



DEPARTMENT OF THE ARMY
HEADQUARTERS, 3RD SQUADRON 16TH CAVALRY
10290 13TH ARMORED REGIMENT ROAD - BLDG 5141
FORT BENNING, GEORGIA 31905-5000

ATZK-SBA

13 January 2020

MEMORANDUM FOR RECORD

SUBJECT: Individual Student Assessment Plan (ISAP) for the Scout Leader Course (SLC)

1. Purpose. The purpose of this memorandum is to establish administrative policies and procedures as well as an overview of the course and the standards and expectations of students and cadre.
2. Expectations: You will apply the lessons learned here to improve your skills as a leader and make your unit ready for combat. You are professional commissioned and noncommissioned officers. The cadre and students will conduct themselves in a professional manner at all times. The academic chain of command is the Small Group Instructor (SGI) commonly referred to as the CAV Instructor, Teach Chief, Course Director, and 3-16th Squadron Commander. The student chain of command is the student CAV Leader, Course Leader and SGI. Students will apply peer-to-peer learning while demonstrating the ability to assess situations, communicate effectively, and embrace ambiguity in the face of new and demanding challenges.
3. Training Methodology: Instructors will facilitate student education using a variety of methods. Students will leverage previous assignments, institutions for higher learning, and lessons learned. Success requires active participation, students must contribute their experiences to be successful and productive. Every activity evaluates the student's ability to analyze his/her current situation to develop a more competent and confident leader, skilled in problem solving and applying critical thought. Students will be graded and evaluated in accordance with applicable grading rubrics that are in accordance with Training and Evaluation Outlines (T&EOs) from Reconnaissance Organizations Mission Essential Task Lists (METL) listed within the Army Training Network's Combined Arms Training Strategy. The following website: <https://atn.army.mil/> contains unit METL's and associated T&EO's.
4. Course Overview: The course is a four-week course consisting of 23 training days. Students failing height and weight on Day 1 will not be admitted to the course. Week 1 consists of fundamental learning (Reconnaissance organizations and missions, forms of reconnaissance and security, commander's reconnaissance guidance, evaluating routes and obstacles, Intelligence Preparation of the Battlefield, and Indirect Fire Planning. On Day 8, students must successfully pass an Operations Order assessment. The students will be provided a re-test opportunity again on Day 15. On Day 9, the class will begin the execution of a 96-hour dismounted Reconnaissance Field Training Exercise (FTX). This FTX focuses on Mounted Self-Location, Dismounted Land Navigation, dismounted Reconnaissance fundamentals, OP site selection/establishment, and camouflage. During Week 3, students must execute a Land Navigation tactical exercise. Students will receive one attempt to assess skills learned throughout the dismounted FTX (Operation Bushmaster). Weeks 3 and 4 transition to section and platoon operations; culminating in maneuver exercises. The course will execute two (2) mounted FTXs (Operation Eagle Eye on Days 17-19 and Operation Last

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Stand on Days 21-25). All students will be evaluated in leadership positions during the culminating mounted FTX (Operation Last Stand). All students must receive at least one "GO" in one of these positions to successfully graduate the course.

5. Target Audience: Active Army/Marine and Reserve Component noncommissioned officers (E5 (P), E6, and E7) and commissioned officers (O1, O2) who are or will be assigned to a leadership position in a Scout Organization. Officers must have successfully completed the Basic Officer Leadership Course. Non-Commissioned Officers must be graduates of the Advanced Leader's Course. All graduates of the course will be awarded the "Personnel Only" SI/ASI R7 in coordination with the Branch Manager for that Career Management Field (CMF).

6. Evaluation Plan: Students are required to complete all assigned homework and reading assignments given by the SGIs. Higher learning includes research, self-taught, and peer to peer learning. While teamwork is highly encouraged throughout the course this does not supersede the requirement that students must individually demonstrate the ability to apply skills to solve tactical problems.

Course Outcomes

- a. Apply the fundamentals of reconnaissance and security (R&S) while leading a scout platoon.
- b. Apply leadership skills and self-confidence to solve R&S mission relevant problems.
- c. Apply the troop leading procedures while planning and executing R&S missions.
- d. Evaluate the use of terrain by enemy and friendly forces.
- e. Analyze threat forces and critically apply intelligence preparation of the battlefield (IPB).
- f. Understand advanced communications and reporting techniques in an electronically contested environment.
- g. Understand the fundamentals of supporting assets within the framework of mission planning and execution.
- h. Understand capabilities and limitation of R&S formations across BCTs.
- i. Understand R&S and scout platoon doctrine in FM 3-98 and ATP 3-20.98.

Leaders Attributes

- a. Accountability: Takes responsibility for own and team's actions and consequences.
- b. Adaptability: Manages changing requirements for balancing unit recon and security with

mission accomplishment.

- c. Anticipation: Foresees future requirements and conditions.
- d. Confidence: Believes in own and team's ability to handle tactical situations.
- e. Initiative: Thinks and acts without being prompted.
- f. Problem solving: Solves problems by applying deliberate thought.
- g. Risk management: Assesses the situation against the mission and makes a decision, effectively balances mission requirements and risk.

7. Field Training Exercises (FTXs): Students are challenged to use all of the knowledge they have learned in previous military experience during the two rigorous FTXs. During these exercises, students will be assessed on their performance in a variety of duty positions within a scout platoon. Students will be formally evaluated as a vehicle commander during the mounted FTX.

8. Assessments: There are multiple assessment points throughout the tenure of the course. Be advised that the student is assessed throughout the entirety of the course against the outcomes and their entire body of work is considered when determining if they have met the criteria to successfully graduate.

- a. Students will be formally assessed at two points throughout the course:

- (1) OPORD Evaluation on Day 8; Retest on Day 15.

- (2) All students will be evaluated during the culminating mounted FTX (Operation Last Stand). Students will be evaluated when they serve as a vehicle commander, and will be graded against the outcomes and leader attributes listed above.

- b. Students must pass the OPORD assessment and their field evaluation. Students who fail to meet these criteria will be administratively dropped from the course in good standing, able to return at a later time determined appropriate by their respective unit. Students will be provided a re-test opportunity for both assessments.

9. Counseling:

- a. Performance Counseling: Students will receive a performance counseling each time they fail to successfully pass a graded examination.

- b. Immediate Consideration for Dismissal Counseling: includes but is not limited to safety violations, disruption of course due to ones actions, loss of sensitive items, losing accountability of personnel, Equal Opportunity, honor code violations, or SHARP violations. Misconduct is grounds for immediate dismissal from the course with a corresponding,

descriptive DA Form 4856.

c. Red Cards/Green Cards: Tardiness, failure to report, and apathy will result in a counseling for each offense. A student will receive a "Red Card," for the following, but not limited to: falling asleep in the field, losing accountability of personnel or equipment in the field, reporting late for training, apathy, disrespect, etc. Accumulation of three or more Red Cards throughout the entirety of the course is grounds for dismissal from the course. The drop authority is the Course Director and the appellate authority is the 3-16th Squadron Commander. Students that go above and beyond and exceed the standard will be awarded a Green Card as positive reinforcement. A student may receive a green card for top three Scores while executing the Validus Discipulus, top three scores during the Recon Run, outstanding performance during the OPORD TDE, outstanding performance during Operation Last Stand, or at the discretion of any instructor. Green Cards will be tracked by the Course Director and Senior Instructor and will nullify any preexisting Red Cards or future Red Cards on a one for one basis.

d. Students who are dismissed for misconduct are barred from re-entry in to the course for one calendar year. Exception to Policy must be signed by the Chief of Armor's Office.

