



DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY INFANTRY SCHOOL  
5241 INFANTRY REGIMENT STREET, BLDG 3215  
FORT BENNING, GEORGIA 31905-5630

ATSH-TBO (350)

18 January 2019

MEMORANDUM FOR RECORD

SUBJECT: Individual Student Assessment Plan (ISAP) for Infantry Mortar Leader Course (IMLC).

1. References:

- a. AR 350-1, Army Training and Leader Development, 10 December 2017
- b. TR 350-70, Army Learning Policy and Systems, July 2017
- c. ATP 3-09.30, Observed Fire, September 2017
- d. ATTP 3-21.90, Tactical Employment of Mortars, April 2011
- e. TC 3-22.90, Mortars, March 2017
- f. TC 3-22.91, Mortar Fire Direction Procedures, May 2017
- g. 2E-SI3Z/010-ASIB1, Infantry Mortar Leader Course, Program of Instruction.

1. The concept of phasing the training schedule and the goals associated to each phase were established to provide intermediate objectives for common direction and serve as milestones for the Soldiers during the Infantry Mortar Leader Course (IMLC). The Individual Student Assessment Plan (ISAP) establishes student responsibilities, graduation (pass/fail) criteria, and lays out the course testing strategy to evaluate the student on the training conducted throughout the course.

1. Academic Grading and Testing Plan:

- a. To ensure a quality testing program, all cadre must ensure criterion-referenced testing items accomplish the following:
  - i. Meet (match) the conditions of the terminal learning objective.
  - ii. Call for the same behavior as the terminal learning objective.
  - iii. Measure performance against the terminal learning objective standard.
  - iv. Contain a rating/scoring device that is applicable and appropriate to the assessed behavior
- b. Criterion-referenced tests will determine if students can perform to established and well-defined training standards by:
  - i. Measuring a Soldier's ability to successfully perform the action specified in the learning objectives. The performance is compared to the learning objective standard.

- i. Establish whether the Soldier has mastered the supporting skills and knowledge required to perform learning objectives.
- ii. Determine if the proficiency level required for a Soldier to continue successfully to the next block of instruction has been met.
- iii. Score is based upon absolute standards rather than upon relative standards.
- iv. The competencies/outcomes to be gained from the instruction.
- v. The expectations of student and cadre conduct.
- vi. The training methodologies used during course instruction.
- vii. The assessments associated with each evaluation.
- viii. A code of honor by which all students are expected to abide.

1. Course Overview: IMLC accomplishes its mission by training and producing leaders that are fully qualified, motivated, agile, and adaptive. They are equipped with the best technical and tactical knowledge to employ mortars. Upon successful completion, enlisted personnel in the MOS of 11C & 18 Series are awarded the additional skill identifier of B1. Officers in CMF 11/19 are awarded the additional skill identifier of 3Z. Students will receive training on the following equipment:

- M224A1
- M252A1
- M120A1
- MCV
- M150
- M326
- M151
- M2A2
- M16 Plotting Board
- M32 LHMBC
- M96 MFCS
- FO Procedures
- Fires Planning
- Tactical Employment

1. Course Goals and Outcomes: To provide the force with technically and tactically proficient Mortar Leaders possessing a solid foundational base of knowledge, skills, and abilities.

1. Desired Outcome: Integrate advanced technical competencies when computing fire missions utilizing the M16 Plotting Board.

Performance Measures:

- Demonstrate the ability to accurately construct a Safety Diagram.
- Demonstrate the ability to utilize the M16 plotting board during Fire Direction Control (FDC) Basic Operations (Analog Mode).
- Demonstrate the ability to retrieve information from the Tabular Firing Table.
- Compute accurately Deflection and Elevation utilizing the Observed Chart, Modified Observed Chart, and the Surveyed Chart for a grid, shift and polar mission with the M16 Plotting Board.

Demonstrate the ability to accurately forward plot targets.  
Demonstrate the ability to accurately compute a Mark Center Section mission.  
Demonstrate the ability to accurately; receive, record and apply a meteorological (MET) message.  
Demonstrate the ability to accurately compute Deflection and Range Correction Factor for a Registration Mission.  
Demonstrate the ability to accurately compute for Total Range Correction.  
Demonstrate the ability to accurately conduct a re-registration mission.  
Demonstrate the ability to accurately compute data for a search or traverse mission.  
Demonstrate the ability to accurately compute data for an illumination and coordinated Illumination missions.  
Demonstrate the ability to accurately compute data for split section operations and simultaneous missions.  
Demonstrate the ability to accurately compute data for an FPF.  
Demonstrate the ability to accurately compute data for immediate and quick smoke missions.

