NSN (LIN) Total: 650 0 0 650 0.0 0.0 NSN (LIN): 7520-01-424-4867 EASEL, DISPLAY AND TRAINING Remarks: Total required to conduct one class/iteration: 10 Student Student Instructor Other

		otudent	otudent	manucion	Other				
Lesson / Version	<u>Step</u>	<u>Ratio</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Total</u>	<u>Miles</u>	<u>Hours</u>	
L221 / 1	TLO	1:16	10	0	0	10	0.0	0.0	
Les	son Total:		10	0	0	10	0.0	0.0	

Course: 600-WLC (MOD) Version: 1 Delivery Group: A Phase: 0 Course Name: Warrior Leader Course (Modified) Management Category: Modified Preparation Date: 6 Apr 2005 Status: Commandant Approved **Optimum Class Size: 160** Student Student Instructor Other **OPTEMPO** Lesson / Version Ratio Quantity Quantity Quantity Total Step Miles Hours Remarks: TLO May substitute with like item TLO L222 / 1 1:16 10 0 0 10 0.0 0.0 0 0 Lesson Total: 10 10 0.0 0.0 Remarks: TLO May substitute with like item L223 / 1 TLO 1:16 10 0 0 10 0.0 0.0 0 0 10 10 0.0 Lesson Total: 0.0 Remarks: TLO May substitute with like item L224 / 1 TLO 1:16 10 0 0 10 0.0 0.0 0 0 10 Lesson Total: 10 0.0 0.0 Remarks: TLO May substitute with like item L225 / 1 TLO 1:16 0 0 10 0.0 10 0.0 0 0 10 Lesson Total: 10 0.0 0.0 Remarks: TLO May substitute with like item L226 / 1 TLO 0.0 1:16 10 0 0 10 0.0 10 0 0 10 0.0 Lesson Total: 0.0 Remarks: TLO May substitute with like item L227 / 1 TLO 1:16 0 0.0 10 0 10 0.0 0 0 10 Lesson Total: 10 0.0 0.0 Remarks: TLO May substitute with like item L228 / 1 TLO 1:16 10 0 0 10 0.0 0.0 Lesson Total: 10 0 0 10 0.0 0.0 Remarks: TLO May substitute with like item L229/2 TLO 1:16 10 10 0.0 0.0 1 21 1 10 10 21 Lesson Total: 0.0 0.0 Remarks: TLO May substitute with like item L230/2 TLO 1:16 0 10 0.0 10 0 0.0 Lesson Total: 10 0 0 10 0.0 0.0 Remarks: TLO May substitute with like item L232/2 TLO 0 0 0.0 1:16 10 10 0.0 0 0 Lesson Total: 10 10 0.0 0.0 Remarks: TLO May substitute with like item L233 / 1 TLO 1:16 10 0 0 10 0.0 0.0

Course: 600-	· · ·	dor Couro	o (Modified)	Version: ²	1 Deliv	ery Group:	A Phase	ə: 0
Course Name Management Status: Com	Category: N	lodified		·	on Date: 6 A Optin	pr 2005 num Class S	Size: 160	
		Student	Student	Instructor	Other		OPTEI	
Lesson / Versio	n <u>Step</u>	Ratio	Quantity	Quantity	Quantity	<u>Total</u>	Miles	Hours
	esson Total:		10	0	0	10	0.0	0.0
Remarks: TLO N	/lay be substitu	ited for like i	tems					
L235 / 1	TLO	1:16	10	10	1	21	0.0	0.0
L	esson Total:		10	10	1	21	0.0	0.0
T221 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	esson Total:		10	0	0	10	0.0	0.0
Remarks: TLO N	Aay substitute	with like iten	ו					
T222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	esson Total:		10	0	0	10	0.0	0.0
Remarks: TLO N	/lay substitute	with like iten	า					
T223 / 1	TLO	1:16	10	10	1	21	0.0	0.0
	esson Total:		10	10	1	21	0.0	0.0
Remarks: TLO N	/lay substitute	with like iten	า					
T224 / 1	TLO	1:16	10	3	1	14	0.0	0.0
L	esson Total:	•	10	3	1	14	0.0	0.0
Remarks: TLO N	May substitute	with like iten	า					
T228 / 1	TLO	1:16	10	3	1	14	0.0	0.0
L	esson Total:	-	10	3	1	14	0.0	0.0
Remarks: TLO N	/lay substitute	with like iten	า					
T230 / 1	TLO	1:16	10	0	0	10	0.0	0.0
L	esson Total:		10	0	0	10	0.0	0.0
Remarks: TLO N	Aay substitute	with like iten	n					
T231 / 1	TLO	1:16	10	0	0	10	0.0	0.0
L	esson Total:		10	0	0	10	0.0	0.0
Remarks: TLO N	Aay substitute	with like iten	ו					
T240 / 1	TLO	1:16	10	0	0	10	0.0	0.0
L	esson Total:		10	0	0	10	0.0	0.0
Remarks: TLO N	Aay substitute	with like iten	ו					
W221 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	esson Total:		10	0	0	10	0.0	0.0
Remarks: TLO N	Aay substitute	with like iten	n					
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
L	esson Total:		10	0	0	10	0.0	0.0

Course: 600-WLC (MOD) Version: 1 Delivery Group: A Phase: 0 Course Name: Warrior Leader Course (Modified) Management Category: Modified Preparation Date: 6 Apr 2005 Status: Commandant Approved **Optimum Class Size:** 160 Student Student Instructor Other **OPTEMPO** Quantity Quantity Total Lesson / Version Step Ratio Quantity Miles Hours Remarks: TLO May substitute with like item TLO W223 / 1 1:16 10 0 0 10 0.0 0.0 0 0 Lesson Total: 10 10 0.0 0.0 Remarks: TLO May substitute with like item W224 / 1 TLO 1:16 10 0 0 10 0.0 0.0 0 10 0 10 0.0 Lesson Total: 0.0 Remarks: TLO May be substituted with like items TLO W225 / 1 1:16 10 0 0 10 0.0 0.0 0 0 10 Lesson Total: 10 0.0 0.0 Remarks: TLO May substitute with like item W226 / 1 TLO 10 0.0 1:16 10 0 0 0.0 0 0 Lesson Total: 10 10 0.0 0.0 Remarks: TLO May substitute with like item NSN (LIN) Total: 270 36 5 311 0.0 0.0 NSN (LIN): 7530-00-619-8880 PAD, WRITING PAPER Remarks: Total required to conduct one class/iteration: 10 Student **OPTEMPO** Student Instructor Other Lesson / Version Step Ratio Quantity Quantity Quantity Total **Miles** Hours TLO L221/1 1:16 10 0 0 10 0.0 0.0 0 0 10 Lesson Total: 10 0.0 0.0 Remarks: TLO May substitute with like item 1222/1TIO 0 10 0.0 0.0 1:16 10 0 0 0 10 0.0 Lesson Total: 10 0.0 Remarks: TLO May substitute with like item L223/1 TLO 1:16 10 0 0 10 0.0 0.0 0 0 10 Lesson Total: 10 0.0 0.0 Remarks: TLO May substitute with like item L224 / 1 TLO 1:16 10 0 0 10 0.0 0.0 Lesson Total: 0 0 10 0.0 10 0.0 Remarks: TLO May substitute with like item L225 / 1 TLO 10 0 0 10 0.0 1:16 0.0 0 0 Lesson Total: 10 10 0.0 0.0

Remarks: TLO May substitute with like item

Course: 600-WLC (MOD) Course Name: Warrior Leader Course (Modified)

Version: 1 Delivery Group: A Phase: 0

Management Category: Modified Preparation Date: 6 Apr 2005 Status: Commandant Approved **Optimum Class Size: 160** Student Student Instructor Other **OPTEMPO** Lesson / Version Quantity Quantity Total Step <u>Ratio</u> Quantity Miles Hours L226 / 1 TLO 1:16 10 0 0 10 0.0 0.0 10 0 0 10 Lesson Total: 0.0 0.0 Remarks: TLO May substitute with like item L227 / 1 TLO 10 0 10 0.0 1:16 0 0.0 10 0 0 10 Lesson Total: 0.0 0.0 Remarks: TLO May substitute with like item L228 / 1 TLO 1:16 10 0 0 10 0.0 0.0 10 0 0 10 Lesson Total: 0.0 0.0 Remarks: TLO May substitute with like item TLO L229/2 1:16 10 10 1 21 0.0 0.0 10 Lesson Total: 10 1 21 0.0 0.0 Remarks: TLO May substitute with like item L230 / 2 TLO 1:16 10 0 0 10 0.0 0.0 10 0 0 10 0.0 Lesson Total: 0.0 Remarks: TLO May substitute with like item L232/2 TLO 1:16 10 0 0 10 0.0 0.0 0 10 0 10 Lesson Total: 0.0 0.0 Remarks: TLO May substitute with like item L233 / 1 TLO 1:16 10 0 0 10 0.0 0.0 0 0 10 Lesson Total: 10 0.0 0.0 Remarks: TLO May be substituted for like items L235 / 1 TLO 1:16 10 10 21 0.0 0.0 1 10 10 1 21 0.0 0.0 Lesson Total: T221/1 TLO 1:16 10 0 0 10 0.0 0.0 Lesson Total: 10 0 0 10 0.0 0.0 Remarks: TLO May substitute with like item T222 / 1 TLO 0 0.0 1:16 10 0 10 0.0 0 0 10 Lesson Total: 10 0.0 0.0 Remarks: TLO May substitute with like item T223 / 1 TLO 1:16 10 10 21 0.0 1 0.0 Lesson Total: 10 10 1 21 0.0 0.0 Remarks: TLO May substitute with like item T224 / 1 TLO 1:16 10 3 1 14 0.0 0.0

Course: 600-WLC (MOD) Version: 1 Delivery Group: A Phase: 0 Course Name: Warrior Leader Course (Modified) Management Category: Modified Preparation Date: 6 Apr 2005 Status: Commandant Approved **Optimum Class Size:** 160 Student Student Instructor Other **OPTEMPO** Lesson / Version <u>Ratio</u> Quantity Quantity Quantity Total Step Miles <u>Hours</u> Lesson Total: 10 3 1 14 0.0 0.0 Remarks: TLO May substitute with like item T228 / 1 TLO 1:16 10 0.0 3 1 14 0.0 10 3 1 14 0.0 0.0 Lesson Total: Remarks: TLO May substitute with like item T230 / 1 TLO 1:16 10 0 0 10 0.0 0.0 0 0 10 10 0.0 0.0 Lesson Total: Remarks: TLO May substitute with like item T231/1 TLO 1:16 10 10 0 0 0.0 0.0 0 0 Lesson Total: 10 10 0.0 0.0 Remarks: TLO May substitute with like item 1:16 T240 / 1 TLO 10 0 0 10 0.0 0.0 Lesson Total: 10 0 0 10 0.0 0.0 Remarks: TLO May substitute with like item TLO W221/1 1:16 10 0 0 10 0.0 0.0 0 0 10 Lesson Total: 10 0.0 0.0 Remarks: TLO May substitute with like item W222 / 1 TLO 1:16 10 0 0 10 0.0 0.0 0 0 Lesson Total: 10 10 0.0 0.0 Remarks: TLO May substitute with like item W223 / 1 TLO 1:16 10 0 0 10 0.0 0.0 0 0 10 Lesson Total: 10 0.0 0.0 Remarks: TLO May substitute with like item W224 / 1 TLO 1:16 10 0 0 10 0.0 0.0 0 0 Lesson Total: 10 10 0.0 0.0 Remarks: TLO May be substituted with like items W225 / 1 TLO 1:16 10 0 0 10 0.0 0.0 Lesson Total: 10 0 0 10 0.0 0.0 Remarks: TLO May substitute with like item W226 / 1 TLO 1:16 10 0 0 10 0.0 0.0 0 0 Lesson Total: 10 10 0.0 0.0

Remarks: TLO May substitute with like item

 Course:
 600-WLC (MOD)
 Version:
 1
 Delivery Group:
 A
 Phase:
 0

 Course Name:
 Warrior Leader Course (Modified)
 Preparation Date:
 6 Apr 2005

 Management Category:
 Modified
 Preparation Date:
 6 Apr 2005

 Status:
 Commandant Approved
 Optimum Class Size:
 160

Lesson / Version	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Total</u>	<u>OPTE</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W227 / 2	TLO	1:16	10	0	0	10	0.0	0.0
Lesson Total:			10	0	0	10	0.0	0.0
Remarks: TLO Ma	ay be substitu	uted with like	e items					
NSN	(LIN) Total:		280	36	5	321	0.0	0.0

NSN (LIN): 8415-01-110-9981 BAND, HELMET, CAMOUFLAGE Remarks: Total required to conduct one class/iteration: 160

		<u>Student</u>	<u>Student</u>	Instructor	<u>Other</u>		OPTE	MPO
Lesson / Vo	ersion <u>Step</u>	<u>Ratio</u>	Quantity	Quantity	Quantity	<u>Total</u>	<u>Miles</u>	<u>Hours</u>
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Tota	d:	10	0	0	10	0.0	0.0
W223 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Tota	ıl:	160	0	0	160	0.0	0.0
W224 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Tota	d:	160	0	0	160	0.0	0.0
W225 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Tota	ıl:	160	0	0	160	0.0	0.0
W226 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Tota	ıl:	160	0	0	160	0.0	0.0
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Tota	d:	160	0	0	160	0.0	0.0
	NSN (LIN) Tota	l:	810	0	0	810	0.0	0.0

NSN (LIN): 8465-00-001-6477 (U48674) STRAP, WEBBING Remarks: Total required to conduct one class/iteration: 160

		<u>Student</u>	<u>Student</u>	Instructor	<u>Other</u>		OPTE	MPO
<u>Lesson / Ve</u>	rsion <u>Step</u>	<u>Ratio</u>	Quantity	Quantity	Quantity	<u>Total</u>	<u>Miles</u>	Hours
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Total:		10	0	0	10	0.0	0.0
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Total:		160	0	0	160	0.0	0.0
	NSN (LIN) Total:		170	0	0	170	0.0	0.0

NSN (LIN): 8465-00-927-7485 (F30117) COVER, WATER CANTEEN Remarks: Total required to conduct one class/iteration: 160

Lesson / Version	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Total</u>	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Les	sson Total:	-	10	0	0	10	0.0	0.0

Course Name: Warrior Leader Course (Modified)

Version: 1 **Delivery Group:** A **Phase:** 0

Management C Status: Comm	Preparatio	n Date: 6 A Optir	pr 2005 num Class S	Size : 160				
Lesson / Version	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Total</u>	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
Lesson Total:			160	0	0	160	0.0	0.0
NSN	(LIN) Total:		170	0	0	170	0.0	0.0

NSN (LIN): 8470-01-442-1429 HEADBAND, GROUND TROOPS'-PARACHUTE **Remarks:** Total required to conduct one class/iteration: 160

	volon Cton	Student	<u>Student</u>	Instructor	<u>Other</u>	Total		
<u>Lesson / Ve</u>	rsion <u>Step</u>	<u>Ratio</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Total</u>	<u>Miles</u>	<u>Hours</u>
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Tota	l:	10	0	0	10	0.0	0.0
W223 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Tota	l:	160	0	0	160	0.0	0.0
W224 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Tota	l:	160	0	0	160	0.0	0.0
W225 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Tota	l:	160	0	0	160	0.0	0.0
W226 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Tota	l:	160	0	0	160	0.0	0.0
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Tota	I:	160	0	0	160	0.0	0.0
	NSN (LIN) Tota	l:	810	0	0	810	0.0	0.0

Non-Expendable:

NSN (LIN): 8465-01-120-0674 (B59567)

BELT INDIVIDUAL EQUIPMENT: WEBBING

Lesson / Versio	on <u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Max</u>	<u>OPTEI</u> <u>Miles</u>	MPO Hours
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
W223 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W224 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W225 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W226 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0

Course: 600	()		- (1) 411611	Version: ²	Delive	ery Group:	A Phase	e: 0
Management	e: Warrior Lea : Category: M Imandant Appr	lodified	e (iviodified)		on Date: 6 Ap Optim	or 2005 Ium Class S	Size: 160	
		Student	Student	Instructor	Other		OPTEI	
<u>Lesson / Versio</u>	on <u>Step</u>	Ratio	Quantity	Quantity	Quantity	Max	<u>Miles</u>	<u>Hours</u>
Ν	SN (LIN) Max:		160	0	0	160	0.0	0.0
Expendable:								
NSN (LIN): 10	005-00-073-94	21 (R9497	7) F	RIFLE, 5.56	MILLIMETER			
<u>Lesson / Versic</u>	on <u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Max</u>	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
Remarks: TLO	M16A2/M4 auth	orized subs	stitutes					
W223 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
Remarks: TLO	M16A2/M4 auth	orized subs	stitutes					
W224 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
Remarks: TLO	M16A2/M4 auth	orized subs	stitutes					
W225 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
Remarks: TLO	M16A2/M4 auth	orized subs	stitutes					
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
Remarks: TLO	M16A2/M4 auth	orized subs	stitutes					
Ν	SN (LIN) Max:		160	0	0	160	0.0	0.0
<u>NSN (LIN):</u> 10	005-00-921-50	04	MAGAZI	NE, CARTR	IDGE			
<u>Lesson / Versic</u>	on <u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Max	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W222 / 1	TLO	3:1	480	0	0	480	0.0	0.0
	Lesson Max:		480	0	0	480	0.0	0.0
W223 / 1	TLO	3:1	480	0	0	480	0.0	0.0
	Lesson Max:		480	0	0	480	0.0	0.0
W224 / 1	TLO	3:1	480	0	0	480	0.0	0.0
	Lesson Max:		480	0	0	480	0.0	0.0
W225 / 1	TLO	3:1	480	0	0	480	0.0	0.0
	Lesson Max:		480	0	0	480	0.0	0.0
W227 / 2	TLO	3:1	480	0	0	480	0.0	0.0
	Lesson Max:		480	0	0	480	0.0	0.0

Course: 600-W Course Name: \	Narrior Lea		e (Modified)			very Group:	A Phase	ə: 0
Management Ca Status: Comma				Preparatio	on Date: 6 A Optii	Apr 2005 mum Class S	Size: 160	
Lesson / Version	Step	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Мах	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> Hours
	(LIN) Max:		480	0	0	480	0.0	0.0
<u>NSN (LIN):</u> 1005	-00-603-48	334	ELEVAT	ING AND TF	RAVERSING	MECHANI		
		<u>Student</u>	<u>Student</u>	Instructor	<u>Other</u>		OPTE	
<u>Lesson / Version</u>	<u>Step</u>	<u>Ratio</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Quantity</u>	Max	<u>Miles</u>	<u>Hours</u>
W227 / 2	TLO	1:8	20	0	0	20	0.0	0.0
	sson Max:		20	0	0	20	0.0	0.0
NSN	(LIN) Max:		20	0	0	20	0.0	0.0
<u>NSN (LIN):</u> 1005	-00-710-55	599 (M7571	4) 1	MOUNT, TRI	IPOD, MACH	HINE GUN		
Lesson / Version	Step	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Мах	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> Hours
W227 / 2	TLO sson Max:	1:8	20 20	0	0 0	20 20	0.0	0.0
	(LIN) Max:		20	0	0	20	0.0	0.0
NON			20	Ŭ	U	20	0.0	0.0
<u>NSN (LIN):</u> 1005	-00-605-77	710	M60					
		Student	Student	Instructor	Other		OPTE	MPO
<u>Lesson / Version</u>	<u>Step</u>	Ratio	Quantity	Quantity	Quantity	Max	Miles	Hours
W227 / 2	TLO	1:8	20	0	0	20	0.0	0.0
Le	sson Max:		20	0	0	20	0.0	0.0
Remarks: TLO M2	40B or M249	9 LMG autho	prized replac	ement				
NSN	(LIN) Max:		20	0	0	20	0.0	0.0
<u>NSN (LIN):</u> 1240	-00-930-38	333	BINOCU	LARS				
	-	<u>Student</u>	Student	Instructor	Other			
Lesson / Version	<u>Step</u>	<u>Ratio</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Quantity</u>	Max	<u>Miles</u>	<u>Hours</u>
W226 / 1	TLO		0	1	0	1	0.0	0.0
Le	sson Max:		0	1	0	1	0.0	0.0
W227 / 2	TLO	1:16	10	3	0	13	0.0	0.0
	sson Max:		10	3	0	13	0.0	0.0
NSN	(LIN) Max:		10	3	0	13	0.0	0.0
<u>NSN (LIN):</u> 4230	-01-101-39	984	DECON	FAMINATING	G KIT, SKIN			
Lesson / Version	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Max	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	sson Max:		10	0	0	10	0.0	0.0
Remarks: TLO Mag	y substitute	for like item						
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0

Course: 600-W	· · /			Version: ²	Delive	ery Group:	A Phase	: 0		
Course Name: \ Management Ca Status: Comma	ategory: N	lodified	e (modilled)		on Date: 6 Ap Optim	or 2005 1 um Class S	Size: 160			
		Student	Student	Instructor	Other		OPTEN	/IPO		
Lesson / Version	<u>Step</u>	Ratio	Quantity	Quantity	Quantity	Max	Miles	Hours		
	sson Max:		160	0	0	160	0.0	0.0		
Remarks: TLO May	y be substitu	ited with like	e item							
NSN	(LIN) Max:		160	0	0	160	0.0	0.0		
<u>NSN (LIN):</u> 4520	-01-444-23	75 (H3966	64) H	HEATER, SF	PACE					
Lesson / Version	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Max	<u>OPTEN</u> <u>Miles</u>	<u>/IPO</u> <u>Hours</u>		
W227 / 2	TLO	1:10	16	0	0	16	0.0	0.0		
Le	sson Max:		16	0	0	16	0.0	0.0		
Remarks: TLO May be substituted with like item.										
NSN	(LIN) Max:		16	0	0	16	0.0	0.0		
<u>NSN (LIN):</u> 5110	-00-293-23	36	AX, SINC	GLE BIT						
Lesson / Version	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Max	<u>OPTEN</u> Miles	<u>/IPO</u> Hours		
W227 / 2	TLO	1:16	10	0	0	10	0.0	0.0		
Le	sson Max:		10	0	0	10	0.0	0.0		
NSN	(LIN) Max:		10	0	0	10	0.0	0.0		
<u>NSN (LIN):</u> 5120	-00-878-59	32 (L0021	0) I	NTRENCHI	NG TOOL, HA	ND				
		Student	Student	Instructor	Other		OPTE	ЛРО		
Lesson / Version	<u>Step</u>	Ratio	Quantity	Quantity	Quantity	Max	Miles	Hours		
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0		
Le	sson Max:		10	0	0	10	0.0	0.0		
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0		
Le	sson Max:		160	0	0	160	0.0	0.0		
NSN	(LIN) Max:		160	0	0	160	0.0	0.0		
<u>NSN (LIN):</u> 5820	-01-267-94	82 (R8300	95) F	RADIO SET	AN PRC 119/	٩				
		<u>Student</u>	<u>Student</u>	Instructor	Other		OPTEM	<u>/IPO</u>		
Lesson / Version	<u>Step</u>	Ratio	Quantity	Quantity	Quantity	Max	Miles	Hours		
W226 / 1	TLO		0	1	0	1	0.0	0.0		
Le	sson Max:		0	1	0	1	0.0	0.0		
W227 / 2	TLO	1:8	20	0	0	20	0.0	0.0		
Le	sson Max:		20	0	0	20	0.0	0.0		
Remarks: TLO Mag	y be substitu	ited with like	e item 5820-0	0-930-8147.	Commercial wa	alkie talkies or	equivalent.			
NSN	(LIN) Max:		20	1	0	21	0.0	0.0		
<u>NSN (LIN):</u> 7510	-01-236-00	59	PAGE (D	OCUMENT) PROTECTO	R				

Course Name: Warrior Leader Course (Modified)

Version: 1 **Delivery Group:** A **Phase:** 0

Management Category: Modified Preparation Date: 6 Apr 2005 Status: Commandant Approved

Status: Co	mmandant App	roved		•	Optin	num Class S	Size: 160	
<u>Lesson / Vers</u>	ion <u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Max</u>	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W226 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
	NSN (LIN) Max:		160	0	0	160	0.0	0.0

NSN (LIN): 8340-01-059-4075 (V47071) TENT

Lesson / Version	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Max</u>	<u>OPTEM</u> Miles	<u>MPO</u> Hours
W227 / 2	TLO	1:10	16	0	0	16	0.0	0.0
Le	esson Max:	-	16	0	0	16	0.0	0.0
Remarks: TLO Ma	Remarks: TLO May be substituted with like items							
NSN	(LIN) Max:		16	0	0	16	0.0	0.0
<u>NSN (LIN):</u> 8405	5-00-935-32	257 (P1741	5) F	PONCHO, W	ET WEATHER	ર		
Lesson / Version	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Max</u>	<u>OPTEM</u> Miles	<u>MPO</u> Hours
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	esson Max:	-	10	0	0	10	0.0	0.0
Remarks: TLO Ma	y substitute	with like iten	า					
W227 / 2	ТО	1.1	160	0	0	160	0.0	0.0

W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
	NSN (LIN) Max:		160	0	0	160	0.0	0.0

NSN (LIN): 8415-00-407-1063 PROTECTIVE CLOTHING, CHEMICAL

<u>Lesson / Versi</u>	<u>on Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Max</u>	<u>OPTE</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
1	NSN (LIN) Max:		160	0	0	160	0.0	0.0

NSN (LIN): 8465-01-444-2531 HIGH VISIBILITY SAFETY CLOTHING, BELT

Lesson / Versi	on Step	<u>Student</u> Ratio	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Max	<u>OPTEI</u> Miles	<u>MPO</u> Hours
T224 / 1	TLO	1:1	160	0	0	163	0.0	0.0
	Lesson Max:	·	160	0	0	163	0.0	0.0
Ν	ISN (LIN) Max:		160	0	0	163	0.0	0.0

NSN (LIN): 8415-01-303-8945 (F28747) COVER, HELMET, CAMOUFLAGE PATTERN

Course Name: Warrior Leader Course (Modified)

Management Category: Modified Status: Commandant Approved

Version: 1

Preparation Date: 6 Apr 2005

Delivery Group: A **Phase:** 0

•	Commandant App		Optimum Class Size: 160						
<u>Lesson / Ve</u>	ersion <u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Max</u>	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>	
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0	
	Lesson Max:		10	0	0	10	0.0	0.0	
W223 / 1	TLO	1:1	160	0	0	160	0.0	0.0	
	Lesson Max:		160	0	0	160	0.0	0.0	
W224 / 1	TLO	1:1	160	0	0	160	0.0	0.0	
	Lesson Max:		160	0	0	160	0.0	0.0	
W225 / 1	TLO	1:1	160	0	0	160	0.0	0.0	
	Lesson Max:		160	0	0	160	0.0	0.0	
W226 / 1	TLO	1:1	160	0	0	160	0.0	0.0	
	Lesson Max:		160	0	0	160	0.0	0.0	
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0	
	Lesson Max:		160	0	0	160	0.0	0.0	
	NSN (LIN) Max:		160	0	0	160	0.0	0.0	

NSN (LIN): 8465-00-001-6471 (U73323) SUSPENDERS, INDIVIDUAL EQUIPMENT

<u>Lesson / Ve</u>	<u>rsion Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Max	<u>OPTE</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
W223 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W224 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W225 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W226 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
	NSN (LIN) Max:		160	0	0	160	0.0	0.0

NSN (LIN): 8465-00-001-6474 (D11812) CARRIER, INTRENCHING TOOL

		<u>Student</u>	<u>Student</u>	Instructor	<u>Other</u>		OPTE	MPO
<u>Lesson / Ver</u>	<u>sion</u> <u>Step</u>	<u>Ratio</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Max</u>	<u>Miles</u>	<u>Hours</u>
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
	NSN (LIN) Max:		160	0	0	160	0.0	0.0

Course Name: Warrior Leader Course (Modified)

Management Category: Modified

Version: 1

Delivery Group: A **Phase:** 0

Status: Commandant Approved

Preparation Date: 6 Apr 2005 Optimum Class Size: 160

NSN (LIN): 8465-00-001-6482 (D70550)

CASE, SMALL	ARMS AMMUNITION

Lesson / Vers	sion <u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Max	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W222 / 1	TLO	2:16	20	0	0	20	0.0	0.0
	Lesson Max:		20	0	0	20	0.0	0.0
W223 / 1	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0
W224 / 1	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0
W225 / 1	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0
W226 / 1	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0
W227 / 2	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0
	NSN (LIN) Max:		320	0	0	320	0.0	0.0

NSN (LIN): 8465-00-165-6838 (F54817) CUP, WATER CANTEEN

<u>Lesson / Ver</u>	rsion <u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Max	<u>OPTE</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W222 / 1	TLO	2:16	20	0	0	20	0.0	0.0
	Lesson Max:		20	0	0	20	0.0	0.0
W223 / 1	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0
W224 / 1	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0
W225 / 1	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0
W226 / 1	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0
W227 / 2	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0
	NSN (LIN) Max:		320	0	0	320	0.0	0.0

NSN (LIN): 8465-00-860-0256 (F30391) COVER, WATER CANTEEN

Lesson / Versi	on <u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Max</u>	<u>OPTE</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W222 / 1	TLO	2:16	20	0	0	20	0.0	0.0
	Lesson Max:		20	0	0	20	0.0	0.0
W223 / 1	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0

Course Name: Warrior Leader Course (Modified)

Management Category: Modified dant A Status: Com

Version: 1 **Delivery Group:** A **Phase:** 0

Preparation Date: 6 Apr 2005

Status: (Commandant Appr	roved		Optimum Class Size: 160						
<u>Lesson / Ve</u>	ersion <u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Max</u>	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>		
W224 / 1	TLO	2:1	320	0	0	320	0.0	0.0		
	Lesson Max:		320	0	0	320	0.0	0.0		
W225 / 1	TLO	2:1	320	0	0	320	0.0	0.0		
	Lesson Max:		320	0	0	320	0.0	0.0		
W226 / 1	TLO	2:1	320	0	0	320	0.0	0.0		
	Lesson Max:		320	0	0	320	0.0	0.0		
W227 / 2	TLO	2:1	320	0	0	320	0.0	0.0		
	Lesson Max:		320	0	0	320	0.0	0.0		
	NSN (LIN) Max:		320	0	0	320	0.0	0.0		

NSN (LIN): 8465-00-935-6814 (D64043)

CASE, FIELD FIRST AID DRESSING-UN

Lesson / Vei	rsion <u>Step</u>	<u>Student</u> Ratio	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Max	<u>OPTE</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
		<u>Italio</u>	Quantity	Quantity	Quantity	IVIAN	<u>wines</u>	110015
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
W223 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W224 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W225 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W226 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
	NSN (LIN) Max:		160	0	0	160	0.0	0.0

NSN (LIN): 8465-01-019-9103 (H39825)

FIELD PACK

		<u>Student</u>	<u>Student</u>	Instructor	<u>Other</u>		<u>OPTE</u>	
<u>Lesson / Ve</u>	<u>rsion</u> <u>Step</u>	<u>Ratio</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Max</u>	<u>Miles</u>	<u>Hours</u>
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
	NSN (LIN) Max:		160	0	0	160	0.0	0.0

NSN (LIN): 8465-01-073-8326 (H90705) FRAME, FIELD PACK

OPTEMPO Student <u>Student</u> Other Instructor Lesson / Version Quantity Quantity Step Ratio Quantity Max Hours Miles TLO W222 / 1 1:16 10 0 0 10 0.0 0.0

Course Name: Warrior Leader Course (Modified)

Management Category: Modified Status: Commandant Approved

Version: 1 Delivery Group: A Phase: 0

Preparation Date: 6 Apr 2005 Optimum Class Size: 160

otatus.	Johnnandant App	ovcu							
		<u>Student</u>	<u>Other</u>		OPTEMPO				
<u>Lesson / Ve</u>	ersion <u>Step</u>	<u>Ratio</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Max</u>	<u>Miles</u>	<u>Hours</u>	
	Lesson Max:		10	0	0	10	0.0	0.0	
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0	
	Lesson Max:		160	0	0	160	0.0	0.0	
	NSN (LIN) Max:		160	0	0	160	0.0	0.0	

NSN (LIN): 8465-01-109-3369 (M37042)

MAT, SLEEPING

		<u>Student</u>	<u>Student</u>	Instructor	<u>Other</u>		<u>OPTE</u>	MPO
<u>Lesson / Vers</u>	sion <u>Step</u>	<u>Ratio</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Max</u>	<u>Miles</u>	<u>Hours</u>
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
	NSN (LIN) Max:		160	0	0	160	0.0	0.0

NSN (LIN): 8465-01-115-0026 (C96536)

CANTEEN, WATER

Lesson / Ve	rsion Step	<u>Student</u> Ratio	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Мах	<u>OPTE</u> Miles	<u>MPO</u> <u>Hours</u>
		Ratio	Quantity	Quantity	Quantity	Inax	<u>Innes</u>	110013
W222 / 1	TLO	2:16	20	0	0	20	0.0	0.0
	Lesson Max:		20	0	0	20	0.0	0.0
W223 / 1	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0
W224 / 1	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0
W225 / 1	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0
W226 / 1	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0
W227 / 2	TLO	2:1	320	0	0	320	0.0	0.0
	Lesson Max:		320	0	0	320	0.0	0.0
	NSN (LIN) Max:		320	0	0	320	0.0	0.0

NSN (LIN): 8465-01-118-8173 (C96399)

CANTEEN, WATER

<u>Lesson / Vers</u>	ion <u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Max</u>	<u>OPTE</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
	NSN (LIN) Max:		160	0	0	160	0.0	0.0

NSN (LIN): 8465-01-445-6274 (M60483)

MODULAR SLEEP SYSTEM

Course: 600-WLC (MOD) Delivery Group: A Phase: 0 Version: 1 Course Name: Warrior Leader Course (Modified) Preparation Date: 6 Apr 2005 Management Category: Modified Status: Commandant Approved **Optimum Class Size:** 160 ΟΡΤΕΜΡΟ Student Student **Instructor** Other Lesson / Version <u>Step</u> <u>Ratio</u> Quantity Quantity Quantity Max Miles <u>Hours</u> W222 / 1 TLO 0.0 1:16 10 0 0 10 0.0 10 0 0 10 0.0 0.0 Lesson Max: Remarks: TLO May substitute with like item W227 / 2 0 0 0.0 0.0 TLO 1:1 160 160 160 0 0 160 Lesson Max: 0.0 0.0 160 0 0 160 0.0 NSN (LIN) Max: 0.0 NSN (LIN): 8470-01-092-7434 CHIN STRAP Student Student Instructor Other **OPTEMPO**

<u>Lesson / Ve</u>	ersion <u>Step</u>	Ratio	Quantity	Quantity	Quantity	Max	Miles	Hours
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
W223 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W224 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W225 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W226 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
	NSN (LIN) Max:		160	0	0	160	0.0	0.0

NSN (LIN): 8470-01-092-7528 (K34733)

HELMET, GROUND TROOPS'-PARACHUTIS

		Student	Student	Instructor	Other		OPTEI	MPO
<u>Lesson / Versi</u>	on <u>Step</u>	Ratio	Quantity	Quantity	Quantity	<u>Max</u>	Miles	Hours
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
W223 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W224 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W225 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W226 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0

	00-WLC (MOD)			Version: 1	Deliv	very Group:	A Phase	ə: 0
	ne: Warrior Lea		e (Modified)		n Doto: 6 A	pr 2005		
-	nt Category: M mmandant Appi			Preparatio	n Date: 6 A Opti	mum Class S	Size: 160	
010103. 00	innandant / ppi	Student	Student	Instructor	Other		OPTEI	
<u>Lesson / Vers</u>	ion <u>Step</u>	Ratio	Quantity	Quantity	Quantity	Max	Miles	<u>Hours</u>
	NSN (LIN) Max:		160	0	0	160	0.0	0.0
<u>NSN (LIN):</u>	E63317		COMPAS	SS LENSAT	IC			
		<u>Student</u>	<u>Student</u>	Instructor	<u>Other</u>		<u>OPTEI</u>	
<u>Lesson / Vers</u>	ion <u>Step</u>	<u>Ratio</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Max</u>	<u>Miles</u>	<u>Hours</u>
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
W226 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
	NSN (LIN) Max:		160	0	0	160	0.0	0.0
NSN (LIN):	M11895		MASK, P	ROTECTIVI	E FIELD M17	7		
		<u>Student</u>	<u>Student</u>	Instructor	<u>Other</u>		OPTE	MPO
<u>Lesson / Vers</u>	ion <u>Step</u>	<u>Ratio</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Quantity</u>	<u>Max</u>	<u>Miles</u>	<u>Hours</u>
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
Remarks: TLC	May substitute	with M-49 or	r M-25 series	protective ma	ask			
W223 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
Remarks: TLC	May substitute	with M-49 o	M-25 series	protective ma	ask			
W224 / 1	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160	0.0	0.0
Remarks: TLC	May substitute	with M-49 o	M-25 series	protective ma	ask			
W227 / 2	TLO	1:1	160	0	0	160	0.0	0.0
	Lesson Max:		160	0	0	160 160	0.0 0.0	0.0
			160	0	0			

<u>NSN (LIN):</u> 5820)-00-P54-5	863	TV COL	OR, 19 Inch.				
Lesson / Version	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Max	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
L228 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	esson Max:		10	0	0	10	0.0	0.0
Remarks: TLO Ma	y substitute	with like iter	n					
T240 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	esson Max:		10	0	0	10	0.0	0.0
Remarks: TLO Ma	y substitute	with like iter	n					
NSN	(LIN) Max:		10	0	0	10	0.0	0.0
<u>NSN (LIN):</u> 5820)-00-T39-0(694	VCR					
		<u>Student</u>	Student	Instructor	Other		OPTE	MPO
Lesson / Version	<u>Step</u>	Ratio	Quantity	Quantity	Quantity	Max	<u>Miles</u>	Hours
L228 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	esson Max:		10	0	0	10	0.0	0.0
Remarks: TLO Ma	y substituted	d with like ite	em					
T240 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	esson Max:		10	0	0	10	0.0	0.0
Remarks: TLO Ma	y substitute	with like equ	uipment					
NSN	(LIN) Max:		10	0	0	10	0.0	0.0
<u>NSN (LIN):</u> 6730)-00-577-48	813 (S5922	2) 3	SCREEN, PI	ROJECTION			
<u>Lesson / Version</u>	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Max</u>	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
L221 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	esson Max:		10	0	0	10	0.0	0.0
Remarks: TLO Ma	y substitute	with like iter	n. e.g., TV					
L222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	esson Max:		10	0	0	10	0.0	0.0
Remarks: TLO Ma	y substitute	with like iter	n. e.g., TV					
L223 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	esson Max:		10	0	0	10	0.0	0.0

Version: 1

Training Support Equipment - Lessons

Preparation Date: 6 Apr 2005

Remarks: TLO May substitute with like item. e.g., TV

Course: 600-WLC (MOD)

Non-Expendable:

Management Category: Modified

Status: Commandant Approved

Course Name: Warrior Leader Course (Modified)