10. Procedures for Identifying Students at Risk for Dismissal: Students will not miss more than four (4) hours of training. If a student misses more than four hours of training during the course it is grounds for administrative dismissal from the course. Typically, a student misses more than four hours of training due to medical circumstances. In accordance with Fort Benning policies, a student demonstrating signs and/or symptoms of heat injury will be evaluated according to the Medic Algorithm approved by the Post Commander. Students who are sent to the hospital for evaluation are statistically likely to be administratively dropped from the course.

The performance measures, leader attributes, and expectations for the course are explained clearly to students on the first day, as are individual student and cadre responsibilities. Student expectations and responsibilities are reiterated throughout the course by cadre and further emphasized before each major event, and provide a unifying focus for event After Action Reviews (AARs).

11. Procedures for Dismissal:

a. If after a formal counseling session a student exhibits any of the criteria listed above, the student is referred to the Course Director. The Course Director will review the student packet with the cadre and will make one of two decisions: retain the student; or dismiss the student. The appellate authority is the 3-16th Squadron Commander.

b. If a student fails any of the following twice: Operations Order, or Operation Last Stand field assessment they will be immediately dropped from the course in good standing and are eligible to return. The drop authority for this is the Course Director. The student will receive a counseling statement outlining their shortcoming. The appellate authority is the 3-16th Squadron Commander.

12. Honor Code: A student will not lie, cheat, steal, nor tolerate those who do. Any student found guilty of an honor code violation will immediately be referred to the Senior

Instructor/Course Director for administrative actions and/or dismissal. The Honor Code does not preclude students from working together in or out of the classroom when directed to do so by the instructor. If a student is found to be in violation of the Honor Code they will be barred from re-entry in to the course for one calendar year. Any student found with a cell phone and/or Global Positioning Device in a field environment (Operation Bushmaster, Land Navigation, Sensors Training, Operation Eagle Eye, and/or Operation Last Stand), will be viewed as an Honor Code violation in blatant disregard of this document, the Course in-brief by the Course Director, and the course packing list. Exception to this Policy must be signed by the Chief of Armor's Office.

13. Billeting: All students that are not assigned to Fort Benning will report to 316 CAV BDE Staff Duty desk, at Building 5118, Harmony Church, Fort Benning for instructions for in-processing and housing (barracks) assignments on Day Zero.

14. In-processing: Students will report at 0500 on Day 1 to the Thurman Room on the Second Floor of Patton Hall (Building 5145), on Harmony Church. Students will conduct height and weight screening, and receive an in-brief from the Course Director. Students will in-process in their respective services physical training uniform. Students must bring their respective services duty uniform to change in to upon completion of the height and weight screening and also bring materials for class to include pen, notebook, etc.

15. Directions: To Patton Hall: From I-185: From North Columbus take I-185 South to exit 1A, Cusseta/Albany travel approximately four miles and exit at the 8th Division Road Access Point. Once through the gate, turn left at the first light, continue approximately .3 miles and turn left at the next traffic light. Patton Hall is the large building with the green roof. Student parking is at the back of the parking lot closest to the traffic light.

16. Passes: Pass is a privilege and since this is a challenging and demanding course, passes will most likely be disapproved unless there is a special circumstance (i.e. wedding, graduation, etc.). Students should look to plan all mileage passes outside the course window due to the academic rigor and challenges of the course.

The Course Director approves mileage passes and passes must be submitted no later than 48 hours prior to the effective pass date. (1) Four-day passes. Mileage limit for automobile travel 4-day pass is 700 total miles per driver. (2) Three-day passes. Mileage limit for automobile travel 3-day pass is 450 total miles per driver.

17. Additional Information. A POV is highly recommended but not required. Vehicles must be in safe operating condition to drive on post in accordance with the local guidance. Transportation to course related events (ie: field training exercises) will be provided for the students.

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18. Point of contact for this memorandum is Mr. Hearn at (706)626-8034 or benjamin.e.hearn.civ@mail.mil.

///ORIGINAL SIGNED///

KEVIN M. GRAHAM

CPT, AR

Course Director

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BRANDON C. CAVE

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Commanding