



DEPARTMENT OF THE ARMY  
HEADQUARTERS, 316TH CAVALRY BRIGADE  
10184 13TH ARMORED REGIMENT ROAD, BLDG 5118  
FORT MOORE, GA 31905-4500

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18 August 2023

MEMORANDUM FOR (3<sup>rd</sup> Squadron, 16<sup>th</sup> Cavalry) – (Scout Leader) Cadre and Students

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

1. References.

- a. AR 350-1, (Army Training and Leader Development).
- b. AR 600-9 (The Army Body Composition Program).
- c. ATP 2-01.3 (Intelligence Preparation of the Battlefield)
- d. ATP 3-20.97 (Cavalry Troop).
- e. ATP 3-20.98 (Scout Platoon).
- f. FM 1-02.1 (Operational Terms).
- g. FM 1-02.2 (Military Symbols).
- h. FM 7-22 (Holistic Health and Fitness).
- i. TC 3-25.26 (Map Reading and Land Navigation)

2. Situation. Active and Reserve Component Army/Marine/Air Force/Navy commissioned and noncommissioned officers, and Allied commissioned and noncommissioned officers (E-5, E-6, E-7, & E-8) and commissioned officers (O-1 & O-2) within CMF 11 (Infantry), 12 (Engineer (except MOS 12K, 12R, and 12W)), 13 (Field Artillery), 15 (Aviation), 19 (Armor), 35 (Military Intelligence) and 74 (Chemical) who are assigned or will be assigned to a reconnaissance unit.), having completed (Basic Officer Leader-Branch (BOLC-B) and Advanced Leaders Course (ALC)), arrive from (BCTs, and ARNG), to receive training/instruction/certification on (leading Reconnaissance and Security missions in support of large-scale combat operations using organic and external reconnaissance assets to answer the Commander's Critical Information Requirements (CCIR)s and provide early warning to the protected force).

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3. *Mission.* (3<sup>rd</sup> Squadron, 16<sup>th</sup> Cavalry) provides Maneuver Commanders with (Scout Leader graduates possessing ASI R7), capable of (exercising Mission Command, displaying higher degree of knowledge and skill at Reconnaissance, Navigation, Communication, Intelligence Preparation of the Battlefield and Reporting. Proficient in applying the fundamentals of reconnaissance and security through planning and execution).

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#### 4. Execution.

- a. *Purpose.* The purpose of the Individual Student Assessment Plan (ISAP) is to outline the student's responsibilities, graduation criteria, and the course's assessment strategy, to provide a path for successfully completing (Scout Leader). This ISAP is effective (1Jan 2022), beginning with class number (22-003).
- b. *End State.* (Commissioned and Noncommissioned Officers, and Allied commissioned and noncommissioned officers (E-5, E-6, E-7, & E-8) and commissioned officers (O-1 & O-2) within CMF 11 (Infantry), 12 (Engineer (except MOS 12K, 12R, and 12W)), 13 (Field Artillery), 15 (Aviation), 19 (Armor), 35 (Military Intelligence) and 74 (Chemical) who are assigned or will be assigned to a reconnaissance unit.), having completed (Basic Officer Leader-Branch (BOLC-B) and Advanced Leaders Course (ALC)), who (successfully exercise Mission Command, displays higher degree of knowledge and skill at Reconnaissance, Navigation, Communication, Intelligence Preparation of the Battlefield and Reporting. Shows proficient in applying the fundamentals of Reconnaissance and Security through planning and execution).
- c. *Key Tasks.* To successfully graduate, students must:
  - 1) (Criteria 1) (Pass either the ABCT or SBCT Operation Order (OPORD) with at least 60.1% based on the grading rubric).
  - 2) (Criteria 2) (Pass one of the listed leadership positions: Platoon Leader, Platoon Sergeant, or Squad Leader with 6 of 9 Event Outcomes and 4 of 6 Event Performance Measures IAW the leadership grading rubric).
- d. *Assessment Strategy and Graded Events.* Students will be assessed using multiple methods, determined by the event. Graded events:

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Event / Subject	Available Points or # Questions	Type Test	Standard / Criteria	Additional Information
Module A: Admin				
N/A				
Module B: Reconnaissance Fundamentals				
Platoon OPORD	100 Points	Performance based	60.1%	See Rubric
Module C: Reconnaissance and Security (ABCT, IBCT, SBCT)				
N/A				
Module D: Reconnaissance and Security (ABCT/IBCT)				
Platoon Leader	6 of 9 Outcomes and 4 of 6 Performance Measures	Performance based	GO / NO GO	See Rubric
Platoon Sergeant	6 of 9 Outcomes and 4 of 6 Performance Measures	Performance based	GO / NO GO	See Rubric
Squad Leader	6 of 9 Outcomes and 4 of 6 Performance Measures	Performance based	GO / NO GO	See Rubric

5) **Retests.** Remediation on every TLO not mastered on the first test administration is mandatory. Students that fail an assessment or graduation requirement will be retrained and retested at least once. Additional retraining and retesting above the mandated amount is not required is "highly recommended", if time and resources allow. The determination on additional retraining/retesting above the mandated requirement will be made by the Company/Troop Commander where the event resides.

- Retraining will be conducted during the duty day. If executed after the standard duty day (0630-1700) it will not exceed 2000hrs.
- Retests will be conducted during scheduled academic hours or a scheduled DONSA during normal duty periods (0630-1700) hrs.
- Initial and retest periods will not be administered on the same duty day unless there is impact to a follow on block of instruction or the course graduation date.

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- a) Students who fail an assessment will be counseled, in writing, on DA Form 4856. Counseling will include the time and place for retraining and retesting, consequences for continued failure, the appeals process, and the course recycle policy.
- b) Students who fail the first attempt for an assessment and subsequently pass a retest will be awarded the minimum passing score for calculating their grade point average.

#### e. *Coordinating Instructions.*

- 1) Counseling and Feedback. Students will sign a statement of course standards in the form of the Individual Student Assessment Plan (ISAP) during in-processing or small group introduction. Students will be counseled during the course as applicable and after each assessment. When a student is formally counseled, a counseling form will be completed and filed in the student's local file.
- 2) Formal Counseling. This includes initial small group known as "CAV" counseling given by the instructors and daily conduct and operation within the CAVs and Institutional grounds, however not all inclusive.
  - a) Review of the ISAP, signed by student and kept on file.
  - b) Red 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. A formal written counseling (DA Form 4856) will be required in conjunction with the Red Cards prior to recommendation for dismissal. The dismissal authority is the Course Director and the appellate authority is the 3-16<sup>th</sup> Squadron Commander.
  - c) Green Cards: 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 Discipulus Validus events, outstanding performance during the OPORD evaluation, outstanding performance during the final Field Training Exercise (FTX), or at the discretion of any Instructor. Green Cards will be tracked by the Course

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Director and Senior Instructor and will nullify any preexisting Red Cards or future Red Cards on a one-for-one basis.

- d) Misconduct Counseling: Tardiness, failure to report, apathy, negligent discharge or general misconduct will each result in counseling. Misconduct is grounds for dismissal from the course with a corresponding letter sent to the Soldier's Chain of Command outlining the reason for dismissal by the Commander, 316th Cavalry Brigade.
- e) Procedures for Identifying Soldiers at Risk and Dismissal: The performance measures and expectations for the course are explained clearly to Soldiers during in-processing, as are individual student responsibilities and cadre responsibilities. Soldier expectations and responsibilities are reiterated throughout the course by cadre and further emphasized before each major event (graduation requirements), and providing a unifying focus for event AARs. Criteria for identifying a student at risk due to failure to achieve course expectations generally fall into three categories:
  - (i) Academic Failure: Repeated inability to comprehend and apply course content to new situations and responsibilities. Clear evidence that the student cannot understand what he must do, cannot adapt to new circumstances, cannot communicate with others, or cannot perform the prerequisite universal Soldier or Warrior Skills. Behavior is not an isolated incident and is unchanged by remedial instruction and counseling. Soldier requires excessive remedial education and cadre attention in comparison to reasonable skill and knowledge expectations of a responsible and mature individual (regardless of MOS).
  - (ii) 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.
  - (iii) Apathy: Repeated failure to conduct themselves in a professional manner during the course, malingering, avoiding responsibility, lack of support to team, deliberate failure to follow instructions of designated student leaders, failure to respond to corrective measures counseled by cadre. Behavior continues unchanged after formal counseling

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3) Serious Misconduct. Confirmed commission of any of the following activities will result in the student being placed in a Student Hold status, administrative and/or UCMJ actions initiated, and potential dismissal from service.

a) Alcohol related incident, including Driving Under the Influence (DUI)

b) Illegal drug use

c) Violation of Army Values

d) Violation of Standing or General Orders

#### 5. Sustainment.

##### a. Failure to Achieve Course Standards

1) Initiation of an Academic Review Board. During an Academic Review, the 3-16<sup>th</sup> Squadron Commander will determine whether to recycle or release a student from the course. The Course Director and Senior Instructor will provide factual evidence and input to assist the Squadron Commander to make his final determination. An Academic Review Board may be initiated at any point in the course and for any of the following actions:

(a) Integrity violation

(b) Failure to meet the standard for the Operation Order or Leadership Position.

(c) Loss of government property

(d) Committing a significant disciplinary or safety infraction

(e) Medical injury or extended recovery profile.

(f) Missing over 4 hours of instruction or training.

(g) Any situation or circumstance that will hinder the completion of continuing the course.

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- 2) Academic Review Board outcomes. An Academic Review Board will use the "Whole Person Concept" to take in consideration all factors and issues the student may be experiencing in and outside the course (e.g. personal issues, financial issues, etc.) and may result in the following action:

- (a) Continue Training

- (b) Recycle to the failed event, in a subsequent class.

- (c) Recycle to Day 1.

- (d) Drop from Course

#### 6. Mission Command.

##### a. Responsibilities

- 1) The Small Group "CAV" senior instructor assesses the student's daily IAW the ISAP, provide recommendations in support of Academic Review Boards, and provide an overall assessment of performance and justification for placing the student in an Academic Review status.
- 2) The Course Director with the assistance of the course Senior Instructor provide Instructors and Platoon Trainers the guidance and oversight of directive given from higher headquarters in the performance of education and content of institutional learning. Recommends to the 3-16<sup>th</sup> Squadron Commander with enough evidence in determining whether to recycle or release a student from training.
- 3) The Troop Commander ensures compliance of the ISAP standards and mediates consistency across the troop, requests Academic Review Boards, and recommends whether to recycle or release the student to the 3-16<sup>th</sup> Squadron Commander in support of the Course Director and Senior Instructor.
- 4) The Squadron Commander certifies leader to execute ISAP standards, ensures compliance of ISAP standards and consistency across the Squadron is the decision authority for an Academic Review Board, and determines whether to support the recycle or release of the student to the 316<sup>th</sup> Brigade Commander.

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- 5) The 316<sup>th</sup> Cavalry Brigade Commander develops the ISAP in accordance with proponent guidance, is the rebuttal decision authority for an Academic Review Board, and validates that a decision is justified and complies with the guidance set forth in the ISAP.
- 6) The U.S. Army Armor School (USAARMS) is responsible for providing guidance for the development of the ISAP, determining disposition for students recycled or released from the course.
- 7) Point of Contact for this ISAP is the Course Director at 706.545.8455



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