Delivery Group: A **Phase:** 0

Optimum Class Size: 160

Course: 600-WLC (MOD) Course Name: Warrior Leader Course (Modified)

Version: 1 Delivery Group: A Phase: 0

Management Category: Modified Preparation Date: 6 Apr 2005 Status: Commandant Approved **Optimum Class Size:** 160 Student Student Instructor Other **OPTEMPO** Quantity Quantity Lesson / Version Step <u>Ratio</u> Quantity Max Miles **Hours** L224 / 1 TLO 1:16 10 0 0 10 0.0 0.0 10 0 0 10 Lesson Max: 0.0 0.0 Remarks: TLO May substitute with like item. e.g., TV L225/1 TLO 0.0 1:16 10 0 0 10 0.0 10 0 0 10 Lesson Max: 0.0 0.0 Remarks: TLO May substitute with like item. e.g., TV TLO L226 / 1 0.0 1:16 10 0 0 10 0.0 10 0 0 10 Lesson Max: 0.0 0.0 Remarks: TLO May substitute with like item. e.g., TV TLO L227 / 1 1:16 10 0 0 10 0.0 0.0 Lesson Max: 10 0 0 10 0.0 0.0 Remarks: TLO May substitute with like item. e.g., TV L228 / 1 TLO 0 0 10 0.0 0.0 1:16 10 10 0 10 0 Lesson Max: 0.0 0.0 Remarks: TLO May substitute with like item, e.g., TV L229/2 TLO 1:16 10 0 0 10 0.0 0.0 0 0 10 Lesson Max: 10 0.0 0.0 Remarks: TLO May substitute with like item. e.g., TV L230/2 TLO 0 10 0.0 0.0 1:16 10 0 10 0 0 Lesson Max: 10 0.0 0.0 Remarks: TLO May substitute with like item. e. g., TV L231/3 TLO 1:160 0.0 0 0.0 0 1 0 0 1 0.0 0.0 Lesson Max: Remarks: TLO May substitute with like item. e.g., TV L232 / 2 TLO 1:16 0 0 10 0.0 0.0 10 10 0 Lesson Max: 0 10 0.0 0.0 Remarks: TLO May substitute with like item. e.g., TV L233 / 1 TLO 1:16 10 0 0 10 0.0 0.0 Lesson Max: 10 0 0 10 0.0 0.0 Remarks: TLO May be substituted for like items. e.g., TV L235 / 1 TLO 10 0.0 0.0 1:16 10 0 0 0 0 Lesson Max: 10 10 0.0 0.0

	0-WLC (MOD) ie: Warrior Le		e (Modified)	Version: ²	Delive	ry Group:	A Phase	e: 0
Managemen	t Category: I nmandant App	Modified	e (mounieu)	·	on Date: 6 Ap Optim	or 2005 um Class S	Size: 160	
		Student	Student	Instructor	Other		OPTE	MPO
<u>Lesson / Versi</u>		Ratio	Quantity	Quantity	<u>Quantity</u>	<u>Max</u>	<u>Miles</u>	Hours
Remarks: TLO	May substitute	with like iten	n. e.g., TV					
			10					
T221 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
Remarks: TLO	May substitute	with like iten	n. e.g., TV					
T222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
1222/1	Lesson Max:	-	10	0	0	10	0.0	
Remarks: TLO				U	U	10	0.0	0.0
Remarks. TLO	May substitute		i. e.g., i v					
T223 / 1	TLO	1:16	10	0	0	10	0.0	0.0
122071	Lesson Max:	•	10	0	0	10	0.0	0.0
Remarks: TLO				Ŭ	Ŭ	10	0.0	0.0
	ý		0 /					
T224 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:	-	10	0	0	10	0.0	0.0
Remarks: TLO	May substitute	with like iten	n. e.g., TV					
T229 / 1	то	1.16	10	0	0	10	0.0	0.0
1229/1	TLO	1:16	10	0	0	10	0.0	0.0
Bemerke, TI O	Lesson Max:		10	0	0	10	0.0	0.0
Remarks: TLO	May substitute	with like item	i, e.g., i v					
T230 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:	-	10	0	0	10	0.0	0.0
Remarks: TLO				·	Ū.		010	010
T231 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:	-	10	0	0	10	0.0	0.0
Remarks: TLO			n. e.g., TV					
T240 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
Remarks: TLO	May substitute	with like iten	ι. e.g., TV					
W221 / 1	TLO	1:16	10	0	0	10	0.0	0.0
VV22171	Lesson Max:	-	10	0	0	10	0.0	0.0
Remarks: TLO				Ŭ	Ū	10	0.0	0.0
	may substitute							
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:	-	10	0	0	10	0.0	0.0
Remarks: TLO				-	-			
	-							
W223 / 1	TLO	1:16	10	0	0	10	0.0	0.0

Course: 600-W Course Name: \	```	ader Course	e (Modified)	Version: 1	Delive	ery Group:	A Phase	ə: 0
Management Ca Status: Comma	tegory: N	lodified	, mounieu,		n Date: 6 Ap Optim	or 2005 I um Class S	ize: 160	
		Student	Student	Instructor	Other		OPTE	MPO
Lesson / Version	<u>Step</u>	Ratio	Quantity	Quantity	Quantity	<u>Max</u>	<u>Miles</u>	Hours
Le	sson Max:		10	0	0	10	0.0	0.0
Remarks: TLO May	/ substitute	with like iten	ι. e.g., TV					
W224 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	sson Max:		10	0	0	10	0.0	0.0
Remarks: TLO May	/ be substitu	ited with like	items. e.g.,	TV				
W225 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	sson Max:	-	10	0	0	10	0.0	0.0
Remarks: TLO May	/ substitute	with like iten	n. e.g., TV					
W226 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	sson Max:	•	10	0	0	10	0.0	0.0
Remarks: TLO May	/ substitute	with like iten	n. e.g., TV					
W227 / 2	TLO		0	0	0	0	0.0	0.0
Le	sson Max:	•	0	0	0	0	0.0	0.0
NSN	(LIN) Max:		10	0	0	10	0.0	0.0
<u>NSN (LIN):</u> 6730	-00-P53-8′	147	Projector	, Overhead				
		Student	<u>Student</u>	Instructor	Other		OPTE	MPO
Lesson / Version	<u>Step</u>	Ratio	Quantity	Quantity	Quantity	Max	Miles	<u>Hours</u>
L221 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	sson Max:	-	10	0	0	10	0.0	0.0
Remarks: TLO May	/ substitute	with ADP eq	uipment					
L222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	sson Max:		10	0	0	10	0.0	0.0
Remarks: TLO May	/ substitute	with ADP eq	uipment					
L223 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	sson Max:	-	10	0	0	10	0.0	0.0
Remarks: TLO May	/ substitute	with ADP eq	uipment					
L224 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	sson Max:		10	0	0	10	0.0	0.0
Remarks: TLO May	/ substitute	with ADP eq	uipment					
L225 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	sson Max:	•	10	0	0	10	0.0	0.0
Remarks: TLO May	/ substitue v	vith ADP equ	uipment					
L226 / 1	TLO	1:16	10	0	0	10	0.0	0.0

Management Ca Status: Comma				Preparatio	on Date: 6 Ap Optim	r 2005 um Class S	Size: 160	
Lesson / Version	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	Max	<u>OPTEN</u> Miles	<u>/IPO</u> Hours
<u> </u>	sson Max:		10	0	0	10	0.0	0.0
Remarks: TLO Mag	y substitute	with ADP eq	uipment					
L227 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	sson Max:		10	0	0	10	0.0	0.0
Remarks: TLO May	y substitute	with ADP eq	uipment					
L228 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	sson Max:		10	0	0	10	0.0	0.0
Remarks: TLO May	y substitute	with ADP eq	uipment					
L229 / 2	TLO	1:16	10	0	0	10	0.0	0.0
	sson Max:		10	0	0	10	0.0	0.0
Remarks: TLO May	y substitute	with ADP eq	uipment					
L230 / 2	TLO	1:16	10	0	0	10	0.0	0.0
Le	sson Max:		10	0	0	10	0.0	0.0
Remarks: TLO May	y substitute	with ADP eq	uipment					
L231 / 3	TLO	1:160	1	0	0	1	0.0	0.0
Le	sson Max:		1	0	0	1	0.0	0.0
Remarks: TLO May	y substitute	with ADP eq	luipment					
L232 / 2	TLO	1:16	10	0	0	10	0.0	0.0
Le	sson Max:		10	0	0	10	0.0	0.0
Remarks: TLO May	y substitute	with ADP eq	luipment					
L233 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	sson Max:		10	0	0	10	0.0	0.0
Remarks: TLO May	y substitute	with ADP eq	luipment					
L235 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	sson Max:		10	0	0	10	0.0	0.0
Remarks: TLO May	y substitute	with ADP eq	uipment					
T221 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	sson Max:		10	0	0	10	0.0	0.0
Remarks: TLO May	y substitute	with ADP eq	uipment					
T222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
Le	sson Max:		10	0	0	10	0.0	0.0

 $\label{eq:resonance} \textbf{Remarks:} \ \textbf{TLO} \ \ \textbf{May substitute with ADP equipment}$

Course: 600-WLC (MOD) Course Name: Warrior Leader Course (Modified)

Version: 1 Delivery Group: A Phase: 0

Course Name			e (Modified	,				
Management				Preparatio	on Date: 6 Ap			
Status: Com	mandant App					um Class S		
Lesson / Version	<u>n Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Max</u>	<u>OPTEI</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
T223 / 1	TLO	1:16	<u>quunity</u> 10	<u>quantity</u> 0	<u>quunity</u> 0	10	0.0	
-	Lesson Max:	1.10	10 10	<u> </u>	0	10 10	0.0	0.0
Remarks: TLO N				U	0	10	0.0	0.0
Remarks. TLO I	viay substitute		laibineur					
T224 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
Remarks: TLO N	May substitute	with ADP ec						
T229 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
Remarks: TLO N	May substitute	with ADP ec	quipment					
T230 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
Remarks: TLO N	May substitute	with ADP ec	quipment					
T231 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
Remarks: TLO N	May substitute	with ADP ec	luipment					
T040/4		4.40	40	0	0	40	0.0	0.0
T240 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
Remarks: TLO N	way substitute	with ADP et	luipment					
W221 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:	1.10	10	0	0	10	0.0	0.0
Remarks: TLO N		with ADP ea		Ŭ	Ŭ	10	0.0	0.0
	ay cascillae	and ADI oq	aipmont					
W222 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
Remarks: TLO N		with ADP ec	quipment					
W223 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
Remarks: TLO N	May substitute	with ADP ec	luipment					
W224 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0
Remarks: TLO N	May substitute	with ADP ec	luipment					
		4.40	40	~	0	40	0.0	0.0
W225 / 1	TLO	1:16	10	0	0	10	0.0	0.0
	Lesson Max:		10	0	0	10	0.0	0.0

Course: 600-WLC (MOD) Version: 1 Delivery Group: A Phase: 0 Course Name: Warrior Leader Course (Modified) Breasenation Date: C Ann 2005								
Management Category: Modified Preparation Date: 6 Apr 2005								
Status: Commandant Approved Optimum Class Size: 160								
Lesson / Version	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> Quantity	Instructor Quantity	<u>Other</u> Quantity	<u>Max</u>	<u>OPTEN</u> <u>Miles</u>	<u>MPO</u> <u>Hours</u>
Remarks: TLO May substitute with ADP equipment								
W226 / 1	TLO	1:16	10	0	0	10	0.0	0.0
L	esson Max:		10	0	0	10	0.0	0.0
Remarks: TLO Ma	Remarks: TLO May substitute with ADP equipment							
NSN	I (LIN) Max:		10	0	0	10	0.0	0.0

Support Personnel Summary - Lesson

Support Personnel Title: Medical Personnel or Combat Lifesaver Certified

Support Personnel Classification: Enlisted

School: (400) Sergeants Major Academy

<u>Lesson / Version</u>	<u>Student</u> Quantity	<u>Support</u> Personnel Quantity	<u>Man</u> Hours
W227 / 2	0	2	49.0
Totals	0	2	49.0

Status: Commandant	y: Modified		Preparation	Date: 6 Apr	[.] 2005 ım Class S i	ze: 160
tatus. commandant	Approved					ze. 100
		TADSS Sum	mary - Lesso	ons		
lon-Expendable:						
ISN : BA 300		9 Volt Battery				
<u>Lesson / Version</u>	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> <u>Qty</u>	<u>Lesson</u> <u>Qty</u>	<u>Support</u> <u>Qty</u>	<u>Total Max</u>
W227 / 2	TLO	3:1	480	0	0	480
Lesson Max			480	0	0	480
TADSS Max:			480	0	0	480
ISN : DVC 07-56/1		M16A1 MILES	Rifle Kit (20 In	div Sets)		
<u>Lesson / Version</u>	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> <u>Qty</u>	<u>Lesson</u> <u>Qty</u>	<u>Support</u> <u>Qty</u>	<u>Total Max</u>
W227 / 2	TLO	1:1	160	0	0	160
Lesson Max			160	0	0	160
Remarks: TLO Ma	ay substitute	with DVC-07-	56-13 (M16A2	2)		
TADSS Max:			160	0	0	160
ISN : DVC 07-56-2		M60 Transmitte	er (MILES)			
<u>Lesson / Version</u>	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> <u>Qty</u>	<u>Lesson</u> <u>Qty</u>	<u>Support</u> <u>Qty</u>	Total Max
				-		
W227 / 2	TLO	1:8	20	0	0	20
W227 / 2 Lesson Max	ILO	1:8	20 20	0 0	0 0	
			20	0	-	20 20
Lesson Max			20	0	-	20
Lesson Max Remarks: TLO Ma			20 56-14 (SAW/N 20	0 //249LMG)	0	
Lesson Max Remarks: TLO Ma TADSS Max:		with DFC 07-8	20 56-14 (SAW/N 20	0 //249LMG)	0	20
Lesson Max Remarks: TLO Ma TADSS Max: I <u>SN</u> : DVC 56-9	ay substitute	with DFC 07-5 Control Gun (M <u>Student</u>	20 56-14 (SAW/N 20 4ILES) <u>Student</u>	0 //249LMG) 0 <u>Lesson</u>	0 0 <u>Support</u>	20
Lesson Max Remarks: TLO Ma TADSS Max: ISN: DVC 56-9 Lesson / Version	ay substitute <u>Step</u>	with DFC 07-5 Control Gun (M <u>Student</u> <u>Ratio</u>	20 56-14 (SAW/N 20 MILES) <u>Student Qty</u>	0 //249LMG) 0 <u>Lesson</u> <u>Qty</u>	0 0 <u>Support</u> <u>Qty</u>	20 20 <u>Total Max</u>
Lesson Max Remarks: TLO Ma TADSS Max: ISN: DVC 56-9 Lesson / Version W227 / 2	ay substitute <u>Step</u>	with DFC 07-5 Control Gun (M <u>Student</u> <u>Ratio</u>	20 56-14 (SAW/N 20 MILES) <u>Student Qty</u> 20	0 //249LMG) 0 <u>Lesson</u> <u>Qty</u> 0	0 0 <u>Support</u> <u>Qty</u> 0	20 20 <u>Total Max</u> 20
Lesson Max Remarks: TLO Ma TADSS Max: ISN: DVC 56-9 Lesson / Version W227 / 2 Lesson Max	ay substitute <u>Step</u>	with DFC 07-5 Control Gun (M <u>Student</u> <u>Ratio</u>	20 56-14 (SAW/N 20 MILES) <u>Student Qty</u> 20 20 20	0 A249LMG) 0 <u>Lesson</u> 0 0 0 0	0 0 <u>Support</u> <u>Qty</u> 0 0 0	20 20 <u>Total Max</u> 20 20
Lesson Max Remarks: TLO Ma TADSS Max: ISN: DVC 56-9 Lesson / Version W227 / 2 Lesson Max TADSS Max:	ay substitute <u>Step</u>	control Gun (N <u>Student</u> <u>Ratio</u> 1:8	20 56-14 (SAW/N 20 MILES) <u>Student Qty</u> 20 20 20	0 A249LMG) 0 <u>Lesson</u> 0 0 0 0	0 0 <u>Support</u> <u>Qty</u> 0 0 0	20 20 <u>Total Max</u> 20 20
Lesson Max Remarks: TLO Ma TADSS Max: ISN: DVC 56-9 Lesson / Version W227 / 2 Lesson Max TADSS Max:	ay substitute <u>Step</u> TLO	Control Gun (M Student Ratio 1:8 NBC WARNIN Student	20 56-14 (SAW/N 20 1ILES) <u>Student</u> 20 20 20 30 G AND REPOR <u>Student</u>	0 //249LMG) 0 <u>Lesson</u> 0 0 0 RTING SYSTER <u>Lesson</u>	0 0 <u>Support</u> <u>Qty</u> 0 0 0 0 0	2(<u>Total Max</u> 2(2(2(

Course: 600-WLC (M	,		Version: 1	Deliver	y Group: A	A Phase: 0
Course Name: Warrio Management Categor Status: Commandant	y: Modified			Date: 6 Apr Optimu	2005 I m Class S i	i ze: 160
Lesson / Version	Step	<u>Student</u> <u>Ratio</u>	<u>Student</u> <u>Qty</u>	Lesson Qty	<u>Support</u> <u>Qty</u>	<u>Total Max</u>
TADSS Max:			10	0	0	10
ISN : GTA 5-2-12		COORDINATE	SCALE AND I	PROTRACTOF	R	
Lesson / Version	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> <u>Qty</u>	<u>Lesson</u> <u>Qty</u>	<u>Support</u> <u>Qty</u>	<u>Total Max</u>
W221 / 1	TLO	1:1	160	0	0	160
Lesson Max			160	0	0	160
W223 / 1	TLO	1:1	160	0	0	160
Lesson Max			160	0	0	160
W227 / 2	TLO	1:1	160	0	0	160
Lesson Max			160	0	0	160
WE / 2	TLO	1:1	160	0	0	160
Lesson Max			160	0	0	160
TADSS Max:			160	0	0	160
<u>SN</u> : PIN 701299		TVT 8-93 Suicide Prevention				
<u>Lesson / Version</u>	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> <u>Qty</u>	<u>Lesson</u> <u>Qty</u>	<u>Support</u> <u>Qty</u>	<u>Total Max</u>
T240 / 1	TLO	1:16	10	0	0	10
Lesson Max			10	0	0	10
TADSS Max:			10	0	0	10
<u>SN</u> : PIN 710943		TVT, COUNSE	EL SUBORDIN/	ATES		
<u>Lesson / Version</u>	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> <u>Qty</u>	<u>Lesson</u> Qty	<u>Support</u> <u>Qty</u>	<u>Total Max</u>
L228 / 1	TLO	1:16	10	0	0	10
Lesson Max			10	0	0	10
TADSS Max:			10	0	0	10
<u>SN</u> : PIN 711613		TVT, THE HIS	TORY OF THE	NCO		
<u>Lesson / Version</u>	<u>Step</u>	Student	<u>Student</u>	Lesson	<u>Support</u>	<u>Total Max</u>
	<u></u>	Ratio	Qty	Qty	Qty	
L233 / 1	TLO			<u>Qty</u> 0	<u>Qty</u> 0	10
L233 / 1 Lesson Max		Ratio	<u>Qty</u>			10 10
		Ratio	<u>Qty</u> 10	0	0	
Lesson Max		Ratio	<u>Qty</u> 10 10 10	0 0 0	0 0 0	10
Lesson Max TADSS Max:		<u>Ratio</u> 1:16	<u>Qty</u> 10 10 10	0 0 0	0 0 0	10
Lesson Max TADSS Max: I <u>SN</u> : SERIES	TLO	Ratio 1:16 MAPSHEET, L <u>Student</u>	<u>Qty</u> 10 10 10 .OCAL TRAINII <u>Student</u>	0 0 0 NG AREA, 1:50 <u>Lesson</u>	0 0 0 0,000 <u>Support</u>	<u>10</u> 10

Course: 600-WLC (MOD) **Delivery Group:** A **Phase:** 0 Version: 1 Course Name: Warrior Leader Course (Modified) Management Category: Modified

Status: Commandant Approved

Preparation Date: 6 Apr 2005

atus: Commandant	•		Optimum Class Size: 16				
<u>Lesson / Version</u>	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> <u>Qty</u>	<u>Lesson</u> <u>Qty</u>	<u>Support</u> <u>Qty</u>	<u>Total Max</u>	
W223 / 1	TLO	1:1	160	0	0	160	
Lesson Max			160	0	0	160	
W227 / 2	TLO	1:1	160	0	0	160	
Lesson Max			160	0	0	160	
TADSS Max:			160	0	0	160	

NSN: SERIES V791

TENINO MAPSHEET, 1:50,000

<u>Lesson / Version</u>	<u>Step</u>	<u>Student</u> <u>Ratio</u>	<u>Student</u> <u>Qty</u>	<u>Lesson</u> <u>Qty</u>	<u>Support</u> <u>Qty</u>	<u>Total Max</u>
W221 / 1	TLO	1:1	160	0	0	160
Lesson Max			160	0	0	160
WE / 2	TLO	1:1	160	0	0	160
Lesson Max			160	0	0	160
TADSS Max:			160	0	0	160

MRAD Headquarters Validation

<u>Module:</u> A / 1	<u>Lesson:</u> L221 / 1				
<u>Step</u>	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.1	1:8	2.0
ELO A (1)	Conference / Discussion		0.2	1:8	4.0
ELO B (1)	Conference / Discussion		0.2	1:8	4.0
ELO C(1)	Conference / Discussion		0.1	1:8	2.0
ELO D(1)	Conference / Discussion		0.3	1:8	6.0
Summary	Conference / Discussion		0.1	1:8	2.0
		Lesson Subtotal:	1.0		20.0
		MRAD Subtotal:	1.0		20.0

Module: A / 1

Lesson: L222 / 1

Step	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.1	1:8	2.0
ELO A (1)	Conference / Discussion		0.9	1:8	18.0
ELO A (2)	Conference / Discussion		1.0	1:8	20.0
ELO A (3)	Conference / Discussion		0.4	1:8	8.0
ELO B (1)	Conference / Discussion		0.2	1:8	4.0
ELO C(1)	Conference / Discussion		0.3	1:8	6.0
Summary	Conference / Discussion		0.1	1:8	2.0
		Lesson Subtotal:	3.0		60.0
		MRAD Subtotal:	3.0		60.0

Module: A / 1

Lesson: L223 / 1

	Lesson. L2237				
<u>Step</u>	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.1	1:8	2.0
ELO A (1)	Conference / Discussion		0.6	1:8	12.0
ELO B(1)	Conference / Discussion		0.4	1:8	8.0
ELO B (2)	Conference / Discussion		0.1	1:8	2.0
ELO B(3)	Conference / Discussion		0.2	1:8	4.0
ELO C(1)	Conference / Discussion		0.6	1:8	12.0
ELO C(2)	Conference / Discussion		0.4	1:8	8.0
ELO D(1)	Conference / Discussion		0.7	1:8	14.0
ELO E (1)	Conference / Discussion		0.7	1:8	14.0
ELO F (1)	Conference / Discussion		0.1	1:8	2.0
Summary	Conference / Discussion		0.1	1:8	2.0
		Lesson Subtotal:	4.0		80.0
		MRAD Subtotal:	4.0		80.0

<u>Module:</u> A / 1	<u>Lesson:</u> L224 / 1			
<u>Step</u>	Method of Instruction	<u>Time of</u> Instruction	<u>Instructor</u> to Student	<u>ICH</u>
Introduction	Conference / Discussion	0.1	1:8	2.0
ELO A (1)	Conference / Discussion	0.7	1:8	14.0
ELO B (1)	Conference / Discussion	1.8	1:8	36.0
ELO B (2)	Practical Exercise (Performance)	0.8	1:8	16.0
ELO C(1)	Conference / Discussion	0.1	1:8	2.0
ELO D(1)	Conference / Discussion	0.3	1:8	6.0
Summary	Conference / Discussion	0.2	1:8	4.0
	Lesson Subtotal:	4.0		80.0
	MRAD Subtotal:	4.0		80.0

<u>Module:</u> A / 1	<u>Lesson:</u> L225 / 1				
Step	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.1	1:8	2.0
ELO A (1)	Conference / Discussion		0.9	1:8	18.0
ELO B(1)	Conference / Discussion		0.7	1:8	14.0
ELO C(1)	Conference / Discussion		1.0	1:8	20.0
Summary	Conference / Discussion		0.3	1:8	6.0
		Lesson Subtotal:	3.0		60.0
		MRAD Subtotal:	3.0		60.0

Module: A / 1	<u>Lesson:</u> L226 / 1				
<u>Step</u>	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.1	1:8	2.0
ELO A (1)	Conference / Discussion		0.4	1:8	8.0
ELO B (1)	Conference / Discussion		0.2	1:8	4.0
ELO C(1)	Conference / Discussion		0.3	1:8	6.0
ELO D(1)	Conference / Discussion		0.4	1:8	8.0
ELO E (1)	Conference / Discussion		0.2	1:8	4.0
ELO E (2)	Conference / Discussion		0.4	1:8	8.0
ELO F (1)	Conference / Discussion		0.3	1:8	6.0
ELO G(1)	Conference / Discussion		0.4	1:8	8.0
ELO H (1)	Conference / Discussion		0.3	1:8	6.0
ELO H (2)	Conference / Discussion		0.4	1:8	8.0
ELO H(3)	Conference / Discussion		0.3	1:8	6.0
Summary	Conference / Discussion		0.3	1:8	6.0
		Lesson Subtotal:	4.0		80.0
		MRAD Subtotal:	4.0		80.0

Course: 600-WLC Course Name: Wa	C (MOD) arrior Leader Course (Modified)	Version: 1	Delivery Gr	roup: A P	hase: 0
Management Cate	. ,	Preparation Date	e: 6 Apr 200	5	
Status: Command	lant Approved		Optimum C	lass Size:	160
<u>Module:</u> A / 1 <u>Step</u>	<u>Lesson:</u> L227 / 1 <u>Method of Instruction</u>		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.1	1:8	2.0
ELO A (1)	Conference / Discussion		0.3	1:8	6.0
ELO B (1)	Conference / Discussion		0.2	1:8	4.0
ELO C(1)	Conference / Discussion		0.6	1:8	12.0
ELO D(1)	Conference / Discussion		0.4	1:8	8.0
ELO E (1)	Conference / Discussion		0.4	1:8	8.0
ELO F (4)	Role Playing		0.9	1:8	18.0
Summary	Conference / Discussion		0.1	1:8	2.0
		Lesson Subtotal:	3.0		60.0
		MRAD Subtotal:	3.0		60.0

<u>Module:</u> A / 1	<u>Lesson:</u> L228 / 1	Time of	Instructor	
<u>Step</u>	Method of Instruction	Instruction	to Student	<u>ICH</u>
Introduction	Conference / Discussion	0.1	1:8	2.0
ELO A (1)	Conference / Discussion	0.7	1:8	14.0
ELO B (1)	Conference / Discussion	0.6	1:8	12.0
ELO B (2)	Conference / Discussion	0.6	1:8	12.0
ELO C(1)	Practical Exercise (Performance)	1.0	1:8	20.0
ELO C(2)	Practical Exercise (Performance)	1.0	1:8	20.0
ELO C(3)	Practical Exercise (Performance)	0.9	1:8	18.0
Summary	Conference / Discussion	0.1	1:8	2.0
	Lesson Subtotal:	5.0		100.0
	MRAD Subtotal:	5.0		100.0

Module: A / 1

Lesson: L229 / 2

		Time of	Instructor	
Method of Instruction		Instruction	to Student	<u>ICH</u>
Conference / Discussion		0.1	1:8	2.0
Conference / Discussion		0.9	1:8	18.0
Conference / Discussion		0.4	1:8	8.0
Conference / Discussion		0.4	1:8	8.0
Conference / Discussion		0.1	1:8	2.0
Conference / Discussion		0.1	1:8	2.0
	Lesson Subtotal:	2.0		40.0
	MRAD Subtotal:	2.0		40.0
	Conference / Discussion Conference / Discussion Conference / Discussion Conference / Discussion Conference / Discussion	Conference / Discussion Conference / Discussion Conference / Discussion Conference / Discussion Conference / Discussion Conference / Discussion Lesson Subtotal:	Conference / Discussion0.1Conference / Discussion0.9Conference / Discussion0.4Conference / Discussion0.4Conference / Discussion0.1Conference / Discussion0.1Conference / Discussion0.1Lesson Subtotal:2.0	Method of InstructionInstructionto StudentConference / Discussion0.11:8Conference / Discussion0.91:8Conference / Discussion0.41:8Conference / Discussion0.41:8Conference / Discussion0.11:8Conference / Discussion0.11:8Conference / Discussion0.11:8Conference / Discussion0.11:8Lesson Subtotal:2.0

Course: 600-WLC (MOD)		Version: 1	Delivery Group: A Phase: 0
Course Name: Warrior Lead	der Course (Modified))	
Management Category: M	odified	Preparation D	ate: 6 Apr 2005
Status: Commandant Appre	oved		Optimum Class Size: 160
<u>Module:</u> A / 1	<u>Lesson:</u> L230 / 2		

<u>/lodule:</u> A / 1	<u>Lesson:</u> L230 / 2			
Step	Method of Instruction	<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion	0.0	1:8	0.0
ELO A (1)	Conference / Discussion	0.0	1:8	0.0
ELO B (1)	Conference / Discussion	0.0	1:8	0.0
ELO C (1)	Conference / Discussion	0.0	1:8	0.0
ELO C (2)	Practical Exercise (Performance)	0.0	1:8	0.0
Summary	Conference / Discussion	0.0	1:8	0.0
	Lesson Subtotal:	0.0		0.0
	MRAD Subtotal:	0.0		0.0

<u>Module:</u> A / 1 <u>Lesson:</u> L231 / 3

<u>Daule:</u> A / 1	Lesson: LZ31/	3			
Step	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.1	1:160	0.1
TLO (1)	Lecture		0.1	1:160	0.1
TLO (2)	Lecture		0.1	1:160	0.1
TLO (3)	Lecture		0.1	1:160	0.1
TLO (4)	Lecture		0.1	1:160	0.1
TLO (5)	Lecture		0.1	1:160	0.1
TLO (6)	Conference / Discussion		0.1		0.0
TLO (7)	Conference / Discussion		0.2		0.0
Summary	Conference / Discussion		0.1	1:160	0.1
		Lesson Subtotal:	1.0		0.7
		MRAD Subtotal:	1.0		0.7

<u>Module:</u> A / 1

<u>Lesson:</u> L232 / 2

Step	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.1	1:8	2.0
ELO A (1)	Conference / Discussion		0.9	1:8	18.0
ELO B(1)	Conference / Discussion		0.9	1:8	18.0
Summary	Conference / Discussion		0.1	1:8	2.0
		Lesson Subtotal:	2.0		40.0
		MRAD Subtotal:	2.0		40.0

Course: 600-WLC	· · · · · · · · · · · · · · · · · · ·	Version: 1	Delivery G	roup: A F	Phase: 0
Course Name: Warrior Leader Course (Modified) Management Category: Modified		Preparation Date: 6 Apr 2005			
Status: Command	ant Approved		Optimum C	lass Size:	160
Module: A / 1	<u>Lesson:</u> L233 / 1				
Sten	Method of Instruction		<u>Time of</u>	Instructor to Student	ICH

<u>Step</u>	Method of Instruction		Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.6	1:8	12.0
ELO A (1)	Conference / Discussion		0.1	1:8	2.0
ELO B (1)	Conference / Discussion		0.1	1:8	2.0
ELO C(1)	Conference / Discussion		0.1	1:8	2.0
ELO D(1)	Conference / Discussion		0.1	1:8	2.0
ELO E(1)	Conference / Discussion		0.1	1:8	2.0
ELO F (1)	Conference / Discussion		0.1	1:8	2.0
ELO G(1)	Conference / Discussion		0.1	1:8	2.0
ELO H(1)	Conference / Discussion		0.1	1:8	2.0
ELO I(1)	Conference / Discussion		0.1	1:8	2.0
ELO J(1)	Conference / Discussion		0.1	1:8	2.0
ELO K (1)	Conference / Discussion		0.2	1:8	4.0
ELO K(2)	Conference / Discussion		0.1	1:8	2.0
Summary	Conference / Discussion		0.1	1:8	2.0
		Lesson Subtotal:	2.0		40.0
		MRAD Subtotal:	2.0		40.0

<u>Module:</u> A / 1

Lesson: L235 / 1

Step	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	ICH
Introduction	Conference / Discussion		0.1	1:8	2.0
ELO A(1)	Conference / Discussion		0.1	1:8	2.0
ELO B (1)	Conference / Discussion		0.1	1:8	2.0
ELO C (1)	Conference / Discussion		0.2	1:8	4.0
ELO D(1)	Conference / Discussion		0.2	1:8	4.0
ELO E(1)	Conference / Discussion		0.2	1:8	4.0
ELO E(2)	Conference / Discussion		0.1	1:8	2.0
ELO E(3)	Conference / Discussion		0.1	1:8	2.0
ELO F (1)	Conference / Discussion		0.2	1:8	4.0
ELO G(1)	Conference / Discussion		0.2	1:8	4.0
ELO H (1)	Conference / Discussion		0.2	1:8	4.0
ELO I (1)	Conference / Discussion		0.2		0.0
Summary	Conference / Discussion		0.1	1:8	2.0
		Lesson Subtotal:	2.0		36.0
		MRAD Subtotal:	2.0		36.0

Course: 600-WLC (MOD)	Version: 1	Delivery Group: A Phase: 0
Course Name: Warrior Leader Course (Modified)	
Management Category: Modified	Preparation Da	ate: 6 Apr 2005
Status: Commandant Approved		Optimum Class Size: 160

<u>Module:</u> B / 1	<u>Lesson:</u> T221 / 1		• • •	
Step	Method of Instruction	<u>Time of</u> Instruction	<u>Instructor</u> to Student	<u>ICH</u>
Introduction	Conference / Discussion	0.1	1:8	2.0
ELO A (1)	Conference / Discussion	0.2	1:8	4.0
ELO B(1)	Conference / Discussion	0.7	1:8	14.0
ELO B (2)	Practical Exercise (Performance)	0.6	1:8	12.0
ELO B(3)	Practical Exercise (Performance)	0.1	1:8	2.0
ELO C(1)	Conference / Discussion	0.2	1:8	4.0
Summary	Conference / Discussion	0.1	1:8	2.0
	Lesson Subtotal:	2.0		40.0
	MRAD Subtotal:	2.0		40.0

<u>Module:</u> B / 1	<u>Lesson:</u> T222 / 1	Time of	Instructor	
Step	Method of Instruction	<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion	0.1	1:8	2.0
ELO A (1)	Conference / Discussion	0.3	1:8	6.0
ELO B(1)	Conference / Discussion	0.6	1:8	12.0
ELO B (2)	Practical Exercise (Performance)	0.9	1:8	18.0
Summary	Conference / Discussion	0.1	1:8	2.0
	Lesson Subtotal:	2.0		40.0
	MRAD Subtotal:	2.0		40.0

Module: B / 1	<u>Lesson:</u> T223 / 1			
Step	Method of Instruction	<u>Time of</u> Instruction	<u>Instructor</u> to Student	<u>ICH</u>
Introduction	Conference / Discussion	0.2	1:8	4.0
ELO A (1)	Conference / Discussion	0.8	1:8	16.0
ELO B (1)	Conference / Discussion	1.0	1:8	20.0
ELO C(1)	Conference / Discussion	0.6	1:8	12.0
ELO D(1)	Conference / Discussion	0.4	1:8	8.0
ELO E (1)	Conference / Discussion	0.2	1:8	4.0
ELO E (2)	Practical Exercise (Performance)	0.4	1:8	8.0
ELO E (3)	Practical Exercise (Performance)	0.4	1:8	8.0
ELO E(4)	Practical Exercise (Performance)	1.0	1:8	20.0
ELO F (1)	Conference / Discussion	0.8	1:8	16.0
ELO G(1)	Test	8.0	1:8	160.0
Summary	Conference / Discussion	0.2	1:8	4.0
	Lesson Subto	tal: 14.0		280.0
	MRAD Subto	tal: 14.0		280.0

Course: 600-WLC (MOD)	Version: 1	Delivery Group: A Ph	ase: 0
Course Name: Warrior Leader Course (Modified)			
Management Category: Modified	Preparation Dat	e: 6 Apr 2005	
Status: Commandant Approved		Optimum Class Size: 1	160

<u>Module:</u> B / 1	<u>Lesson:</u> T224 / 1			
Step	Method of Instruction	<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion	0.1	1:8	2.0
ELO A (1)	Conference / Discussion	0.4	1:8	8.0
ELO B (1)	Conference / Discussion	0.5	1:8	10.0
ELO C(1)	Conference / Discussion	0.6	1:8	12.0
ELO D(1)	Conference / Discussion	0.4	1:8	8.0
ELO E (1)	Conference / Discussion	0.9	1:8	18.0
ELO F (1)	Demonstration	1.0	1:8	20.0
ELO G(1)	Demonstration	1.0	1:8	20.0
ELO H (1)	Demonstration	1.0	1:8	20.0
ELO I(1)	Practical Exercise (Performance)	4.0	1:8	80.0
ELO J(1)	Test	4.0	1:8	80.0
Summary	Conference / Discussion	0.1	1:8	2.0
	Lesson Subtotal:	14.0		280.0
	MRAD Subtotal:	14.0		280.0

Module: B / 1	<u>Lesson:</u> T228 / 1			
<u>Step</u>	Method of Instruction	<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion	0.1	1:8	2.0
ELO A (1)	Conference / Discussion	0.8	1:8	16.0
ELO B (1)	Practical Exercise (Performance)	3.0	1:8	60.0
ELO B (2)	Test	1.0	1:8	20.0
Summary	Conference / Discussion	0.1	1:8	2.0
	Lesson Subtotal:	5.0		100.0
	MRAD Subtotal:	5.0		100.0

<u>Module:</u> B / 1 <u>Lesson:</u> T229 / 1

Step	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.1	1:8	2.0
ELO A (1)	Conference / Discussion		0.3	1:8	6.0
ELO B (1)	Conference / Discussion		0.3	1:8	6.0
ELO C(1)	Conference / Discussion		0.3	1:8	6.0
ELO C(2)	Conference / Discussion		0.5	1:8	10.0
ELO D(1)	Conference / Discussion		0.4	1:8	8.0
Summary	Conference / Discussion		0.1	1:8	2.0
		Lesson Subtotal:	2.0		40.0
		MRAD Subtotal:	2.0		40.0

Module: B / 1	<u>Lesson:</u> T230 / 1			
<u>Step</u>	Method of Instruction	<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion	0.2	1:8	4.0
ELO A (1)	Conference / Discussion	0.4	1:8	8.0
ELO B (1)	Conference / Discussion	0.4	1:8	8.0
ELO C(1)	Practical Exercise (Performance)	0.9	1:8	18.0
Summary	Conference / Discussion	0.1	1:8	2.0
	Lesson Subtotal:	2.0		40.0
	MRAD Subtotal:	2.0		40.0