1. Desired Outcome: Integrate advanced technical competencies when computing fire missions utilizing the M32 Lightweight Handheld Mortar Ballistic Computer (LHMBC), and the M96 Mortar Fire Control System (MFCS).  
Performance Measures:
  - a. Demonstrate the ability to accurately construct a Safety Diagram.
  - b. Demonstrate the ability to utilize the M32 LHMBC, and the M96 MFCS during Fire Direction Center Operations (FDC).
  - c. Demonstrate the ability to accurately compute grid, shift and polar mission utilizing the M32 LHMBC and the M96 MFCS.
  - d. Demonstrate the ability to retrieve Deflection Correction Factor and Range Correction Factor for a Registration Mission with the M32 LHMBC and M96 MFCS.
  - e. Demonstrate the ability to accurately compute a Mark Center Section mission with the M32 LHMBC and M96 MFCS.
  - f. Demonstrate the ability to accurately; receive, record and apply a meteorological (MET) message with the M32 LHMBC and M96 MFCS.
  - g. Demonstrate the ability to accurately compute and retrieve Deflection and Range Correction Factor for a Registration Mission with the M32 LHMBC and M96 MFCS.
  - h. Demonstrate the ability to accurately compute and retrieve data for a search or traverse mission with the M32 LHMBC and M96 MFCS.
  - i. Demonstrate the ability to accurately compute and retrieve data for an illumination and coordinated Illumination missions with the M32 LHMBC and M96 MFCS.
  - j. Demonstrate the ability to accurately compute and retrieve data for split section operations and simultaneous missions with the M32 LHMBC and M96 MFCS.

- a. Demonstrate the ability to accurately compute and retrieve data for an FPF with the M32 LHMB and M96 MFCS.
  - b. Demonstrate the ability to accurately compute and retrieve data for immediate and quick smoke missions with the M32 LHMB and M96 MFCS.
- 1. Desired Outcome: Incorporate advanced technical mechanical knowledge of all assigned mortar equipment into a deliberate decision making process.  
Performance Measures:
  - a. Develop a doctrinally sound operating procedure to place the M2 Aiming Circle into action, declinate M2 Aiming Circle and lay a mortar PLT/Section for direction.
  - b. Develop and implement a tactical employment plan utilizing all mortar platforms.
  - c. Supervise the implementation of firing data.
  - d. Exhibit the ability to direct the conduct of the Refer/Realign of Aiming Post.
- 1. Desired Outcome: Identify and assimilate strategies for incorporating advanced technical and tactical competencies during employment of mortars in all contemporary operational environments.  
Performance Measures:
  - a. Integrate knowledge of Mortar capabilities and limitations when selecting a Mortar Firing Position.
  - b. Design a plan for mortar element emplacement (Platoon/Section) during a hasty and deliberate occupation.
  - c. Develop a tactical standard operating procedure (TACSOP) covering emergency fire missions.
  - d. Synthesize knowledge of employment tactics including; capabilities, limitations and survivability of the crews and weapon systems.
- 1. Training Methodology: Instructors will facilitate Student education using a variety of methods including adaptive Soldier/Leader training and education (ASLTE), peer-to-peer, collaborative learning, job performance aids, and graphic organizers. Instructors will draw upon operational experiences to enhance relevancy of course curriculum. Soldier success requires active participation during the course. In order to be successful Students must complete all training requirements in a timely fashion.
- 1. Assessments/ Evaluation Plan: There are currently seven (7) evaluation points throughout the tenure of the course. Team work is highly encouraged, all examinations whether performance (hands-on) or written will be an individual effort. Cadre will evaluate students in the following areas:
  - a. Hands-on GO/NO-GO evaluation on the M2 Aiming Circle were students:
    - i. Declination of an M2A2 Aiming Circle
    - ii. Mount, Level, Conduct reciprocal lay with one (1) mortar system
  - b. Four (4) hour hands-on/written performance evaluation of M16 Basic Plotting Board procedures were students integrate basic technical competencies when computing fire missions. Students need to score 70% or better to pass.

