



DEPARTMENT OF THE ARMY
HEADQUARTERS, 3D SQUADRON, 16TH CAVALRY
10322 13TH ARMORED REGIMENT ROAD, BLDG 5141
FORT BENNING, GA, 31905-5000

ATZK-SBA

10 April 2026

MEMORANDUM FOR Subordinate Squadron – Scout Leader Cadre and Students

SUBJECT: Individual Student Assessment Plan (ISAP) for Scout Leader Course (2E-SIR7/521-ASIR7), version 09.0

1. References.

- a. AR 350-1, (Army Training and Leader Development).
- b. TR 350-70, (Army Learning Policy and Systems).
- c. TP 350-70-14, (Training and Educational Development in Support of the Institutional Domain).
- d. Program of Instruction for Scout Leader Course (2E-SIR7/521-ASIR7), version 09.0

2. Situation. US Army Active and National Guard, US Marine Corps Active and Reserve, Noncommissioned Officers (E5 (P) through E7) in the MOS of 19D or in CMF 11 (Infantry), 12 (Combat Engineer), 15 (Aviation), 17 (Cyber and Electronic Warfare), 35 (Military Intelligence) or 74 (Chemical); Service Academy and ROTC Cadets on special selection and assignment; Commissioned Officers (O-1 through O-3) within CMF 19 (Armor), 15 (Aviation), 35 (Military Intelligence) or 74 (Chemical); or allied nation equivalent personnel who are assigned or will be assigned to a reconnaissance unit. Officers must have completed their Basic Officer Leader Course. Non-Commissioned Officers must have completed Advanced Leader Course or service equivalent. Students will receive training, instruction, and certification in leading reconnaissance and security missions that support large-scale combat operations. This training focuses on utilizing both organic and external reconnaissance assets to address the Commander's Critical Information Requirements (CCIRs) and to provide early warning to the protected force.

3. Mission. Students take responsibility for their training and education throughout the course and, using this ISAP and the provided Student and Instructor Guide, ensure they are fully prepared for each lesson's instruction, in order to allow Squadron to provide Maneuver Commanders with course graduates, capable of exercising Mission Command, displaying higher degree of knowledge and skill at Reconnaissance, Navigation, Communication, Intelligence Preparation of the Operational Environment

and Reporting. Proficient in applying the fundamentals of reconnaissance, security, and Armor Fundamentals through planning and execution.

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. This ISAP is effective (04 MAY 2026), beginning with class number (26-006). If there is a conflict between this ISAP and the course Program of Instruction (POI), the POI takes precedence.

b. *End State.* Graduates who can meet the requirements of the below **Course Outcomes**:

- 1) Proficient at the planning, preparation, and execution of ABCT Scout Platoon Reconnaissance tasks and applying the seven fundamentals of reconnaissance.
- 2) Proficient at the planning, preparation, and execution of ABCT Security tasks and applying the five fundamentals of security.
- 3) Familiarization with the application of the Armor Force Fundamentals in the context of Scout Platoon operations.

c. *Key Tasks.* Students will be assessed using multiple methods, determined by the learning activity. To graduate, Students must successfully pass all course critical events IAW the event’s standards listed below.

Event	Points Available	Event Standard	Course Critical?	Re-test?	Assessment
Module A: Admin					
Placement Exam	100	70	NO	NO	Written Evaluation
Module B: Reconnaissance and Security Operations					
OPORD Tactical Decision Exercise	100	80	YES	YES	Performance Based
Module C: Leader Assessment (FTX)					

FTX Leadership Evaluation (Platoon Leader, Platoon Sergeant, Section Leader, and Squad Leader)	9 Performance Measures	6 of 9 Performance Measures	YES	YES	Performance Based
PMCS Certification	100	100	YES	YES	Performance Based

1) Placement Exam: Placement exam is conducted on the first day of the course and is utilized to demonstrate initial understanding of R&S operations to balance the doctrinal knowledge throughout the small groups. The exam is a 20 question fill in the blank exam that has an allotted time of 30 min for completion. All blanks on the exam have an assigned point value and the student must score 70 out of 100 points to be considered a pass. This is not a droppable component of the course.

2) OPORD Tactical Decision Exercise: The OPORD TDE will be a Platoon Level classroom operations order executed in TDE fashion. Students will be required to develop all 5-paragraph OPORD and TLP products. Instructors will facilitate a table-top TDE and evaluate students' products and ability to execute their plan. Students will be allotted up to two retests if unsuccessful on the first attempt. This is a graduation requirement.