<u>Module:</u> B / 1	<u>Lesson:</u> T231 / 1				
<u>Step</u>	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.1	1:8	2.0
ELO A (1)	Conference / Discussion		0.2	1:8	4.0
ELO B (1)	Conference / Discussion		0.2	1:8	4.0
ELO C(1)	Conference / Discussion		0.2	1:8	4.0
ELO D(1)	Conference / Discussion		0.2	1:8	4.0
Summary	Conference / Discussion		0.1	1:8	2.0
		Lesson Subtotal:	1.0		20.0
		MRAD Subtotal:	1.0		20.0

Module: E	3/1
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Lesson: T240 / 1

Step	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.1	1:8	2.0
ELO A (1)	Conference / Discussion		0.7	1:8	14.0
ELO B(1)	Conference / Discussion		0.4	1:8	8.0
ELO C(1)	Conference / Discussion		0.4	1:8	8.0
ELO D(1)	Conference / Discussion		0.3	1:8	6.0
Summary	Conference / Discussion		0.1	1:8	2.0
		Lesson Subtotal:	2.0		40.0
		MRAD Subtotal:	2.0		40.0

Course: 600-WLC (MOD)	Version: 1	Delivery Group: A	Phase: 0
Course Name: Warrior Leader Course (Modified)	1		
Management Category: Modified	Preparation Date	e: 6 Apr 2005	
Status: Commandant Approved		Optimum Class Size:	160

<u>Module:</u> C / 1	<u>Lesson:</u> W221 / 1			
Step	Method of Instruction	<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion	0.1	1:8	2.0
ELO A (1)	Practical Exercise (Performance)	4.6	1:8	92.0
ELO B (1)	Conference / Discussion	1.6	1:8	32.0
ELO C(1)	Conference / Discussion	1.0	1:8	20.0
ELO D(1)	Conference / Discussion	1.0	1:8	20.0
ELO E (1)	Conference / Discussion	1.0	1:8	20.0
ELO F (1)	Conference / Discussion	1.2	1:8	24.0
ELO G(1)	Conference / Discussion	1.2	1:8	24.0
ELO H (1)	Conference / Discussion	1.2	1:8	24.0
Summary	Conference / Discussion	0.1	1:8	2.0
	Lesson Subtotal:	13.0		260.0
	MRAD Subtotal:	13.0		260.0

<u>Module:</u> C / 1

<u>Lesson:</u> W222 / 1

	Lesson: VVZZZ / I			
<u>Step</u>	Method of Instruction	<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion	0.1	1:8	2.0
ELO A (1)	Conference / Discussion	1.0	1:8	20.0
ELO B(1)	Conference / Discussion	1.0	1:8	20.0
ELO B (2)	Conference / Discussion	0.7	1:8	14.0
ELO C(1)	Conference / Discussion	0.1	1:8	2.0
ELO D(1)	Practical Exercise (Performance)	0.2	1:8	4.0
ELO D(2)	Practical Exercise (Performance)	0.2	1:8	4.0
ELO D(3)	Practical Exercise (Performance)	0.3	1:8	6.0
ELO D(4)	Practical Exercise (Performance)	0.3	1:8	6.0
Summary	Conference / Discussion	0.1	1:8	2.0
	Lesson Subtotal:	4.0		80.0
	MRAD Subtotal:	4.0		80.0

Module: C / 1

<u>Lesson:</u> W223 / 1

	Lesson: VVZZ3 / 1			
Step	Method of Instruction	<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion	0.1	1:8	2.0
ELO A (1)	Conference / Discussion	0.4	1:8	8.0
ELO A(2)	Practical Exercise (Performance)	0.6	1:8	12.0
ELO B(1)	Conference / Discussion	0.5	1:8	10.0
ELO C(1)	Conference / Discussion	0.3	1:8	6.0
ELO C(2)	Demonstration	0.3	1:8	6.0
ELO C(3)	Practical Exercise (Performance)	1.4	1:8	28.0
ELO D(1)	Conference / Discussion	0.7	1:8	14.0
ELO D(2)	Practical Exercise (Performance)	1.0	1:8	20.0
ELO E(1)	Conference / Discussion	0.4	1:8	8.0

Course: 600-WL0 Course Name: Wa	C (MOD) arrior Leader Course (Modified	Version: 1	Delivery G	oup: A P	hase: 0
Management Cate	egory: Modified	Preparation Date	e: 6 Apr 200	5	
Status: Comman	dant Approved		Optimum C	lass Size:	160
Module: C / 1	<u>Lesson:</u> W223 / [/]	1			
Step	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Summary	Conference / Discussion		0.3	1:8	6.0
		Lesson Subtotal:	6.0		120.0
		MRAD Subtotal:	6.0		120.0

Course: 600-WLC Course Name: Wa Management Cate	arrior Leader Course (Modified)	Version: 1 Preparation Date	Delivery Gr : 6 Apr 200	•	hase: 0
Status: Command		•	Optimum C		160
<u>Module:</u> C / 1	<u>Lesson:</u> W224 / 1		Time of	Instructor	
<u>Step</u>	Method of Instruction		Instruction	to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.1	1:8	2.0
ELO A (1)	Conference / Discussion		0.4	1:8	8.0
ELO B (1)	Conference / Discussion		0.7	1:8	14.0
ELO C(1)	Conference / Discussion		0.4	1:8	8.0
ELO D(1)	Conference / Discussion		0.4	1:8	8.0
ELO D(2)	Practical Exercise (Performar	nce)	1.9	1:8	38.0
ELO E (1)	Conference / Discussion		0.0		0.0
ELO E (2)	Conference / Discussion		0.0		0.0
ELO E (3)	Conference / Discussion		0.0		0.0
ELO E (4)	Conference / Discussion		0.0		0.0
ELO E (5)	Conference / Discussion		0.0		0.0
ELO E (6)	Conference / Discussion		0.0		0.0
ELO E (7)	Conference / Discussion		0.0		0.0
Summary	Conference / Discussion		0.1	1:8	2.0
		Lesson Subtotal:	4.0		80.0
		MRAD Subtotal:	4.0		80.0

<u>Module:</u> C / 1	<u>Lesson:</u> W225 / 1	There a	I	
Step	Method of Instruction	<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion	0.1	1:8	2.0
ELO A (1)	Conference / Discussion	0.3	1:8	6.0
ELO B(1)	Conference / Discussion	0.3	1:8	6.0
ELO C(1)	Conference / Discussion	0.3	1:8	6.0
ELO D(1)	Conference / Discussion	1.0	1:8	20.0
ELO D(2)	Practical Exercise (Performance)	2.9	1:8	58.0
Summary	Conference / Discussion	0.1	1:8	2.0
	Lesson Subtotal:	5.0		100.0
	MRAD Subtotal:	5.0		100.0

	arrior Leader Course (Modified)	Version: 1	Delivery Gr	-	hase: 0
Management Cate		Preparation Date	e: 6 Apr 200 Optimum C		160
Status: Command			Optimum C	1455 3120.	100
Module: C / 1	<u>Lesson:</u> W226 / 1				
<u>Step</u>	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.1	1:8	2.0
ELO A(1)	Conference / Discussion		0.5	1:8	10.0
ELO A(2)	Conference / Discussion		0.2	1:8	4.0
ELO A(3)	Conference / Discussion		0.5	1:8	10.0
ELO A(4)	Conference / Discussion		0.1	1:8	2.0
ELO B(1)	Practical Exercise (Performar	nce)	10.4	1:8	208.0
ELO C(1)	Test		4.0	1:8	80.0
Summary	Conference / Discussion		0.2	1:8	4.0
		Lesson Subtotal:	16.0		320.0
		MRAD Subtotal:	16.0		320.0
<u>Module:</u> C / 1	<u>Lesson:</u> W227 / 2				
Step	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.1	1:8	2.0
TLO (1)	Practical Exercise (Performar	nce)	23.0	1:8	460.0
TLO (2)	Test	,	0.0	1:8	0.0
Summary	Conference / Discussion		0.9	1:8	18.0
		Lesson Subtotal:	24.0		480.0
		MRAD Subtotal:	24.0		480.0
<u>Module:</u> D / 1	<u>Lesson:</u> A201 / 2				
Step	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.0		0.0
Summary	Conference / Discussion		0.0		0.0
		Lesson Subtotal:	0.0		0.0
		MRAD Subtotal:	0.0		0.0
			0.0		0.0
<u>Module:</u> D / 1	<u>Lesson:</u> A202 / 1				
Step	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	ICH
				to otagent	
Introduction	Conference / Discussion		0.0		0.0
Summary	Conference / Discussion		0.0		0.0

-----Lesson Subtotal:

MRAD Subtotal:

0.0

0.0

0.0

0.0

-	Management Category: Modified Status: Commandant Approved		Preparation Date: 6 Apr 2005 Optimum Class Size: 160			
Status: Command			Optimum C	lass Size:	160	
Module: D / 1	<u>Lesson:</u> A204 / 1					
<u>Step</u>	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>	
Introduction	Conference / Discussion		0.0		0.0	
Summary	Conference / Discussion		0.0		0.0	
		Lesson Subtotal:	0.0		0.0	
		MRAD Subtotal:	0.0		0.0	
Module: D / 1	<u>Lesson:</u> S201 / 2					
Step	Method of Instruction		<u>Time of</u> Instruction	<u>Instructor</u> to Student	<u>ICH</u>	
Introduction	Conference / Discussion		0.0		0.0	
Summary	Conference / Discussion		0.0		0.0	
		Lesson Subtotal:	0.0		0.0	
		MRAD Subtotal:	0.0		0.0	
<u>Module:</u> D / 1	<u>Lesson:</u> S202 / 2					
Step	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>	
Introduction	Conference / Discussion		0.0		0.0	
Summary	Conference / Discussion		0.0		0.0	
		Lesson Subtotal:	0.0		0.0	
		MRAD Subtotal:	0.0		0.0	
Module: D / 1	<u>Lesson:</u> S203 / 1					
Step	Method of Instruction		<u>Time of</u> Instruction	<u>Instructor</u> to Student	<u>ICH</u>	
Introduction	Conference / Discussion		0.0		0.0	
Summary	Conference / Discussion		0.0		0.0	
		Lesson Subtotal:	0.0		0.0	
		MRAD Subtotal:	0.0		0.0	
Module: E / 1	Lesson: LS-EVAL	1 / 1				
Step	Method of Instruction		Time of Instruction	Instructor to Student	<u>ICH</u>	
Introduction	Conference / Discussion		0.0		<u></u> 0.0	
ELO A (1)	Test		0.0		0.0	
Summary	Conference / Discussion		0.0		0.0	
-		Lesson Subtotal:	0.0		0.0	
		MRAD Subtotal:	0.0		0.0	

Version: 1

Delivery Group: A **Phase:** 0

Course: 600-WLC (MOD)

Course Name: Warrior Leader Course (Modified)

<u>Module:</u> E / 1	<u>Lesson:</u> LS-EV	AL2 / 1			
<u>Step</u>	Method of Instruction		<u>Time of</u> Instruction	Instructor to Student	<u>ICH</u>
Introduction	Conference / Discussion		0.0		0.0
ELO A (1)	Test		0.0		0.0
Summary	Conference / Discussion		0.0		0.0
		Lesson Subtotal:	0.0		0.0
		MRAD Subtotal:	0.0		0.0

<u>Module:</u> E / 1

<u>Lesson:</u> WE / 2

<u>Step</u>	Method of Instruction		<u>Time of</u> Instructior		<u>ructor</u> tudent	<u>ICH</u>
Introduction	Conference / Discussion		0.0			0.0
TLO (1)	Test		2.6		1:8	52.0
Summary	Conference / Discussion		0.0			0.0
	Lesson Su	ubtotal:	2.6			52.0
	MRAD Su	ubtotal:	2.6			52.0
	Totals - Time of Instruction - Lesson: MRAD: Delta:	154		ICH - 🛛	Lesson: MRAD:	3,068.3 3,068.3 0.0

Course: 600-WLC (MOD)	Version: 1	Delivery Group: A	Phase: 0
Course Name: Warrior Leader Course (Modified)			
Management Category: Modified	Preparation Date	: 6 Apr 2005	
Status: Commandant Approved		Optimum Class Size:	160

Headquarters Memorandum

None

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Preparation Date: 6 Apr 2005 Optimum Class Size: 160

Delivery Group: A Phase: 0

Memo of Transmittal

DEPARTMENT OF THE ARMY HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY 11291 SGT E. CHURCHILL STREET FORT BLISS, TEXAS 79918-8002

REPLY TO ATTENTION OF:

ATSS-DCP

6 April 2005

MEMORANDUM FOR U.S. Army Training and Doctrine Command, ATOM-P, 351 Fenwick Road, Fort Monroe, VA 23651-5000

SUBJECT: Program of Instruction (POI)/Course Administrative Data (CAD), 600-PLDC (MOD), Primary Leadership Development Course (Modified), Changed to: Program of Instruction (POI)/Course Administrative Data (CAD), 600-WLC (MOD), Warrior Leader Course (Modified)

1. This updated POI reflects the addition of lesson plan L235, Sexual Assault Prevention and Response Training (New Leader), and corrections to the errors pointed out in TRADOC's memorandum from ATTG-MP, Subject: Programs of Instruction for Primary Leadership Development, 600-WLC and Primary Leadership Development (Modified), 600-WLC (MOD).

2. This POI supersedes 600-WLC (MOD) POI, prepared 3 May 2004 and signed 23 June 2004.

3. Identification of ITP and CAD which course supports:

- a. ITP: NA.
- b. CAD: 2 April 2004.
- c. This CAD/POI is for FY06.
- d. Course Data:

FromToModified:1 April 2004PresentCourse Length:2 weeks 1 dayMax/Opt/Min Class Size:160/160/96.Course Unique Instructor Contact Hours (ICH):Computed ICH:3,068.3Adj Shared ICH:0Adj Course ICH:0Academic Hours:154.6Estimated Student Input:NAClass Frequency:NARecommended Training Start Date:1 Oct 2005

e. Resource Acquisition Process:

- (1) Additional facilities required: None
- (2) Additional equipment/training devices required: None
- (3) Additional ADPE/COTS equipment required: None
- (4) Additional ammunition required: None
- 4. A reclama is not included.

5. Additional Remarks: This POI shows the addition of Lesson L235, Sexual Assault Prevention and Response Training (New Leader), and the reduction of two hours from Lesson T229, Wear and Appearance of the Uniform.

6. Point of contact is SGM LeGloahec at DSN 978-8405, commercial (915) 568-8405, or email at legloahecv@bliss.army.mil.

//ORIGINAL SIGNED// DAVID J. ABRAMOWITZ COL, AV Commandant

CF: QAO, USASMA

U.S. ARMY SERGEANTS MAJOR ACADEMY (WLC)

COURSE MANAGEMENT PLAN

OCT 05

Warrior Leader Course (Modified) (600-WLC-MOD)

The Army Training System COURSE MANAGEMENT PLAN

Noncommissioned Officer Academies (NCOA) will only use this Course Management Plan in situations where the Department of the Army determines that NCOAs will start instructing the Primary Leadership Course (Modified).



"NO ONE IS MORE PROFESSIONAL THAN I"

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COURSE MANAGEMENT PLAN (CMP)

Course Managers Plan (CMP)	This CMP is extracted information taken from the Warrior Leader Course for the creation of a modified course.			
	Course Number	Course Title		
	600-WLC (MOD)	Warrior Leader Course (Modified)		
Effective Date	1 OCT 05			
Supersedes	WLC (MOD) CMP dated Oct 03, updated 24 June 2004.			
Proponent	The proponent for this CMP is the United States Army Sergeants Major Academy (USASMA). POC NUMBERS: DSN 978-8405, comm: (915) 568-8405.			
Internet Access	NCOAs have access to the USASMA Website to download any component of the WLC courseware at: <u>https://www.bliss.army.mil/usasma/</u> .			
Comments and Recommen- dations	Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to ATTN ATSS DCP COMDT USASMA BLDG 11291 BIGGS FLD FT BLISS TX 79918-8002			
	NOTE : DA Form 202 at the USASMA home	28 is available for downloading and mailing via email page site.		

Disclosure (FD)(FIRestrictionscormil	The course developerin coordination with the USASMA foreign disclosure (FD) authorityreviewed the materials contained in this course. Some components of this course may not be releasable to students from foreign military schools/countries. Commandants must check each TSP FD statement for foreign disclosure release restrictions.		
	•	ndividuals reviewed and approved t tion in the Warrior Leader Course (1
Name/Signature	Rank	Title	Date Signed
Frank W. Berta	GS-11	Training Specialist, WLC	
Victor A. LeGloahec	SGM	Chief, WLC	
Agnes D. Bennett-Gree	en SGM	Chief, CMDD	

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Purpose 1. This WLC (MOD) Course Management Plan is a single source document pertaining to the administration of the WLC (MOD).

2. Commandants will refer to this book if the NCOA receives directions to begin WLC (MOD) Training by the Division Commander or the Department of the Army.

3. Commandants may use extracts from this plan for use in local SGL training programs.

This CMP

This course management plan contains the following--

contains

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NOTE: 1. Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

2. Guidance contained in this CMP takes precedence over instructions contained in the individual Training Support Package (TSP).

3. NCOAs may maintain reports and records through the Automated Instructional Management System-Redesign (AIMS-

 $\underline{\mathbf{R}}$) for those who have access or a similar database for those who do not have access.

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CHAPTER 1

Applicability	1. This plan applies to the Noncommissioned Officer Academies (NCOAs) that conduct the WLC course and will, upon Department of the Army direction, teach the WLC (MOD).		
	2. If there is a conflict between this plan and the WLC Program of Instruction (POI), the TRADOC approved POI takes precedence.		
	3. If there is a conflict between this plan and Army publications or guidance, the Army publications or guidance takes precedence. The intent of the CMP is to enhance WLC (MOD) and not establish Department of the Army (DA) or Training and Doctrine Command (TRADOC) policy.		
Course Structure/ Conduct of Training	1. This course is non-MOS specific, taught at an NCO Academy in a live-in environment using classroom instruction with practical application, followed by hands-on performance-oriented training conducted in a field training environment, culminating with an extensive situational training exercise (STX). Small Group Leaders (SGLs) assess the students' leadership potential and evaluate their ability to apply lessons learned and effectively lead their classmates in a garrison and tactical environment.		
	2. Commandants must ensure the conduct and evaluation of training are IAW the principles of training outlined in FM 7-0, FM 7-1, and this CMP.		
	3. Student qualification in prerequisite tasks is an individual and unit commander's responsibility. Upon arriving at a school, students must be capable of performing supporting individual tasks and tasks required in the next lower level coursefor WLC (MOD), skill level one tasks.		
	4. WLC (MOD) is a 2-week, 1-day (15 Day) course, culminating with a 24-hour STX.		
	(REF: AR 350-1, Chap 3, para 3-46 and TR 350-10, Chap 2, para 2-7)		
Course Pre- requisites	 Soldiers attending WLC must fall into the following priorities a. Priority One: Sergeants that are non-WLC graduates. The soldiers may or may not have a WLC Waiver. b. Priority Two: SPC/CPL promotable. Use the following priority list: SPC/CPL (P) who has met cut off score. SPC/CPL (P) in MOSs which would have had additional 		

Course Pre- requisites, continued	 promotions if more promotable SPC/CPLs had been available and identified as "Star MOS" by monthly PERSCOM Promotion Cut-Off Memorandums. (3) SPC/CPL (P) in other MOSs serving in an authorized NCO position based on the highest number of promotion points. (4) All other SPC/CPL (P) on a recommended list based on the highest number of promotion points. c. Priority Three: SPC/CPL in leadership positions. In order to fill all WLC training seats, non-promotable SPCs w/demonstrated leadership potential may attend WLC only after exhausting all other higher order of merit list (OML) categories. 	
	2. Students must	
	 a. Meet height and weight standards. b. Be eligible for reenlistment and recommended by their commander. c. Have no convictions of a misdemeanor crime of domestic violence (Lautenburg Amendment). d. If age 30 or over, have completed a periodic physical exam within the last five years. The preexecution checklist (PEC) in Part I Unit Preexecution, line 10, must have the initials of the first line leader and soldier. If the initials are missing, verify the physical data in AKO. NCOAs will not enroll a student over the age of 30 without proper verification of the physical. Soldiers will no longer carry a copy of their physical. (REF: AR 40-501, Chap 8, para 8-25; AR 350-1, Chap 3, para 3-7; AR 635-200, para 5-14; and TR 350-10, Chap 2, para 2-6; MEMO DASG-HS-AS, 30 	
	November 2000, and DA MSG DAMO-TRI, R 091624Z JUN 04, para 8).	
Enrollment Requirements	 Soldiers reporting for training must have in their possession a completed and properly signed preexecution checklist. If a soldier reports for training without a checklist signed by himself and his commander, he has 72 hours from the report date to provide the checklist with appropriate attachments. NCOAs will return soldiers to their units who fail to provide the checklist within this time frame. The unit commander's signature on the preexecution checklist certifies that the soldier meets routine course prerequisites. Soldiers having a permanent profile designator of "3" or "4" must include a copy of DA Form 3349 and the results of the soldier's military medical review board (MMRB) as part of course application. Soldiers who have been before an MMRB, or similar board, awarded medical limitations and allowed 	

to retain their occupational classification, may attend WLC and train within **Enrollment** the limitations of their profile--provided they can otherwise meet course **Requirements**, continued 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 determines the soldier may continue. 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. 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 signed by the commander stating the profile is a result of injuries sustained due to 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 doctors 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 with a P2 profile must meet course graduation requirements too. 7. 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 350-1, Chap 3, para 3-7; AR 614-200; AR 635-200, para 5-14; TRADOC Reg 351-10, Chap 2, para 2-6; and DA MSG, R 251850Z JUL 01, DA WASHINGTON DC//DAMO-TR. SUBJECT: Clarification and Reinforcement of Army Training Policies, and DA MSG R 092054Z SEP 04, SUBJECT: Selection and Scheduling of Soldiers for Army Schools)

Course Graduation Requirements	 Students must score 70 percent or higher on the following examinations/evaluations to include W226, Land Navigation: a. Written Examinations. b. Army Physical Fitness Test (APFT) (IAW FM 21-20w/C1). c. Physical Fitness Training (Train the Trainer Evaluation). d. Drill and Ceremonies Evaluation. e. Individual Training Evaluation. f. Land Navigation Evaluation. g. Both Demonstrated Leadership Evaluations (Garrison and Tactical environment). Students must take the APFT as a graduation requirement. Commandants will arrange for students to meet the APFT requirements while allowing for one retest. If the student fails the retest, NCOAs will dismiss the student for "failure to meet APFT standards." 		
-	 3. Soldiers attending WLC with less than 90 days from returning from OIF/OEF are exempt from taking the APFT. Annotate on the DA Form 1059 in the APFT Remarks: GWOT (REF: DA MSG, R 091624Z JUN 04) 		
Physical Requirements	 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. Pass the APFT. b. Negotiate rough terrain under varying climatic conditions. c. Conduct, demonstrate, and lead drill and ceremonies. d. Conduct, demonstrate, and lead physical fitness training. e. Walk a minimum of 3200 meters with load carrying equipment (LCE) in a minimum of three hours. f. Lift and carry all required packing list items (OCIE and CTA 50-900) for short distances. g. Carry a 50 pound combat load containing mission essential equipment (helmet, weapon, LCE, uniform are part of the 50 lbs). h. Occasionally lift and carry fuel, water, ammo, MREs, or sandbags. i. Low crawl, high crawl, and rush for three to five seconds. j. Move over, through, and around obstacles. k. Carry and fire individually assigned weapon IAW applicable regulatory guidance. l. Don Mission-Oriented Protective Posture (MOPP) gear. 		

Physical Requirements, continued	2. Commandants may not supplement these course graduation requirements (REF: TR 350-10, Chap 2, para 2-7; ARTEP 7-8, and FM 21-18, and DA MSG, 092054Z SEP04, SUBJECT: Selection and Scheduling of Soldiers for Army Schools).					
Course Objectives	 The training in WLC focuses on Self-discipline. Professional ethics. Leading, disciplining, and developing soldiers. Planning, executing, and evaluating individual and team training. Planning and executing missions and tasks assigned to team-size units. Troop leading procedures. Caring for soldiers and families. (REF: AR 350-1, Chap 3, para 3-46) 					
Student Orientation	 All commandants must Post their student orientation information under their respective school codes to the school header (SH) screen in ATRRS. Ensure information is current at all times and includes all information from TR 350-18, Chap 3, para 3-23, as required. If ATRRS (http://www.atrrs.army.mil) is not available, mail information to the students' units NLT 45 days prior to start of course. Have copies available for those students who did not receive a copy prior to reporting for training. 					

Training Support Package TSP) Synopsis	The following tables provide a brief synopsis of the Training Support Packages (TSP), and the TSPs to be taught in the modified WLC L221, L222, L223, L224, L225, L226, L227, L228, L229, L230*, L231, L232, L233, L235, T221, T222, T223, T224, T228, T229, T230, T231, T240, W221, W222, W223, W224, W225, W226, W227. *Student Handout.
TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS
A201, Inprocessing/ APFT/ Weigh-in	Students receive advance sheets, required publications, administrative processing, and height and weight evaluation. Students must take the Army Physical Fitness Test (APFT) as a graduation requirement. The NCOA will conduct one retest.
A202, Outprocessing	Time allocated for outprocessing students at the conclusion of WLC.
A204, Graduation	Time allocated for the purpose of conducting a formal graduation where the commandant and cadre can present students with honors and diplomas
L221, Introduction to Army Leadership	During this lesson students will learn some basic information concerning Army leadership and the leadership frameworkits constructionand the definition of leadership. The student will learn the three levels of leadership and describe the terms "Leaders of Leaders" and "Subordinates."
L222, What a Leader Must Be, Know, Do	Students will learn what they must Be, Know, Do to be an effective NCO. The focus of this lesson is to enhance the students' knowledge of these characteristics. The lesson will also show the students how embracing these characteristics, in their approach to leadership, reinforce their role as leaders.
L223, The Human Dimension Role in Leader Development	In this lesson, students will learn the scope of importance that the human dimension role has on leadership. They will identify the three major elements in the makeup and success of the soldier, team, and institution. They will learn of the various causes of stress and how climate and culture dictates the environment in which they lead. Students will learn that there are five leadership styles available to them to use based on the situation, mission, and their subordinates. Finally, they will learn that all of their actions and decisions will have intended and unintended consequences.
L224, The Four Direct Leadership Skills	Students will learn the interpersonal, conceptual, technical, and tactical skills that the leader must KNOW to effectively lead a squad of soldiers. First they will learn how communicating, supervising, and counseling are key interpersonal skills. They will learn the four conceptual skillscritical reasoning, creative thinking, ethical reasoning, and reflective thinkingto ensure that they think their decisions through and they make the best possible decisions. Students will learn the importance of technical expertise in knowing and operating equipment so as to train their subordinates in its use, to include new equipment. Finally, students will learn the two areasdoctrine and field craftthat a leader must KNOW to lead a squad of soldiers in peace and war.

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, cont					
L225,	Students will learn the three leadership actions that direct leaders must					
The Three Direct	perform to effectively lead a squad. They will also learn many categories					
Leadership	(actions) that make up influencing, operating, and improving.					
Actions						
L226,	This lesson provides information to students concerning their role in					
Maintain	assisting the commander in maintaining unit discipline. It provides options					
Discipline	available to the NCO support channel and the chain of command to enforce					
-	unit discipline. Students will learn the differences between discipline and					
	self-discipline, types of military authority, individual and command					
	responsibility, and NCO responsibilities and associated duties; they will					
	identify command relationships desired among officers, NCOs, and their					
	subordinates. This lesson also covers the Army Homosexual Conduct					
	Policy.					
L227,	This lesson will refresh the students' awareness of the Army's Equal					
Enforce the	Opportunity (EO)/Equal Employment Opportunity (EEO) programs and					
Equal	provide training in the prevention of sexual harassment. Students will learn					
Opportunity	their responsibilities in enforcing EO/EEO behavior patterns, the complaint					
Program	process, and methods to resolve problems.					
L228,	Students will learn the fundamentals and techniques of developmental					
Conduct	counseling. They will prepare for and conduct a subordinate-centered					
Developmental	counseling session producing a plan of action that focuses the subordinate on					
Counseling	individual and unit goal accomplishment.					
L229,	Students will learn from this lesson information that will help them enhance					
Supervise the	the financial readiness in their units. They will learn the different support					
Implementation	agencies that assist soldiers and their families, various military pay					
of Financial	entitlements and allowances, the meaning of the block in the leave and					
Readiness	earnings statement and the net pay advice statement, and the procedures for					
Actions	setting up bank accounts and resolving pay complaints.					
L230,	This lesson introduces the student to the Army writing style. The student					
Army Writing	will learn that effective Army writing transmits a clear message in a single					
Style	rapid reading and is generally free of errors in grammar, mechanics, and					
	usage. NOTE: The NCOA will not formally instruct this TSP; however, the					
L231,	NCOA will provide students a reading packet. The commandant welcomes the new students and provides them an					
Commandant's	orientation and briefing on the local SOP. His welcome includes a safety					
Orientation	briefing and standards of conduct expected while attending the course, and					
	he introduces the staff and faculty. He also explains WLC graduation					
	requirements and outlines the requirements for special consideration during					
	the course. (Developed by local academy commandant.)					
L232,	SGLs will provide the students an overview of the Warrior Leader Course					
Introduction to	and explain the objectives and course standards. They also discuss the					
WLC	course's content, explain the small group process, and cover study requirements and techniques.					

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, cont
L233,	This lesson teaches the student the historical progression and significant
ID the Historical	contributions that the NCO has made as he existed during the pre-
Progression and	Revolutionary War period, Revolutionary War, War of 1812, Civil War,
Significant	World War I, World War II, Korean War, Vietnam War, Operations Just
Contributions of	Cause, Desert Storm, and Enduring Freedom.
the NCO	Cause, Desert Storm, and Enduring Precaom.
L235,	This lesson teaches the students the Army's sexual assault prevention and
Sexual Assault	response program. They will learn about: sexual assault trends in the Army,
Sexual 7 Issuult	chain of command responsibilities, types of sexual assault and influencing
	factors, right of victims and alleged perpetrators, individual responsibilities,
	procedures for timely reporting, and resources available for victims.
T221,	This lesson teaches the students how to implement the risk management
Risk	process to minimize the frequency and severity of accidents in the activities
Management	they will lead. They will learn the basic principles required to implement
wanagement	risk management, the five steps of risk management, the human behaviors
	that affect mission readiness, and the hazards associated with fratricide.
T222,	Students will learn how to conduct an AAR and the importance of the AAR
After Action	process, by allowing all participants in an exercise to provide input into how
Review (AAR)	well an exercise went, what the purpose of the training was, what when right,
	what went wrong, and how to improve.
T223,	This lesson will provide a basic introduction to battle focused training.
Training the	Students will learn the Army's nine principles of training, training doctrine,
Force	Mission Essential Task List (METL) development process, training planning
10100	process, and requirements for training execution. Also, the student will learn
	the NCO's training responsibilities, preparation necessary to conduct
	individual training, and training execution considerations. Students will
	prepare and conduct individual training.
T224,	Students will learn the techniques and procedures needed to conduct the
Physical Fitness,	Army's physical fitness program. This lesson's primary focus is to enhance
Train the Trainer	the students' knowledge of physical fitness and how to conduct a variety of
	fitness training exercises. This lesson offers the students the opportunity to
	actually perform the different exercises.
T228,	Students will learn how to form and march a squad of soldiers using common
Conduct Drill	drill terms.
and Ceremonies	
T229,	This lesson provides students the knowledge to ensure that their subordinates
Wear and	maintain their personal grooming, proper fit, and the correct wearing of the
Appearance of	Army uniform in accordance with regulatory guidance.
the Uniform	

TSP NO./ TITLE TR	AINING SUPPORT PACKAGE (TSP) SYNOPSIS, cont
	is lesson presents information the students need to know to maintain the
-	sential war fighting edge through proper PMCS. They will learn to select
-	e correct reference and use correct PMCS tables to make the required
	tries on the DA Form 2404 or 5988-E. They will also learn the purposes
	DA Forms 2408-14, 5988-R and DD Form 314. They will inspect an item
	equipment IAW the appropriate -10 TM.
T231, Th	e intent of this lesson is to make students aware of their supply
	ponsibilities; it will help them do their part in the care and accountability
	equipment and supplies entrusted to them and their subordinates. They
	Il be able to identify the requirement needed to comply with Army
	operty accounting, the difference between accountability and
-	ponsibility, the purpose of inventories and hand receipts, and the
	juirements for the command supply discipline program.
	e intent of this lesson is to show the student how suicide is detrimental to
	e readiness of the Army and that it is a personal tragedy for all those
	ected. The Army's strength rests with our soldiers, civilians, retirees, and
	eir families, each being a vital member of our Army.
	is lesson provides the student with reinforcement training of some of the
	Il level one map reading skills and land navigation skills. The lesson will
	o teach the more complex skill level one skills. This lesson is a
	undation for the land navigation lesson later in the course. Students will
	rn how to determine elevation, orient a map using a lensatic compass,
	termine direction, covert azimuths, determine polar coordinates, and learn
	ersection and resection techniques.
W222, Th	is lesson will teach students their troop-leading procedures and three types
Combat Orders of	combat orderswarning order, operation order, and fragmentary order.
Th	ey will also learn the importance of and what they must concern
the	emselves with while conducting precombat checks. Students will learn to
im	plement a squad level combat order by conducting troop-leading
pro	ocedures, conducting precombat checks, and interpreting the commander's
int	ent of a combat order.
W223, Stu	idents will learn some basic techniques and procedures used to employ a
Conduct squ	ad-sized element in combat. They will learn the basics of moving a
Movement squ	uad/teamusing hand and arm signalsusing the appropriate movement
	chniques in the proper movement formation based on the tactical situation.
St	udents will also learn how to select a movement route using a map,
сол	nduct actions at danger areas, and enforce detection prevention measures.
	idents will learn the procedures required to occupy an assembly area.
Occupy an Th	ey will learn how to prepare to occupy the area, move to the area, establish
15	curity, and defend an assigned sector.

W225,	Students will learn the basics of leading a team/squad in basic combat
Combat	operations by reacting to contact, breaking contact, reacting to an ambush,
Operations	and conducting a hasty attack.
W226,	Students will utilize the skills they learn from this lesson, coupled with the
Land Navigation	skills they learned in the map reading and conduct movement lessons, to
	navigate from one point on the ground to another point while dismounted
	using a lensatic compass during day and night. Students will take a
	performance examination where they must find a minimum of three of four
	points to graduate from WLC.
W227,	Soldiers will participate in an end-of-course situational training exercise.
Situational	SGLs will assign students to leadership positions where they will lead a
Training	section/squad. SGLs will evaluate the students in their leadership abilities
Exercise	and on how they use their troop-leading procedures and other leader skills
	they learned in the course.
S201,	Study hall provides students time to adequately study and prepare for the
Study Hall	next day's lessons. It allows an SGL to recognize and assist students in
	correcting poor study habits.
S202,	The commandants use these hours for retraining/retesting, equipment
Training Support	issue/turn-in, travel time as required to/from training areas, physical fitness
Activities	retesting and sustainment, and other non-program of instruction (POI) hours
	that require instructor contact hours (ICH), at his discretion.
S203,	SGLs use these hours for reception and integration counseling, mid course
Student	counseling, end of course counseling, and additional counseling as required.
Counseling	

WLC Course1.Commandants are the masters of their training schedules. However,
there are certain lesson that NCOAs must teach in order. See Below.

2. Teach the following TSPs in the order shown below: Note: PE = Performance Examination, WE = Written Examination.

LDRSHIP	Exam	WARFIGHTER	Exam
TSPs		TSPs	
L231	NA	W221	WE/PE
L232	NA	W222	WE/PE
T221	PE	W223	WE/PE
T222	PE	W224	PE
L221	WE	W225	PE
L222	WE	W226	PE
L223	WE	W227	PE
L224	WE		
L225	WE		
L226	WE		
L227	WE		
L228	WE		

3. The following TSPs do not require any specific order of instruction; however, some are testable and must be taught prior to any written or performance test. NCOAs must teach all lessons prior to W227 with the exception of L233.

OTHER TSPs	Exam	
L229	NA	
L235	NA	
T224	PE	
T228	PE	
T229	WE	
T231	WE	
T230	WE	
T240	NA	

Army Lessons Learned

1. Once a week SGL's will review the Center for Army Lessons Learned (CALL) website, <u>http://call.army.mil</u>, for current lessons learned and current events that pertains to the lessons learned.

2. SGLs will generate a discussion form the information gathered from the CALL website with the group, not to exceed 15 minutes.

WLC Course	The following tables contain a TSP suggested training sequence. Academies may vary from this
Map (Active	sequence; however, they must ensure they teach the requisite TSPs in sequence prior to testing students
Component)	

DAY 1	DAY 2		DAY 3		DAY 4	
<u>PFN/HRS</u>	PFN/HRS		PFN/HRS		PFN/HRS	
A201 Inprocessing 5.0	A201 APFT*	3.0(t)	T228 D&C***	1.0	L224 Four Ldrship Skill	s 4.0
L231 Cmdt's Orient 1.0	T224 Physical Fit**	6.0	L221 Intro to Ldrship	1.0	L225 Three Ldrship Act	3.0
L232 Intro to WLC 2.0	T221 Risk Mgmt	2.0	L222 Be, Know, Do	3.0	L226 Maintain Disc	2.0
T240 Suicide Prev 2.0	T222 AAR	2.0	L223 Human Dem	4.0	S201 SH	1.0
S201 Study Hall 1.0	S201 SH	1.0	S201 SH 1	1.0		
TOTAL 11.0	TOTAL	11.0	TOTAL	10.0	TOTAL	10.0

* APFT test may take place during normal PT time, not part of the academic day.

** The performance and test of T224 will take place during normal PT time, not part of the academic day.

***Soldiers will march to and from all activities, led by students, to prepare for D&C Performance Exam.

Note: NCOA will provide students a reading packet on day one for L230, Army Writing Style..

Note: NCOAs will schedule S203, Student Counseling, as desired.

DAY 5		DAY 6		DAY 7		DAY 8	
PFN/HRS		PFN/HRS		PFN/HRS		PFN/HRS	
L226 Maintain Disc	2.0	L228 Dev Counseling	3.0	T223 Train a T	Гeam 6.0	T223 Train a T	Ceam 4.0(te)
L227 EO/SH	3.0	L235 Sexual Assault	2.0	T223 Tng the	Force 4.0 (pe)	T228 D&C	1.0(te)
T229 Wear of Uniform 2.0		L229 Financial Mgmt 2.0				W221 Map Re	ading 5.0
L228 Dev Counseling	2.0	T231 Supply	1.0				
S201 SH	1.0	T230 Supv PMCS	2.0				
		S201 SH	1.0				
TOTAL	10.0	TOTAL	11.0	TOTAL	10.0	TOTAL	10.0

DAY 9	DAY 10	DAY 11	Day 12
<u>PFN/HRS</u>	<u>PFN/HRS</u>	PFN/HRS	<u>PFN/HRS</u>
W221 Map Reading 8.0	W222 Combat Orders 3.0	W226 Land Nav* 12.0	WE01 2.5(t)
W222 Combat Orders 1.0	W223 Conduct Mvmt 3.5	S201 SH 1.0	W226 Land Nav 4.0(te)
S201 SH 1.0	W224 Occupy AA 2.0		S202 STX Prep 4.0
	W225 Combat Ops 2.0		
TOTAL 10.0	TOTAL 10.5	TOTAL 13.0	TOTAL 10.5

* In order to complete the Night Land Nav PE, NCOAs must schedule Land Nav on Day 11 as depicted. However, NCOAs may schedule W226, to include testing, as part of the STX (just be sure to add 16 hrs to the STX which then increases from 24 hrs to 40 hrs).