- a. Four (4) hour hands-on/written performance evaluation of M16 Advanced Plotting Board procedures were Students integrate basic and advanced technical competencies when computing fire missions. Students need to score 70% or better to pass.
  - b. Three (3) hour hands-on/written performance evaluation of M32 LHMBC procedures were students integrate basic and advanced technical competencies when computing fire missions. Students need to score 70% or better to pass.
  - c. Three (3) hour hands-on/written performance evaluation of M96 MFCS procedures were students integrate basic and advanced technical competencies when computing fire missions. Students need to score 70% or better to pass.
  - d. One (1) hour written evaluation written evaluation of Fires Planning and mortar tactics. Students need to score 70% or better to pass.
  - e. Culminating evaluation of employment of mortar sections. Soldiers are challenged to use all of the knowledge they have learned in previous military experience coupled with new skills and knowledge learned IMLC during training exercises.
1. General Counseling: Cadre that teach, observe, and assess students on a daily basis will use formal and informal counseling procedures in accordance with the IMLC assessment tools and Army standards. All formal counseling will be documented with the student and kept on file.
1. Misconduct Counseling: The performance measures and expectations for the course are explained clearly to students on day one during in-processing, as are individual student responsibilities and cadre responsibilities. Student expectations and responsibilities are reiterated throughout the course by cadre and further emphasized before each major event (graduation requirements), and provide a unifying focus for event AARs. Criteria for identifying these misconduct generally fall into three (3) categories:
  - a. Apathy: Repeated failure of students to conduct themselves in a professional manner during the course, malingering, avoiding responsibility, lack of support to team, "spot-light Ranger" syndrome, deliberate failure to follow instructions of designated student leadership, failure to respond to corrective measures counseled by cadre. Behavior continues unchanged after formal counseling.
  - b. Indiscipline: Repeated failure to do what the student knows must be done. Clear evidence that student has knowledge, but willfully or through culpable neglect fails to fulfill personal responsibilities – failure to follow instructions, failure to complete individual work, failure to maintain tactical discipline, failure to take corrective measures identified by cadre. Behaviors continue after formal counseling.
  - c. Missed Training: The maximum amount of training that can be missed throughout the course is eight hours, or four consecutive hours (8/4 Policy). A student is not authorized to pick and choose blocks of instruction to miss. This policy exists to allow for emergencies only and must be approved by the Master Trainer.

1. Academic Failure: Students must pass all written exams with a minimum of 70% for written assessments and a GO in all hands-on performance assessments.
  - a. If a student fails to meet the required 70% or GO during the written or performance assessment, that student will receive a test failure counseling outlining requirements for retraining and retesting.
  - b. Should a student fail to achieve a 70% on the written retest or a GO on performance assessment, that student will then be counseled and an academic drop packet will be initiated by the Master Trainer.
  - c. Failure to report on time to exams will result in an exam failure.
  - d. Failure to report on time for Mandatory Study Hall will result in additional counseling.
  - e. Failure to report to re-test will result in failure and academic drop.
  - f. Cheating during any exam throughout this course will result in an automatic Administrative drop (Disciplinary).
1. Procedures for Identifying Soldiers at Risk and Dismissal: Apathy, indiscipline, missed training, academic failure, and general misconduct will result in counseling for each offense. Misconduct is grounds for dismissal from the course with a corresponding letter being sent to the Soldiers Chain of Command outlining the reason for dismissal. The following is the procedure for a student that is recommended for removal from the course:
  - a. If after a formal counseling session, the student exhibits any of the criteria listed (apathy, indiscipline, missed training, academic failure/un-trainable, and general misconduct), an informal board is held. The IMLC Master Trainer in conjunction with the Company Commander assigns a disinterested cadre member to review the student's performance against the IMLC expectations. The sole role of the disinterested cadre member is to filter any potential disconnects in observations or potential personality conflicts.
  - a. After the informal board, the Soldier is referred to the IMLC Master Trainer who will issue a counseling statement notifying the Soldier that he is at risk and defining the Soldier's responsibilities for corrective behavior.
  - b. If the Soldier continues to perform below expectations, the IMLC Master Trainer and the Company Commander will complete a student drop packet and initiate a drop from course within 24hrs of counseling.
1. Student Dismissal:
  - a. Under certain conditions, students may be dismissed from courses before course completion. To protect students from unfair, illegal, or prejudicial practices, school commandants and commanders will publish policies and establish procedures to determine if students should be dismissed from training. Policy and procedures will ensure timely execution of review.
  - b. Students may be considered for dismissal from courses for the following reasons:

- i. Personal conduct is such that continuance in the course is not appropriate (for example, if a student violates regulations, policies, or established discipline standards). No formal adjudication of guilt by a military or civilian court or by a commander under UCMJ, Article 15 is necessary to support dismissal under this paragraph.
  - ii. Negative attitude or lack of motivation, either of which is prejudicial to the interests of other students in the class.
  - iii. Academic deficiency demonstrated by failure to meet course standards or lack of academic progress that makes it unlikely that the student can successfully meet the standards established for graduation.
  - iv. Illness or injury (as determined by a physician), or added physical profile limitation.
  - v. Compassionate reasons.
  - vi. Students enrolled as a military member retiring or leaving the military and not continuing in a federal civilian capacity.
- a. In establishing student dismissal procedures:
- i. Ensure fair and equitable processes to adjudicate individual cases.
  - ii. Adhere to Army policies and standards.
  - iii. Inform students of the course and training completion requirements prior to the start of the training and education.
  - iv. Students being considered for dismissal must have been counseled by the chain of command;
    - 1. The assigned IMLC Instructor (initial after substandard performance).
    - 2. Master Trainer (upon completion of Re-Training/Re-Testing).
    - 3. Company Commander (to review dismissal packet and recommendation for dismissal).
    - 4. 1-19 BN Commander will review the packet for completeness and concur/non-concur with recommendation, while submitting a status update to the 198<sup>th</sup> IN BDE Commander.
  - v. The 1-19 BN Commander is the approval authority for all drop packets. Counseling sessions will be documented and signed by all counselors and acknowledged by the student. All counseling forms will be maintained with the student's records. Additionally, the Battalion Commander or the Brigade Commander will notify the commander of the student's parent unit or parent organization, when possible.
- a. The following procedures apply in cases where dismissal is considered for motivational, disciplinary, or academic reasons:
- i. The assigned IMLC Instructor will conduct the initial counseling (motivational, disciplinary or academic), develop the plan of action and implement.
  - ii. Upon identifying an individual for academic failure, study hall (retraining will be mandatory, this outline will be listed in the plan of action), a retest will be administered upon completion of retraining.

- i. The determination for a second retest will be made by the IMLC Master Trainer, Company Commander and Battalion Commander based upon performance on the two previous exams and conduct/performance during retraining.
  - ii. The IMLC Master Trainer will notify the student in writing of the proposed action, the basis for the action, the consequences of disenrollment, and the right to appeal. The supervisor will advise the student that any appeal must be submitted within 24 hours after receipt of the written notification of the dismissal action. Appeals will be submitted to the 198<sup>th</sup> IN BDE Commander through the 1-19 BN Commander.
  - iii. The student will acknowledge by endorsement the appellate determination by the 198<sup>th</sup> IN BDE Commander within 2 duty day's receipt of the written notification of dismissal/appellate action.
- a. Students who elect to appeal will remain actively enrolled in the course pending disposition of their appeals. When the commandant and/or commander determines that a student's continued participation with the main student body is contrary to good order, discipline or morale, the student will stay enrolled in the class and continue course work separate from the main student body until adjudication is complete.
1. Honor Code: Students are expected to uphold the Seven Army Core Values. A student will not lie, cheat, steal, nor tolerate those who do. Any Student found guilty of an honor code violation will be immediately referred to the Master Trainer for administrative action. The Honor Code does not preclude students from working together in or out of the classroom in a collaborative effort when directed to do so by the instructor.

Name:-

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Signature:

\_\_\_\_\_ Date:\_\_\_\_\_

1. The Point of Contact for this memorandum is the undersigned at (706) 544-8216.

\\ORIGINAL SIGNED\\  
WILLIAM D.VOOHRIES  
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Commanding