3) FTX Leadership Evaluation: FTX leadership evaluation will be a culminating event for the course where the student will receive one of six evaluated positions (Platoon Leader, Platoon Sergeant, Section Leader, or Squad Leader). Students will be evaluated throughout the duration of the mission to include Troop Leading Procedures(TLPs), rehearsals, briefs, and execution of the mission. Students will be expected to receive a GO in six out of the nine evaluated blocks. Students who received No-Go's on any of the critical requirements on the rubric will be annotated as an overall No-Go. Students who are unsuccessful during their first execution will be allotted another leadership opportunity in a different position. Each allotted leadership role will elapse a period of approximately 12 hours in a field type of environment. This is a graduation requirement event.

4) PMCS Certification: On Day 22, students will participate in a practical evaluation during the recovery process. They will be required to perform the 10 steps of the Preventive Maintenance Checks and Services (PMCS) for the M4 weapon system and document their findings on the DA Form 2404. Students will have 10 minutes to

complete this task. Additionally, they must demonstrate their ability to disassemble, assemble, and conduct function checks in accordance with TM 9-1005-476-10. This is a graduation requirement event.

5) **Retraining / Retesting.** Remediation for all Learning Objectives that were not mastered during the first test administration is mandatory. Students who fail an assessment or a graduation requirement will undergo retraining and will be allowed a maximum of two retests, as outlined in the Program of Instruction (POI) and the Master Training Schedule. While additional retraining and retesting are not required, they are highly recommended if time and resources permit. The decision regarding any additional retraining and retesting beyond the mandatory requirements will be made by the Squadron Commander.

6) To be considered for extra retraining and retesting, a student must demonstrate improvement from the initial test to the first retest or show overall competence in mastering the course's learning objectives up to that point. If there is any uncertainty about granting additional retraining and retesting, the student will receive the benefit of the doubt.

a) Students who fail a course critical assessment will be counseled, in writing, on DA Form 4856 by the Course Director or Senior Instructor. 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.

c) Retraining and retesting will be documented on the approved master training schedule (MTS) and conducted during the standard training day (0600-1700). If executed after the standard training day it will not continue past 2000 hours, unless otherwise depicted on the MTS in support of an event requiring limited visibility (e.g. night field training exercise).

d) The initial test and retest will not be administered on the same duty day unless there is significant impact to a follow-on block of instruction, or it will alter the course graduation date.

d. *Coordinating Instructions.*

1) Counseling and Feedback. Students will sign Enclosure 3, Student Acknowledgement of ISAP, acknowledging they have read the ISAP and understand the standards they will be held to.

a) Formal Counseling. Cadre will conduct formal counseling sessions with Students. This includes initial, module, and end-of-course (EOC) counseling. The initial counseling establishes the ISAP goals and course expectations. The module counseling serves as a progress review of the Student's performance and identifies strengths and areas of improvement (module counseling is only mandatory when Students fail a course critical event). The EOC counseling reviews the Student's performance in the course.

b) Misconduct Counseling. Academic misconduct (See Enclosure 1: Academic Misconduct Definitions), tardiness, failure to report, apathy, negligent discharge or general misconduct will result in counseling, and is grounds for dismissal from the course with a letter outlining the reason for dismissal sent to the Soldier's Chain of Command by the Commander, 316th Cavalry Brigade.

c) 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 provide a unifying focus for event After Action Reviews (AARs).

(i) Academic Failure Includes: Repeated inability to comprehend and apply course content to new situations and responsibilities. Clear evidence that the student cannot understand what to do, cannot adapt to circumstances, cannot communicate with others or cannot perform the prerequisite Soldier 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) 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.

Alcohol related incident, including driving under the influence (DUI)
Illegal drug use

Violation of Army Values
Violation of Standing or General Orders

2) Course Dismissal Categories (See Enclosure 1: Dismissal Criteria)

a) Academic Failure Dismissal. Students who fail to meet the standard for any course critical event, after all allowed attempts, or who fail to attain the overall minimum academic standards for the course, will be considered Academic drops.

b) Medical Dismissal. Students who receive a profile that precludes their ability to complete the course or a course critical event.

c) Administrative Dismissal (No Fault of Student). Students who are removed from the course for a cause beyond their control. (e.g. Missing four or more cumulative hours of instruction due to excused absence(s).

d) Administrative Dismissals (Fault of Student):

(i) Students who violate standing orders, Army Values, SHARP/EO/EEO programs, or the UCMJ will be dropped from the course. This category includes all types of academic misconduct

(ii) Students who commit a significant disciplinary or safety infraction, or who miss four or more cumulative hours of instruction due to unexcused absence(s).