NOTE: Training Support Activity Hours. Ten hours depicted for STX Prep and Recovery (S202) derive from the 22 hrs allotted for training support activity hours.

DAY 13*	DAY 14**	DAY 15	
PFN/HRS	<u>PFN/HRS</u>	<u>PFN/HRS</u>	
W223 Conduct Mvmt 2.5(pe)	W227 STX Ends 1200Hrs	L233 History of NCO 2.0	
W224 Occupy AA 2.0(pe)	S202 STX Recovery 6.0	A202 Outprocess 3.0	
W225 Combat Ops 3.0(pe)		A204 Graduation 2.0	
W227 STX Starts 1200Hrs			
TOTAL 19.0	TOTAL 18.0	Total 7.0	

*Day 13, using 0430 as a Start Time as example. 0430 plus three PEs, give a start time of 1200 Hrs. The PEs Scheduled on day 13 are meant for NCOAs to conduct in the field just prior to the STX. However, NCOAs may conduct the PEs upon completion of each class, if the NCOA has an area large enough to accommodate the number of students. **Day 14, using day 13's schedule, STX ends at 1200 hrs, rest of day for recovery and retesting if needed.

Instructor to Student Ratio	NCOAs must maintain a 1:6-12 instructor-to-student ratio. Group sizes per <u>classroom</u> shall not exceed 2:16 (all hands-on and performance training remains at the 1:6-12 ratio). A ratio of more than 1:6-12 requires an exception to policy from USASMA unless TRADOC or higher authority dictates differently in message format. (REF: Interim change to TR 350-10, para 2-13c)
Class Size	 Class sizes may vary due to capacity and training requirements. Commandants must request an exception to policy for less than minimum class size or exceeding optimum class size from USASMA. The following are the minimum, optimum, and maximum class sizes. Minimum: 96 students Optimum: 160 students Maximum: 160 students
Method of Instruction	 The 1:6-12 instructor-to-student ratio facilitates successful training using small group instruction (SGI) for which USASMA designed this course. Small group instruction shifts the teaching methodology from "what to think" to "how to think" and places the learning responsibility on the student through group participation. This approach creates an atmosphere whereby the students can exchange ideas on any subject and use collective reasoning to solve problems. The small group process fosters team building and provides training reinforcement based on a wide range of backgrounds and professional experience. Do not use WLC students as discussion leaders. Exception. Student will instruct their required task assigned to them as their practical exercise and performance test required of them in TSP T223, Training the Force. NCOAs will divide the students into their assigned groups upon arrival at the course. The groups will stay together as a group throughout the course. SGLs will ensure their students serve in a variety of different leadership positions. As a student leader, students will lead, train, and care for the other members of the group. SGLs will critique and counsel student leaders by pointing out the students' leadership techniques, ideas, and principles that apply to the various situations that confront the students. The small group leader assigned to a group remains with that group throughout the course.

Method of Instruction, continued	 4. WLC SGLs conduct training in a challenging, live-in (within local constraints), leadership intensive NCOA environment that reinforces leadership and professional skills as part of the students' academic training and daily routine. The NCOA cadre will teach and demonstrate the standards of leadership, training, technical and tactical competence, and overall professionalism that the NCO corps throughout the Army must maintain. Everything the students observe in an NCOA should set the example of how to conduct activities in their unit and the Army. Students initially learn to be NCOs at the appropriate skill level by observing cadre role models and performing the job to standard in an NCOA under the mentorship of NCOs. (REF: TR 350-10, Chap 2, para 2-5, 2-13 and Chap 5, para 5-10)
Leadership Assessment/ Development and Evaluation	The developmental counseling process satisfies this requirement; see Appendix E, this CMP. (REF: TR 350-10, para 2-20)
Instructor Certification Program	There is probably no more important task for a commandant than selecting SGLs. The SGLs' role as mentors requires them to be there for the student. It requires the highest level of dedication and devotion to duty. See Appendix "H" of this CMP for the Instructor Certification Program guidance.
Student Academic Records	 The commandant is responsible for ensuring the posting of all student input/output data to ATRRS within 4 working days of the course start date and completion date. The NCOA will maintain individual records for each student for 12 months, containing the following documents: The enrollment application for ATRRS. A copy of the preexecution checklist with appropriate signatures. All test scores. All developmental counseling, to include initial, performance, leadership, and end-of-course evaluations. Copy of course completion, DA Form 1059. Any other correspondence referencing the soldier, e.g., drop packet. DA Form 705 (maintained for professional development courses and selected functional courses). DA Form 3349 with MMRB results (if applicable).

Student Academic Records, continued	3. Test control officers (TCOs) will separately retain test answer sheets and associated student papers until course completion. Upon course completion, TCOs will destroy them. TCOs will retain the answer sheets of nongraduates and early release students and store them separately from the graduate students attendance record files for 24 months before destruction.
	4. After the 12-month record retention period, remove the DA Form 1059 from the individual records and keep on file, IAW AR 25-400-2, FN 351-1f. Destroy supporting documentation at this time.
	(REF: TR 350-18, Chap 3, para 3-28; AR 25-400-2; and TR 350-10, Chap 2, para 2-8c)
Service School Academic Evaluation Report (AER)	Academies must prepare a Service School Academic Evaluation Report (AER), DA Form 1059, for each student upon successful completion or up to the point of disenrollment from the course or phase. Do <u>NOT</u> issue an AER to a student who does not attend the course. See Appendix E, this CMP for form completion instructions.
Student Recognition	NCOAs will present all students meeting course graduation requirements a training proponent diploma. Diplomasas a minimummust contain the student's full name, grade, complete course title, course identification number, and beginning and completion dates. (REF: TRADOC Reg 350-18, Chap 3, para 3-31 and Appendix E, this CMP)
Student Academic Deficiency/ Dismissal	1. When a commandant denies enrollment to a student, dismisses the student, or the student fails to complete the course successfully, the commandant must provide written notice to the student's commander. Also, commandants will follow the guidance in AR 350-1, para 3-18j, dated 9 Apr 2003, in reporting all drops, denials, and dismissals of all active duty Army NCOs to CG, PERSCOM.
	 2. Commandants may remove students from WLC before course completion for any one or a combination of the following: a. Academic deficiencies or disciplinary reasons. b. Lack of motivation (apathy).

Student Academic Deficiency/ Dismissal, continued	c. Illness, injury, compassionate, or other reasons beyond the student's control (made without prejudice and requires a written notice informing the unit that the soldier may reenroll as soon as convenient).
continued	3. Commandants must follow the procedures outlined in AR 350-1, para 3-18, dated 9 Apr 03 when considering the elimination of a soldier for motivational, disciplinary, or academic reasons, and the NCOA has adequately documented the reasons for the elimination action.
	4. Soldiers previously eliminated from WLC and allowed to reenroll must start at the beginning of the course.
	5. Soldiers disenrolled from WLC for academic deficiency may apply to reenter the course when both the unit commander and the school commandant determine that the student is ready to complete the course.
	(REF: AR 350-1, para 3-18 and para 5-30 and TR 350-18, Chap 3, para 3-32)
Student End-of- Course Critique	 Each student must complete and submit an end-of-course critique (EOCC) questionnaire. See Appendix D.
	2. Commandants must consolidate those questions that pertain to courseware discrepancies and forward them to the Chief of WLC for review.
Academic Report of Training	 NCOAs must a. Complete the academic report of training (ART) upon completion of each WLC class and provide the electronic version via EMAIL to USASMA NLT one week after completion of each class. b. Ensure the quotas, seats reserved, input/enrolled, and graduation numbers on the ART match ATRRS prior to sending in the ART.

SGI Overview	The small group process of instruction differs from the traditional platform method. The small group process revolves around active student participation.	
SGL Responsi- bility	The TSP includes everything the small group leader (SGL) needs to present the lesson. The SGL does not need to develop additional material. SGLs must read and study the TSPs to become familiar with the content well enough to teach it, not read it, to the students. The more comfortable the SGL is with the material, the better his presentation skills. The key to presenting effective quality instruction in the small group process is thorough preparation. Experience shows that the SGLs who devote time to preparing a lesson, present excellent instruction. The SGL must	
	 Understand the contents: the training support package (TSP), advance sheet, and practical exercises (PEs), and know how to use them during the course of the lesson. Know the time requirements in the TSP and manage time in order to teach to the terminal learning objective (TLO) standard. Prepare the visual aids (VAs). Test in advance all classroom equipment and material used in the classroom to ensure they are in working order and up-to-date. Know how to ask questions that stimulate class discussion and encourage the small group process. Rehearse the lesson by presenting it to a fellow SGL. Ensure students have the required material and equipment prior to the lesson. 	
Lesson Presentation	The WLC concept of instruction revolves around student participation during the TSP presentation. USASMA prepares the TSP in a question and answer format to generate the discussion needed to make the small group method effective. By following the TSP, the SGL will effectively present the lesson, allowing the students to participate and ensuring the students	

Lesson Presentation, continued	 learn the objectives. SGLs must keep in mind the following points when presenting the lesson: a. Get the students' attention immediately by properly introducing the TSP. b. Involve the students in the class by asking effective questions. c. Do not read the TSP to the studentsteach it to them. d. Keep the TSP flowing and meet the time requirements. e. Do not abruptly cut off a student making a valid point. f. Periodically summarize the TSP and conduct the checks on learning to ensure all the students understand the TSP up to that point. g. Stay focused on the TSP, especially the TLO, ELOs and LS/As. h. Keep the TSP positive and keep all the students involved in the small group process. i. During practical exercises, allow the students to discuss the solution and learn from the exercise. Have them give any personal experiences that may relate to the exercise. j. Conclude by summarizing and conducting a check on learning to allow the students a better opportunity to understand the lesson.
Study Hall	 Study hall is very important and is mandatory for all students. The SGL must allow the students to prepare just as he prepares himself for the next day's class. Students must study the required TSP material prior to its presentation. The Advance Sheet (Appendix D) in the TSP lists the requirements for student preparation. NCOAs should have enough SGLs present to ensure that each student receives needed assistance. Proper supervision is a judgment call reserved for the commandant. NCOA training schedules will reflect study hall times. The POI allots a maximum of eight hours for study hall. Commandants have the <u>authority to end or extend study hall hours</u> as required by an entry into the NCOA SOP. SGLs determine when students have completed their study requirements. Many students have study problems that may vary from slow reading and comprehension difficulties, to poor study habits. SGLs must identify which students have these problems and take measures to remedy them.

Study Hall, continued	4. The following are some tips to help the SGL improve the study habits and learning ability of his students.
	 a. Know the studentsas individualsin order to better understand their particular problems. b. Help the slow readers by showing patience and understanding their problems. c. Seek help from the students who know how to study by pairing them up with the slow learners. Peer help is a great team builder. d. Help the students organize their material by showing them how to outline and take notes. e. Ensure the students understand the TSP by having them paraphrase certain material back to the SGL. f. Show students with problems the TSP; this may help them better comprehend and understand the material. g. Build confidence in the students with problems by actively involving them in the small group process. 5. Nothing helps a problem student more than a caring SGL who takes time to help that student learn and understand the course material. Good SGLs do everything within their control to help their students learn.
Class Management/ Environment	 Commandants must ensure that all SGLs exercise proper class management in order to create an environment conducive to learning. SGLs can successfully manage their classes by understanding two elements: 1) the physical environment of the classroom and 2) effective class management. The following are some of the important physical environmental and effective class management aspects SGLs should keep in mind Lighting. Correct lighting plays a major role in the student's comprehension of the lesson. Inadequate lighting can sabotage the small group process. Temperature. SGLs should ensure that the classroom is neither too hot nor too cool and has proper ventilation. Seating. Arrange student seating in a horseshoe configuration so the students can see each other. This supports participation in small group discussion and allows the students to interact with one another and the SGL. Noise. The SGL must eliminate or reduce noises that interfere with the learning process.

Class Management/ Environment, continued	 e. Classroom equipment. Multimedia equipment, viewgraphs, and training aids must not obstruct or distract training, and the equipment must be serviceable. f. Prior to class, post a copy of the training schedule and student evaluation plan (SEP), located in Appendix C of this CMP, as a reference for students and visitors. g. The use of nameplates helps identify students and assist in facilitating the small group process. h. Keep the classroom prepared, neat, orderly, and clean. This creates an atmosphere conducive to the learning process.
Training Schedules	Training schedules must reflect all required POI subjects and other activities that affect students, hours of instruction, sufficient information and time to prepare for training, and any remedial training/retesting required for that day of training.
Discipline	 SGLs are the key to classroom discipline. Discipline must not interfere with the learning process. Guidance prohibits SGLs from using demerit systems, harassment, or similar techniques to enforce discipline in the classroom. This is not to say that discipline does not have a place in the classroom. The most successful SGL is the one who finds the middle ground between too much and too little discipline. SGLs must treat students as they would treat subordinate NCOs in a unit. The key to remember is that soldiers learn better when the SGL treats them with professionalism and respect. The SGL who maintains his professionalism and treats his students like fellow NCOs will successfully manage his class and maintain the proper level of discipline.

Lesson Composition	1.	This chapter outlines the components in the TSP used to conduct WLC instruction. Each lesson in WLC consists of a TSP which may, or may not, contain all of the following components:
		a. Cover Page . As the name implies, a cover page gives the title of the TSP.
		 b. Table of Contents (TC). The TC lists the TLO/ELOs and page numbers of various components of the TSP.
		 c. Section I, Administrative Data. Provides instructions and guidance to the academy and SGLs. It lists the tasks taught, supported or reinforced, hours by type of instruction, test and review information, prerequisite TSPs, foreign disclosure statement (FD) and clearance requirements, SGL/student requirements, personnel and equipment requirements, and materials and facilities.
		d. Section II, Introduction. This section begins with a brief motivator designed to "grab" the students' attention. Following this are the TLO, safety requirements, risk assessment, environmental considerations, and evaluation requirements. This section ends with a short lead-in to the lesson.
		e. Section III, Presentation. The SGL uses this section to present the TSP to the students. This section includes each ELO or Learning Step/Activities (LS/A). The LS/A lists the time required to perform the activity, technique of delivery, SGL to student ratio, media, and reference. A LS/A may be a conference, PE, TVT, guest speaker, etc. This section of the TSP contains the narrative that the SGL uses to present the lesson. It is in text discussion and question and answer format, and contains instructor notes that guide the SGL in covering the key points of the TSP. This section indicates when to use visual aids (VAs) and other training aids in support of the instruction. The SGL may add his own experiences, thoughts, and questions while presenting the TSP to help the students understand the material better.
		f. Section IV, Summary. This section summarizes the lesson and provides a transition statement leading to the next lesson, if needed.
		g. Section V, Student Evaluation. This explains the type of test and evaluation the students will receive.
		h. Appendix A. Contains the facsimiles of the VAs used in the presentation of training. These are visual training aids to help students grasp key points of a lesson. USASMA includes full-size

Lesson Appendix B. USASMA does not attach any written examinations to i. Composition, a TSP, only performance evaluations. USASMA ships written continued examinations as a separate component to the test control officer. Appendix C. Contains all practical exercises (PE) and solutions to i. the practical exercises (SPEs). A practical exercise reinforces the training through application. PEs allow the SGL to evaluate how well the students learned the lesson material. Practical exercises may take the form of role-playing or a question and answer evaluation. PEs contain a school solution--in most instances--the students can use to compare to the PE they completed. k. Appendix D. (1) Contains all student handouts (SHs) and may consist of maps, doctrinal extracts, or similar items the student may need to complete the TSP requirements. It also contains the student advance sheet that provides the student an overview of the TSP, TLO, ELOs, reading assignments, and special instructions for the student. NCOAs normally issue Appendix D during inprocessing but definitely prior to presentation of the training. USASMA recommends that the student

- receive his student handouts at inprocessing.(2) The student handout will replace the majority of the ARs, FM, TC, etc used in developing the TSPs.
- 2. Most of the student handouts that contain extracts from doctrinal publications have the label "**RECOVERABLE**." However, the decision to use this label is up to the commandants' discretion. USASMA only recommends this in the interest of saving printing and shipping costs.

Control Procedures for Student Measurement Instruments (Tests)	 For proper control procedures for student measurement instruments (tests), Commandants must a. Provide proper command supervision of student test instruments. b. Provide sufficient personnel and adequate facilities for administration of student test instruments. c. Appoint a test control officer (TCO) and alternate test control officers (ATCOs) as required, for prompt compliance with student testing requirements. d. Ensure effective safeguarding of student test instruments from loss or compromise. e. Take immediate corrective action in the event of loss or compromise. f. Direct students and cadre to report to the staff and faculty of the test administering activity any situation regarding any possible or known loss, disclosure, or compromise of a test instrument.
	 g. Ensure all personnel who handle sensitive test material have an absolute need to know and are responsible for limiting access of test material to others without a need to know. NOTE: Refer to The USASMA homepage at https://www.bliss.army.mil/usasma/qao/doc/TestControlProcedures.pdf for specific procedures referring to test control and test administration. NCOAs can find an example of a test control SOP at https://www.bliss.army.mil/usasma/qao/docs/Sample_Test_Control_SOP.doc. It is the SOP that the QAO will use to see if you are conducting your test control properly. (REF: TRADOC Test Policy and Procedures Memorandum and Enclosures, 6 Oct 01) and https://www.bliss.army.mil/usasma/qao/docs/test_policy_memo.pdf.
Test Control Officer (TCO) and ATCO Requirements	Commandants must officially appoint or relieve the TCO and ATCOs in writing, and mailed, faxed, or emailed to the USASMA WLC Section at the address listed in the front of this CMP, or faxed to (915) 568-8337, DSN 978-8337.

Exam Advance Sheets	During inprocessing, NCOAs will provide the students with the advance sheets (Appendix C) for each examination. The advance sheets inform the student which lessons the TSP trains, what areas the examination evaluates, and the references or student handouts each examination requires.
Practice Exams	1. Commandants have the option to design a practice written examination.
	2. The time to give the practice examination will come from S202, Training Support Activity Hours.
	3. NCOAs will not use questions from the USASMA examinations on the practice examination.
	4. Practice examinations must be similar to the actual examinations to provide the students with an idea of how the actual examinations will be.
	5. Practice examinations are not a test controllable item. SGLs may maintain practice examinations.
Testing Out	1. Commandants, at their own discretion, may choose to allow students to test out on the following lessons during their performance of the PE or Rehearsal:
	 a. W226, Land Navigation. (TAG-6) b. T223, Training the Force. (TAG-5) c. T224, Physical Fitness. (TAG-3) b. T220, P. illege 160 (TAG-4)
	d. T228, Drill and Ceremony. (TAG-4)2. See individual TAGS for specific guidance.
	 Students have the option to take the performance examinations even if
	they test out during the performance practical exercise if they feel they could receive a higher score for class standing purposes. However, if a soldier does test out during the performance practical exercise and fails the performance examination, then the soldier will receive remedial training and retest.

Open Book Written Exams	 The written examination is open book, requiring the students to apply knowledge to solve problems in an environment that simulates the soldier's duty positions. 		
	2. Allow students to use any reference material available to them 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. are at the discretion of the commandant.		
	 a. Students must not damage recoverable publications (PUB). This means that students will <u>NOT</u> tab, fold, crease, highlight, or write on pages of <u>RECOVERABLE</u> PUB. They may, however, tab recoverable reference material with a nonpermanent adhesive tab, such as a <u>Post-it</u>, that will not mark or damage the PUB. b. Students may highlight and make marginal notes only on <u>NON-RECOVERABLE</u> reference material. c. Students may use computers issued by the NCOA that has references stored on the computer. Computers must not be able to communicate with other student computers. d. Students may <u>NOT</u> have cell phones or beepers in their possession while testing. 		
	3. All material used during the examination must be the student's own or material the NCOA issued for the individual student's use.		
	4. The intent is to ensure students know the lesson material, know how research, and know how to find the correct answer.		
Exam Development	1. USASMA provides one digital copy of the Examination Test Booklet and Solutions, Versions A, B, and C, to the TCO separate from other course material for security purposes. The TCO must locally reproduce required additional copies. The written examination booklet contains 40 questions.		
	2. To ensure standardization, use <u>ONLY</u> the Examination Test Booklet and Solutions provided by USASMA.		
	3. Commandants mayat their discretionalternate test versions. All versions test a student's knowledge on the same ELOs but with different questions.		

Exam Development, continued	4. To provide effective control of test versions, TRADOC Test Measurement SOP recommends that TCOs print a sufficient amount of test version booklets for the projected class size plus a surplus established by the commandant for unanticipated walk-ons.	
Exam Answer Sheets	1. Commandants have the option to use the most readily available examination answer sheets. NCOAs may have the answer sheet either commercially or locally produced. Commercially produced mark-sense answer sheets have an advantage over locally produced sheets because a machine or a manual answer key makes grading easier, faster, and more accurate.	
	2. The answer sheet will usually not have information blocks that apply to WLC. See Appendix A, Test Administrative Guidance (TAG-1), this CMP for required entries.	
	3. NCOAs will develop an answer key for each examination version and identify it accordingly.	
Scheduling Written Exams	Based on the course map, the day for administering the written exam is on Day 12.	
Evaluating Results of Written Exam and Performance Tests	1. To receive a passing score, students must score at least 70 percent or higher on the written examination. The written examination has 40 test questions. This means each question has a value of 2.5 points. On a 40-question exam, the student must answer 28 questions or more correctly to receive a passing score. Missing 13 or more questions results in a failing score.	
	2. In addition to the written examination, students must successfully complete performance tests to meet course graduation requirements in the following areas:	
	 a. <u>Army Physical Fitness Test (APFT)</u>. (IAW FM 21-20w/C1) (GO). b. <u>Army Physical Fitness Training Performance Evaluation Test</u> (GO) c. <u>Drill and Ceremonies Performance Evaluation Test</u> (GO). d. <u>Individual Training Performance Evaluation Test</u> (GO). e. <u>Land Navigation Performance Evaluation Test</u> (GO). f. <u>Leadership Performance Evaluation Test</u>, Garrison and STX (GO). 	

Evaluating Results of Written Exam and Performance Tests, continued	 3. Students may <u>NOT</u> use notes/cue cards during the performance evaluations of 2a through 2c above. (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) 	
Retest Procedures	 NCOAs will schedule remedial training and retesting for soldiers who fail any initial written or performance evaluation. They will retest the students only once using the appropriate test version. Should a student fail the initial APFT, NCOAs will schedule and 	
	conduct remedial training and retest one time prior to graduation.	
	3. NCOAs will annotate retest scores in the students' course records along with counseling and remediation documentation. However, students who require and pass a retest will receive the minimum passing score (70 percent) for that event. NCOAs will automatically remove these students from class honors consideration, and use the 70 percent score for any type of averaging.	
	4. If a student receives two failing scores (one initial test and one retest) on any single exam/performance evaluation, the Commandant must dismiss the student from the course.	
	5. Due to the strict training regiment of the course, commandants must dismiss those students who, after a successful appeal, fail a second retest.	
	(REF: AR 350-1, Chap 3, para 3-18 and TR 350-10, Chap 2, para 2-9a and b)	
After Action Review (AAR)	1. Conduct an AAR following the written examination in order for students to know what questions they missed and to learn from their mistakes. To conduct a proper AAR, while not compromising the exam, USASMA recommends the following procedure:	
	a. At the beginning of the exam, issue each student a sheet of paper numbered 1-40 with the test booklet and answer sheet.b. Have the students write their names, test serial number and student numbers on the sheet of paper.	

After Action Review (AAR), continued	 c. Tell the students that the sheet of paper is for an AAR and not an answer sheet. Tell them that after they complete the examination, to copy their answers onto the test review sheet. d. Once the students complete the exam and fill out their review sheets, the students will turn in the test booklet and the test answer sheet to the test examiner. 2. While the TCO/ATCO grades the examinations, the test examiner may begin the AAR. Conduct the AAR by using one test booklet and go over each question and discuss the correct answers with the students. At the conclusion of the AAR, the test examiner will collect all review sheets and turn them into the TCO for destruction. 	
Test Item Analysis	 The TCO/ATCO must conduct a test item analysis of the results of the examination to identify any test item discrepancies, such as 40 percent or more of the students failing a particular test item (question). In the event of such a failure rate, the commandant must convene a Test Item Certification Committee (TICC) of no less than three cadre personnel. The most important aspect of test item analysis is the TICC. If more than 40 percent of the students answer an item incorrectly, the TICC must review the test item for validity based on the following as a minimum: Is it a valid test item (grammatically correct and one correct answer)? Did review of the TSP ensure the material taught the TLO and ELOS? Did the SGL adequately present the material? Was the number of failures spread out among all groups or isolated to one or two groups. Does it appear to be a trick question? Was the item explicit enough for respondent to easily understand it? Is the item overly complex (requires several readings for the reader to understand)? Are the distracters too closely worded (not easily distinguishable)? The TICC must determine if the question is valid or needs rewriting. If the TICC determines a question is not valid, the TICC then recommends to the commandant to award credit to all students for that test item. The commandant must ensure that DOTD WLC Chief at USASMA receives immediate notification of a test item determined by the TICC to be defective. 	

Student Developmental	Feedback is essential for students to know how they are performing and where they stand in the course. Developmental counseling is one of the most		
1	, i e		
Counseling,	important tools of leader development at WLC. SGLs must use		
Test Failures	developmental counseling continually on both the positive and negative aspects of their students' performance throughout the course. Identifying the student's strengths, weaknesses and ways to improve will assist the student to successfully complete the course. See Appendixes A and E of this CMP for developmental counseling requirements and forms.		

(REF: TR 350-10, Chap 2, para 2-7g)

Land Navigation Course Construction	1. The land navigation course will have a minimum of four points and be a self-correcting course. Construct and maintain the land navigation course using the following minimum guidelines:
	 a. Perform a map and ground reconnaissance checking the terrain to determine position stake locations. b. Plot the locations of the position stakes on the appropriate scale map. c. Survey the position stakes and emplace them. Request support from your local engineer or field artillery unit for assistance. d. Certify the coursesemiannually as a minimumby having SMEs negotiate each lane of the course to the same standard established for the students. All assigned or newly assigned SGLs must negotiate the course to the same standard as the students.
	 e. Prepare course requirement sheets. f. Complete a risk assessment of the training area. g. Ensure that the distance between points will be no less than 600 meters and no more than 800 meters for the course. Ensure that terrain features <u>DO NOT</u> extend the length of the legs beyond 800
	 meters. NOTE: The NCOA will lay out the points (1, 2, 3, and 4) in order using the directed distances. The testing guidance for the Land Navigation Test allows the students to plot a course that the students feel will get them to their four points in the fastest and shortest ways. This allows the students to study their maps using the skills they learned in the course. Their selected routes may not satisfy the directed distances of 600 to 800 meters between points, but their selected routes are acceptable. h. Locate points on prominent terrain features if the local training area permits. Bridges, roads, towers, hilltops, road junctions, etc., are the optimal control points. Place large size silhouettes of personnel, equipment, or markers on the terrain features if not prohibited by local SOP. The intent of this requirement is to make the objective clearly visible. USASMA defines a large size marker as one that is visible to the student from a distance of 50 meters. i. Clearly identify boundaries and safety requirements established by local SOPs. j. Take measures to ensure that no one compromises the course, such as rotating the types of silhouettes or equipment found at the control points.

Land Navigation Course Construction, continued	 k. Develop a pace-count course and fix post/select points with known azimuths so the students can determine their pace count and verify the accuracy of their compass. The pace-count course should be 300 meters long and laid out over the same terrain as the course. Do not lay out the course on a road. 1. Place the eight-digit coordinates of the points on the point markers. This will allow the students to check their work to see if they arrived at the correct point. If not, then the students will be able to Find where they are on the map. Try and determine what they did wrong and make corrections. Plot an azimuth to one of their designated points. 2. Develop a local risk/environmental assessment and terrain briefing. 	
Land Navigation Exam Test Out	 At the commandant's discretion, he may choose to allow students to test out on the land navigation examination following the procedures below: Students complete the instruction on TSPs W221 and W226. Commandants use the practice land navigation test practical exercise 2 (PE-2) in W226 as the time for students to try and test out. The land navigation course for PE-2 meets the same standards as the test course as described above. Stuents meet the requirements of finding three of the four points. Follow the guidance in PE-2 of TSP W226. 	
Local Maps	 Commandants may substitute 1:25,000 local map sheets for 1:50,000 map sheets for land navigation. See the Test Administrative Guidance (TAG), Appendix A, this CMP for testing guidance. (REF: FM 3-25.26, Chap 2, para 2-8. Chap 14, para 14-3, and CMP) 	

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The Army School System (TASS) Institutional SOP	 a. Verifying student prerequisites. b. Ensuring students and staff are in compliance with AR 600-9. c. Test control and accountability. d. Student inprocessing and outprocessing. e. Student dismissal and appeal process. f. Preparation and distribution of student evaluation plan (SEP). g. Refresher/remedial training for retesting. h. Resource training. i. Developmental counseling requirements. j. Soldier safety and force protection. k. Conducting risk assessment/risk management. l. Preventing sexual harassment and enforcing compliance with equal opportunity policies. m. Prohibited soldier relationships/fraternization. n. Maintenance of student and SGL records. o. Procedures for a referred academic evaluation report (AER). p. Procedures to dismiss students from the course. q. Environmental compliance (REF: TR 350-18, Chap 3, para 3-2; AR 600-20, Chap 4, para 4-15, 4-16; AR 670-1; and TR 385-2, and AR 350-1, Chap 3, para 3-18). 1. Force protection must be an integral part of the NCOA's mission	
Safety and Force Protection	 Force protection must be an integral part of the NCOA's mission planning by including risk management (RM) in the decision-making process. RM eliminates unnecessary risk to the force and the mission, minimizes fratricide, and avoids accidental injury to soldiers, and damage to equipment. Force protection responsibilities continue around the clock, both on and off duty. Safety in training and training safely are not synonymous. NCOAs will achieve safe training by integrating safety in their planning, development, and conduct of training IAW FM 7-0 and FM 7-1. Leaders must commit to accomplishing missions without unnecessarily jeopardizing lives and equipment. NCOA cadre and students must recognize unsafe behavior while making prudent risk decisions and developing operational processes to minimize hazards. 	

Safety and	3. Training safety consists of three interlocking tiers:
Force Protection, continued	 a. Tier 1. The commander validates soundness of training and evaluates plans for safety and resolving safety issues. b. Tier 2. The first line leader identifies necessary actions by responsible individuals, establishes a system to monitor training safety, and focuses on adherence to standards. c. Tier 3. Individual soldiers look after themselves and others. They know how to recognize unsafe conditions and acts. (REF: TR 350-10, Chap 2, para 2-18)
Risk Management (RM)	 The CG of TRADOC retains signature approval of EXTREMELY HIGH level training residual risks. The proponent commander or commandant will sign and forward to HQ, TRADOC (ATOS) his or her position on acceptability of EXTREMELY HIGH residual risks. Proponent commanders or commandants have signature authority for HIGH, MEDIUM, and LOW level training risks. They may delegate their signature authority for MEDIUM and LOW level risks. RM is a five-step process integrated into training decision making to
	identify and eliminate unnecessary risk by
	 a. Identifying potential hazards that soldiers may encounter during mission or task performance. b. Assessing hazards. c. Making risk decisions and developing controls. d. Implementing appropriate controls to reduce or eliminate hazards. e. Supervising mission/task performance to include evaluating performance to adjust as needed and incorporating lessons learned into future actions.
	3. Leader safety training must include progressive and sequential RM and fratricide prevention training.
	4. NCOAs must
	 a. Adhere to TRADOC's risk acceptance decision authority levels in all training operations. b. Establish course safety standards and integrate safety/caution statements, RM decisions, and fratricide prevention actions into appropriate training documents.

Risk Management, continued	 c. Post the highest risk assessment level for the current day's training adjacent to the training schedule and a copy in the visitors' folder. d. Ensure the RM is visible to students during tactical training situations in a centralized location. There is no requirement for maintaining records of the daily risk assessment level. e. Ensure during tactical training events that adequate medical personnel, communications equipment, and transportation are readily available. NCOAs may use combat lifesaver certified personnel in lieu of assigned medical personnel.¹ 	
	 ¹ This <u>DOES NOT</u> constitute a requirement to train personnel as combat lifesavers. TRADOC does not permit this. (REF: TR 385-2, Chap 4, para 4-3; TR 350-10, Chap 2, para 2-17 and FM 100-14) 	
Environmental Protection and Stewardship	 Leaders are the Army's environmental stewards. They have a professional and personal responsibility to Understand and support the environmental program. Integrate into every mission the Army's vision to be a national leader in environmental and natural resource stewardship for present and future generations. Leaders must use the same five-step RM process for environmental protection and stewardship to identify, eliminate, or reduce environmental risks whenever possible. (REF: TR 350-10, Chap 2, para 2-19 and TC 5-400) 	

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Appendix A

Test Administration Guidance (TAG)

This Appendix Contains	This appendix contains the items listed in this table-	-
	Item	Pages
	Written Test	
	Test Administration Guidance (TAG) 1	TAG-1-1 thru TAG-1-3
	Army Physical Fitness Test (APFT)	
	Test Administration Guidance (TAG) 2	TAG-2-1 thru TAG-2-3
	Army Physical Fitness	
	Training Test Administration Guidance (TAG) 3	TAG-3-1 and TAG-3-3
	Army Physical Fitness Performance Test Sheet	
	(T224)t	PTS-3-1 and PTS-3-2
	Drill and Ceremonies (D&C)	
	Test Administration Guidance (TAG) 4	TAG-4-1 and TAG-4-2
	Drill and Ceremony Performance Test Sheet	
	(T228)	PTS-4-1 and PTS-4-2
	Individual Training	
	Test Administration Guidance (TAG) 5	TAG-5-1 and TAG-5-2
	Individual Training	
	Performance Test Sheet (T223)	PTS-5-1 and PTS-5-2
	Land Navigation	
	Test Administration Guidance (TAG) 6	TAG-6-1 thru TAG-6-5
	Land Navigation Performance Test Sheet (W226)	PTS-6-1 and PTS-6-2
	Demonstrated Leadership	
	Test Administration Guidance (TAG) 7	TAG-7-1
	Demonstrated Leadership (Garrison) Performance	
	Evaluation Test Sheet	PTS-7-1 and PTS-7-2
	Demonstrated Leadership (Tactical) Performance	
	Evaluation Test Sheet	PTS-7-3 and PTS-7-4
	Student Record of Training	SRT-8-1
	Performance Step Evaluation Conversion Chart	CC-9-1

NOTE: Testing guidance contained in this appendix takes precedence over instructions in the individual Training Support Package (TSP).

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Written Test Administration Guidance (TAG) 1

WLC		
FORT NOWHERE NCO ACADEMY	TEST BOOKLET NUMBER:	
EXAMINATION:	VERSION:	

1. This test booklet contains pages 1 thru ___. Count and check each page now. **DO NOT READ THE QUESTIONS OR STUDY THE EXAMINATION AT THIS TIME**. You are to check the examination booklet for completeness and legibility **ONLY**.

2. <u>ALL WORK ON THIS EXAMINATION MUST BE YOUR OWN</u>. You may not communicate with other students, give or receive assistance, make a record of your answers anywhere but on the answer sheet and review sheet provided, or discuss/pass on information about this examination to other students.

3. All questions have only one correct answer. Make all responses clearly and legibly on the answer sheet provided. **DO NOT MARK IN THE TEST BOOKLET**. Ensure that the question number in the booklet corresponds to the question number on the answer sheet. **READ EACH QUESTION CAREFULLY**.

4. You have 2 hours (120 minutes) to complete the exam. Upon completion of the exam, your test examiner will conduct a 30-minute after action review of the correct responses. You may not leave this room unless released by the person administering the examination.

5. You received a mark sense form answer sheet with a control number affixed. Complete the identification box with the information IAW the following instructions:

- a. Name (Last Name, First, MI).
- b. Student No.
- c. Date.
- d. Time.
- e. Exam No.
- f. Test examiner's name.
- g. Disregard the number that appears to the right of each question.
- h. Use only a number 2 pencil for entries.
- i. Darken the desired answer block completely. Do not extend the marks outside of the answer block.
- j. If you must erase a mark, do so completely. This will prevent improper scoring of the answer sheet.
- k. Work carefully so as not to make stray pencil marks.
- 1. If you have a question during the examination, raise your hand and the test examiner will come to you.

Written Test Administration Guidance (TAG) 1, cont

6. The minimum passing score for this examination is 70 percent. This is a 40-question examination. You must answer 28 or more questions correctly to achieve a passing score. Each question has a weight of 2.5 points based on a total weight of 100 percent. A passing score is a graduation requirement. You may take one retest should you fail this test. You must retake the entire test.

- 7. This 40-question written examination will test you on the following TSPs:
 - a. L221, Introduction to Army Leadership
 - b. L222, What a Leader Must Be, Know, Do
 - c. L223, Human Dimension Role in Leader Development.
 - d. L224, The Four Direct Leadership Skills,
 - e. L225, The Three Direct Leadership Actions.
 - f. L226, Maintain Discipline,
 - g. L227, Enforce the Equal Opportunity Program.
 - h. L228, Conduct Developmental Counseling
 - i. L229, Financial Management
 - j. T223, Training the Force
 - k. T229, Wear and Appearance of the Uniform
 - 1. T230, Supervise PMCS
 - m. T231, Supply Procedures
 - n. W221, Map Reading
 - o. W222, Combat Orders
 - p. W223, Conduct Movement
- 8. The following academic ratings apply:
 - a. 0-69 is UNSATISFACTORY.
 - b. 70-89 is SATISFACTORY.
 - c. 90-100 is SUPERIOR.
 - d. Retest is SATISFACTORY with a maximum score of 70 percent.
- 9. Read each question carefully and place your response in the space provided on the answer sheet.
- 10. This is an open-book exam. You may use the notes and references cited in the advance sheets.
- 11. Upon completing the exam, record your answers on the review sheet provided. You will use this during the AAR. You will turn in the test booklet and the mark sense form answer sheet to the test examiner upon completion of the exam.

ADDENDUM TO DEVELOPMENTAL COUNSELING FORM

Student Name:	Student #:				
CIRCLE OR "X" THE APPROPRIATE	WRITTEN EX	AM NUMBER:	Ι	II	III
TRAINING STRENGTHS:					
TRAINING WEAKNESSES:					
SGL DEVELOPMENTAL COUNSELING	J PLAN OF A	CTION:			
STUDENT PLAN OF ACTION:					
ADDITIONAL COMMENTS:					
ADDITIONAL COMMENTS:					
Soldier signature♥	Rank ↓ Da	te♥			
Soluter signature	Kalik♥ Da				
I,, on my performance and understand the evalu		, acknowledge tha	t I received	formal co	unseling
on my performance and understand the evalu development with my SGL and have develop	ation that I have bed the plan of a	e received. I have discuss ction indicated above. (R	ed the recor EF: FM 22-	nmendatic 100, APP	ns for C)
SGL signature:		Date:			

ARMY PHYSICAL FITNESS TEST (APFT) TEST ADMINISTRATION GUIDANCE (TAG) 2

APFT Test Administration	Commandants will conduct the APFT IAW Chapter 14 of FM 21-20w/C1 and FM 21-20, Chap 14, p 14-19; Maximum score is 300.					
APFT Test Requirements	Students must take Army Physical Fitness Test (APFT) as a course graduation requirement. NCOAs will allow one retest prior to graduation.					
Environmental Considerations	Base environmental considerations IAW local SOP and Chapter 12 of FM 21-20w/C1.					
Safety Considerations	Base safety considerations IAW local SOP and Chapter 13 of FM 21-20w/C1.					
Instructions to Students	 Read test instructions to students IAW "Instructions" Chapter 14, FM 21-20w/C1. Should you fail, you may take one retest and you must retake the entire test. The following academic ratings apply: a. 0-179 rates UNSATISFACTORY. b. 180-259 rates SATISFACTORY. c. 260-300 rates SUPERIOR. d. Retest is SATISFACTORY with a maximum score of 70. Use the following academic ratings for soldiers with permanent profiles: a. Those soldiers with permanent physical profiles for the sit-up and/or push-up events will receive 60 points for each event waived and use the actual score for each event taken. You must qualify on the 2-mile run or approved alternate aerobic event test. b. Soldiers taking an alternate event for the 2-mile run receiving a GO, receive a score for that event equal to the average of the scores for the other two events. 					
	NOTE: See the APFT ACADEMIC CONVERSION CHART at TAG-2-2.					
	(REF: FM 21-20, Chap 14 and AR 600-8-19, Chap 3, para 3-49b(1))					

UN	SAT	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
SA	Δ Τ	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		SUPE	RIOR	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

APFT ACADEMIC CONVERSION CHART

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 use the actual score for each event taken and must qualify on the 2-mile run or approved alternate aerobic event test.

2. Soldiers taking an alternate event for the 2-mile run and 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.

3. The intent is to allow soldiers with a profile the opportunity to compete for honors in the same manner they compete for promotion points.

4. The above chart has a weight of 100 percent as its basis.

5. IAW FM 21-20, Chap 14, p 14-19; Maximum score is 300 with no extended scale.

(REF: AR 600-8-19, Chap 3, para 3-49b(1) and FM 21-20)

Student Name:	Student #: SGL Name:
	ARMY PHYSICAL FITNESS TEST (APFT)
TRAINING STRE	NGTHS:
TRAINING WEAR	KNESSES:
SGL DEVELOPM	ENTAL COUNSELING PLAN OF ACTION:
STUDENT PLAN	OF ACTION
STODENT TEAN	
ADDITIONAL CO	MMENTS:
Soldier signatur	e♥ Rank♥ Date♥
T	colonomication that I received formed comparing
on my performance	,,,, acknowledge that I received formal counseling and understand the evaluation that I have received. I have discussed the recommendations for
development with m	y SGL and have developed the plan of action indicated above. (REF: FM 22-100, APP C)
SGL signature:	Date:
SOL Signature.	Date.

ARMY PHYSICAL FITNESS TRAINING TEST ADMINISTRATION GUIDANCE (TAG) 3

Overview	 This performance test measures the student's ability to properly conduct an Army Physical Fitness Training session. See page CC-9-1, this appendix, for performance step to academic grade conversion chart.
Personnel, Equipment, and Materials Required	 Personnel. Number of students to test: 6-12; Number of evaluators: 1. Equipment. As required to effectively conduct training assignment. Materials. Training area large enough to accommodate a 1:6-12 instructor to student ratio for the class size.
Instructions to Students	1. You and a fellow classmate must plan the PT session and correctly perform 16 or more of the 23 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 have 50 minutes, plus or minus 10 minutes, to complete this performance evaluation test. You may retest one time and must complete the evaluation in its entirety.
	 You must Form an extended rectangular formation. Lead the PT group in warm-up exercises. Lead a PT session that includes at least one push-up/sit-up improvement exercise or an aerobic event. Conduct a cool-down and reassemble the group into a normal interval formation. 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. 0-69 rates UNSATISFACTORY. b. 70-89 rates SATISFACTORY. c. 90-100 rates SUPERIOR. d. Retest is SATISFACTORY with a maximum score of 70 percent.

Instructions to Students, continued	4. You may correct an erroneous command without penalty by using the command of "As you were," before the command of execution, making the correction, and then continuing. You may <u>NOT</u> use notes or cue cards during the evaluation.						
Environmental Considerations	Base environmental considerations IAW local SOP and Chapter 12 of FM 21-20w/C1.						
Safety Considerations	Base safety considerations IAW local SOP and Chapter 13 of FM 21-20w/C1.						
Testing Procedures	 The academies will use the following procedural sequence when evaluating two personnel simultaneously during physical fitness training sessions. Academies may use variations based on conditioning activity and local conditions: Trainer 1 (1st Student) takes charge of the element and forms it into an extended rectangular formation. Trainer 1 puts the formation "At Ease." Trainer 2 (2nd Student) joins Trainer 1 and the element begins the warm-up phase by jogging in place. The trainers alternate leading the element through rotations, stretches, and warm-up calisthenics; for example, Trainer 1 conducts neck rotations, then Trainer 2 conducts arm and shoulder rotations, etc. When the warm-up is complete, Trainer 2 returns to the formation and Trainer 1 re-forms the element into a line formation by ordering "Assemble to the right, MARCH." The trainers pair up and conduct whatever conditioning activity they planned. For instance, they can lead ability groups in a run, conduct circuit-training, etc. When the conditioning phase is complete, Trainer 2 has the element fall in and places it in an extended rectangular formation. Trainer 1 joins Trainer 2 and they alternate leading the element through cool-down stretches. When the cool-down is complete, Trainer 1 returns to the formation and Trainer 2 reforms the element into a line formation by ordering, "Assemble to the right, MARCH." 						

Testing Out 1. Commandants have the option to allow students to test out during the PE portion of lesson, as long as the students have completed the first six hours of classroom and demonstration training.

2. While this lesson allows for two students to conduct the PE and TE at the same time, one student may opt to test out while the other may opt to test at the normal testing time. This is allowable.

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Army Physical Fitness Performance Test Sheet (T224)

STUDENT RANK (Last, First, MI):	K & NAME				STUDEN	IT NO:	
SGL RANK & NAME:		SQUAD	:	CLASS NO:			
	Performance Step		Initial Te Date:	est	Retest Date:		
EX	TENDED RECTANGULAR FORMATION:		GO	NO GO	GO	NO GO	
Squad, ATTENTI	ON						
Extend to the left	, MARCH						
Arms downward,	MOVE						
Left, FACE							
Extend to the left	, MARCH						
Arms downward,	MOVE						
Right, FACE							
From front to real	r, COUNT OFF						
Even numbers to	the left, UNCOVER						
	CONDUCTS WARM-UP:		GO	NO GO	GO	NO GO	
Identifies each st	retching exercise						
	xecution of stretches						
Holds stretch for	10-15 seconds/rotations 5-10 seconds						
Conducts warm-u	up for 5-7 minutes/focuses on muscles targe	eted.					
	LEADS EXERCISE SESSION:		GO	NO GO	GO	NO GO	
	ized / confident / knowledgeable						
Provides sufficient training intensity							
Avoids extreme formality that emphasizes form over substance							
Avoids long rest periods that interfere with progress							
CONDUCTS COOL-DOWN:			GO	NO GO	GO	NO GO	
Identifies each co	ool-down stretch						
	xecution of each stretch						
	for proper length of time (12 sec or more)						
Performs Cool-do	own adequately (5-7 minutes - on muscles i	used)					
	ENDS SESSION::		GO	NO GO	GO	NO GO	
Squad, ATTENT							
Assemble to the	right, MARCH						
	= Unsatisfactory 70-89 = Satisfactory 90-1 est is satisfactory with a minimum score of 70 pe		Score	Score Score			
Superior -0=100%			-6=74% -7:	=70% Un	satisfactory	-8=65%	
Strength:	,,	Weakness:					
Remarks:		L					
rtemarko.							
INITIAL TEST	SGL Signature		Student S	ignature			
RETEST	SGL Signature		Student S	ignature			

Student Name:		:SG	
	CAL FITNESS	TRAINING	PERFORMANCE TEST
TRAINING STRENGTHS:			
TRAINING WEAKNESSES:			
COL DEVELOPMENTAL COUNCE		E ACTION	
SGL DEVELOPMENTAL COUNSE	LING PLAN U	OF ACTION:	
STUDENT PLAN OF ACTION :			
ADDITIONAL COMMENTS.			
ADDITIONAL COMMENTS:			
Soldier signature ♥	Rank♥	Date♥	
I, on my performance and understand the development with my SGL and have de	evaluation that veloped the plan	,, I have receive n of action inc	acknowledge that I received formal counseling ed. I have discussed the recommendations for dicated above. (REF: FM 22-100, APP C)
SGL signature:			Date:

DRILL AND CEREMONIES (D&C) TEST ADMINISTRATION GUIDANCE (TAG) 4

Administrative Instructions	1. Evaluate students on their ability to give the appropriate commands for personnel to execute individual drill movements and march in unison as we as execute the movements.					
	2. See page CC-9-1, this appendix, for performance step to academic grade conversion chart.					
Personnel,	1. Personnel. Number of students to test: 6-12; Number of evaluators: 1.					
Equipment, and Materials Required	2. Equipment. IAW local policy.					
Kequireu	3. Materials. Training area large enough to accommodate a 1:6-12 instructor to student ratio for the class size.					
Instructions to Students	1. You must give the appropriate commands for personnel to execute individual drill movements and march in unison as well as execute the movements required IAW FM 3-21.5. You must correctly perform 16 or more of the 23 performance steps overall to achieve a GO. A GO is a graduation requirement. You may correct an erroneous command without penalty by using the command of "As you were" prior to issuing the command of execution. You may retest one time and must complete the evaluation in its entirety. You may <u>NOT</u> use notes/cue cards during the evaluation.					
	2. 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. 0-69 rates UNSATISFACTORY.					
	b. 70-89 rates SATISFACTORY.c. 90-100 rates SUPERIOR.					
	d. Retest is SATISFACTORY with a maximum score of 70 percent.					
Testing Out	Commandants have the option to allow students to test out during the PE portion of lesson T228.					
Environmental Considerations	IAW local SOP.					

SafetyIAW local SOP.Precautions

Drill and Ceremony Performance Test Sheet (T228)

STUDENT RAN (Last, First, MI):					STUDEN	T NO:
SGL RANK & N			SQUAD:		CLASS N	0:
	Performance Step		Initial Test Date:		Retest Date:	
	FORMING THE SQUAD:		GO	NO GO	GO	NO GO
Assumes the po	sition of attention 3 Steps in front and cen	tered on squad.	NA	NA	NA	NA
Commands, FA	LL IN.					
Form the squad	in line formation.					
Present, ARMS						
Order, ARMS.						
	REST POSITIONS AT THE HALT:		GO	NO GO	GO	NO GO
Parade, REST.						
Stand-at, EASE						
At Ease.						
REST.						
	FACING MOVEMENT:		GO	NO GO	GO	NO GO
Left, FACE.						
Right, FACE.						
About, FACE.						
	MARCH THE SQUAD:		GO	NO GO	GO	NO GO
Column Left, M/	ARCH.					
Column Right, N	/ARCH.					
Column Half Rig	ght, MARCH.					
Column Half Let	ft, MARCH.					
Left Flank, MAR	CH.					
Right Flank, MA	RCH.					
Rear, MARCH.						
Left Step, MAR	CH.					
Right Step, MAR	RCH.					
	END PERFORMANCE:		GO	NO GO	GO	NO GO
Cadence.						
Command Voice	9.					
Dismiss the Squ	lad.					
RATING: 0-6	9 = Unsatisfactory 70-89 = Satisfactory 90	-100 = Superior	Score	÷	Score	
	test is satisfactory with a minimum score of 70		00000		00000	
	% -1=96% -2=91% Satisfactory -3=87%		-6=74% -7=	=70% Un	satisfactory	-8=65%
Strengths:		Weaknesses:				
Remarks:						
INITIAL TEST	SGL Signature	Student Signatu	ire			
RE-TEST	SGL Signature	Student Signatu	ire			

Student Name: Student #: SG	L Name:
DRILL AND CEREMONIES PERFORM	IANCE EVALUATION
TRAINING STRENGTHS:	
TRAINING WEAKNESSES:	
SGL DEVELOPMENTAL COUNSELING PLAN OF ACTION	
SOL DE VELOTMENTAL COUNSELING I DAN OF ACTION	
STUDENT PLAN OF ACTION:	
ADDITIONAL COMMENTS:	
Soldier signature♥ Rank♥ Date♥	
I,, ,,,,,,,,,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, , ,, , ,, , ,, , ,, , , , , , , , , , , , , , , , , , , ,	, acknowledge that I received formal counseling ed. I have discussed the recommendations for dicated above. (REF: FM 22-100, APP C)
SGL signature:	Date:

INDIVIDUAL TRAINING TEST ADMINISTRATION GUIDANCE (TAG) 5

Overview	This performance test measures the student's ability to properly conduct a training session. Each student must successfully conduct one graded training session to satisfy the requirements of the TSP, Training the Force (T223).						
Instructions to Students	1. 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. Have 30 minutes to rehearse the training at which time the SGL will provide you feedback. c. Have 30 minutes (plus or minus 10 minutes) to train the task. d. Follow the procedures in FM 7-1 (Battle Focused Training) in 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 risk management worksheet for the task you train IAW FM 100-14, and brief prior to the start of the training session. h. Conduct an after action review at the end of the training session. e. You must correctly perform 14 or more of the 20 performance steps to achieve a GO. A GO is a graduation requirement. You may retest one time and must complete the evaluation in its entirety. 3. 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. 0-69 rates UNSATISFACTORY. b. 70-89 rates SATISFACTORY. c. 90-100 rates SUPERIOR. d. Retest is SATISFACTORY with a maximum score of 70 percent. 						

Testing Out	1. Commandants have the option to allow students to test out during the Rehearsal Portion of Appendix B Lesson T223.				
	2. Students must first complete all classroom instruction and perform all practical exercises.				
Personnel, Equipment, and Materials Required	 Personnel. Number of students to test: 6-12; Number of evaluators: 1. Equipment. As required to effectively conduct training assignment. Materials. Training area large enough to accommodate a 1:6-12 instructor to student ratio for the class size. 				
Safety Requirements	Based on risk assessment level, local SOP, and as briefed.				
Environmental Considerations	Inform students of any known environmental factors they must observe IAW local SOP.				
Risk Assessment Level	Low, however, conduct a risk assessment IAW FM 100-14 based on individual tasks assigned.				

Individual Training Performance Test Sheet (T223)

STUDENT RANK & NAME STUDENT NO: (Last, First, MI):									
SGL RANK & NAME:			SQUAD:	CLASS NO:					
INDIVIDUAL TAS	К:								
	Performance Step		Rehe Date	earsal	Init.T	nit.Test Date		Retest Date	
	PREPARATION FOR TRAINING:		GO	NOGO	GO	NO GO	GO	NO GO	
Selected tasks									
Planned the traini									
Trained the traine									
Reconnoitered the									
Implemented haz									
Issued training pla	an								
Rehearsed									
Conducted pre-ex									
	PRESENTATION OF TRAINING:		GO	NO GO	GO	NO GO	GO	NO GO	
Prepared soldiers	-								
	itions, and standards from T&EO								
Briefed risk asses conditions	sment, safety requirements, environmenta	I							
Demonstrated tas	k to standard from T&EO								
PERFORMANCE OF TRAINING:		GO	NO GO	GO	NO GO	GO	NO GO		
Restated conditions and standards									
Evaluated each soldier's ability to perform task to standard IAW T&EO		AW							
Recorded the results of the training									
CONDUCT OF AAR:			GO	NO GO	GO	NO GO	GO	NO GO	
Reviewed what was supposed to happen									
Established what	happened								
Determined what	was right or wrong								
	o do it better next time								
Conducted or scheduled retraining and re-execution of task to standard		to							
RATING: 0-69 = Unsatisfactory 70-89 = Satisfactory 90-100 = Superior		Score	Score Score Score		9				
Retest is satisfactory with a minimum score of 70 percent.									
Superior -0=100% -1=95% -2=90% Satisfactory -3=85% -4=80% -5=75% -6=70% Unsatisfactory -7=65%									
Strength: Use back of paper) Weakness: (Use back of page)									
REHEARSAL SGL Signature		Stu	Student Signature						
INITIAL TEST SGL Signature			Stu	Student Signature					
RETEST SGL Signature		Stu	Student Signature						

Student Name: Student #: SGL	
INDIVIDUAL TRAINING PERFORM	ANCE EVALUATION
TRAINING STRENGTHS:	
TRAINING WEAKNESSES:	
SGL DEVELOPMENTAL COUNSELING PLAN OF ACTION	
STUDENT PLAN OF ACTION:	
STUDENT FLAN OF ACTION.	
ADDITIONAL COMMENTS:	
Soldier signature♥ Rank♥ Date♥	
I,,,,,,,, on my performance and understand the evaluation that I have receiv development with my SGL and have developed the plan of action in	, acknowledge that I received formal counseling ed. I have discussed the recommendations for dicated above. (REF: FM 22-100, APP C)
SGL signature:	Date:

LAND NAVIGATION TEST ADMINISTRATION GUIDANCE (TAG) 6

Evaluation	NOTE: Commandants may schedule the performance examination where they deem appropriate, for example: prior to the STX, immediately following instruction of W223 and W226, during the STX, or following the STX. If commandants schedule the examination during the STX, ensure you add enough time to the STX to cover the test, retraining, and retesting.				
	The student must plot his four given points and must find three of the four points in the maximum time of three hours to receive the minimum passing score of 75 percent or a "GO." (Plotting the four given points is part of the three hour examination.)				
	NOTE: NCOAs will allow an additional 15 minutes of time for soldiers to arrive at a central rally point for those NCOAs that do not utilize the fourth point as their rally point.				
	NOTE: Some students may be able to plot the course well enough to identify a closer point and go there first to save time. Do not penalize those students as long as they identify the correct points.				
Grading	Grade the students in the following manner:				
	 When the three hours begin, students begin plotting and then set out on the course. When the student finds the <u>LAST</u> point, the time ends. (See note above concerning 15 minutes of additional time.) Students that locate three or more points correctly score a GO. Students that locate less than three points score a NO GO. 				
Testing Out	At the commandant's discretion, he may choose to allow students to test out on the land navigation examination following the procedures below:				
	 Students complete the instruction on TSPs W221 and W226. Commandants use the practice land navigation test (PE-2) in W226 as the opportunity for students to try and test out. The land navigation course for PE-2 meets the same standards as the test course in Chapter 5. 				

Administrative Time	Allow a total of 50 minutes to accomplish the following: (Do not include the 50 minutes as part of the 3 hours to conduct the examination.)			
	 Briefing risk assessment and safety. Checking equipment and verifying pace count. Verifying compass accuracy. Collecting performance evaluation test sheets. Grading student scorecards. Accounting for all personnel. Conducting the AAR. 			
Safety Requirements	 IAW local SOP and risk assessment level. Ensure adequate medical personnel or combat life saver qualified personnel, communications equipment, and transportation are readily available. 			
Environmental Considerations	Inform students of any known environmental factors they must observe.			
Risk Assessment Level	Low. However, conduct risk assessment IAW FM 100-14 for local area hazards and climatic conditions.			
Personnel, Equipment, and Materials Required	 Personnel. Number of students to test: 6-12; Number of evaluators: 1. Equipment (one per individual) unless otherwise indicated Lensatic compass. Map sheet with grid coordinates and distance to points. Land navigation performance test sheet in a document protector (with course boundaries annotated). Coordinate scale and protractor, GTA 5-2-12. Pencil or marker. Paper (two sheets per individual). Kevlar helmet, load carrying equipment (LCE), or authorized issued equivalent, with two canteens of water. Notes and any other equipment IAW NCOA SOP. 			

Personnel, Equipment, and Materials Required, continued	3. Materials. Training area large enough to accommodate a 1:6-12 instructor to student ratio for the class size. See page CC-9-1, this appendix, for performance step to academic grade conversion chart.
continued Instructions to Students	 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. 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). 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.) 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 that will make your travel difficult. Once you choose a route of travel, determine your gird azimuth to the points. 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 find the first point, you 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 make the appropriate actions (find where you are on the map and re-plot) and continue with the test.

Instructions to Students,	7.	Brief the following based on local requirements:
continued		a. Course boundaries.
		b. Safety precautions.
		c. Evaluation termination time.
		d. Environmental considerations.
		e. Identification of course control points and markers.

- f. Procedures for evacuation of injured personnel.
- g. Heat or cold injury precautions.
- h. Reporting of hazards (fire, safety).
- i. Location of turn-in point for scorecard (Rally Point)
- j. Distress signal.
- k. End of time signal

8. As you negotiate the course, you may avoid costly mistakes by following these simple rules:

- a. **<u>DO</u>** adhere strictly to safety precautions and course boundaries.
- b. **<u>DO</u>** check all work carefully.
- c. **<u>DO</u>** use all time wisely.
- d. **<u>DO</u>** recheck all work before you turn in your scorecard.
- e. **<u>DO</u>** be constantly aware of your surroundings.
- f. **<u>DO NOT</u>** take short cuts.
- g. DO NOT rush.

9. Remind students of the affect that certain metals have on a lensatic compass. Doctrine suggests the following distances to ensure proper functioning of a lensatic compass:

a.	High-tension power lines	55 meters.
b.	Field gun, truck, or tank	18 meters.
c.	Telegraph/telephone or barbed wire	10 meters.
d.	Machine gun	2 meters.
e.	Steel helmet or rifle	1/2 meter.

- 10. Inspect your compass to ensure-
 - a. The floating dial containing the magnetic needles does not stick.
 - b. The sighting wire is straight.
 - c. The glass and crystal parts are not broken.
 - d. The numbers on the dial are readable.

Instructions to11. Warn students who may have an older compass that the scale may readStudents,1:25,000. They can use the scale with a 1:50,000 scale map, but they mustcontinueddouble the values to obtain the correct reading.

- 12. You are responsible to accomplish the following-
 - a. For all solutions to the course requirements.
 - b. Confirming your pace count.
 - c. Verifying your compass accuracy.
 - d. Turning in your performance evaluation test sheet to receive credit.
 - e. Conducting all work on your own.

13. Should you fail to receive a Go, you will receive remedial training and take a retest. Should you fail the retest, the academy may drop you from the course.

- 14. The following ratings apply toward graduation and honors. Your academic score derives from dividing the number of correct performance steps by the total number of performance steps. A score of:
 - a. 0-50 rates UNSATISFACTORY.
 - b. 75 rates SATISFACTORY.
 - c. 100 rates SUPERIOR.
 - d. Retest rates as SATISFACTORY with a maximum score of 70 percent.

STUDENT RANK & NAME		STUDENT
(Last, First, MI):		NO:
SGL RANK & NAME:	SQUAD:	CLASS NO:
	TIME OUT	
INITIAL TEST	TIME OUT:	TIME IN:
POINT IDENTIFICATION:	GO	NO GO
Control Point One:		
Control Point Two:		
Control Point Three:		
Control Point Four:		
Superior -0=100% Satisfactory -1=75% Unsatisfactory	/ -2=50% -3=2	5% -4=0%
	-	
RETEST	TIME OUT:	TIME IN:
POINT IDENTIFICATION:	GO	NO GO
Control Point One:		
Control Point Two:		
Control Point Three:		
Control Point Four:		
SCORE:		
Retest: Must find a minimum of 3 points, maximum points 75%		

Land Navigation Performance Test Sheet (W226)

Note to Students: All work is an individual student effort. You may not work with or coordinate with another student. You must personally visit each point you indicate on your performance evaluation test sheet.

Course Boundaries

Distress Signal:	
Water Points:	
Time Expired Signal:	

Student Name: Student #: SGI	Name:
LAND NAVIGATION PERFORMAN	NCE EVALUATION
TRAINING STRENGTHS:	
TD A INTRIC WE A PATESSES.	
TRAINING WEAKNESSES:	
SGL DEVELOPMENTAL COUNSELING PLAN OF ACTION	
STUDENT PLAN OF ACTION:	
ADDITIONAL COMMENTS:	
Soldier signature♥ Rank♥ Date♥	
I,,, _,, _	, acknowledge that I received formal counseling ed. I have discussed the recommendations for directed above (REF: FM 22, 100, ARP C)
	(ICL1.119122-100, ALL C)
SGL signature:	Date:

DEMONSTRATED LEADERSHIP TEST ADMINISTRATION GUIDANCE (TAG) 7

Evaluation	Assign students to one of the following leadership positions: team leader, squad leader, platoon sergeant, or first sergeant during garrison training and the STX. <u>Conduct the leadership evaluation only when the students are in a team or squad leader positions</u> .
Personnel, Equipment, and Materials Required	 Personnel. Number of students to test: 6-12; Number of evaluators: 1. Equipment. As required to effectively conduct training assignment. Materials. Training area large enough to accommodate a 1:6-12 instructor to student ratio for the class size.
Instructions to Students	 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 will evaluate you, and in order to receive a go, you must perform Twelve or more of the 16 steps in your garrison leadership evaluation. Twenty or more of the 28 steps in your tactical leadership evaluation. You derive at your academic by dividing the number of correct performance steps by the total number of performance steps. The following ratings apply toward graduation and honors: 0-69 rates UNSATISFACTORY. 70-89 rates SATISFACTORY. 90-100 rates SUPERIOR. Retest is SATISFACTORY with a maximum score of 70 percent.
Environmental Considerations	Inform students of any known environmental factors they must observe IAW local SOP.
Safety	Ensure students observe all safety procedures IAW local SOP.

Demonstrated Leadership (GARRISON) Performance Evaluation Test Sheet

Student N	tudent Name: #: Signature:					Date:				
Rank:	SGL Name:			Position evaluate	d:					
PERFOR	MANCE INDICA	TORS:	_			NITIAL	R	ETEST		
ARMY V						NO GO	GO	NO GO		
Loyalty	Participated fully in lea	dership position: Con	nmitted to squad	's goals: Followed	GO			110 00		
Doyany	command guidance; W									
Duty	Fulfilled obligations; Carried out mission requirements; Met the standards: Set the									
	example; Complied wi									
Respect	Treated squad with respect; Created a climate of fairness and equal opportunity;									
-	Discreet and tactful; C									
Selfless	Put welfare of squad an									
Service	Shared in team's hardsh		success to others;	Accepted						
	responsibility for action		~	<u> </u>						
Honor	Lived up to and demon		Completely hone	est and accepted						
T . •.	nothing less from other						-			
Integrity	Did what was right lega									
	Honest in word and dee being right ahead of be									
Personal	Demonstrated physical		Fook responsibili	ty for decisions and						
Courage	actions; Accepted resp									
				80.			00			
		···· 11··· 1	·11 D 1 1	4 5 1	GO	NO GO	GO	NO GO		
Communi-	Displayed good oral, w thoughts and ideas clea			others; Expressed						
cation			e 1							
Decision	Employed sound judgment and logical reasoning; Plans were logical and thorough; Made good decisions in unexpected situations; Acted in the absence of guidance;									
Making										
Motivating	Followed up on assigned tasks; Took corrective action. Inspired and encouraged others; Kept a positive attitude; Provided accurate, timely									
Motivating	and positive feedback;	Challenged others to	excel: Encouras	ed others to improve.	, ,					
	Motivated participant in		encer, Encourag	,eu others to improve,						
OPERAT						NO GO	GO	NO GO		
Planning/	Successfully planned an	nd prepared training cl	lass: Ensured av	ailable resources were	GO					
Preparing	available to conduct tra									
rieparing	SGLs instructions.									
Executing	Used technical and tactical skills to meet task requirements; Executed plans and									
0			f people and equipment; Adapted.							
Assessing	Conducted AAR to ide		Observed and as	ssessed actions in						
	progress; Used assessn	nents to improve.								
IMPROV					GO	NO GO	GO	NO GO		
Developing	Set the examplePersonal appearance, displaying high standards off duty; Worked									
	to improve self, others,									
5 11 II	initiative; Contributed									
Building	Promoted and encourage player; Fostered a heal									
	though they were his or									
Learning	Learned from AARs an									
Learning	learned; Asked questic		mont in weak al	eus, ripplieu lessolis						
	RATING: 0-69 = Unsatisfactory 70-89 = Satisfactory 90-100 = Superior				SCO	SCORE: SCORE:				
	Retest is satisfactory wi			Jupenoi						
	-0=100% -1=94%	Satisfactory -2		% -4=75%	Insatis	factory -	5=69%			
	Ind Weaknesses: L				moutio		- 5570			
	Use back of sheet.		L-							
Remarks:			T	A 1 / A						
				Student Signatu	re					

Student Name:	Student #:SG	
DEMONSTRATED LEA	ADERSHIP (GARRISON) P	PERFORMANCE EVALUATION
TRAINING STRENGTHS:		
TRAINING WEAKNESSES:		
SGL DEVELOPMENTAL COUNSI	TINC DIANOFACTION	
SGL DEVELOPMENTAL COUNSI	LING FLAN OF ACTION.	
STUDENT PLAN OF ACTION :		
ADDITIONAL COMMENTS:		
ADDITIONAL COMMENTS:		
Soldier signature♥	Rank♥ Date♥	
I, on my performance and understand the development with my SGL and have de	evaluation that I have receive eveloped the plan of action inc	acknowledge that I received formal counseling ed. I have discussed the recommendations for dicated above. (REF: FM 22-100, APP C)
SGL signature:		Date:

Demonstrated Leadership (Tactical) Performance Evaluation Test Sheet

STUDENT RA	JDENT RANK & NAME					STUDENT NO:					
SGL RANK & I						CLASS NO:					
Performance Step					_	CLASS NO: Retest Date: Test Retest Date: NO GO GO NO GO NO GO GO NO GO Image: Strain Str					
TROOP LEADING PROCEDURES:					Date:						
Den indun M		EADING PROCEDURE	5:		GO	NO GO	GO	NO GO			
Received the Mi											
Issued the warni	·										
Made a tentative											
	essary movement										
Reconnoitered t											
Completed the p					_						
Issued the opera											
Provided proper											
Conducted Prec											
		TAL ATTRIBUTES:			GO	NO GO	GO	NO GO			
		t in the face of adversity			_						
		y (with no clear instruction									
Embraced/used		members to build team	cohesior)			~~~				
<u> </u>		ICAL ATTRIBUTES:			GO	NO GO	GO	NO GO			
Coped with hard											
Continued to fun	ction under adverse co										
		PERSONAL SKILLS:			GO	NO GO	GO	NO GO			
Readily interacte					_						
Actively contribu	ted to problem solving				_						
		CEPTUAL SKILLS:			GO	NO GO	GO	NO GO			
	e reference materials										
Paid attention to											
TACTICAL SKILLS:				GO	NO GO	GO	NO GO				
		ideas, and things to acc	-								
		gs to train for, plan, prep	oare, exe	ecute and assess							
offensive, defensive	sive, and support actio	ns									
	COMM	UNICATION SKILLS:			GO	NO GO	GO	NO GO			
Used appropriate											
Kept subordinate	es informed; issued cle	ar concise orders									
DECISION MAKING:				GO	NO GO	GO	NO GO				
Considered safe	ty, impact, and implica	tion of decision on other	rs								
Took charge whe	en in charge										
Employed sound	judgment and logical	reasoning									
Acted in the abs	ence of orders										
		MOVTIVATING:			GO	NO GO	GO	NO GO			
Inspired, encour	aged, and guided othe	rs toward mission accor	nplishme	ent							
Didn't show disc	ouragement when face	ed with a setback.									
RATING: 0-69 = Unsatisfactory 70-89 = Satisfactory 90-100 = Superior			Score	Score Score							
R	etest is satisfactory wit	h a minimum score of 7	0 percer	nt.							
Superior -0=100%	6 -1=96% -2=93%	Satisfactory -3=89% -4=	=86% -5=	-6=79% -7=75%	-8=71%	Unsatisfa	ctory -9	=68%			
Strength: (Use ba	ack of sheet for more room to write	2)	Wea	kness: (Use back of sheet fo	r more room t	o write)					
Remarks: (Use b	ack of sheet for more room to writ	e)									
Remarks: (Use b	ack of sheet for more room to writ	e)		Student Signature							

Student Name: SGL Student #: SGL Student Stude	
DEMONSTRATED LEADERSHIP (TACTICAL) PE TRAINING STRENGTHS:	RFORMANCE EVALUATION
IRAINING SIRENGIHS.	
TRAINING WEAKNESSES:	
SGL DEVELOPMENTAL COUNSELING PLAN OF ACTION:	
STUDENT PLAN OF ACTION:	
ADDITIONAL COMMENTS:	
Soldier signature♥ Rank♥ Date♥	
I,, a on my performance and understand the evaluation that I have received development with my SGL and have developed the plan of action indic	cknowledge that I received formal counseling I have discussed the recommendations for cated above. (REF: FM 22-100, APP C)
SGL signature:	Date:

STUDENT RECORD OF TRAINING

STUDENT RANK/NAME				SSN: STUDENT #					
(Last, First MI): SGL NAME:					SQUAD; Class:				
SGE NAME.					QUAD,				
TEST / PERFORMANCE EVALUATED	Initial Score (0 - 100)	Rating (Superior Satisfactory Unsatisfactory)	1 st Retes Score (70% Ma	;	1st Retest Rating (Satisfactory/ Unsatisfactory)	(Base on Ap Rebut 2d Re Sco (70% M	p'd tal) test re	2d Retest Rating (Satisfactory/ Unsatisfactory)	
Written Exam									
APFT									
PT (Performance Evaluation)									
Drill and Ceremony									
Individual Training Session									
Land Navigation									
Leadership (Garrison)									
Leadership (Tactical)									
Total									
Average									
Unsatisfactory (0% - 69%) Satisfactory (70% to 89%) Superior (90% - 100%)									
Remarks: (e.g. Commandant's List, Distinguished Honor Graduate, Leadership Award)									
 NOTE: 1. For The APFT, see ACADEMIC CONVERSION CHART at TAG-2-2, this appendix. 2. 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. 3. See pageCC-9-1 (Performance Step Evaluation Conversion Chart) to convert the steps in the performance evaluations (PT, D&C, Land Navigation, Individual Training and Leadership garrison and tactical) to a grade. 									
SGL Signature/Date				ent	: Signature/Dat	e			

PERFORMANCE STEP EVALUATION CONVERSION CHART

PT			&C		D NAV		TNG		HIP Gar		HIP Tac
Steps	Score	Steps	Score								
23	100 %	23	100 %	04	100 %	20	100 %	16	100 %	28	100 %
22	96	22	96	03	75	19	95	15	94	27	96
21	91	21	91	02	50	18	90	14	88	26	93
20	87	20	87	01	25	17	85	13	81	25	89
19	83	19	83			16	80	12	75	24	86
18	78	18	78			15	75	11	69	23	82
17	74	17	74			14	70	10	63	22	79
16	70	16	70			13	65	09	56	21	75
15	65	15	65			12	60	08	50	20	71
14	61	14	61			11	55	07	44	19	68
13	57	13	57			10	50	06	38	18	64
12	52	12	52			09	45	05	31	17	61
11	48	11	48			08	40	04	25	16	57
10	43	10	43			07	35	03	19	15	54
09	39	09	39			06	30	02	13	14	50
08	35	08	35			05	25	01	06	13	46
07	30	07	30			04	20			12	43
06	26	06	26			03	15			11	39
05	22	05	22			02	10			10	36
04	17	04	17			01	5.			09	32
03	13	03	13							08	29
02	09	02	09							07	25
01	04	01	04							06	21
										05	18
										04	14
										03	11
										02	07
										01	04

1. USASMA based the above step academic conversion chart on a 100-percentile weight.

2. Maximum passing score for any retest is 70 percent.

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Appendix B

Publications and Blank Forms

This Appendix Contains	This appendix contains the items listed in this table:		
	Item	Pages	
	Index of Publications and Blank Forms	PBF-1 thru PFB-6	
	Sample Risk Management Work Sheet	SRM-1	

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1. USASMA used the following publications in developing the training support packages (TSP). In an effort to cut back on the number of publications NCOAs need to keep on hand, USASMA included excerpts from most of the references and included them into Appendix D of the TSP.

2. The references shown in **Bold Print** below are in Appendix D of the TSPs. The excerpts provide the information the student needs in order to understand the material presented.

3. NCOAs need not order the references in **Bold Print**. NCOAs will use the excerpts and create a student study manual, by combining all the student handouts in the order of TSP presentation and issue to the students along with other manuals during inprocessing. These study manuals should be a recoverable. NCOAs should be able to access the references below digitally either through USAPA or the General Dennis J. Reimer Training and Doctrinal Digital Library. If these are not already on your "Favorites" list in your computer, you must go through AKO.

Reference	Title	Date
AR 27-10	Military Justice	Aug 99
AR 600-20	Army Command Policy	May 02
AR 623-205	Personnel Evaluations, NCOER System	Dec 01
AR 670-1	Wear and appearance of Army Uniforms and Insignia	Jul 02
AR 735-5	Policies and Procedures for Property Accountability	Jun 02
ARTEP 7-8-MTP	Mission Training Plan for the Infantry Platoon and	Oct 01
	Squad	
ARTEP 7-8-MTP	Mission Training Plan for Infantry Rifle Platoon and	Oct 01
	Squad	
CMH Pub 70-37	Time Honored Professionals, the NCO Corps Since 1775	1989
CMH* Pub 70-38	The Story of the NCO Corps.	1989
DA Pam 600-25	USA NCO Professional Development Guide	1987
DA Pam 710-2-1	Using Unit Supply System (Manual Procedures)	Dec 97
DA Pam 738-750	The Army Maintenance Management System	Aug 94
FM 7-1	Battle Focused Training	Jun 03
FM 100-14	Risk Management	Apr 98
FM 17-98	Scout Platoon	Apr 99
FM 21-10	Field Hygiene and Sanitation	Jun 00
FM 21-20 w/C1	Physical Fitness Training	Oct 98
FM 21-31	Topographical Symbols	Jun 61
		Chg Dec 68
FM 21-60	Visual Signals	Sep 87
FM 21-75	Combat Skills of the Soldier	Aug 84
FM 22-51	Leader's Manual for Combat Stress Control	Sep 94

4. NCOAs will still need to order those references below that are not in bold print.

* US Army Center of Military History

** Available on-line at https://usasma.bliss.army.mil

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Reference	Title	Date
FM 22-100	Army Leadership	Aug 99
FM 27-14	Legal Guide for Soldiers	Apr 91
FM 3-21.5	Drill and Ceremonies	Jul 03
FM 3-100.3	Environmental Considerations in Military Operations	Jun 00
		C1 May 01
FM 3-25-26	Map Reading and Land Navigation	Jan 05
FM 7-22.7	NCO Guide	2002
FM 7-8	Infantry Rifle Platoon and Squad	Apr 92
NCO Journal	NCOs Deploy to SW Asia Learning About Being Leaders.	Spring 02
NCO Journal	A Short History of the US Army NCO. L.R. Arms**	2002
Soldiers Magazine	Hot Topics (Insert)	May 02
STP 21-1-SMCT	Soldier's Manual of Common Tasks, Skill Level 1	31 Aug 03
STP 21-24-SMCT	Soldier's Manual of Common Tasks, Skill Level 2-4	31 Aug 03
TASK 071-990-0004	Conduct Pre-combat checks	Jun 98
TASK 121-050-8010	Enforce Compliance with the Army's Equal	
	Opportunity / Sexual harassment Program	Jul 97
TASK 158-100-1134	Resolve an Ethical Problem	Sep 99
TASK 181-301-0001	Homosexual Conduct Policy	Mar 00
TM 9-1265-211-10	Operate the Multiple Integrated Laser Engagement	Feb 89
	System (MILES)	
TR 350-10	Institutional Leader Training and Education	Aug 02

2. All publications/blank forms are available from the web site indicated in parentheses. In accordance with (IAW) the paperless army, some publications/blank forms may no longer be available in printed format from publication centers. The Army will no longer print "UPDATES" as it returns to stand alone publications. Commandants must check current dates at the designated web link.

3. Commandants must review the list, determine their individual requirements, and ensure current dates of publications/blank forms using the web page referenced.

4. See the legend at the end of the table for an explanation of the symbols used. Remember, All references may be digitally stored and accessible.

PUB NO	TITLE	CODE	
Army Regulations (www.usapa.army.mil)			
AR 1-201	Army Inspection Policy	AA	
AR 20-1	Inspector General Activities and Procedures	А	
AR 25-50	Preparing and Managing Correspondence	AA	

PUB NO	TITLE	CODE
Army Regulations (www.usapa.army.mil)	•
AR 25-400-2	The Modern Army Records Keeping System (MARKS)	AA
AR 27-3	The Army Legal Assistance Program	А
AR 27-10	Military Justice	А
AR 37-104-4	Military Pay and Allowances Policy and Procedures-Active	AA
	Component	
AR 190-13	The Army Physical Security Program	А
AR 210-50	Housing Management	AA
AR 350-1	Army Training and Education	А
AR 350-17	Noncommissioned Officer Development Program	AA
AR 380-5	Department of the Army Information Security Program	AA
AR 385-10	The Army Safety Program	А
AR 385-40	Accident Reporting and Records	AA
AR 600-8-22	Military Awards	Α
AR 600-8-101	Personnel Processing (In-and-Out and Mobilization Processing)	А
AR 600-9	The Army Weight Control Program (with Interim C1)	AA
AR 600-20	Army Command Policy	AA
AR 600-100	Army Leadership	Α
AR 600-110	Identification, Surveillance, and Administration of Personnel	
	Infected with Human Immunodeficiency Virus (HIV)	А
AR 611-1	Military Occupational Classification Structure Development and	
-	Implementation	AA
AR 614-200	Enlisted Assignments and Utilization Management	A
AR 623-1	Academic Evaluation Reporting System	AA
AR 623-205	Noncommissioned Officer Evaluation Reporting System	AA
AR 635-200	Enlisted Personnel (NEW VERSION)	A
AR 670-1	Wear and Appearance of Army Uniforms and Insignia	AA
AR 710-1	Centralized Inventory Management of the Army Supply System	А
AR 735-5	Policies and Procedures for Property Accountability	Α
	t Plan (usasma.bliss.army.mil)	
CMP	Course Management Plan (WLC)	AA
POI	Program of Instruction (WLC)	AA
TSP	Training Support Packages	AA
	Army Pamphlets (www.usapa.army.mil)	
DA Pam 25-33	User's Guide for Army Publications and Forms	А
DA Pam 350-58	Leader Development for America's Army	A
DA Pam 385-40	Army Accident Investigation and Reporting	AA
DA Pam 600-26	The Department of the Army Affirmative Action Plan	AA
DA Pam 600-35	Relationships Between Soldiers of Different Ranks	AA
DA Pam 600-70	United States Army Guide to the Prevention of Suicide and Self-	AA
2.1.1 min 000 70	Destructive Behavior	
DA Pam 611-21	Military Occupational Classification and Structure	AA

PUB NO	TITLE (cont.)	CODE
DA Pam 738-750	Functional Users Manual for The Army Maintenance Management	Α
	System (TAMMS)	
Field Manuals (http://1	<u>55.217.58.58/atdls/htlm</u>)	
FM 3-0	Operations	AA
FM 3-22.9	M16A1/M16A2 Rifle Marksmanship	А
FM 7-0	Training the Force	AA
FM 7-7	The Mechanized Infantry Platoon and Squad	А
FM 7-1	Battle Focused Training	AA
FM 100-14	Risk Management	AA
FM 101-5	Staff Organization and Operations	AA
Graphic Training Aids		
GTA 3-6-8	NBC Warning and Reporting System (Supercedes GTA 3-6-3)	В
GTA 5-2-12	Coordinate Scale and Protractor	В
TENINO Map	Stock Nr. V791X14774, Edition 7-DMATC, Series V791, Sheet 1477 IV	В
National Guard Regula		
NGR (AR) 600-200	Enlisted Personnel Management	AA
Soldier Training Public	cations	
STP 21-1-SMCT	Soldier's Manual of Common Tasks	AA
STP 21-24-SMCT	Soldier's Manual of Common Tasks	AA
Technical Manuals htt	p://www.logsa.army.mil	
TM 9-1265-211-10	Operator's Manual for MILES for M16A2 Rifle	AA
TM 9-1265-370-10-2	Operator's Manual for MILES for M60 Machine Gun or authorized	
	substitute	AA
TRADOC Regulations	(www.tradoc.army.mil)	
TRADOC 350-13	Instruction in Military History	Α
TRADOC 350-18	The Army School System (TASS)	AA
TRADOC 350-70	Systems Approach to Training Management, Processes, and Products	AA
TRADOC 350-10	Institutional Leader Training and Education	AA
TRADOC 385-2	TRADOC Safety Program	AA
w/CH 1		
TRADOC 525-13	TRADOC Force Protection Program (FPP)	AA
TRADOC Pamphlets (1
TRADOC Pam 350-9	TRADOC Training Devices for Armywide Use	А
TRADOC Pam 600-22	TRADOC Suicide Prevention Planning Guide	AA
TRADOC Pam 350-	Total Army School System (TASS) Training Requirements	
70-8	Analysis System (TRAS)	AA
Training Circulars (htt	p://www.adtdl.army.mil/atdls.htm)	
TC 3-34.489	The Soldier and the Environment	AA
TC 25-6-8	Tactical Engagement Simulation Instructors Trainer Guide for Light Infantry MILES Systems (Not available-Proponent has no print funds)	A

NOTE:

PUB NO	TITLE (cont.)	CODE
Television Tapes http:	//dodimagery.afis.osd.mil/	
PIN: 701299	Suicide Prevention	AA
PIN: 710943	Counsel Subordinates	AA
Copy of Tables of Dist	ribution and Allowance (TDA)	AA
Copy of Local Policy/D	virectives	AA
Unit Manning Roster (UMR)	AA
СМР	Course Management Plan	AA
POI	Program of Instruction (WLC)	AA
TSP	Training Support Packages	AA
Blank Forms http://www	v.usapa.army.mil/	•
DA 705	ARMY PHYSICAL FITNESS TEST CARD	В
DA 1059	SERVICE SCHOOL ACADEMIC EVALUATION REPORT	AA
DA 2028	RECOMMENDED CHANGES TO PUBLICATIONS AND	
	BLANK FORMS	А
DA 2142	PAY INQUIRY	В
DA 2166-8	NCO EVALUATION REPORT	В
DA 2166-8-1	NCO COUNSELING CHECKLIST/RECORD	В
**DA 2404	EQUIPMENT INSPECTION AND MAINTENANCE	AA, B
	WORKSHEET	-
DA 4856-R-E	DEVELOPMENTAL COUNSELING FORM	В
DA 5159	INVENTORY OF ARMY PERSONNEL TEST MATERIAL	AA
**DA 5988-E	EQUIPMENT INSPECTION AND MAINTENANCE	В
	WORKSHEET	
TRADOC 350-18-R-E	TATS/RC3 EXPORTABLE INSTRUCTIONAL MATERIAL	
	REQUEST FORM	AA, C
	RISK MANAGEMENT WORK SHEET (this appendix)	В
		•
LEGEND	** May use either form.	
Requirements Code	A = Recommended but not required	
	AA =Minimum required publications/blank forms for	
	administration/accreditation.	
	B = Publication/blank forms required for student use	
	C = Reserve Component only	

 NOTE:
 NCOAs do not need hard copies if the NCOA has electronic access, this includes vault copies.

Download CMP/POI/TSPs from USASMA website, Directorate of Training and

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Current as of: August 18, 2005

[Keep in mind these sites can change location, URL, or be deleted for various reasons]

Old to New FM Number changes	http://www.adtdl.army.mil. "WHAT'S HOT"
Army homepage	www.army.mil
To order television tapes/videos on line	www.dodimagery.afis.osd.mil/davis.
ARs, Cirs, Pams, OFs, SFs, DD & DA Forms	http://www.usapa.army.mil
FMs, PBs, TCs & STPs (New to FM also)	http://www.adtdl.army.mil.
Leadership Counseling	www.counseling.army.mil
Acronym Finder	http://www.mtnds.com/af/
PERSCOM Online	http://www.perscom.army.mil/
Army Center for Military History	http://www.army.mil/cmh-pg/
Army Training Support Center	http://www.atsc.army.mil/
HQDA WEB	http://www.hqda.army.mil/
Installation & Services Activity	http://www.ria.army.mil/isa/
TRADOC	http://www.tradoc.army.mil/
U.S. Army Homepage	http://www.army.mil/
U.S. Army Links	http://thearmylink.iwarp.com/
U.S. Army Installations (Links)	http://www.army.mil/public/installations.htm
DoD Worldwide Installations list	http://www.defenselink.mil/pubs/installations/
U.S. Army Maneuver Support Center	http://www.wood.army.mil/
(MANSCEN)	
ODCSLOG	http://www.hqda.army.mil/logweb/sitemap/sitemap.htm
Army Doctrine & Training Digital Library	http://www.adtdl.army.mil/atdls.htm
(ADTDL) (Reimer Lib)	
The Army Vision	http://www.army.mil/armyvision/default.htm
ATRRS	http://www.atrrs.army.mil/
NCO Website	http://www.vbnhq.com/noncom/links.htm
Virtual Battalion Headquarters	http://www.vbnhq.com/main.htm
Army Education	http://www.armyeducation.army.mil/
NCO Website	http://www.vbnhq.com/noncom/links.htm
HOW TO ORDER A MAP, 01 FEB 2001	<u>GTA 05-02-014</u>
Defense Supply Center Richmond MAP Ordering	http://www.dscr.dla.mil/pc9/
	· · ·

NOTE: To review NEW versus OLD FM fielding, go to <u>http://www.adtdl.army.mil/atdls.htm</u> and click on "What's Hot" and then OLD# NEW#.

SAMPLE RISK MANAGEMENT WORK SHEET

(Appendix A, FM 100-14)

A. Mission or Task:		B. Date/Time Group C. Begin: End:		C. Date Prepa	Date Prepared:	
D. Prepared By	y: (Rank, Last Na	me, and Duty P	osition)			
<u>E. Task</u>	F. Identify Hazards	G. Assess Hazards	H. Develop Con	trols I. Determine Residua Risk	_	
K. Determine ov	erall mission/task r	isk level after cor	trols are implement	ed (circle one)		
LOW (L) MODERATE			GH (H)	EXTREMELY H	HGH (E)	

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Appendix C

This appendix contains the items listed in this table:

Student Handouts

This Appendix Contains

Item	Pages
Student Handout 1, Student Evaluation Plan (SEP)	1 ages
Note: See items 1 and 2 below	SH-1-1 thru SH-1-16
Student Handout 2, Advance Sheet Examination I	SH-2-1
Student Handout 3, Advance Sheet	
Army Physical Fitness Test (APFT)	SH-3-1 and SH-3-2
Student Handout 4, Advance Sheet Army Physical	
Fitness—Train the Trainer Test (T224)	SH-4-1 and SH-4-2
Student Handout 5, Advance Sheet	
Drill and Ceremonies (D&C) Test (T228)	SH-5-1 and SH-5-2
Student Handout 6, Advance Sheet	
Individual Training Test (T223)	SH-6-1 and SH-6-2
Student Handout 7, Advance Sheet	
Land Navigation Test (W226)	SH-7-1
Student Handout 8, Advance Sheet	
Demonstrated Leadership Test (Garrison)	SH-8-1 and SH-8-2
Student Handout 8, Advance Sheet	
Demonstrated Leadership Test (Tactical)	SH-8-3

1. You must post a copy of Student Handout 1, Student Evaluation Plan, for viewing/reading.

2. The WLC advance welcome packet <u>MUST CONTAIN A COPY</u> of the Student Evaluation Plan. These requirements apply to all components.

(REF: TR 350-70, Chap VI-7-5)

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STUDENT HANDOUT 1

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's graduation requirements that students must meet in order to graduate from WLC.
Student Responsibilities	 As a student you must strive to Conduct yourself in a professional manner at all times. Be at your appointed place of duty at the appointed 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. Be personally responsible.
Course Structure	WLC is a non-MOS specific course, taught in an NCO Academy in a live-in environment atmosphere (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	The Modified WLC is a 2-week, 1-day course, culminating with a 24 hour STX.

Course Pre- requisites	1. Sol	Soldiers attending WLC must fall into the following priorities:	
-	b.	Priority One: Sergeants that are non-WLC graduates. The soldiers may or may not have a WLC waiver. Priority Two: SPC/CPL promotable. Prioritize the soldiers in this category as follows?	
		 SPC/CPL (P) who has met 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 PERSCOM Promotion Cut-Off Memorandums. SPC/CPL (P) in other MOSs serving in an authorized NCO position based on the highest number of promotion points. All other SPC/CPL (P) on a recommended list based on the highest number of promotion points. 	
	C.	Priority Three: SPC/CPL in leadership positions. In order to fill all WLC training seats, non-promotable SPCs w/demonstrated leadership potential may attend WLC only when all other higher OML categories are exhausted.	
	2. Stu	dents must	
	b. c. d.	Meet height and weight standards. Be eligible for reenlistment and recommended by their commander. Have no convictions of a misdemeanor crime of domestic violence (Lautenburg Amendment). If age 30 or over, have completed a periodic physical exam within the last five years. The preexecution checklist (PEC) in Part I, Unit Preexecution checklist, line 10, must have the initials of the first line leader and the soldier. If the initials are missing, verify the physical data in AKO. NCOAs will deny enrollment to students over the age of 30 without proper verification of their physical. Soldiers will no longer hand carry a copy of their physical.	
	200, pa	AR 40-501, Chap 8, para 8-25; AR 350-1, Chap 3, para 3-7; AR 635- ra 5-14, and TR 350-10, Chap 2, para 2-6, MSG DASG-HS-AS, 30 ber 2000, DA MSG, DAMO-TRI, R091624Z JUN 04, para 8)	

Enrollment
 1. Soldiers reporting for training must have in their possession a completed and properly signed pre-execution checklist. If a soldier reports for training without a checklist signed by himself and his commander, he has 72 hours from the report date to provide the checklist with appropriate attachments. NCOAs will return soldiers to their units who fail to provide the checklist within this time frame. The unit commander's signature on the pre-execution checklist certifies that the soldier meets routine course prerequisites.

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

3. NCOAs will deny enrollment to soldiers who hold a temporary profile except for shaving or nonperformance profiles. Soldiers diagnosed as pregnant after enrollment may continue training, **provided** the attending physician determines the soldier may continue. 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. Temporary Profile Exception: Commanders may send soldiers to WLC with temporary profiles due to their participation in OIF/OEF. Soldiers must arrive with a copy of their current temporary profiles and a memorandum signed by their commander stating the profile is a result of injuries sustained during the participation in OIF/OEF. The soldiers will train within the limits of their profiles.

5. 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. For P3/P4 profiles, the profiling doctor and the approving authority doctor must sign the profile. The commander need not have signed the profile unless he disagrees with the profile. The profiling doctor is the only signature required for P2 profiles. Soldiers with a P2 profiles must also meet graduation requirements.

6. NCOAs will deny enrollment to soldiers failing to meet any one of the above prerequisites. Commandants may not supplement these mandatory prerequisites requirements.

Enrollment Requirements, continued	(REF: AR 350-1, Chap 3, para 3-7; AR 614-200; AR 635-200, para 5-14; TRADOC Reg 350-10, Chap 2, para 2-6, and DA MSG, R 251850Z JUL 01, DA WASHINGTON DC//DAMO-TR. SUBJECT: Clarification and Reinforcement of Army Training Policies, and DA MSG R 092054Z, Sep 04, SUBJECT: Selection and Scheduling of Soldiers for Army Schools).		
Course Graduation Requirements	 To achieve course graduation requirements, you must score 70 percent or higher on the following examinations/evaluations Written Examination I. Army Physical Fitness Test (APFT). (IAW FM 21-20w/C1) Physical fitness training (train the trainer evaluation). Drill and Ceremonies Evaluation. Individual Training Evaluation. Land Navigation Evaluation. Two demonstrated leadership evaluations (garrison and tactical environment). 		
	 You will take the APFT as a graduation requirement. The commandant will arrange for you to meet APFT requirements while allowing for one retest. If you fail the retest, it is a mandatory dismissal from the course for failure to meet APFT standards. Soldiers attending WLC with less than 90 days from returning from OIF/OEF are exempt from taking the APFT. Annotate on the DA Form 1059 in the APFT remarks: GWOT (REF: DA MSG, R 251850Z JUL 01, DA MSG DAMO-TRI, R091624Z JUN 04), 		
Physical Requirements	 Students must be able to meet the following physical requirements during the course: Pass the APFT. Negotiate rough terrain under varying climatic conditions. Conduct, demonstrate, and lead drill and ceremonies. Conduct, demonstrate, and lead physical fitness training. Walk a minimum of 3200 meters with load carrying equipment (LCE) in a minimum of three hours. Lift and carry all required packing list items (OCIE and CTA 50-900) for short distances. 		

Physical Requirements, continued	 g. Carry a 50 pound combat load containing mission essential equipment (helmet, weapon, LCE, uniform, are part of the 50 Lbs). h. Occasionally lift and carry fuel, water, ammo, MREs, or sandbags. i. Low crawl, high crawl, and rush for three to five seconds. j. Move over, through, and around obstacles. k. Carry and fire individually assigned weapon IAW applicable regulatory guidance. l. Don Mission-Oriented Protective Posture (MOPP) gear. 2. Commandants may not supplement these course graduation requirements.
Retest Procedures	1. If you fail any initial examination/performance evaluation, you will receive remedial training and one retest of the appropriate test.
	2. Should you fail the initial APFT, you will receive remedial training and receive only one retest.
	3. 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, and you will not be able to compete for class honors consideration.
	4. If you receive two failing scores (one initial test and one retest) on any single exam/performance evaluation, the commandant must dismiss you from the course.
	5. Due to the strict regimen of the course's conduct of training, commandants must dismiss you if you fail a second retest, after a successful appeal.
	(REF: TR 350-10, Chap 2, para 2-9a and b)
Student Dismissal	To protect students from unfair or illegal practices, commandantsthrough precise proceedingsmust determine whether or not to dismiss students whose
	 Personal conduct is such that their continuation in the course is not appropriate. Academic progress, demonstrated 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, para 3-18)

Exam Reference 1. The written examination is open book and will require you to apply knowledge to solve problems in an environment that simulates your duty Materiel position.

> 2. The test examiner will allow you to use any reference material available to you during the exam, for example: computers with publications stored, student handouts, publications issued for the course, personal notes, and calculators. These are subject to the following restrictions (Items a and b are at the commandants discretion):

- You must not damage recoverable publications. This means that a. students will not TAB, fold, crease, highlight, or write on pages of recoverable publications. You may, however, tab recoverable reference material with a nonpermanent adhesive tab, such as a Postit or other means that will not mark or damage the publication.
- You may highlight and make marginal notes only on nonb. recoverable reference material.
- You may **not** have cell phones, or beepers in your possession while c. testing.
- d. You may use computers issued by the NCOA that has references stored on the computer. Computers may not have the ability to communicate with other student computers.

3. All the material you use during the examination must be your own or material the NCOA issued for your use and not any material written by another student

4. The intent is to ensure that you know the lesson material and how to research to find the correct answer

Student 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.

Developmental Counseling **Requirements**

Student Developmental Counseling Requirements, continued	 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: Initial counseling using reception and integration counseling. This counseling should determine whether or not you have any personal problems or outside distracters that would interfere with your 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 5286 requirement. After any test/retest failure. Midcourse developmental counseling-progress-to-date. 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 22-100, 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 22-100, App B and App C)
	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 training proponent diploma. Diplomas must contain, as a minimum: your full name, grade, complete course title, course identification number, beginning and completion dates of the course, and number of class hours.
	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).
	(REF: TR 350-18, Chap 3, para 3-3 and 3-30 and TR 350-10, Chap 2, para 2-7g(5) and para 2-16d)

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 <u>will not</u> require you to provide any identification data on the critique form.

(REF: Course Management Plan (CMP) Chap 2, p 2-7)

Training Support Package TSP) Synopsis	The following tables provide a brief synopsis of the Training Support Packages (TSPs) taught in the modified course: L221, L222, L223, L224, L225, L226, L227, L228, L229, L230*, L231, L232, L233, L235, T221, T222, T223, T224, T228, T229, T230, T231, T240,
	W221, W222, W223, W224, W225, W226, W227. *Student Handout.

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS	
A201,	Students receive advance sheets, required publications, administrative	
Inprocessing/	processing, and height and weight evaluation. Students must take thel Army	
APFT/ Weigh-in	Physical Fitness Test (APFT) as a graduation requirement. NCOAs will	
	allow one retest prior to graduation.	
A202,	Time allocated for the purpose of outprocessing students at the conclusion of	
Outprocessing	WLC.	
A204,	Time allocated for the purpose of conducting a formal graduation where the	
Graduation	commandant and cadre can present students with honors and diplomas	
L221,	During this lesson students will learn some basic information concerning	
Introduction to	Army leadership and the leadership frameworkits constructionand the	
Army Leadership	definition of leadership. The student will learn the three levels of leadership	
	and will be able to describe the terms "Leaders of Leaders" and	
	"Subordinates."	
L222,	Students will learn what they must Be, Know, Do to be an effective NCO.	
What a Leader	The primary focus of this lesson is to enhance the students' knowledge of	
Must Be, Know,	these characteristics. The lesson will also show the students how embracing	
Do	these characteristics, in their approach to leadership, reinforce their role as	
	leaders.	
L223,	In this lesson, students will learn the scope of importance that the human	
The Human	dimension role has on leadership. They will identify the three major	
Dimension Role	elements in the makeup and success of the soldier, team, and institution.	
in Leader	They will learn of the various causes of stress and how climate and culture	
Development	dictates the environment in which they lead. Students will learn that there	
	are five leadership styles available to them to use based on the situation,	
	mission, and their subordinates. Finally, they will learn that all of their	
1.00.4	actions and decisions will have intended and unintended consequences.	
L224,	Students will learn the interpersonal, conceptual, technical, and tactical skills	
The Four Direct	that the leader must KNOW to effectively lead a squad of soldiers. First they	
Leadership Skills	will learn how communicating, supervising, and counseling are key	
	interpersonal skills. They will learn the four conceptual skillscritical	
	reasoning, creative thinking, ethical reasoning, and reflective thinkingto	
	ensure that they think their decisions through and they make the best	
	possible decisions. Students will learn the importance of technical expertise in knowing and operating equipment so as to train their subordinates in its	
	• • • • •	
	use, to include new equipment. Finally, students will learn the two areas doctrine and field craftthat a leader must KNOW to lead a squad of soldiers	
	in peace and war.	

i i		
L225, Students will I	UPPORT PACKAGE (TSP) SYNOPSIS, cont learn the three leadership actions that direct leaders must	
	perform to effectively lead a squad. They will also learn many categories	
	(actions) that make up influencing, operating, and improving.	
Actions	make up mindenening, operating, and improving.	
	ovides information to students concerning their role in	
	ommander in maintaining unit discipline. It provides options	
	e NCO support channel and the chain of command to enforce	
1	. Students will learn the differences between discipline and	
-	, types of military authority, individual and command	
-	and NCO responsibilities and associated duties; they will	
	and relationships desired among officers, NCOs, and their	
	This lesson also covers the Army Homosexual Conduct	
Policy.		
	ill refresh the students' awareness of the Army's Equal	
,	EO)/Equal Employment Opportunity (EEO) programs and	
	ing in the prevention of sexual harassment. Students will learn	
	bilities in enforcing EO/EEO behavior patterns, the complaint	
	nethods to resolve problems.	
	learn the fundamentals and techniques of developmental	
	'hey will prepare for and conduct a subordinate-centered	
e	ssion producing a plan of action that focuses the subordinate on	
	l unit goal accomplishment.	
	learn from this lesson information that will help them enhance	
	eadiness in their units. They will learn the different support	
	assist soldiers and their families, various military pay	
Î Û	nd allowances, the meaning of the block in the leave and	
	ment and the net pay advice statement, and the procedures for	
-	k accounts and resolving pay complaints.	
	troduces the student to the Army writing style. The student	
	effective Army writing transmits a clear message in a single	
Style rapid reading a	and is generally free of errors in grammar, mechanics, and	
	: The NCOA will not formally instruct this TSP; however, the	
NCOA will pr	ovide students a reading packet.	
· · · · · · · · · · · · · · · · · · ·	ant welcomes the new students and provides them an	
	d briefing on the local SOP. His welcome includes a safety	
	andards of conduct expected while attending the course, and	
he introduces	the staff and faculty. He also explains WLC graduation	
requirements a	and outlines the requirements for special consideration during	
	Developed by local academy commandant.)	
L232, SGLs will pro	vide the students an overview of the Warrior Leader Course	
	e objectives and course standards. They also discuss the	
WLC course's conte	ent, explain the small group process, and cover study	
requirements a	and techniques.	

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, cont
L233,	This lesson teaches the student the historical progression and significant
ID the Historical	contributions that the NCO has made as he existed during the pre-
Progression and	Revolutionary War period, Revolutionary War, War of 1812, Civil War,
Significant	World War I, World War II, Korean War, Vietnam War, Operations Just
Contributions of	Cause, Desert Storm, and Enduring Freedom.
the NCO	
L235,	This lesson teaches the students the Army7's sexual assault prevention and
Sexual Assault	response program. They will learn about: sexual assault trends in the Army,
	chin of command responsibilities, types of sexual assault and influencing
	factors, right of victims and alleged perpetrators, individual responsibilities,
	procedures for timely reporting, and resources available for victims.
T221,	This lesson teaches the students how to implement the risk management
Risk	process to minimize the frequency and severity of accidents in the activities
Management	they will lead. They will learn the basic principles required to implement
C	risk management, the five steps of risk management, the human behaviors
	that affect mission readiness, and the hazards associated with fratricide.
T222,	Students will learn how to conduct an AAR and the importance of the AAR
After Action	process, by allowing all participants in an exercise to provide input into how
Review (AAR)	well an exercise went, what the purpose of the training was, what when right,
	what went wrong, and how to improve.
T223,	This lesson will provide a basic introduction to battle focused training.
Training the	Students will learn the Army's nine principles of training, training doctrine,
Force	Mission Essential Task List (METL) development process, training planning
	process, and requirements for training execution. Also, the student will learn
	the NCO's training responsibilities, preparation necessary to conduct
	individual training, and training execution considerations. Students will
	prepare and conduct individual training.
T224,	Students will learn the techniques and procedures needed to conduct the
Physical Fitness,	Army's physical fitness program. This lesson's primary focus is to enhance
Train the Trainer	the students' knowledge of physical fitness and how to conduct a variety of
	fitness training exercises. This lesson offers the students the opportunity to
	actually perform the different exercises.
T228,	Students will learn how to form and march a squad of soldiers using common
Conduct Drill	drill terms.
and Ceremonies	
T229,	This lesson provides students the knowledge to ensure that their subordinates
Wear and	maintain their personal grooming, proper fit, and the correct wearing of the
Appearance of	Army uniform in accordance with regulatory guidance.
the Uniform	
/	

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, cont	
T230,	This lesson presents information the students need to know to maintain the	
Supervise	essential war fighting edge through proper PMCS. They will learn to select	
Preventive	the correct reference and use correct PMCS tables to make the required	
Maintenance	entries on the DA Form 2404 or 5988-E. They will also learn the purposes of	
Checks and	DA Forms 2408-14, 5988-R and DD Form 314. They will inspect an item of	
Services (PMCS)	equipment IAW the appropriate -10 TM.	
T231,	The intent of this lesson is to make students aware of their supply	
Supply	responsibilities; it will help them do their part in the care and accountability	
Procedures	of equipment and supplies entrusted to them and their subordinates. They	
	will be able to identify the requirement needed to comply with Army property	
	accounting, the difference between accountability and responsibility, the	
	purpose of inventories and hand receipts, and the requirements for the	
	command supply discipline program.	
T240	The intent of this lesson is to show the student how suicide is detrimental to	
Suicide	the readiness of the Army and that it is a personal tragedy for all those	
Prevention	affected. The Army's strength rests with our soldiers, civilians, retirees, and	
	their families, each being a vital member of our Army.	
W221,	This lesson provides the student with reinforcement training of some of the	
Map Reading	skill level one map reading skills and land navigation skills. The lesson will	
	also teach the more complex skill level one skills. 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.	
W222,	This lesson will teach students their troop-leading procedures and three types	
Combat Orders	of combat orderswarning order, operation order, and fragmentary order.	
	They will also learn the importance of and what they must concern	
	themselves with while conducting precombat checks. Students will learn to	
	implement a squad level combat order by conducting troop-leading	
	procedures, conducting precombat checks, and interpreting the commander's	
	intent of a combat order.	
W223,	Students will learn some basic techniques and procedures used to employ a	
Conduct	squad-sized element in combat. They will learn the basics of moving a	
Movement	squad/teamusing hand and arm signalsusing 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, and enforce detection prevention measures.	
W224,	Students will learn the procedures required to occupy an assembly area. They	
Occupy an	will learn how to prepare to occupy the area, move to the area, establish	
Assembly Area	security, and defend an assigned sector.	

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, cont	
W225,	Students will learn the basics of leading a team/squad in basic combat	
Combat	operations by reacting to contact, breaking contact, reacting to an ambush,	
Operations	and conducting a hasty attack.	
W226,	Students will utilize the skills they learn from this lesson, coupled with the	
Land Navigation	skills they learned in the map reading and conduct movement lessons, to	
	navigate from one point on the ground to another point while dismounted	
	using a lensatic compass during day and night. Students will take a	
	performance examination where they must find a minimum of three of four	
	points to graduate from WLC.	
W227,	Soldiers will participate in an end-of-course situational training exercise.	
Situational	SGLs will assign students to leadership positions where they will lead a	
Training	section/squad. SGLs will evaluate the students in their leadership abilities	
Exercise	and on how they use their troop-leading procedures and other leader skills	
	they learned in the course.	
S201,	Study hall provides students time to adequately study and prepare for the next	
Study Hall	day's lessons. It allows an SGL to recognize and assist students in correcting	
	poor study habits.	
S202,	The commandants use these hours for retraining/retesting, equipment	
Training Support	issue/turn-in, travel time as required to/from training areas, physical fitness	
Activities	retesting and sustainment, and other non-program of instruction (POI) hours	
	that require instructor contact hours (ICH), at his discretion.	
S203,	SGLs use these hours for reception and integration counseling, mid course	
Student	counseling, end of course counseling, and additional counseling as required.	
Counseling		

2. Teach the following TSPs in the order shown below: Note: PE = Performance Examination, WE = Written Examination.

LDRSHIP	Exam	WARFIGHTER	Exam
TSPs		TSPs	
L231	NA	W221	WE/PE
L232	NA	W222	WE/PE
T221	PE	W223	WE/PE
T222	PE	W224	PE
L221	WE	W225	PE
L222	WE	W226	PE
L223	WE	W227	PE
L224	WE		
L225	WE		
L226	WE		
L227	WE]	
L228	WE]	

3. The following TSPs do not require any specific order of instruction; however, some are testable and must be taught prior to any written or performance test. NCOAs must teach all lessons prior to W227 with the exception of L233.

OTHER TSPs	Exam
L229	NA
L235	NA
T224	PE
T228	PE
T229	WE
T231	WE
T230	WE
T240	NA

Army Lessons Learned

1. Once a week SGL's will review the Center for Army Lessons Learned (CALL) website, <u>http://call.army.mil</u>, for current lessons learned and current events that pertains to the lessons learned.

2. SGLs will generate a discussion form the information gathered from the CALL website with the group, not to exceed 15 minutes.

WLC Course	The following tables contain a TSP suggested training sequence. Academies may vary from this
Map (Active	sequence; however, they must ensure they teach the requisite TSPs in sequence prior to testing students
Component)	

DAY 1	DAY 2	DAY 3	DAY 4
PFN/HRS	PFN/HRS	PFN/HRS	PFN/HRS
A201 Inprocessing 5.0	A201 APFT* 3.0(t)	T228 D&C*** 1.0	L224 Four Ldrship Skills 4.0
L231 Cmdt's Orient 1.0	T224 Physical Fit** 6.0	L221 Intro to Ldrship 1.0	L225 Three Ldrship Act 3.0
L232 Intro to WLC 2.0	T221 Risk Mgmt 2.0	L222 Be, Know, Do 3.0	L226 Maintain Disc 2.0
T240 Suicide Prev 2.0	T222 AAR 2.0	L223 Human Dem 4.0	S201 SH 1.0
S201 Study Hall 1.0	S201 SH 1.0	S201 SH 1 1.0	
TOTAL 11.0	TOTAL 11.0	TOTAL 10.0	TOTAL 10.0

* APFT test may take place during normal PT time, not part of the academic day.

** The performance and test of T224 will take place during normal PT time, not part of the academic day.

***Soldiers will march to and from all activities, led by students, to prepare for D&C Performance Exam.

Note: NCOA will provide students a reading packet on day one for L230, Army Writing Style..

Note: NCOAs will schedule S203, Student Counseling, as desired.

DAY 5		DAY 6	DAY 7		DAY 8		
PFN/HRS	PFN/HRS		PFN/HRS		PFN/HRS		
L226 Maintain Disc 2.0		L228 Dev Counseling	Dev Counseling 3.0 T2		T223 Train a Team 6.0		eam 4.0(te)
L227 EO/SH	3.0	L235 Sexual Assault	2.0	T223 Tng the I	Force 4.0 (pe)	T228 D&C	1.0(te)
T229 Wear of Uniform	2.0	L229 Financial Mgmt	2.0			W221 Map Rea	ading 5.0
L228 Dev Counseling	2.0	T231 Supply	1.0				
S201 SH	1.0	T230 Supv PMCS	2.0				
		S201 SH	1.0				
TOTAL	10.0	TOTAL	11.0	TOTAL	10.0	TOTAL	10.0

DAY 9	DAY 10	DAY 11	Day 12
<u>PFN/HRS</u>	PFN/HRS	PFN/HRS	PFN/HRS
W221 Map Reading 8.0	W222 Combat Orders 3.0	W226 Land Nav* 12.0	WE01 2.5(t)
W222 Combat Orders 1.0	W223 Conduct Mvmt 3.5	S201 SH 1.0	W226 Land Nav 4.0(te)
S201 SH 1.0	W224 Occupy AA 2.0		S202 STX Prep 4.0
	W225 Combat Ops 2.0		
TOTAL 10.0	TOTAL 10.5	TOTAL 13.0	TOTAL 10.5

* In order to complete the Night Land Nav PE, NCOAs must schedule Land Nav on Day 11 as depicted. However, NCOAs may schedule W226, to include testing, as part of the STX (just be sure to add 16 hrs to the STX which then increases from 24 hrs to 40 hrs).

NOTE: Training Support Activity Hours. Ten hours depicted for STX Prep and Recovery (S202) derive from the 22 hrs allotted for training support activity hours.

DAY 13*	DAY 14**	DAY 15
PFN/HRS	PFN/HRS	PFN/HRS
W223 Conduct Mvmt 2.5(pe)	W227 STX Ends 1200Hrs	L233 History of NCO 2.0
W224 Occupy AA 2.0(pe)	S202 STX Recovery 6.0	A202 Outprocess 3.0
W225 Combat Ops 3.0(pe)		A204 Graduation 2.0
W227 STX Starts 1200Hrs		
TOTAL 19.0	TOTAL 18.0	Total 7.0

*Day 13, using 0430 as a Start Time as example. 0430 plus three PEs, give a start time of 1200 Hrs. The PEs Scheduled on day 13 are meant for NCOAs to conduct in the field just prior to the STX. However, NCOAs may conduct the PEs upon completion of each class, if the NCOA has an area large enough to accommodate the number of students.

**Day 14, using day 13's schedule, STX ends at 1200 hrs, rest of day for recovery and retesting if needed.

STUDENT RECORD OF TRAINING

STUDENT RANK/NAM	IE			SS	SN:		STL	JDENT #				
(Last, First MI): SGL NAME:				SC	QUAD:;		Cla	SS:				
					, [
TEST / PERFORMANCE EVALUATED	Initial Score (0 - 100)	Rating (Superior Satisfactory Unsatisfactory)	1 st Retes Score (70% Ma)	1st Retest Rating (Satisfactory/ Unsatisfactory)	(Based on App'd Rebuttal) 2d Retest Score (70% Max)		on App'd Rebuttal) 2d Retes Score		on App'd Rebuttal) 2d Retest Score		2d Retest Rating (Satisfactory/ Unsatisfactory)
Written Exam												
APFT												
PT (Performance Evaluation)												
Drill and Ceremony												
Individual Training Session												
Land Navigation												
Leadership (Garrison)												
Leadership (Tactical)												
Total												
Average												
Unsatisfactory	/ (0% - 69	%) Satisfact	ory (70 [°]	<u>% to</u>	o 89%) Supe	rior (9	0%	- 100%)				
Remarks: (e.g. Commandant's List, Distinguished Honor Graduate, Leadership Award)												
 NOTE: 1. For The APFT, see ACADEMIC CONVERSION CHART at TAG-2-2, this appendix. 2. 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). 3. See pageCC-9-1 (Performance Step Evaluation Conversion Chart) to convert the steps in the performance evaluations (PT, D&C, Land Navigation, Individual Training and Leadership garrison and tactical) to a grade. 												
SGL Signature/Date			Stud	ent	Signature/Dat	е						

STUDENT HANDOUT 2

Advance Sheet Written Examination

Student	1. For the examination, you
Instructions	 a. Must have your own references for the examination (no sharing). b. May use advance sheets, practical exercises, appropriate publications issued for the course, and personal notes. c. May <u>NOT</u> have cell phones or beepers in your possession while testing. d. May use computers issued by the NCOA that has references stored on the computer. Computers may not have the ability to communicate with other students' computers. 2. You must bring to class a. Two #2 pencils with erasers.
	b. All references issued for the below listed lessons.
Examination	 This examination consists of 40-questions. Each question has a value of 2.5 points. Answering 28 questions correctly will give you a 70 percent grade that is the minimum passing score. A passing score is a graduation requirement. You will have 120-minutes to complete the test. After the test your instructor will discuss the correct answers during a 30-minute After Action
	Review.
	3. This examination tests your knowledge of the following lessons:
	 a. L221, Introduction to Army Leadership b. L222, What a Leader Must Be, Know, Do c. L223, Human Dimension Role in Leader Development. d. L224, The Four Direct Leadership Skills, e. L225, The Three Direct Leadership Actions. f. L226, Maintain Discipline, g. L227, Enforce the Equal Opportunity Program. h. L228, Conduct Developmental Counseling i. L229, Financial Management j. T223, Training the Force k. T229, Wear and Appearance of the Uniform l. T230, Supervise PMCS

Examination, continued	 m. T231, Supply Procedures n. W221, Map Reading o. W222, Combat Orders p. W223, Conduct Movement
Retest	In the event you should fail the initial examination, you will receive remedial training and one retest.

STUDENT HANDOUT 3

Advance Sheet Army Physical Fitness Test (APFT)

APFT Test Requirements	 You must take the APFT as a graduation requirement. SGLs will administer the APFT IAW FM 21-20, Chap 14.
Student Instructions	 The following ratings apply towards graduation and honors: 0-179 rates UNSATISFACTORY. 180-259 rates SATISFACTORY. 260-300 rates SUPERIOR. Retest is SATISFACTORY with a maximum score of 70 percent. If you possess a permanent profile, the following procedures apply: 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 the 2-mile run or 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. (REF: AR 600-8-19, Chap 3, para 3-49b)
Retest	In the event you should fail the APFT, you will receive remedial training and retest one time prior to graduation. You must retake the entire APFT. If you fail the retest, it is a mandatory dismissal from the course for failure to meet APFT standards.

			202							07(
UN	SAT	-	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
SA	Α Τ	-	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	SUPE	RIOR		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

APFT ACADEMIC CONVERSION CHART

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 and receive a GO they will receive a score for that event equal to the average of the scores for the push-up and sit-up events.

3. The above chart has a weight of 100 percent as its basis.

(REF: AR 600-8-19, Chap 3, para 3-49b(1) and FM 21-20)

STUDENT HANDOUT 4

Advance Sheet Army Physical Fitness--Train the Trainer Test (T224)

 This performance test measures your ability to properly conduct an Army physical fitness training session. You and your fellow classmate must plan the PT session and correctly perform 16 or more of the 23 performance steps overall to achieve a GO. Although you are leading the PT session with your fellow classmate, your SGL will grade you separately. A GO is a graduation requirement. You have 50 minutes, plus or minus 10 minutes, to complete this performance evaluation test.
3. You must
 a. Form an extended rectangular formation. b. Lead the PT group in warm-up exercises. c. Lead a PT session that includes at least one push-up/sit-up, improvement exercise or an aerobic event. d. Conduct a cool-down, and reassemble the group into a normal interval formation.
4. Your academic score derives from dividing the number of correct berformance 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. Retest is SATISFACTORY with a maximum 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 <u>NOT</u> use notes/cue cards during he evaluation.
In the event you should fail the initial examination, you will receive remedial raining and retest one time. You must retake the entire test. A failure of the retest initiates dismissal procedures.

Advance Sheet Army Physical Fitness Performance Test Sheet (T224)

STUDENT RANK & NAME (Last, First, MI):			STUDEN	NT NO:	
				10	
SGL RANK & NAME:	SQUAD	1	CLASS NO:		
Performance Step	Initial Te Date:	est	Retest Date:		
EXTENDED RECTANGULAR FORMATION:	GO	NO GO	GO	NO GO	
Squad, ATTENTION					
Extend to the left, MARCH					
Arms downward, MOVE					
Left, FACE					
Extend to the left, MARCH					
Arms downward, MOVE					
Right, FACE					
From front to rear, COUNT OFF					
Even numbers to the left, UNCOVER					
CONDUCTS WARM-UP:	GO	NO GO	GO	NO GO	
Identifies each stretching exercise					
Leads group in execution of stretches					
Holds stretch for 10-15 seconds/rotations 5-10 seconds					
Conducts warm-up for 5-7 minutes/focuses on muscles targeted					
LEADS EXERCISE SESSION:	GO	NO GO	GO	NO GO	
Prepared / organized / confident / knowledgeable					
Provides sufficient training intensity					
Avoids extreme formality that emphasizes form over substance					
Avoids long rest periods that interfere with progress					
CONDUCTS COOL-DOWN:	GO	NO GO	GO	NO GO	
Identifies each cool-down stretch					
Leads group in execution of each stretch					
Executes stretch for proper length of time (12 sec or more)					
Performs cool-down adequately (5-7 minutes - on muscles used)					
ENDS SESSION::	GO	NO GO	GO	NO GO	
Squad, ATTENTION					
Assemble to the right, MARCH					
RATING: 0-69 = Unsatisfactory 70-89 = Satisfactory 90-100 Superior Retest is satisfactory with a minimum score of 70 percent.	Score		Score		
Superior -0=100% -1=96% -2=91% Satisfactory -3=87% -4=83% -5=78%	-6=74% -	7=70%	Jnsatisfacto	ory -8=65%	

STUDENT HANDOUT 5

Advance Sheet Drill and Ceremonies (D&C) Test (T228)

Student Instructions	1. You must give the appropriate commands for personnel to execute individual drill movements and march in unison as well as execute the movements required IAW FM 3-21.5. You must correctly perform 16 or more of the 23 performance steps to achieve a GO. A GO is a graduation requirement.
	2. 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. 0-69 rates UNSATISFACTORY. b. 70-89 rates SATISFACTORY. c. 90-100 rates SUPERIOR. d. Retest is SATISFACTORY with a maximum score of 70 percent
	3. You may correct an erroneous command without penalty by using the command of "As you were," prior to the command of execution, making the correction, and then continuing. You may <u>NOT</u> use notes/cue cards during the evaluation.
Retest	In the event you should fail the initial examination, you will receive remedial training and retest one time. You must retake the entire test. A failure of the retest initiates dismissal procedures.
Performance Steps	The following tables identify the drill movements you must perform during the evaluation:

Advance Sheet Drill and Ceremony Performance Test Sheet (T228)

STUDENT RANK & NAME			STUDEN	IT NO:		
(Last, First, MI): SGL RANK & NAME:	SQUAD:		CLASS NO:			
	OQUAD.	OQUAD.		vo .		
Performance Step	Initial Tes Date:	Initial Test Date:				
FORMING THE SQUAD:	GO	NO GO	GO	NO GO		
Assumes the position of attention 3 steps in front and centered on squad	NA	NA	NA	NA		
Commands, FALL IN						
Form the squad in line formation						
Present, ARMS						
Order, ARMS						
REST POSITIONS AT THE HALT:	GO	NO GO	GO	NO GO		
Parade, REST						
Stand-at, EASE						
AT EASE						
REST						
FACING MOVEMENT:	GO	NO GO	GO	NO GO		
Left, FACE						
Right, FACE						
About, FACE						
MARCH THE SQUAD:	GO	NO GO	GO	NO GO		
Column Left, MARCH						
Column Right, MARCH						
Column Half Right, MARCH						
Column Half Left, MARCH						
Left Flank, MARCH						
Right Flank, MARCH						
Rear March, MARCH						
Left Step, MARCH						
Right Step, MARCH						
END PERFORMANCE:	GO	NO GO	GO	NO GO		
Cadence						
Command Voice						
Dismiss the Squad						
RATING: 0-69 = Unsatisfactory 70-89 = Satisfactory 90-100 = Superior Retest is satisfactory with a minimum score of 70 percent.	Score		Score			
Superior -0=100% -1=96% -2=91% Satisfactory -3=87% -4=83% -5=78%	-6=74% -7	′=70% Un	satisfactor	v -8=65%		

STUDENT HANDOUT 6

Advance Sheet Individual Training Test (T223)

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. Have 30-minutes to rehearse the training at which time the SGL will provide you feedback. c. Train the task in 30 minutes (plus or minus 10 minutes). d. Use study time to prepare. e. Follow the procedures in FM 7-1 (Battle Focused Training) in the preparation and conduct of the training. f. Need all reference material supplied for this lesson. g. Notify your SGL if you should require additional training aids. h. Conduct and complete a Risk Management Worksheet for the task you train IAW FM 100-14. 3. You must correctly perform 14 or more of the 20 performance steps overall to achieve a GO. A GO is a graduation requirement. Your derive at 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. Retest is SATISFACTORY with a maximum score of 70 percent
	5. The SGL will provide you with the exact time and date you must present your training session.
Retest	In the event you should fail the initial examination, you will receive remedial training and retest one time. You must retake the entire test. A failure of the retest will initiate dismissal procedures.

Individual Training Performance Test Sheet (T223)

STUDENT RANK & NAME (Last, First, MI):	S			STUDENT NO:		
SGL RANK & NAME:		SQUAD:		CLASS NO:		
INDIVIDUAL TASK:						
Performance Step	Reh Dat	earsal e	Init.T	est Date	Rete	st Date
PREPARATION FOR TRAINING:	GO	NO GO	GO	NO GO	GO	NO GO
Selected tasks						
Planned the training						
Trained the trainer						
Reconnoitered the site						
Implemented hazard controls						
Issued training plan						
Rehearsed						
Conducted pre-execution checks						
PRESENTATION OF TRAINING:	GO	NO GO	GO	NO GO	GO	NO GO
Prepared soldiers for training						
Stated ask, conditions, and standards from T&EO						
Briefed risk assessment, safety requirements, environmental conditions						
Demonstrated task to standard from T&EO						
PERFORMANCE OF TRAINING:	GO	NO GO	GO	NO GO	GO	NO GO
Restated conditions and standards						
Evaluated each soldier's ability to perform task to standard IAW T&EO						
Recorded the results of the training						
CONDUCT OF AAR:	GO	NO GO	GO	NO GO	GO	NO GO
Reviewed what was supposed to happen						
Established what happened						
Determined what was right or wrong						
Determined how to do it better next time						
Conducted or scheduled retraining and re-execution of task to standard.						
RATING: 0-69 = Unsatisfactory 70-89 = Satisfactory 90-100 = Superior Retest is satisfactory with a minimum score of 70 percent.	Sco	e	Score	Э	Score	9
Superior -0=100% -1=95% -2=90% Satisfactory -3=85% -4=80% -5=75% -6	=70%	Unsatis	sfactory	-7=65%	1	

STUDENT HANDOUT 7

Advance Sheet Land Navigation Test (W226)

Student Instructions	1. 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 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. Should you fail, you will receive one retest and you must complete the performance steps in their entirety.
	3. The following ratings apply towards graduation and honors:
-	 a. 0-50 rates UNSATISFACTORY. b. 75 rates SATISFACTORY. c. 100 rates SUPERIOR. d. Retest rates as SATISFACTORY with a maximum score of 70 percent.
Retest	In the event you should fail the initial examination, you will receive remedial training and one retest. You must retake the entire test. A failure of the retest will initiate dismissal procedures.

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STUDENT HANDOUT 8

Advance Sheet Demonstrated Leadership Test

Instructions to Students	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 will evaluate you, and in order to receive a GO, you must perform:
	a. Twelve or more of the 16 steps in your garrison leadership.b. Twenty or more of the 28 steps in your tactical leadership evaluation.
	2. You derive at your academic score by dividing the umber of correct performance steps by the total number of performance steps. The following rating apply toward graduation and honors:
	 a. 0-69 rates UNSATISFACTORY. b. 70-89 rates SATISFACTORY. c. 90-100 rates SUPERIOR. d. Retest is SATISFACTORY with a maximum score of 70 percent.
Retest	In the event you should fail the initial examination, you will receive remedial training and one retest. You must retake the entire test. A failure of the retest will initiate dismissal procedures.
Performance Steps	The following tables identify the leadership performance indicators your evaluation will consist of in garrison and during the STX:

Advance Sheet Demonstrated Leadership (<u>GARRISON</u>) Performance Evaluation Test Sheet

Student Na		#:	Signature:		Date:		
Rank:	SGL Name:		LDRSHP Position evaluated:				
PERFOR	MANCE INDICATORS	:		IN	ITIAL	R	ETEST
ARMY V	ALUES			GO	NO GO	GO	NO GO
Loyalty	Participated fully while in leaders	hip position;	Committed to squads goals;				
5 5		orked within	the system without manipulating it				
	for personal gain.						
Duty	Fulfilled obligations; Carried out						
	standards: Set the example; Com excellence.	iplied with po	blicies and directives; Pursued				
Respect		ted a climate	of fairness and equal opportunity;				
Respect	Discreet and tactful; Showed con						
	advantage of position.						
Selfless	Put welfare of squad and fellow s	oldiers ahead	of his own; Sustained team				
Service	morale; Shared in team's hardship	os; Gave cre	dit for success to others; Accepted				
	responsibility for actions.						
Honor	Lived up to and demonstrated Arr	ny values; C	completely honest and accepted				
	nothing less from others.	11					
Integrity	Honest in word and deed; Showe		ssed high personal moral standards;				
	being right ahead of being popula		Judgment and benavior, Placed				
Personal	Demonstrated physical and moral	courage. To	ok responsibility for decisions and				
Courage	actions; Accepted responsibility						
INFLUE				GO	NO GO	GO	NO GO
_	Displayed good oral, written, and	listoning skil	lls: Darsuadad othars: Exprassed	GO	NO GO	60	NO GO
Communi-	thoughts and ideas clearly to indiv						
cation	Employed sound judgment and lo						
Decision			situations; Acted in the absence of				
Making	guidance; Followed up on assign						
Motivating	Inspired and encouraged others;						
	timely and positive feedback; Ch						
	improve; Motivated participant in	n the classroo	om.				
OPERAT	TING			GO	NO GO	GO	NO GO
Planning/	Successfully planned and prepare						
Preparing		class; Cond	ucted the training within the intent				
	of the SGL's instructions.	1					
Executing			requirements; Executed plans and				
Aggagging	adjusted as needed; Kept track of Conducted AAR to identify lesson			-			
Assessing	progress; Used assessments to im		Josef ved and assessed actions in				
IMPROV	· · ·	iprove.		GO	NO GO	GO	NO GO
Developing	Set the examplePersonal appear	ance display	ing high standards off duty.	00		00	
Developing	Worked to improve self, others, a						
			ve organizational climate; Improved				
	on weaknesses.	1					
Building	Promoted and encouraged teamwo						
	player; Fostered a healthy ethical						
	though they were his own; Encou						
Learning		elf-improven	nent in weak areas; Applied lessons				
	learned; Asked questions.			6007		6007	
	-69 = Unsatisfactory 70-89 =			SCOR	E:	SCOR	CE:
	Retest is satisfactory with a minir			<u> </u>	• .	1	
Superior	-0=100% -1=94% Satisf	actory -2	=88% -3=81% -4=75% L	Insatis	factory -5	=69%	

STUDENT RANK & NAME		STUDENT	NO:		
SGL RANK & NAME: Position:		CLASS NO:			
Performance Step	Initia Date	ll Test ::	Retest Date:		
TROOP LEADING PROCEDURES:	GO	NO GO	GO	NO GO	
Received the Mission					
Issued the warning order					
Made a tentative plan					
Started the necessary movement					
Reconnoitered the area					
Completed the plan					
Issued the operation order					
Provided proper supervision					
Conducted Precombat checks					
MENTAL ATTRIBUTES:	GO	NO GO	GO	NO GO	
Showed desire to succeeddid not quit in the face of adversity					
Thought and acted quickly and logically (with no clear instructions, or plan fell apart)					
Embraced/used the talents of all team members to build team cohesion					
PHYSICAL ATTRIBUTES:	GO	NO GO	GO	NO GO	
Coped with hardship					
Continued to function under adverse conditions					
INTERPERSONAL SKILLS:	GO	NO GO	GO	NO GO	
Readily interacted with others					
Actively contributed to problem solving and decision making					
CONCEPTUAL SKILLS:	GO	NO GO	GO	NO GO	
Used appropriate reference materials					
Paid attention to detail					
TACTICAL SKILLS:	GO	NO GO	GO	NO GO	
Combined and applied skills w/people, ideas, and things to accomplish missions					
Applies skills w/people, ideas, and things to train for, plan, prepare, execute and assess					
offensive, defensive, and support actions					
COMMUNICATION SKILLS:	GO	NO GO	GO	NO GO	
Used appropriate visual signals					
Kept subordinates informed, issued clear concise orders					
DECISION MAKING:	GO	NO GO	GO	NO GO	
Considered safety, impact, and implication of decision on others					
Took charge when in charge					
Employed sound judgment and logical reasoning					
Acted in the absence of orders					
MOVTIVATING:	GO	NO GO	GO	NO GO	
Inspired, encouraged, and guided others toward mission accomplishment					
Didn't show discouragement when faced with a setback.					
RATING: 0-69 = Unsatisfactory 70-89 = Satisfactory 90-100 = Superior	Sco	re	Score		
Retest is satisfactory with a minimum score of 70 percent.					
Superior -0=100% -1=96% -2=93% Satisfactory -3=89% -4=86% -5=82% -6=79% -7=75%	6 -8=71%	Unsatisfa	actory -9	=68%	

Demonstrated Leadership (Tactical) Performance Evaluation Sheet

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CCQ-1 and CCQ-2

APPENDIX D

End of Course Critique

This Appendix Contains	This appendix contains the items listed in this table	
	Item	Page(s)
	End-Of-Course Critique Questionnaire Guidance	CG-1

End-Of-Course Critique (EOCC) Questionnaire

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Overview	This end-of-course critique questionnaire (CCQ) is the basis for improving the quality of the educational services provided to students.
Instructions to SGL	1. Have students complete this questionnaire as close as possible to the end of the course.
	2. SGLs must
	a. Ensure each student completes a questionnaire.b. Provide adequate time for the students to complete the questionnaire.c. Request that each student be honest and encourage written comments.
	d. Create a nonthreatening atmosphere to encourage openness and candor.
	e. <u>Not</u> require the students to provide identification on the form.
	3. For those academies having access to the Army Information System (AIMS), students must prepare and submit written comments on a separate sheet of paper.
	4. Commandants <u>will not</u> penalize a student for responses made in relationship to this questionnaire.
	5. Commandants must consolidate the responses and provide the information to USASMA. This will help USASMA and the NCOA build upon the positive and correct the negative aspects of training content and conditions.
	(REF: AR 350-1, para 4-3)
Instructions to Students	This critique addresses areas you encountered throughout the course. Please read each question carefully. After reading the question, select the response that most accurately reflects your opinion. Please record your response by filling in the circled number that corresponds to your feelings about the question if using a mark-sense form. If using the form itself, place an X in the block that applies.

End Of Course Critique Questionnaire Guidance

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END OF COURSE CRITIQUE QUESTIONNAIRE						
AREA OF CONCENTRATION	Eva	luat	ion			
This end-of-course critique questionnaire (CCQ) is the basis for improving the quality of the educational services provided to students. This critique addresses areas you encountered throughout the course. Please read each statement carefully. After reading the statements, select the response that most accurately reflects your opinion by placing an "X" in the corresponding box <u>THERE IS NO REQUIREMENT TO IDENTIFY</u> <u>YOURSELF IN ANY WAY</u> .	STRONGLY AGREE	AGREE	UNSURE	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE
NOTIFICATION PROCESS					-	D.T.(A
1. My unit notified me well in advance of my acceptance into the course.		2	3	4	5	N/A
2. My unit assisted me in preparing for the course.	1	2	3	4	5	N/A
3. I received my orders well in advance of the reporting date.	1	2	3	4	5	N/A
4. The student information/welcome packet provided all the information I needed.	1	2	3	4	5	N/A
5. I received the student information/welcome packet well in advance.	1	2	3	4	5	N/A
6. I was fully prepared for the course.	1	2	3	4	5	N/A
COURSE CONTENT						
1. The staff thoroughly explained WLC graduation requirements.	1	2	3	4	5	N/A
2. I understood the expectations of me as a student in WLC.	1	2	3	4	5	N/A
3. The SGLs displayed a thorough knowledge of the subject matter.	1	2	3	4	5	N/A
4. The SGLs involved the students in the course subject matter.	1	2	3	4	5	N/A
5. The SGLs responded adequately to questions or needs for help.	1	2	3	4	5	N/A
6. The SGLs conducted the training in a clear, organized, and interesting manner.	1	2	3	4	5	N/A
7. The lessons were in a logical sequence for training.	1	2	3	4	5	N/A
8. Course materials were useful and adequate for the training.	1	2	3	4	5	N/A
9. The training I received was important to me in my career development.	1	2	3	4	5	N/A
10. The training I received improved my leadership skills.	1	2	3	4	5	N/A
11. The training I received was at the appropriate level for my rank/grade.	1	2	3	4	5	N/A
12. Group discussion helped support my learning experience.	1	2	3	4		N/A
13. Interaction with the SGLs helped support my learning experience.	1	2	3	4	5	N/A
14. Interaction with my fellow soldiers helped support my learning experience.	1	2	3	4	5	N/A
15. Student handouts were adequate.	1	2	3	4	5	N/A
16. Student handouts/advance sheets helped support my learning experience.	1	2	3	4	5	N/A
17. Role-playing helped support my learning experience.	1	2	3	4	5	N/A
18. Training aids, devices, simulators, and simulations (TADSS) helped support my learning experience.	1	2	3	4	5	N/A
19. TADSS used were adequate.	20.	2	3	4	5	N/A
21. The requirement to conduct an individual training session helped support my	20.	2	3	4		N/A
learning experience.						

END OF COURSE CRITIQUE QUESTIONNAIRE, Con't

21. The requirement to perform in a leadership position helped support my learning experience.	1	2	3	4	5	N/A
22. The advance sheets helped me better prepare for training.	1	2	3	4	5	N/A
23. I feel even though the training days were usually long and busy, my time was	1	2	3	4		N/A
productive.						
24. I feel more confident about assuming a leadership position after having completed this course.	1	2	3	4	5	N/A
25. This course exceeded my expectations.	1	2	3	4	5	N/A
COURSE SUPPORT						
1. My administrative inprocessing was efficient and professional.	1	2	3	4	5	N/A
2. My logistical (supply) inprocessing was efficient and professional.	1	2	3	4	5	N/A
3. The administrative, logistical, and operational support during the course was adequate.	1	2	3	4	5	N/A
4. Received materials with adequate time to prepare for training.	1	2	3	4	5	N/A
FACILITIES AND SERVICES						
1. The billeting was comfortable.	1	2	3	4	5	N/A
2. The classrooms were adequate for student to instructor ratio.	1	2	3	4	5	N/A
3. The dining facility						
a. Staff members were efficient and professional.	1	2	3	4		N/A
b. Provided tasty, well prepared meals.	1	2	3	4	5	N/A
c. Meals were nutritious.	1	2	3	4		N/A
d. Provided ample meal portions.	1	2	3	4	5	N/A
	SUPERIOR	EXCELLENT	SATISFACTORY	FAIR	POOR	
MY OVERALL RATING OF THE NOTIFICATION PROCESS IS:	1	2	3	4	5	
MY OVERALL RATING OF THE COURSE CONTENT IS:	1	2	3	4	5	
MY OVERALL RATING OF THE COURSE SUPPORT IS:	1	2	3	4	5	
MY OVERALL RATING OF THE FACILITIES AND SERVICE IS:	1	2	3	4	5	
REMARKS : I would like to bring the following item(s) to the Commandant's atte	ntio	n reg	garo	ling	the	
notification process, course content, course support, or facilities and services:						

Check here if you needed to make additional comments on the back of this form.

APPENDIX E

Student Developmental Counseling

This Appendix Contains	This appendix contains the items listed in this table		
	Item	Page(s)	
	Student Developmental Counseling Requirements	SDC-1	
	Student Recognition	SDC-2	
	Service School Academic Evaluation Report		
	(AER)	SDC-3	
	Academic and Performance Honors SDC-8		
	Leadership Assessment and Development	SDC-8	
	Developmental Counseling Form, DA Form 4856	SDC-10	
	Example Student Developmental Counseling		
	Form, DA Form 4856 (Initial		
	Reception/Integration) DCF-1		
	Example Student Developmental Counseling		
	Form, DA Form 4856 (APFT Failure) DCF-2-1		
	Peer Leadership Assessment Form LAF-1-1		
	Self Leadership Assessment Form	LAF-2-1	

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This appendix contains an example of a Student Developmental NOTE: Counseling Form that commandants may use.

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STUDENT DEVELOPMENTAL COUNSELING REQUIREMENTS

Student Developmental Counseling Requirements	 Developmental counseling is a means of assisting and developing students and subordinates. As an SGL, your counseling should include Praise and reward for good performance. Stressing the importance of teamwork. Feedback on strengths or weaknesses. Assisting students in attaining required standards or correcting adverse behavior. Persuading students to set personal and professional goals. Helping students resolve personal problems. Providing assessment and guiding the students in a self-assessment (use the leadership assessment forms in this appendix to aid in the overall assessment of the students' leadership evaluations).
	2. Feedback is essential for students to know how they are performing and where they stand in the course. Developmental counseling is one of the most important tools of leader development feedback at WLC. Instructors must continually counsel students on both the strengths and weaknesses of their performance throughout the course. All counseling must explain the students' progress to date. Small group leaders must conduct the following counseling as a minimum:
	 a. <u>Initial counseling</u>. By using reception and integration counseling you should determine whether or not a soldier has any personal problems or outside distracters that would interfere with his 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 5286 requirement. b. <u>After any test failure or retest failure</u>. c. <u>Midcourse Developmental Counseling</u>. Progress to date. d. <u>Comprehensive End-of-Course-Developmental Counseling</u>.
	 Suggested/recommended counseling techniques with SGLs using the Check Sheets: Use check sheets to check off the GOs and NO GOs. Make comments in the margins, or on the back of the check sheets, or attached addendum, concerning the soldier's demonstrated strengths and weaknesses. Use the check sheet to ensure the group covers the strengths and weaknesses of the soldier during the conduct of the AAR, that is

Student Developmental Counseling Requirements, cont	 conducted following each performance or testing event. This provides the soldier immediate feedback and counseling. d. When the time comes for the mid-term or end-of-course counseling, (depending on when the student performed the event) the SGL will refer to the check sheets and addendums (if used) to make entries on the counseling form for providing the student with how he performed, detailing his strengths and weaknesses and providing recommendations on how to improve. e. Refer to all examinations in counseling and official records as "written examinations" or "performance evaluation tests." f. The SGL will consolidate and analyze student performance evaluations near the end of the course and provide students documented feedback in the form of a Developmental Action Plan (DAP). The DAP will identify the students strengths, weaknesses, and developmental needs. g. Conduct counseling as you have taught it. h. Conduct all counseling using DA Form 4856 IAW FM 22-100. 4. This CMP does not limit SGLs to the general indicators in FM 22-100, App B, but SGLs must be precise, objective, and fair in the developmental 	
	counseling process.	
	5. Counseling records play a major role in the event of favorable or unfavorable administrative personnel actions.	
	6. The student developmental counseling process satisfies the requirements of the Leadership Development Plan (LDP) in TR 351-10.	
	(REF: TR 350-10, Chap 2, para 2-7g and para 2-20b(2), TR 350-18, Chap 3, para 3-29, and FM 22-100, App B and C)	
Student Recognition	1. Present all students who meet course completion criteria with a training proponent diploma. Diplomas must contain as a minimum the student's full name, grade, 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).	

Student Recognition, continued	3. Commandants may issue other types of recognition/certificates in addition to the above. Enter all recognitions/awards on DA Form 1059. (REF: TR 350-18, Chap 3, para 3-3 and 3-30, TR 351-10, Chap 2, para 2-7g(5) and para 2-16d)			
Service School Academic Evaluation Report (AER)	 Commandants will ensure that the SGL completes the report in sufficient time to counsel the student and determine the specific procedures for preparation of the AER. Blocks 1 through 12. The SGL verifies the accuracy of each entry IAW AR 623-1, Chap 2, para 2-8, Items 1 through 12. Blocks 13 and 14. Completed by the SGL IAW the following guidance and AR 623-1, Chap 2, para 2-8, Items 13 and 14. Do <u>NOT</u> use peer evaluations to determine the performance summary. Blocks 15 through 18. Completed IAW AR 623-1, Chap 2, para 2-8, Items 15 and 18. Do <u>NOT</u> use peer evaluations to determine the performance summary. All comments must be on a face-to-face personal basis, based on the developmental counseling process and not comments taken from a "one comment fits all" list. The commandant's goal must be to provide the students with a copy of their AER on graduation day. At a minimum, students will see their draft AER before departure. The AER provides students and their chain of command a clear and concise evaluation of the students' performance during training. Prepare and distribute AERs IAW AR 623-1, to include adverse AERs. This does preclude preparation in database format. NOTE: For the following entries, SGLs must justify all ratings in a clear and concise developmental counseling record. SGLs must also base entries on their observations of the students throughout the course. SGLs will annotate retest scores in the student's records along with counseling and remediation documentation. Students who require and pass a retest will receive the minimum passing score for that event, and the SGL must lautomatically remove the student from class honors consideration. 			

Service School5. Entries for AER Block 13, "PERFORMANCE SUMMARY," DAAcademicFORM 1059.Evaluation		
Evaluation Report (AER), continued	a. " <u>EXCEEDED COURSE STANDARDS</u> ." (Will not exceed 20 percent of the class enrollment). The following guidelines represent the minimum considerations for this rating:	
	 Displayed superior performance, Army values, and the "Whole Soldier Concept" throughout the course. Received a first time GO on all examinations/performance evaluations/APFT. Have an overall grade point average of 90 percent or higher on the combined requirements in (2) above. Have a SUPERIOR rating in three or more rated "Demonstrated Abilities" blocks, Block14, DA Form 1059. Did not receive any adverse developmental counseling. Presented superior military appearance and bearing throughout the course. 	
	NOTE: If more than 20 percent of the students exceed course standards, use the students' grade point averages in ascending order to determine class standing. Use the actual APFT score for breaking any ties.	
	b. " <u>ACHIEVED COURSE STANDARDS</u> ." For students who achieve course standards, but do not meet the above criteria, the following guidelines represent the minimum considerations for this rating:	
	 Have an overall grade point average of 70 percent or higher, this includes all examinations/performance evaluations/APFT. Have not received more than two adverse developmental counselings (neither for the same offense-excludes counseling for academic shortcoming). Have as a minimum, a satisfactory rating in the "Demonstrated Abilities" in Block 14b, c, and e, of the AER. 	
	c. " <u>MARGINALLY ACHIEVED COURSE STANDARDS</u> ." For students who achieve course standards but do not meet the above criteria, the following guidelines represent the minimum considerations for this rating:	
	 Received a minimum of "Satisfactory" ratings in block 14b, c, d and e but required retesting on fifty percent or more course graduation requirements. 	

Service School Academic Evaluation Report (AER), continued	(2) (3)	Received three or more adverse developmental counselings (excluding counseling for academic shortcomings). Refer these students to the commandant for dismissal consideration. Students whose personal characteristics, behavior, attitude, conduct, or overall performance does not justify dismissal but warrants documentation.	
	d. " <u>FA</u>	ALLED TO ACHIEVE COURSE STANDARDS." criteria.	
	(1) (2)	Failed to meet any course graduation requirement or Dismissed from the course IAW regulatory guidance.	
		for AER Block 14, "DEMONSTRATED ABILITIES," DA i9. The following criteria lists the minimum requirements:	
	b. "OF	RITTEN COMMUNICATION" criteria: Not evaluated. RAL COMMUNICATION" criteria. Place an "X" in the ropriate block based on the following guidelines:	
	(1)	SUPERIOR: The student must have	
	(a) (b)	Received a first time GO and an overall grade point average of 90 percent or above on the train the trainer, D&C, and individual training performance evaluations. Voluntarily participated in small group discussions and fostered positive two-way clear, concise, and verbal communications throughout the course.	
	(2)	SATISFACTORY: The student must have	
	(a)	An overall grade point average of 70 to 89 percent on the train the trainer, D&C, and individual training performance evaluations.	
	(b)	Participated satisfactorily in small group discussions throughout the course.	
	(REF: AR	350-1, para 3-18 and AR 623-1, Chap 1 and 2)	
	(3)	UNSATISFACTORY: The student	
	(a)	Received an UNSATISFACTORY rating in any one of the train the trainer, D&C, or individual training final performance evaluations.	

(b) Received two or more counseling statements for failure to participate in small group discussion.

Service School (c) Was dismissed from the course for disciplinary or other adverse Academic reasons. **Evaluation** Report (AER), "LEADERSHIP SKILLS" criteria. Place an "X" in the appropriate C. continued block based on the following guidelines: (1)SUPERIOR: The student must have received a first time GO and an overall grade point average of 90 percent or above on the demonstrated leadership performance evaluations, land navigation, and received no adverse counseling. (2) SATISFACTORY: The student must have an overall grade point average of 70 to 89 percent in the demonstrated leadership performance evaluations and land navigation. UNSATISFACTORY: The student--(3) Received an UNSATISFACTORY rating while serving in a (a) leadership position or on the land navigation evaluation, Was dismissed from the course for adverse reasons. (b) "CONTRIBUTION TO GROUP WORK" criteria. Place an "X" in d the appropriate block based on the following guidelines: (1) SUPERIOR: The student--(a) Received no adverse developmental counseling relating to poor class participation, disruptive behavior, etc. Consistently participated in classroom discussions and projects (b) above and beyond that of their fellow students. On his own provided assistance to fellow students in (c) understanding difficult teaching points. **NOTE**: Based on SGL observations. SATISFACTORY: The student--(2)(a) Received no more than two adverse developmental counseling's relating to poor class participation, disruptive behavior, etc. Made an effort to actively participate in classroom discussions. (b) UNSATISFACTORY: The student--(3)(a) Received three or more adverse developmental counselings relating to class participation, e.g., poor participation, disruptive behavior, failure to complete homework assignments. Failed to be a team player during class or other small-group (b) activities.

Service School e. "EVALUATION OF STUDENT'S RESEARCH ABILITY" criteria. Place an "X" in the appropriate block based on the following Academic **Evaluation** guidelines: Report (AER), continued (1)SUPERIOR: The student--Received a first time GO and a grade of 90 percent or higher (a) on the written examination. Received no adverse developmental counseling for failing to (b) complete prior to or after class practical exercises/requirements. (2)SATISFACTORY: The student--Received a grade of 70 to 89 percent on the written (a) examination. (b) Received no more than two adverse developmental counseling's for failing to complete prior to or after class practical exercises/requirements. UNSATISFACTORY: The student--(3) Received a final failing score on the written examination. (a) Received more than two adverse developmental counselings (b) for failing to complete prior to or after class requirements, e.g., practical exercises, readings, or failure to prepare for class. **NOTE:** • MSG DAPE DTG 271500Z SEP 01 changes the input timeline for posting inputs and graduate/non-successful completions to ATRRS to two working days after the scheduled start date and end date of each class for the AC.

(REF: AR 350-1, p 3-18; AR 623-1, Chap 1, para 1-13; and FM 22-100, App B, Performance Indicators)

Academic and Performance Honors	1. <u>COMMANDANT'S LIST GRADUATES</u> : These graduates will not exceed 20 percent of the class enrollment. This percentage includes the Distinguished Honor Graduate. These graduates must have "EXCEEDED COURSE STANDARDS" rating in Block 13a of the AER.			
	2. <u>DISTINGUISHED LEADERSHIP AWARD</u> : There is only one leadership award recipient. Eligible nominees appear before a board. The board will designate the leadership award to the nominee who receives the board's highest evaluation. The nominee must meet the following prerequisites:			
	 a. Received no adverse developmental counseling. b. Received a superior rating in Block14c (Leadership Skills) of their AER. c. Selected by their peers with final recommendation by the SGL. 			
	 <u>DISTINGUISHED HONOR GRADUATE</u>: This graduate is the student who demonstrated superior academic achievement through the "Whole Soldier" concept. This graduate must meet the following prerequisites: 			
	a. All criteria for the commandant's list graduate.b. Have highest overall academic average.c. Have no adverse developmental counseling.			
	 NOTE: In the event of a tie, the commandant will use the score of the written examination as a tiebreaker for these honors. If they are the same, the commandant will use the APFT score. The DA-1059 for the soldier must reflect the type of recognition awarded to receive the promotion points. 			
	(REF: AR 600-8-19; AR 623-1; TR 350-18, Chap 3, para 3-3 and 3-30; and TR 350-10, Chap 2, para 2-16d and para 2-7g(5))			
Leadership Assessment and Development	 The purpose of the Leadership Assessment Form (LAF) is to aid the soldier in future leader self-development efforts after departing the NCOA. SGLs will base their leadership assessment of the soldier on the demonstrated leadership evaluations (garrison and tactical). 			

Leadership	3. LAFs allow the students to actually see how their fellow students and
Assessment and	SGL viewed their leadership abilities, compare these views to how they
Development,	rated their own performance, and identify leadership indicators they need to
continued	focus on for their self-development efforts back in their organizations.

4. Provide the original copies of the LAFs to the student for use back in their organizations. They are not a part of the required student records for maintenance.

5. The information provided on the following sample DA Form 4856 is the minimum essential requirement for reception/integration (initial) developmental counseling session.

(REF: TRADOC Reg 350-10, Chap 2, para 2-20 and FM 22-100, Appendix C)

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OCT 05

For use of this form see FM 22-100; the proponent agency is TRADOC.				
DATA REQUIRED BY THE PRIVACY ACT OF 1974				
	Departmental Regulations; 10 USC 3013			
	To assist leaders in conducting and record For subordinate leader development IAW			
	Disclosure is voluntary.	FWI 22-100. Leaders should us	se this form as necessary.	
		MINISTRATIVE DAT	ΓΑ	
Name (Last, First, MI) Rank / Grade Social Security No. Date of Counseling				
	Tunk / Orude			
Organization	Organization Name and Title of Counselor			
	PART II - BACKO	GROUND INFORMA	TION	
Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leader's facts and observations prior to the counseling.)				
	PART III - SUMI	MARY OF COUNSEI	LING	
	Complete this section during of			
Key Points of Discussion	n•			
Rey I onits of Discussion.				
OTHER INSTRUCTIONS				
This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200				

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Plan of Action: (turtines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific time line for implementation and assessment (Part IV below). Segret disagrees and provides remarks, if appropriate). Individual counseled [] 1 agree [] disagree with the information above. Signature of Individual Counseled: [] Date: [] Icader Responsibilities: (Leader's responsibilities in implementing the plan of action): Signature of Counselor: [] Date: [] Part IV - ASSESSMENT OF THE PLAN OF ACTION Assessment: (Do the plan of action advices the desired results?) This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling: Counselor: [] Individual Counseled: [] Date of Assessment: [] [] Not: Both the counseler and the individual counseled hould retain a record of the counseling.]	DA Form 4856, cont			
agrees/disagrees and provides remarks, if appropriate). Individual counseled I agree disagree with the information above. Signature of Individual Counseled: Date: Leader Responsibilities: (Leader's responsibilities in implementing the plan of action): Signature of Counselor: Date: PART IV - ASSESSMENT OF THE PLAN OF ACTION Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling): Counselor: Date of Assessment:	Plan of Action: (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below).			
agrees/disagrees and provides remarks, if appropriate). Individual counseled I agree disagree with the information above. Signature of Individual Counseled: Date: Leader Responsibilities: (Leader's responsibilities in implementing the plan of action): Signature of Counselor: Date: PART IV - ASSESSMENT OF THE PLAN OF ACTION Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling): Counselor: Date of Assessment:				
agrees/disagrees and provides remarks, if appropriate). Individual counseled I agree disagree with the information above. Signature of Individual Counseled: Date: Leader Responsibilities: (Leader's responsibilities in implementing the plan of action): Signature of Counselor: Date: PART IV - ASSESSMENT OF THE PLAN OF ACTION Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling): Counselor: Date of Assessment:				
agrees/disagrees and provides remarks, if appropriate). Individual counseled I agree disagree with the information above. Signature of Individual Counseled: Date: Leader Responsibilities: (Leader's responsibilities in implementing the plan of action): Signature of Counselor: Date: PART IV - ASSESSMENT OF THE PLAN OF ACTION Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling): Counselor: Date of Assessment:				
agrees/disagrees and provides remarks, if appropriate). Individual counseled I agree disagree with the information above. Signature of Individual Counseled: Date: Leader Responsibilities: (Leader's responsibilities in implementing the plan of action): Signature of Counselor: Date: PART IV - ASSESSMENT OF THE PLAN OF ACTION Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling): Counselor: Date of Assessment:				
Signature of Individual Counseled:			e subordinate understands the plan of action. The subordinate	
Leader Responsibilities: (Leader's responsibilities in implementing the plan of action): Signature of Counselor: Date: PART IV - ASSESSMENT OF THE PLAN OF ACTION Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling): Counselor: Individual Counseled: Date of Assessment:	Individual counseled I agree	disagree with the information abo	ve.	
Signature of Counselor:				
PART IV - ASSESSMENT OF THE PLAN OF ACTION Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling): Counselor:	Leader Responsibilities: (Leader's resp	ponsibilities in implementing the plan of acti	on):	
Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling): Counselor:	Signature of Counselor:		Date:	
Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling): Counselor:	PAR	PART IV - ASSESSMENT OF THE PLAN OF ACTION		
		the desired results? This section is complet	ed by both the leader and the individual counseled and provides useful	
	Counselor: Indi	vidual Counseled:	Date of Assessment.	
and the maintain construction in the construction of the countering.				

DA FORM 4856

DEVELOPMENTAL COUNSELING FORM For use of this form see FM 22-100.

DATA REQUIRED BY THE PRIVACY ACT OF 1974 AUTHORITY: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN) PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates. ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary. DISCLOSURE: Disclosure is voluntary.			
PAR	RT I - ADMINIST	TRATIVE DATA	
Name (Last, First, MI)	Rank / Grade	Social Security No.	Date of Counseling
Organization Name and Title of Counselor			
PART I	I - BACKGROU	ND INFORMATION	
Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leader's facts and observations prior to the counseling.) The purpose of this Initial Reception and Integration counseling is to inform you of the standards of conduct, course graduation requirements, retest criteria, dismissal procedures, examination restrictions, and examination references allowed during testing. This will continue as an ongoing Performance and Professional Growth counseling throughout your attendance at the Warrior Leader Course (WLC). Obviously you have demonstrated your ability to be a leader in the United States Army, or you would not be attending WLC. The following guidelines will enable you to achieve your goals of returning to your unit as a proud graduate of this course, ready for the responsibilities of leading your			
subordinates to accomplish the organization		OF COUNSELING	
		diately subsequent to cou	nseling.
Key Points of Discussion:	8	v •	8
 You must: Conduct yourself in a professional manner at all times. Be at your appointed place of duty at the appointed time. Perform all work on your own unless otherwise instructed. Meet or exceed course graduation requirements. Assess your own capabilities and seek assistance when needed. Avoid actions that are prejudicial to others in the course. Strive to successfully progress academically. Demonstrate motivation and a positive attitude. Review the Student Evaluation Plan to become familiar with course content and training support criteria. At this time inform academy personnel if you feel there are any extenuating circumstances such as fatigue, illness, emotional distress, family or financial problems, etc., that may interfere with your successful completion of this course. 			
 <u>To achieve course graduation requirements, you must;</u> Score 70 percent or higher on Written Examination I. Obtain a minimum score of 60 in each event on the APFT or authorized retest. If on permanent profile obtain a minimum passing score within profile limitations. Achieve a 70 percent or higher for a "GO" on the following Performance Evaluations. Army Physical Fitness Training-Train the Trainer. Drill and Ceremonies. 			

DA FORM 4856, JUN 99

DA FORM 4856-R-E, cont

- Individual Training.
- o Land Navigation. (75%)
- Leadership (Garrison and Tactical).

If you should--

- Fail an initial examination/evaluation; you will receive remedial training and one retest. You must take the test in its entirety in the retest.
- Fail the initial and retest on the same exam/eval you must be considered for elimination from the course IAW AR 350-1.
- Fail an exam/eval and pass the retest, you will receive 70% as the minimum passing score for that exam/eval, and dropped from consideration for honors.

You may be considered for dismissal if your--

- Personal conduct is such that your continuation in WLC is not appropriate.
- Academic progress, demonstrated motivation, attitude, or conduct is prejudicial to others in the course.
- Actions make it extremely unlikely that you can meet course graduation standards.

All examinations are open book. You may---

- Use, advance sheets, practical exercises, appropriate publications issued for the course, personal notes, calculators, and school issued computers.
- Tab recoverable reference material with nonpermanent adhesive tabs, such as Post-its or other means that do not mark or damage the publication.
- Highlight and make notes only on non-recoverable reference material, unless otherwise instructed.
- Only use material that is your own or issued to you by academy personnel for use during the course.
- Not be in possession of cell phones or beepers during examinations.

<u>Student Recognition</u>. Based on your performance throughout the course you have the opportunity for acknowledgment, not only as a graduate, a major accomplishment within itself, but you have the additional opportunity to strive for the following recognition--

- Distinguished honor graduate.
- Distinguished leadership award.
- Commandant's list
 - There is a possibility you may exceed course standards and not receive that recognition. Regulatory guidance allows for no more than 20 percent of the enrolled class to receive honors.
 - Should you retest on any written or performance examination, the NCOA will not consider you for the above graduation recognition.

TEST ADMINISTRATION. It is your responsibility to--

- Inform your SGL If you feel there are any extenuating circumstances such as fatigue, illness, emotional distress, family or financial problems, etc., that may interfere with your ability to take any examination/evaluation prior to testing.
- Not acquire or provide inappropriate assistance before or during any test throughout the course except as instructed (i.e. group activities) and report any such inappropriate assistance before, during, or after any test administration.

OTHER INSTRUCTIONS This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

DA FORM 4856, JUN 99

DA FORM 4856. cont

Plan of Action: (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below).

I will throughout the course--

- Conduct myself in a professional manner at all times. •
- Ensure that I am at my appointed place of duty at the appointed time. •
- Perform all course work on my own unless otherwise directed. •
- Strive to meet or exceed course standards/graduation requirements by diligently applying myself.
- Avoid actions that may be prejudicial to others in the course. •
- To the best of my ability demonstrate positive motivation and attitude at all times. •
- Be personally responsible for all my actions. •
- Attend all required remedial training and seek help from my SGL and peers to identify and overcome shortcomings • should I fail an exam/eval.
- Not damage course materials issued for my use. •
- Use only the material that is mine or issued to me during the course for my use. •
- Review the Student Evaluation Plan to become familiar with course content and course graduation requirements. •
- Not acquire or provide inappropriate assistance before or during any test except as instructed (i.e. group activities) and report any such inappropriate assistance before, during, or after test administration.

Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks, if appropriate).

During this counseling session we discussed the standards of conduct, course graduation requirements, retest criteria, dismissal procedures, examination restrictions, and types of student recognition. It is of utmost importance that you fully understand all of the criteria in order for you to become a graduate of WLC. Completion of this course establishes the foundation for your future training and leader development. Keep this in mind, part of the WARRIOR ETHOS requires unrelenting determination to do what is right and do it with pride while refusing to accept failure. Is there anything that we have discussed that you do not fully understand?

Individual counseled:

I agree disagree with the information above.

Individual counseled remarks:

Signature of Individual Counseled:

Date:	

Leader Responsibilities: (Leader's responsibilities in implementing the plan of action): I am here for you as a mentor and a coach. I will keep you informed of any identified strengths, and in the event of weaknesses, help you identify corrective actions to take. In return, you must also assist me by seeking assistance when you need it.

Signature of Counselor: Date:

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DA FORM 4856, cont

PART IV -	ASSESSMENT	OF THE	PLAN OF	ACTION

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):					
Counselor:	Individual Counseled:	Date of Assessment:			
Note: Both the co	unselor and the individual counseled should retain a record of the	counseling.			

DA FORM 4856 (Reverse)

		DUNSELING FORM				
For use of this form see FM 22-100.						
DATA AUTHORITY: 5 USC 301, Departmental Regulations; 10 U PRINCIPAL PURPOSE: To assist leaders in conducting and ROUTINE USES: For subordinate leader development IAW DISCLOSURE: Disclosure is voluntary.	JSC 3013, Secretary of the direction of	ata pertaining to subordinates.				
PAF	RT I - ADMINIST	FRATIVE DATA				
Name (Last, First, MI)	Rank / Grade	Social Security No.	Date of Counseling			
Organization		Name and Title of Counselor	r			
PART I	I - BACKGROU	ND INFORMATION				
Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leader's facts and observations prior to the counseling.) The purpose of this performance counseling is to inform you, (Rank and Name) that you failed to successfully pass the Army Physical Fitness Test (APFT), the potential consequences, and to develop a plan of action for improving your performance in the future.						
		OF COUNSELING ediately subsequent to court	nseling.			
Key Points of Discussion:	0	× •	0			
Do you have any type of medical condition, at this time, that we may have not been made aware of that could have adversely affected your performance during the APFT? Although it is not the heart of the Army's physical fitness program, the APFT is the primary instrument for evaluating the fitness level of each soldier. You received counseling outlining course graduation requirements and you aware of the fact that a minimum passing score on the APFT is a course graduation requirement. Your failure to meet minimum Army standards is an overall indication of your less than acceptable fitness level/standards and could result in your dismissal from the course. Since this was not a record APFT, there will be no flagging actions or consideration for a bar to reenlistment. However, you must dedicate yourself and exhibit determination to improve your overall level of fitness in order to achieve a minimum passing score. Lets discuss the following:						
 You achieved the following raw scores on the APFT: Push-ups:; Sit-ups:; 2 Mile Run: or Alternate event: You failed (place an "X" in appropriate categories) the following event(s) of the APFT: Push-ups:; Sit-ups:; 2 Mile Run: or Alternate event: Alternate event(If applicable). 						
→ This is the minimum APFT raw score re Push-ups:; Sit-ups:; 2 N Maintaining an appropriate level of physica endeavors are just a few of the physical attr	equirements for yc 1ile Run: al fitness, military	_or Alternate event: bearing, and completing :	·			
This form will be destroyed upon: reassignment (other the notification of loss DA FORM 4856-R-E, JUN 99		rs), separation at ETS, or upon reting s see local directives and AR 635-2				

DA FORM 4856-R-E, cont

complete this section and provide useful information for follow-up counseling): Counselor:					
complete this section and provide useful information for follow-up counseling):					
Assessment: (Did the plan of action achieve the desired results? Both the leader and the individual counseled					
Signature of Counselor: Date:					
I will design a program tailored to address your specific fitness needs. The program regimen will help you improve your area(s) of weakness and overall fitness level. I will keep you informed of any identified strengths; and in the event of weaknesses, help you identify corrective actions to take.					
Leader Responsibilities: (Leader's responsibilities in implementing the plan of action):					
Signature of Individual Counseled: Date:					
Individual counseled remarks:					
Individual counseled: I agree disagree with the information above					
During this counseling session we discussed your inability to achieve a minimum passing score on your APFT. It is of utmost importance that you fully understand a minimum passing score or higher on the APFT is a course graduation requirement. Completion of this course establishes the foundation for your future training and leader development. Is there anything we have discussed that you do not fully understand?					
Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks, if appropriate).					
higher passing score. This is corrective, not punitive in nature, and it will assist you and me to ensure that you are capable of passing your APFT retest. You will take your retest on (enter date, time, and location).					
You will participate in a remedial physical fitness training program conducted concurrently with normally scheduled physical fitness training. It is recommended that you routinely spend some of your personal time to work on your physical conditioning. Achieving Army minimum standards is not difficult, the most important element to being successful is maintaining a positive "can-do" attitude and having the "heart and desire" to achieve a minimum or					
time line for implementation and assessment (Part IV below).)					
time line for implementation and assessment (Part IV below).)					

DA FORM 4856 (Reverse)

PEER LEADERSHIP ASSESSMENT FORM

Student (Being assessed)# Leadership Position The purpose of the peer leadership assessment is to help leaders identify performance indicators on which they may need to focus their self-development efforts. After you complete this assessment, the leader will compare your responses to his/her perception of his/her own leadership ability. Place an "X" in the response block you feel best describes how the soldier actually performed in a leadership position. If you feel you cannot assess the soldier in a particular performance area leave the response block blank. Keep the assessment strictly professional without any personal bias. DO NOT SHOW THE COMPLETED FORM TO OTHERS		AGREE	UNSURE	DISAGREE	STRONGLY DISAGREE
BASIC SOLDIER SKILLS:		-	2		_
Set high standards for his/herself.	1	2	3	4	5
Was competent in basic soldier skills.	1	2	3	4	5
Worked hard to improve basic leadership abilities.	1	2	3	4	5
Sought self-improvement in weak areas. COMMUNICATIONS:	1	2	3	4	5
Issued clear and concise oral orders to soldiers.	1	2	3	4	5
	1	2	3	4	5
Received and interpreted information accurately from superiors and subordinates. Listened closely to others and paid attention.			3	4	5
Conveyed appropriate excitement and enthusiasm needed to motivate subordinates.	1	2	3	4	5
PROFESSIONAL ETHICS:	1	2	5	-	5
Accepted responsibility for decisions and the impact they had on others.	1	2	3	4	5
Was a credible role model and set the proper example for others.		2	3	4	5
Demonstrated moral courage; did what had to be done; stood firm on values, and morals.		2	3	4	5
Was open, honest, and candid when dealing with others.	1	2	3	4	5
DECISION MAKING/PLANNING:					
Was proficient in developing courses of action.	1	2	3	4	5
Established clear priorities and goals.	1	2	3	4	5
Was flexible and did not become frustrated easily.	1	2	3	4	5
Ensured others helped develop plans when appropriate.	1	2	3	4	5
Knew which decisions to make and what to delegate to subordinates.		2	3	4	5
SUPERVISION:					
Gave clear and concise directions; others knew what to do after receiving directions.	1	2	3	4	5
Did not over supervise or micromanage.		2	3	4	5
Did not under supervise or give too little guidance.		2	3	4	5
Knew how to evaluate performance.		2	3	4	5
Controlled and accounted for subordinates.	1	2	3	4	5
Enforced Army standards.			3	4	5
Ensured the task was understood, supervised, and accomplished.				4	5

PEER LEADERSHIP ASSESSMENT FORM, cont

SOLDIER TEAM DEVELOPMENT					
Developed cohesion, spirit, and confidence in team members.	1	2	3	4	5
Actions lead to developing a healthy leadership climate.	1	2	3	4	5
Ensured others received credit for their contributions and accomplishments.	1	2	3	4	5
Accepted the honest mistakes of others as a part of the learning process.	1	2	3	4	5
Instilled discipline in subordinates.	1	2	3	4	5

REMARKS:

Student (Conducting assessment)#

SELF LEADERSHIP ASSESSMENT FORM

Student# Leadership Position Leadership assessment can help you identify areas of leadership on which you may need to focus your self-development efforts. Five other students completed a similar assessment on you. Assessments from these two perspectives will allow you to compare how you see yourself to how others see you. The leadership assessment form contains performance indicators needed to lead effectively. Place an "X" in the response block you believe best describes how you actually lead. <u>DO NOT SHOW THESE RESULTS TO OTHERS</u>			UNSURE	DISAGREE	STRONGLY DISAGREE
BASIC SOLDIER SKILLS:		_			_
I set high standards for myself.	1	2	3	4	5
I was competent in basic soldier skills.	1	2	3	4	5
I worked hard to improve my basic leadership abilities.	1	2	3	4	5
I sought self-improvement in my weak areas.	1	2	3	4	5
COMMUNICATIONS:					
I issued clear and concise oral orders to soldiers.	1	2	3	4	5
I received and interpreted information accurately from my superiors and subordinates.	1	2	3	4	5
I listened closely to others and paid attention.	1	2	3	4	5
I conveyed appropriate excitement and enthusiasm needed to motivate my	1	2	3	4	5
subordinates.					
PROFESSIONAL ETHICS:					
I accepted responsibility for my decisions and the impact they had on others.	1	22	3	4	5
I was a credible role model and set the proper example for others.			3	4	5
I demonstrated moral courage; did what had to be done; and stood firm on my values and morals.		2	3	4	5
I was open, honest, and candid in dealing with others.		2	3	4	5
DECISION MAKING/PLANNING:					
I was proficient in developing courses of action.		2	3	4	5
I established clear priorities and goals.		2	3	4	5
I was flexible and did not become frustrated easily.		2	3	4	5
I ensured others helped me develop plans when appropriate.		2	3	4	5
I knew which decisions to make and what to delegate to subordinates.		2	3	4	5
SUPERVISION:					
I gave clear and concise directions; others knew what to do upon receiving directions.	1	2	3	4	5
I did not over supervise or micromanage.		2	3	4	5
I did not under supervise or provide too little guidance.	1	2	3	4	5
I demonstrated how to evaluate performance.	1	2	3	4	5
I controlled and accounted for my subordinates.		2	3	4	5
I enforced Army standards.			3	4	5
I ensured the task was understood, supervised, and accomplished.				4	5

SELF LEADERSHIP ASSESSMENT FORM, cont

SOLDIER TEAM DEVELOPMENT					
I developed cohesiveness, spirit, and confidence in team members	1	2	3	4	5
My actions lead to developing a healthy leadership climate		2	3	4	5
I ensured others received credit for their contributions and accomplishments	1	2	3	4	5
I accepted the honest mistakes of others as a part of the learning process	1	2	3	4	5
I instilled discipline in my subordinates	1	2	3	4	5

REMARKS:

Appendix F

Test Control Procedures SOP

This appendix contains instruction on how NCOAs may obtain information from USASMA concerning a test control SOP, test control job aid, and any other information concerning test control

NOTE: It is extremely important that the commandant and course chiefs understand and become familiar with all matters concerning test control.

NOTE: NCOAs may download the documents they need to run a quality test control program by going to the USASMA Quality Assurance Office Website. Follow the directions below to download these documents:

- 1. On the Web, type: https://www.bliss.army.mil/usasma/.
- 2. When the USASMA homepage comes on line:
 - a. Click on QAO.
 - b. Click on Support Documents.
 - c. Scroll down to References where you find Test Policy and Procedures, USASMA Test Control Procedures, and a Sample Test Control Annex to an SOP.
 - d. Scroll down to Checklist where you find the Test Control JOB AID-006.

NOTE: The above documents are ever changing; to list the documents in the CMP would create too may changes to this document. Recommend that NCOAs constantly check the USASMA homepage for changes that may occur to test control.

Appendix G

Accreditation Checklist

This appendix contains instruction on how NCOAs may obtain information from USASMA concerning accreditation.

NOTE: It is extremely important that the commandant and course chiefs understand and become familiar with the accreditation standards list and guide. The list and guide are what the USASMA accreditation team uses to accredit NCOAs.

NOTE: NCOAs may download these documents from the Quality Assurance Office at USASMA. Follow the directions below to download these documents.

- 1. On the Web type: <u>https://www.bliss.army.mil/usasma/</u>.
- 2. When the USASMA homepage comes on line:
 - a. Click on QAO.
 - b. Clock on Support Documents.
 - c. Scroll down to Accreditation Standards where you find TRADOC Accreditation Standards, TRADOC Accreditation Memo, and Quality Assurance Program Policy/Guidance.

NOTE: The above documents are ever changing; to list the documents in this CMP would create too many changes to this document. Recommend that NCOAs constantly check the USASMA homepage for changes that may occur to the Accreditation Standards List and Accreditation Standards Guide.

Appendix H

Instructor Certification Program

This appendix contains instruction on how NCOAs may obtain information from USASMA concerning the Instructor Certification Program for NCOES.

It is extremely important that the commandant and the course chiefs understand and become familiar with the instructor certification program for NCOES. The accreditation team will inspect instructor records based on this document.

NCOAs may download the instructor certification program for NCOES from the USASMA Website under the Quality Assurance Office. Follow the directions below to download all documents that pertain to and includes the instructor certification program for NCOES:

- 1. On the Web type: https://www.bliss.army.mil/usasma/.
- 2. When the USASMA homepage comes on line:
 - a. Click on QAO.
 - b. Click on Support Documents.
 - c. Scroll down to Instructor Certification Program for NCOES will find all information concerning the instructor certification program for NCOES.

NOTE: The above documents are ever changing; to list the documents in this CMP would create too many changes to this document. Recommend that NCOAs constantly check the USASMA homepage for changes that may occur to the instructor certification program for NCOES.

Appendix I

Consolidated Glossary

This Appendix Contains	This appendix contains the items listed in this table:						
	Item	Pages					
	Consolidated Glossary, Section I: Abbreviations	I-1-2					
	Consolidated Glossary, Section II: Terms	I-1-3 thru I-1-8					

Consolidated Glossary

Section I: Abbreviations

4.4.D		0.CITC	
AAR	After Action Review	SGITC	Small Group Instructor Training
AATAS	Automated Training Application System	011	Course
AC	Active Component	SH	Student Handout
ADT	Active Duty for Training	SPE	Solution to Practical Exercise
AER	Service School Academic Evaluation Report	SR	Student Reading
AS	Advance Sheet	SS	Summary Sheet
APFT	Army Physical Fitness Test	SSGL	Senior Small Group Leader
ATRRS	Army Training Requirements and Resources	TAG	Test Administration Guide
	System	TASS	The Army School System
CDO	Conduct Defensive/Offensive Operations	TATS	The Army Training System
CMDT Time	Commandant's Time	TC	Training Circular
CMP	Course Management Plan	TCO	Test Control Officer
CS	Change Sheet	TLO	Terminal Learning Objective
CTA	Common Tables of Allowance	ТМ	Technical Manual
CVSP	Cardio Vascular Screening Program	TSP	Training Support Package
DA	Department of the Army	TV	Television
D&C	Drill and Ceremonies	TVT	Television Video Tape
DOTD	Directorate of Training and Doctrine	U	Unclassified
ELO	Enabling Learning Objective	VA	Visual Aid
EO	Equal Opportunity		
FD	Foreign Disclosure	VGT	Viewgraph
FM	Field Manual		
STX	Field Training Exercise		
IAW	In Accordance With		
IDT	Inactive Duty for Training		
ITC	Instructor Training Course		
LCE	Load Carrying Equipment		
LES	Leave and Earning Statement		
LS/A	Learning Step/Activity		
MILES	Multiple Integrated Laser Engagement System		
MMRB	MOS/Medical Retention		
MRE	Meals Ready to Eat		
NBC	Nuclear Biological and Chemical		
NCOA	Noncommissioned Officer Academy		
NCOES	Noncommissioned Officer Education System		
NPA	Net Pay Advice		
OCIE	Organizational Clothing and Individual		
	Equipment		
PE	Practical Exercise		
PFN	Program of Instruction File Number		
WLC	Warrior Leader Course		
PMCS	Preventive Maintenance Checks and Services		
POC	Point of Contact		
POI	Program of Instruction		
QAO	Quality Assurance Office		
RC	Reserve Component		
REF	Reference		
SEP	Student Evaluation Plan		
SGL	Small Group Leader		
202	Shan Group Loudor		

Section II Terms

Note: This section provides standardized definitions of training and training development terms. Use these definitions in all training and training development correspondence and publications.

Accreditation

The recognition afforded an educational institution when it has met accepted standards of quality applied by an accepted, professional accreditation agency.

Administrative drop

The removal of a student from a formal training program for reasons other than failure to meet minimal academic standards.

After-action review/report (AAR)

A professional discussion of an event focused on performance standards, that enable soldiers to discover for themselves what happened, why it happened, and how to sustain strengths and improve on weaknesses. It is a tool leaders, instructors, and units can use to get maximum benefit from every mission or task.

Army Training Requirements and Resource System (ATRRS)

The Army training management system. It projects inputs, resource requirements, and student accountability, and updates military personnel training records. It provides the data for Congressional Military Manpower Training Reports (MMTR), etc.

Automated Systems Approach to Training (ASAT)

The automated system for developing training.

Certification

Written verification of proficiency in a given task or tasks.

Class schedule

Documentation of start and end dates for one iteration of a course.

Class size

The number of students in a class.

Commandant's Time

Administrative time included in a program of instruction to provide additional training, correct training deficiencies, or provides time for other requirements.

Conference

A method of instruction that develops the training material through an instructor-guided student discussion.

Counseling

A means of assisting and developing students and subordinates. A leader/instructor counsels subordinates to: praise and reward good performance, develop teamwork, inform soldiers on how well or how poorly they are performing, assist soldiers to reach required standards, cause soldiers to set personal and professional goals, and help soldiers resolve personal problems.

Course administrative data (CAD)

A resident course document that provides critical planning information used to determine student input requirements for new and revised courses.

Course management plan (CMP)

A document that tells the course manager and instructors how to manage the course.

Course map

A chart that depicts the designed sequence of presentation for a given course, established during course design. **Courseware**

An actual instructional package (including content and technique) loaded in a computer, training device, or other instructional delivery system.

Criterion-referenced test

A test that establishes whether or not a unit or soldier performs the learning objective to the established standard. **Distance learning**

The delivery of standardized individual, collective, and self-development training to soldiers and units at the right place and right time through the application of multiple means and technologies.

Enabling learning objective (ELO)

A learning objective that supports the terminal learning objective. It must be learned or accomplished to learn or accomplish the terminal learning objective. It consists of an action, condition, and standard. Enabling objectives are identified when designing the lesson. A terminal learning objective does not have to have enabling objectives, but it may have more than one.

Evaluation

Measurement of the demonstrated ability of soldiers or units to perform a task, and supporting skill and knowledge; or learning objective against the established standard.

Exercise

Collective task training designed to develop proficiency and crew teamwork in performing the task to the established standard. It also provides practice for performing supporting individual critical tasks. Exercises may be conducted in units and resident training.

(1) Field Training Exercise (STX)-A scenario-driven tactical exercise used to train and evaluate critical collective and supporting individual tasks in a collective environment which simulates the stress, sounds, and wartime conditions. It is conducted in an austere field environment through all weather conditions and during night as well as day. The STX should guide soldiers through a series of events exposing them to the rigors of duty performance during wartime operations. It combines combat arms, combat support, and combat service support. An exercise designed to allow a unit/team to engage targets with its organic weapons and support.

(2) Situational Training Exercise (STX)-A short scenario driven mission-oriented tactical exercise that provides a vehicle to train a group of closely related collective tasks and drills together. Situational training exercises provide preconstructed, bite-sized, short-term exercises that are central to sustainment training for tactical mission proficiency.

Instructor training

The training of selected personnel in the techniques of teaching to qualify them as instructors.

Lesson

A lesson normally includes telling or showing the soldiers what to do and how to do it, an opportunity for the soldiers to practice, and providing the soldiers feedback concerning their performance. A lesson may take the form of an instructor presented lesson, a SGI-presented lesson, or a self-paced lesson, such as a correspondence course or CBI lesson.

(1) An instructor presented lesson or SGI presented lesson is documented as a lesson plan.

(2) A self-paced lesson must be of sufficient detail that the student can learn the material to the established learning objective standard on his own.

(3) An extension training lesson is a self paced instructional program developed, reproduced, and packaged for distribution to soldiers in the field. These lessons consist of a terminal learning objective, instructional text, practice, and immediate feedback to the soldier.

Lesson outline

An organized outline of the training material to be presented. It identifies the terminal learning objective, enabling learning objectives (optional), learning steps/activities, methods of instruction, media, references, instructor-to-student ratios, resources required, facilities required, safety factors, environmental considerations, and risk factor. The lesson outline is completed during the design phase of the training development process from training analysis data.

Lesson plan

The detailed blueprint for presenting training by an instructor or small group leader (SGL). It prevents training from becoming haphazard and provides for training standardization. It is built on the lesson outline and includes all the details required for the presentation. It must be of sufficient detail that a new instructor can teach the lesson with no decrement of training.

Mandatory release date

Refers to the date at which individual National Guard or United States Army Reserve soldiers must be released from training to return to their home station.

Maximum class size

The largest number of students in a class that can be trained with acceptable degradation in the training effectiveness due to manpower, facility, or equipment constraints.

Media

A means of conveying or delivering information. Examples of training media are paper, film, videotape, broadcast television, and computer program.

Methods of instruction

Indicates exactly how the training material will actually be provided to the student and has an assigned instructor-tostudent ratio. Examples of methods of instruction are conference, demonstration, and practical exercise.

Optimum class size (OCS)

The largest number of students in a class that can be trained with no degradation in training effectiveness. The constraining factor is the availability of equipment, facilities, and manpower. OCS serves as the basis for determining equipment and resource requirements.

Performance measures

The actions that can be objectively observed and measured to determine if a task performer has performed the task to the prescribed standard. These measures are derived from the task performance steps during task analysis.

Performance step

A single discrete operation, movement, or action that comprises part of a task.

Performance test

A test of actual performance of an established criteria, such as a lesson learning objective, to determine if a student can perform the action under the prescribed conditions, to the established absolute standards. Example: Replace the gas mask canister on your M40-series protective mask.

Practical exercise (PE)

The practical exercise is the hands-on application of the performance required in enabling or terminal learning objectives. Gives the student the opportunity to acquire and practice skills, knowledge, and behaviors necessary to perform the training objective successfully.

Prerequisite training

That training which personnel must have successfully completed in order to be qualified for entry into training for which they are now being considered.

Programmed training

The training of a critical task (forwarded to non-proponent schools as a training support package (TSP) by including the TSP in a formal course of instruction as a stand-alone lesson with a separate lesson number (program of instruction (POI) file number) and specific learning objectives. It is conducted in a structured manner; trained to standard; essential as it serves as the foundation for other training in the course; a qualification training requirement; and evaluated during instruction. It may require use of specific equipment.

Program of instruction (POI)

The POI covers a course/phase. The program of instruction is a requirements document that provides a general description of course content, duration of instruction, types of instruction, and lists resources required to conduct peacetime and mobilization training in an institutional setting. See TRADOC Reg 350-70.

Risk

Risk is characterized by the probability and severity of a potential loss that may result from hazards due to the presence of an enemy, an adversary, or some other hazardous condition. See FM 100-14.

Risk assessment

The identification and assessment of hazards. See FM 100-14

Safety-in-training

The integration of safety requirements and risk management into the training development process. It involves hazard (risk exposure) identification and prevention (risk control techniques) into individual training products, e.g., lesson plans, STPs, and TSPs.

Self-study

Individual study-a soldier learns or reinforces previous learning, on his/her own.

Sequential training

The ordering of training so that the learning of new or more complex skills/knowledge is built upon and reinforces previously learned material.

Skill

The ability to perform a job related activity that contributes to the effective performance of a task performance step. **Small group instruction (SGI)**

A means of delivering training which places the responsibility for learning on the soldier through participation in small groups led by small group leaders who serve as role models throughout the course. SGI uses small group processes, methods, and techniques to stimulate learning.

Small group leader (SGL)

An instructor who facilitates role modeling, counseling, coaching, learning, and team building in SGI. **Soldier Manual of Common Tasks (SMCT)**

A document that contains the critical tasks which every soldier must be able to perform in order to fight and win on the battlefield. It provides the conditions, standards, and performance measures for each common soldier critical task

Standard

A statement that establishes criteria for how well a task or learning objective must be performed. The standard specifies how well, completely, or accurately a process must be performed or product produced.

(1) The task standard reflects task performance requirements on the job.

(2) The learning objective standard reflects the standard that must be achieved in the formal learning environment. **Student evaluation plan**

A plan that details how the proponent school will determine if the student has demonstrated a sufficient level of competency to pass the specified course or training. It specifically identifies course completion requirements to include the minimum passing score (or go/no go) for each written or performance examination, final grade requirement, minimum course attendance requirements (if applicable), and specific tests that must be satisfactorily completed to graduate. It very specifically identifies how the student's performance will be evaluated. Specific lessons tested in each test are identified. Counseling and retesting policy are delineated. Other evaluations, such as the Army Weight Control Program and Army Physical Fitness Test, that impact on graduation are identified, and their requirements included.

Student performance counseling

Communication, as related to training, which informs soldiers/students about their training and the expected performance standards and provides feedback on actual performance. Soldier/student performance includes appearance, conduct, learning accomplishment, and the way learning is being carried out. See FM 22-100, App C.

Systems Approach to Training (SAT)

Is a disciplined, logical approach to making collective, individual, and self-development training decisions for the Army. It determines whether or not training is needed; what is trained; who gets the training; how, how well, and where the training is presented; and the training support/resources required to produce, distribute, implement, and evaluate those products. The SAT involves all five training related phases: analysis, design, development, implementation, and evaluation.

TASS Integration Element (TIE)

The TRADOC office in the CONUS sub geographical region that coordinates Army training instructors, students, training devices, equipment, and facilities for Reserve Component individual soldier training.

TASS Training Battalion

A functionally aligned organization that executes ADT classes and coordinates IDT/ADT classes in other states and is accredited by the proponent.

TASS Training Institution

The education/training environment of the Army (Active Army, Reserve Component, and Civilians) which encompasses all Army sites where a soldier and civilian can receive training, to included proponent schoolhouses, TASS training battalions, TASS training sites, Army Training Centers, RTI/RTS, DL classroom, and Classroom XXI.

Technique of delivery

Process or manner of delivering instruction that includes one or more methods. For example, group-paced instruction could use conference, discussion, demonstration, and practical exercise. A technique of delivery may involve a whole course, a phase, or a module.

Test

A device, technique, or measuring tool used to determine if a student or group can accomplish the objective to the established standard. Determine if training does what it is designed to do efficiently and effectively. Measures the skill, knowledge, intelligence, abilities, or other aptitudes of an individual or group. Collect data as a basis for assessing the degree that a system meets, exceeds, or fails to meet the technical or operational properties ascribed to the system.

1. Criterion-referenced test

2. A test that establishes whether or not a unit or soldier performs the learning objective to the established standard. Performance is measured as a "go" or "no-go" against a prescribed criterion or set of criteria - the learning objective standard. It is scored based upon absolute standards, such as job competency, rather than upon relative standards, such as class standings.

3. Norm-referenced test

4. A test that grades a student based on performance of other students taking the same test. Is scored based upon relative standards, such as class standings, rather than upon absolute standards, such as job competency.

The Army School System (TASS)

A composite school system comprised of the AC, ARNG, and USAR institutional training systems. TASS, through the Army's training proponents, provides standard training courses to America's Army, focusing on three main points of effort---standards, efficiencies, and resources. The TASS is composed of accredited and integrated AC/ARNG/USAR schools that provide standard institutional training and education for the Army. TASS training battalions are arranged in regions and functionally aligned with the training/TD (task) proponents.

TASS school battalions

The training institution of both the ARNG (state military academies, National Guard Bureau (NGB) Regional NCOA/schools, etc.) and USAR (U.S. Army Reserve Forces schools/USARC NCOA, etc.). TASS school battalions comprise all NCOAs and schools of the Reserve Component.

The Army Training System (TATS) course

A course designed to train the same MOS/AOC skill level or ASI, LIC, SQI, SI within the Army. The course ensures standardization by training all course critical tasks to task performance standard. It may be trained at different sites and may involve use of different media/methods to train the various phases/modules/lessons.

The Army Training System (TATS) POI

A requirements document that provides a general description of The Army Training System Course content, duration of instruction, and methods of instruction and media. It lists critical tasks taught and resources required to conduct peacetime and mobilization training. Note: This is the objective TATS POI; currently being automated. Training management

The process commanders and their staff use to plan training and related resource requirements needed to conduct and evaluate training. It involves all echelons and applies to any unit in the Army regardless of strength, mission, organization, or equipment assigned.

Training materials

Those materials developed as a result of training design and provided to teach or evaluate training. They include, but are not limited to; computer based instruction, correspondence courses, training literature products, student handouts, and other products used to train to a prescribed standard.

Training method

The procedure or process for attaining a training objective. Examples include lecture, demonstration, discussion, assigned reading, exercise, examination, seminar, and programmed instruction.

Training objective

A statement that describes the desired outcome of a training activity in the unit. It consists of the following three parts: task, condition(s), and standard.

Training plan

A detailed description of the actions, milestones, and resources required to implement a training strategy. The detail depends upon the plan type and level.

Training safely

Achieved by identifying task performance safety hazards and integrating safety in training procedures during training design, development and implementation. Safety in training and training safely are not one and the same. **Training support**

The provision of the materials, personnel, equipment, or facilities when and where needed to implement the training. It includes such functions as the reproduction and distribution of training products and materials, training scheduling, student record maintenance.

Training Support Center (TSC)

An authorized installation activity with area responsibility to provide storage, instruction, loan/issue, accountability, and maintenance for TADSS.

Training Support Package (TSP)

A complete, exportable package integrating training products, materials, and/or information necessary to train one or more critical tasks. Its contents will vary depending on the training site and user. A TSP for individual training is a complete, exportable package integrating training products/materials necessary to train one or more critical individual tasks. A TSP for collective training is a package that can be used to train critical collective and supporting critical individual tasks (including leader and battle staff.

Validation

An evaluation of the training products and materials. It is the process used to determine if training accomplishes its intended purpose. Validation and revising training are continuous actions in the teaching/revising process of training improvement. Validate products and materials to--

- 1. Verify their training effectiveness in training the objective.
- 2. Determine beneficial improvements in the quality of training products and materials.
- 3. Identify training product deficiencies.
- 4. Improve efficiency and effectiveness of training objectives, sequence, products, and materials. In the "testing" context, it is the process of determining the degree of validity of a measuring instrument (e.g., skill qualification test, end of module test, and end of course comprehensive test). In the "technical manual context, it is the process used by a contractor to test an equipment publication for completeness, compliance with contractual requirements, and technical accuracy.

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