(iii) Students who receive three red-card counselings for course infractions will be recommended for dismissal pending approval by the Squadron Commander

5) Sustainment.

a) Processing Student Dismissals

1) Students who fail to meet any published course standards will be processed in accordance with 316th Cavalry Brigade Policy #308, Processing Student Dismissals and Appeals. Dismissal may be initiated at any point in the course.

2) Commanders considering Student dismissal will use the "Whole Person Concept" to consider all factors and issues the student may be experiencing in and outside of the course (e.g. personal issues, financial issues, etc.) and may result in one of the following actions:

- a. Continue training
- b. Dismissal from course

b) Course Achievement Recognition. Students who distinguish themselves above their peers and/or exceed published standards will be recognized at the conclusion of the course. The categories are:

- 1) Distinguished Honor Graduate. Honor Graduate. The Honor Graduate is the student with the highest academic point average from all graded events (Doctrine Exam, FTX Leadership Evaluation, and PMCS Certification).
- 2) Thurman Award. The Thurman Award is achieved by the student demonstrating the highest standards of knowledge and professionalism. Three candidates, selected by their peers and instructors, will compete in a doctrinal knowledge board, focused on course critical material. The board committee will consist of the Course Director, Senior Instructor, and Platoon Trainers. The winner will be determined by the board committee based on the students' responses to the predetermined questions. The awarded student will receive a certificate of recognition during graduation and their name and class number added to the Thurman award plaque displayed within the course memorabilia.

6. Mission Command.

a) Responsibilities

- 1) The Instructors assess Students IAW the ISAP.
- 2) The Course Director and Senior Instructor ensure compliance with ISAP standards and consistency within the course.
- 3) The Squadron Commander certifies leaders to evaluate Students IAW ISAP standards, ensures compliance with ISAP standards and consistency across the Squadron.
- 4) The 316th Cavalry Brigade Commander endorses the ISAP.
- 5) The Armor Commandant establishes the course outcomes and approves the ISAP.
- 6) Should the Student be dismissed from training, a Memorandum for Record (MFR) will be provided by the Squadron Commander to the Soldier's chain of command

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outlining the reasons for dismissal and, if applicable, potential recycle / reinsertion points for future classes.

a) In the event a student requests appeal from a decision of course dismissal, they will be required to submit a MFR outlining the basis of their appeal directed to the Squadron Commander and Brigade Commander within 24 hours of decision notification. Appeals will be considered and adjudicated within 72 hours.

b) Changes to the ISAP and assessment criteria are restricted to the Course Manager (Squadron Commander). Delegation of authority is not authorized.

7. Point of Contact for this ISAP is the SLC Course Director, CPT Daniel E. Romero at 305-300-2615 or daniel.e.romero12.mil@army.mil.

DANIEL E. ROMERO
CPT, AR
Course Director

ALAN P. HASTINGS
LTC, AR
Commanding

3 Encls.

1. Academic misconduct definitions
2. Test challenging procedures
3. Student acknowledgement

Enclosure 1: Dismissal Criteria

Students may be dismissed from the Scout Leader Course for the following reasons:

1. Aiding and abetting academic misconduct: Knowingly helping, procuring or encouraging another person to engage in academic misconduct.
2. Cheating: Any dishonesty or deception in fulfilling an academic requirement such as:
 - a. Use or possession of unauthorized material or technological devices during an examination, an "examination" meaning any written, oral work or assessment submitted for evaluation or grade.
 - b. Obtaining assistance with, or answers to, examination questions from another person with or without that person's knowledge.
 - c. Furnishing assistance with, or answers to, examination questions to another person.
 - d. Possessing, using, or distributing unauthorized copies of an examination.
 - e. Representing as one's own, an examination taken by another person.
 - f. Obtaining unauthorized access to the computer files of another person or agency or altering or destroying those files.
3. Fabrication: The falsification of any information, research statistics, or citation in an academic exercise.
4. Plagiarism
 - a. Submitting another's published or unpublished work in whole, in part or in paraphrase, as one's own without fully and properly crediting the author with footnotes, quotation marks, citations, or bibliographic references.
 - b. Submitting as one's own original work, material obtained from an individual, agency, or the internet without reference to the person, agency or webpage as the source of the material.
 - c. Submitting as one's own original work material that has been produced through unacknowledged collaboration with others without release in writing from collaborators.

d. Submitting one's own previously written, oral, or creative work without modification and Instructor permission.

5. Violating ethical or professional standards will be determined by the Course Commander or appointed investigating officer.

6. Failure to Meet Academic Standards

a. Failure of any course critical event after authorized retest.

b. Failure to achieve a cumulative course grade point average of 70% or higher.

7. Failure to Maintain Course Attendance Requirements

a. Missing four or more cumulative hours of instruction due to excused or unexcused absences.

b. Missing movement to a field training exercise, group physical training event, or scheduled formation without prior approval.

8. Misconduct

a. Academic misconduct as defined in Enclosure 1 (cheating, plagiarism, fabrication).

b. Acts of indiscipline including but not limited to: tardiness, failure to report (FTR), negligent discharge, or violation of safety protocols.

c. Violations of Army Values, SHARP/EO/EEO programs, standing orders, or the UCMJ.

d. Alcohol-related incident, illegal drug use, or any conduct resulting in administrative or UCMJ action.

9. Medical or Administrative Factors

a. Receipt of a medical profile that prevents completion of course requirements.

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b. Administrative removal directed by higher headquarters (e.g., investigation, reassignment, emergency leave).

10. Procedures

a. First failure of a critical event: written counseling by the Senior Instructor or Course Director.

b. Second failure: written counseling by the Senior Instructor or Course Director with recommendation for dismissal if standards are not met after retest.

c. All dismissals require a written memorandum from the Squadron Commander to the Soldier's chain of command, in accordance with 316th Cavalry Brigade Policy #308.

d. The 'Whole Person Concept' will be considered by the Squadron Commander prior to dismissal.

Enclosure 2: Test Challenging Procedures

1. Purpose. To provide procedures for Students to challenge specific test items (test questions).

2. TRADOC Pamphlet 350-70-14 and the 316th Cavalry Brigade Course Manager's SOP require that assessment / test items:

Must match the content and objectives of what was taught.

- a. Must distinguish between masters and non-masters. TRADOC Regulation 350-70 defines Mastery as "The ability to perform the task instinctively, regardless of the conditions."
- b. Must have only one correct response.
- c. Must be technically and / or doctrinally correct.

3. Each administered test will include a test review. The review may be done during the test (e.g. immediate feedback given during a hands-on test), or after (e.g. reviewing each question of a written test). If, based on the test review, a Student believes that one or more test items do not meet all the above criteria, they can challenge the question(s). The challenge does not need to be made during the test review, it can be made at any time during the course, including anonymously in the end-of-course critique.

NOTE: If the challenge is the basis for a student's appeal of a dismissal, the specific test items must be identified when the student elects to appeal (within two duty days of notification).

4. A challenge should include, at a minimum, the test item and answer (as accurately as the Student can remember), and which of the above criteria the question failed to meet.

5. When notified of a test challenge, the course's Senior Instructor will convene a Test Item Certification Committee (TICC) of no less than two cadre personnel. The TICC will review the test item(s) in question for validity based on the above criteria.

- a. If the challenge is the basis for a Student's appeal of a dismissal, the troop commander (or their designated representative) will be one of the members of the TICC, and a copy of the TICC's findings will be included with the appeal packet.
- b. If the TICC determines a question is not valid, all Students will receive credit for that test item, and the invalid item will be replaced for that version of the test.
- c. If the TICC determines a question is valid, no further action will be taken.

NOTE: Past determinations of validity for a test item do not mitigate the Senior Instructor's requirement to convene a TICC.

Enclosure 3: Student Acknowledgement of ISAP

1. I, _____, have received a copy of the Individual Student Assessment Plan (ISAP) for the Scout Leader course.

_____ 2. I understand the Instructors are required to present the course's learning activities in accordance with the Program of Instruction, as outlined in the *Student and Instructor Guide*, which I received a copy of.

_____ 3. I understand that after I am notified of being considered for dismissal from the course for *Academic* reasons, I will remain in training until final disposition by the drop and/or appeal authority.

_____ 4. I understand the Squadron Commander is the decision authority for Student dismissals from the course.

_____ 5. I understand I have *up to* two duty days to notify the cadre whether I intend to appeal the dismissal.

_____ 6. I understand the 316th Cavalry Brigade Commander is the *final* decision authority for appeals.

_____ 7. I have been given time to read the ISAP, I understand my roles and responsibilities to successfully complete this course, and all my questions have been answered.

Signature: _____ Date: _____

(Print name on line 1, initial by numbers 2-7, and sign/date.)

COVER PAGE



Senior Instructor:

Course Director:

Troop Commander:

Squadron Commander: