



DEPARTMENT OF THE ARMY
THE ARMY RECONNAISSANCE COURSE, 3RD SQUADRON 16TH CAVALRY
10290 13TH ARMORED REGIMENT ROAD - BLDG 5145
FORT BENNING, GEORGIA 31905-5000

REPLY TO
ATTENTION OF

ATZK-SBA-N

25 MAR 2014

MEMORANDUM FOR RECORD

SUBJECT: Individual Student Assessment Plan (ISAP) for the Army Reconnaissance Course (ARC)

1. Purpose. The purpose of this memorandum is to establish administrative policies and procedures while providing students and cadre of the ARC standards, overview and expectations.
2. Expectations. 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, CAV Leader, Teach Chief and Course Manager. The student chain of command is the student Platoon Sergeant / 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 including Adaptive Soldier Leader Training and Education (ASLT&E). Students will use previous assignments, institutions for higher learning, lessons learned and social norms during their tenure. Although this course does not have a grade book, 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, confident leader, skilled in problem solving and applying critical thought.
4. Course Overview. The ARC begins with a Day 1 Entry Level testing. The remainder of the course is conducted in three phases. Day 1 Entry Level testing is designed to physically separate those that might not possess the physical ability to complete the course. Students will be tested on the Army Reconnaissance Course Physical Fitness Test (ARC PFT); this event includes the push-ups and sit-ups conducted at the 17 – 21 year old age group and a 5 mile run. Students must score 70% on the push-ups (49) and sit-ups (59) and complete the run in 40 minutes or less. Those students that fail to do so will be denied entry into the course, regardless if they have an ATRRS reservation or not. Students that fail the initial push-up and sit-up test will be given 10 minutes to rest and then will be retested. If those students then make the 49 pushups or 59 sit-ups, they will be allowed to continue. If they fail, they will be denied entry regardless of an ATRRS reservation or not. There will be no retest for the 5 mile run. At the completion of the ARC PFT, students will be weighed in accordance with AR 600-9. If a student fails to meet his / her weight standard they will be denied entry into the course, regardless if they have an ATRRS reservation or not. Phase I focuses on developing higher fundamental skills, land navigation & route reconnaissance, troop organizations, terrain analysis, threat analysis and relevant reporting culminating in simulated situational training exercises (VBS2). Phase II continues with Phase I objectives while adding reconnaissance surveillance & security fundamentals, communications / Surveillance Target

Acquisition and Night Observation (STANO) systems, continuous reconnaissance and a four day FTX. Phase III continues with Phase I and Phase II objectives while adding zone reconnaissance – expeditionary context, fires and Air Ground Operation (AGO) simulation supported, better understanding of the commander’s intent, competence with supporting assets and higher problem solving capabilities.

5. Authorized Students. Active Army / Marine and Reserve Component noncommissioned officers (E6, E7 and E8) and commissioned officers (01, 02 and 03) in Armor (19), Infantry (11), Engineers (12) except MOS 12K, 12R and 12W, Aviation (15), military Intelligence (35), Field Artillery (13); who have successfully completed the Basic Officer Leadership Course Branch (BOLC); noncommissioned officers who have successfully completed Basic Noncommissioned Officers Course or Advanced Leadership Course (ALC); and commissioned Allied officers who are assigned or will be assigned to a reconnaissance unit. All graduates of the ARC that are recommended by the Armor proponent 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. SGIs will evaluate students using the following guidelines of performance measures and leader’s attributes: performance measures are valued on a scale of 2 (Exceptional) to -2 (Minimal) with anything below a 0 (Average) putting a student in danger of failing and dismissal from the course. Leader attributes will be scored the same way; 2 (Exceptional) to -2 (Minimal).

Performance Measures and Outcomes

(1) Desired Outcome: Observable Higher Fundamental Skills

Performance Measures:

- Exceed Army standards for land navigation tasks and skills
- Exceed Army standards for reporting and communication tasks
- Demonstrate improved ability to assess terrain, enemy and friendly capabilities
- Demonstrate ability to think, persevere under physical and mental pressure

(2) Desired Outcome: Higher Understanding of Commander’s Information Needs

Performance Measures:

- Demonstrate understanding of the BCT and Recon Squadron Commander’s unique reconnaissance needs
- Demonstrate ability to communicate observations in a manner relevant to Commander’s decision making needs
- Able to apply different tools to recon problems based on mission and situation

(3) Desired Outcome: Planning and Executing without Compromise

Performance Measures:

- Demonstrate ability to anticipate presence or contact with enemy
- Demonstrate understanding of requirements for reconnaissance, surveillance and security tasks

- Demonstrate ability to anticipate consequences of tactical decisions
- Demonstrate ability to apply different assets that enhance capability or mitigate risk

(4) Desired Outcome: Confidence with Supporting Assets

Performance Measures:

- Demonstrate understanding of unit / system supporting ranges and distances
- Employ technical surveillance tools effectively
- Communicate effectively with external reconnaissance support assets
- Demonstrate ability to acquire the BCT priority targets
- Demonstrate ability to employ air and ground based fires effectively in support of security missions

(5) Desired Outcome: Display Physical and Mental Toughness

Performance Measures:

- Demonstrate confidence operating at extremes of the BCT organic supporting range and distance
- Demonstrate initiative and adaptability in the face of new and demanding situations (embrace ambiguity)
- Demonstrate ability to manage changing requirements for balancing unit reconnaissance, surveillance and security with mission accomplishment

(6) Desired Outcome: Mission Context Problem Solving

Performance Measures:

- Demonstrate the ability to assess the situation against the mission and make a decision
- Demonstrate the ability to effectively communicate in the form of observation reports, combat orders and technical instructions
- Demonstrate the competence to implement a decision
- Confidence, risk management, initiative
- Technical skills and knowledge
- Tactical skills and abilities

Rating of Performance Measures:

2. Exceptional: Shows exceptional level of a Recon Leader, exceeding / proficient at meeting outcomes.

1. Superior: Shows superior level of a seasoned leader, minimally exceeding outcomes.

0. Average: Meets Army standard, marginally meeting outcomes.

-1. Moderate: Shows moderate level of a beginner needs some improvement to meet outcomes.

-2. Minimal: Shows minimal level, failing to meet outcomes.

Leader Attributes

- (1) Accountability: Takes responsibility for own and team's actions and consequences.
- (2) Adaptability: Manages changing requirements for balancing unit recon and security with mission accomplishment.
- (3) Anticipation: Foresees future requirements and conditions.
- (4) Confidence: Believes in own and team's ability to handle tactical situations.

- (5) Initiative: Thinks and acts without being urged.
- (6) Problem Solving: Solves problems by applying deliberate thought.
- (7) Risk Management: Assesses the situation against the mission and makes a decision, effectively balances mission requirements and risk.

Rating of Leader Attributes:

2. Exceptional: Displays exceptional level of a Recon Leader, able to integrate problem solving, anticipation, adaptability and risk management during mission planning and execution without prompting.

1. Superior: Displays attributes of a seasoned leader, able to integrate problem solving, anticipation, adaptability and risk management during mission planning and execution with little prompting.

0. Average: Able to understand the need and use of this attribute and apply it successfully.

-1. Moderate: Displays weak attribute, can be successful with prompting.

-2. Minimal: Attribute is too weak to be effective.

- a. Field Training Exercises (FTXs): Students are challenged to use all of the knowledge they have learned in previous military experience and in the ARC during several rigorous FTXs. During these exercises, students will be assessed on their performance in a variety of duty positions within a reconnaissance platoon. An overall assessment of the student's performance will be based on the collective assessments of accompanying instructors. All assessments will be reviewed by the senior SGI, Teach Chief and the Course Manager for final approval.
- b. Assessments: There are at least eight assessment points throughout the tenure of the course. The ARC employs assessments from multiple points of view (360 Degree Assessments).
 - 1. The assessments are individual (self) assessments, used as a tool for SGIs to help shape and build their training resources.
 - 2. Three assessments are individual (self) assessments, used as a tool for SGIs to help shape and build their training resources.
 - 3. Three assessments are peer (small group) assessments used to assist instructors in identifying and evaluating the Intangible Attributes that are required for graduations. These peer assessments will be done in a professional and truthful manner. Everyone is required to fully participate with candid remarks. SGIs will review all assessments and bring any problems to the senior SGI as a lack of participation
 - 4. In addition to the previous assessments, multiple assessments are made by the SGIs using the ARC Assessment Form. These will focus on the students' progress towards achieving the Course Outcomes. Students are counseled on a DA Form 4856 in conjunction with the ARC Assessment Form and a plan of action is implemented. At the of the course all assessments will be transferred in constructing and validating the individuals' DA Form 1059
- c. Misconduct Counseling. Tardiness, failure to report, apathy and general misconduct will result in counseling for each offense. Misconduct is grounds for dismissal from the course with a corresponding, descriptive DA Form 1059. Spot reports can be used as a form or recording events as they take place. These spot reports may be in the form of a "Green

Card” (i.e. for failure to follow instructions), or on a general counseling form; DA Form 4856. All “Green Cards” will be followed up with a supporting DA 4856 counseling form.

- d. Immediate Dismissal Counseling. Includes but is not limited to safety violations, disruption of course due to ones actions, loss of sensitive items, missing movement, lack of discipline or losing accountability of personnel. Severe misconduct is grounds for immediate dismissal from the course with a corresponding, descriptive DA Form 1059. Immediate Dismissal Counseling reports are given in the form of a “Red Card” and are followed up with a supporting DA 4856 counseling form.
- e. General Counseling. SGIs and Cadre that teach and observe students on a daily basis use formal and informal counseling procedures in accordance with the ARC assessment tools and Army standards. All formal counseling with the students is documented on the general counseling form DA 4856 and kept on file.
 - If after a formal counseling session a student exhibits any of the criteria listed below (apathy, indiscipline, un-teachable), an informal board is held. The Teach Chief assigns an unbiased cadre member to meet with the cadre members of the student’s Small Group and collectively reviews the student’s performance against the ARC’s expectations. The sole role of the unbiased cadre member is to filter any potential disconnects in observations or potential personality conflicts.
 - After informal board, the student is referred to the Teach Chief who will issue a counseling statement notifying the student that he/she is at risk and defining the student’s responsibilities for corrective behavior.
 - If the student continues to perform below expectations, the Course Manager reviews the student packet with the cadre and makes one of the three decisions: retain the students; retain the student, but not graduate; dismiss the student.
 - Students completing the course but not graduating will not receive credit and will not attend the graduation ceremony.
 - Students who completed the course, but do not graduate will have a letter sent the student’s Unit Commander signed by the 3-16 Cavalry Squadron Commander identifying the specific student issue.

From previous experiences in other venues, I believe the number of students who demonstrate apathy or indiscipline will be rare. There will, however, be students who are simply not suited for the course and its expectations. This process should not adversely affect students from other MOS/Branches that attend the ARC as it is behavior and performance based, not knowledge based. That said, the ARC is also not an introduction course to reconnaissance operations for Soldiers reclassifying into the MOS or Soldiers who are sent to the course for “re-bluing” after an assignment away from their MOS. The personal responsibility standards for being prepared for the course are high.

- f. Procedures for Identifying Students at Risk and Dismissal. Students should 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, based on the Course Manager’s recommendation, for dismissal from the course. The performance measures, leader attributes and expectations for the course are explained clearly to students on the first day as are the individual student responsibilities and cadre responsibilities. Student’s 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). Criteria for identifying a student at risk due to failure to achieve course expectations generally fall into three categories:

1. Apathy: Failure to conduct him or herself professionally during the course, malingering, avoiding responsibility, lack of support to the team, “Blue Falcon” syndrome, deliberate failure to follow instructions because a lack of emotion, feeling, lack of interest or does not care. Student leaders that fail to respond to corrective measure are counseled by cadre and if behavior continues to unchange after formal counseling then the student will be nominated for dismissal.
 2. Indiscipline: Failure to do what the student knows must be done. Clear evidence that the students has the 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, knowing the right thing to do but actively not doing it. Challenging authority. Failure to take corrective measure identified by cadre. Behavior continues after formal counseling.
 3. Un-teachable: An inability to comprehend and apply course content to new situations and responsibilities. Clear evidence that the student cannot understand what he/she must do, cannot adapt to new circumstances, cannot communicate with other, or cannot perform with prerequisite universal Soldier or Warrior Leader Level 2 & 3 tasks. Behavior is not an isolated incident and is unchanged by remedial instructions and counseling. Student requires excessive remedial education and cadre attention comparison to reasonable skill and knowledge expectations for a BOLC or ALC graduate (regardless of MOS).
7. Student Leadership. Leadership is chosen by the SGIs with the guidance from the Course Manager and Teach Chief. It is designed to challenge the students as well as provide a blend of the various experiences from different military occupational specialties throughout the course. Some students may receive more leadership positions than others depending on the student’s progression and assessments. During the course there are two student progression meetings designed to identify any student(s) that may have potential problems adapting or difficulty applying the desired outcomes. Because the meeting consists of the Course Manager, Teach Chief and SGI from each class it helps maintain relevancy in course development and structure in student learning.
8. 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 Course Manager / Teach Chief for administrative actions 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.
9. Student Recognition.
- a. J. W. Thurman Leadership Award: The J. W. Thurman Leadership Award is an award given to the student who was nominated by his/her peers and cadre for exemplifying the highest leader attributes while attending the course. The awarded student’s accomplishment will be annotated on his/her DA Form 1059 as well as receive a certificate of recognition and his/her name and class number added to the Thurman Award plaque. The recipient also receives a comment on his/her DA Form 1059 reflecting his/her accomplishment.

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- b. Commandant's List: The Commandants List is the top 20 percent of the class. They are chosen by the cadre and must not have any disciplinary actions during the course. The recipients will be named at graduation and receive a comment on their DA Form 1059 reflecting their accomplishment.
 - c. Validus Disciplus: The Validus Disciplus (Strong Student) is a P.T. Event to identify the physically best CAV and student during the course. Validus Disciplus consists of, but is not limited to: push – ups, sit – ups, pull – ups, dips, bench press, rope climb and five (5) mile foot march. The event is scored individually and as a group (average). The individual winner will receive a certificate of recognition at graduation. The winning CAV will receive a trophy. The trophy will remain in the small group until the graduation of the following class, when and if it is presented to another small group.
10. Reporting / in – processing: All students will report in the APFU or respective service PT Uniform to the Department of Reconnaissance and Security, Building 4713 on Old Cusseta Road. In – processing will take place at the Department of Reconnaissance and Security. Ensure you have a complete copy of your orders to include amendments and the Data and Demographic survey sheet completed.
 11. Billeting: Barracks are currently not available. For billeting reservations contact the billeting office in Olsen Hall on main post as soon as possible, Commercial (706) 689-0067 extension 4701. Students MUST report to Olsen Hall (Building 399) for housing assignment. If no lodging is available at Olsen Hall students will be billeted off post until lodging is available at Olsen Hall. You must ensure to visit billeting off and get permission prior to making arrangements for off post lodging.
 12. Those traveling 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 stay straight on Old Cusseta Road until you reach The Department of Reconnaissance and Security, located roughly 2 miles down the road. Turn right on Chapel Road and park in the parking on the left. Students will walk across the street and be received by an ARC Cadre upon entry into the compound. If you have reached Ranger School, you have gone too far.
 13. Passes (REF: AR 600-8-10 & the Blackheart Policy 03-15, Leave and Pass Policy, dated 03 September 2003): Pass is a privilege, not a right. Late passes may be disapproved. In a situation where an observed training holiday falls during the course of instruction students may elect to take a mileage pass. Students desiring a pass will provide the chain of command with a DA Form 31 (Request and Authority for Leave) (with complete physical pass address and valid phone number), 16th Cavalry POV Inspection Checklist, 16th Cavalry Pre – Trip Safety Ticket / Briefing Sheet and the Army Travel Risk Planning System (TRiPS) worksheet, internet based trip itinerary and map/flight itinerary and possess a unit alert roster.
 - a. Troop Commander approves mileage passes. Passes must be submitted no later than 24 hours prior to the effective pass date.
 1. Four Day Pass: Mileage limit for automobile travel four day pass is 700 miles per driver

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2. Three Day Pass: Mileage for automobile travel three day pass is 450 total miles per driver.
 - b. A pass is required when the student desires to miss up to four hours of Training. The Troop Commander is the approving authority for Troop passes. All Troop passes must be submitted to the Troop Commander through the chain of command no later than three days prior to the effective date.
 - c. A Squadron pass is required when the student desires to miss more than four hours of training. The SCO is the approving authority for Squadron passes. All Squadron passes must be submitted to the Troop Commander through the chain of command no later than five days prior to effective pass date.
14. Additional Information: A POV is highly recommended and must be in safe operating condition to drive on post in accordance with the local guidance. In addition it is “highly” recommended that students ask their unit to provide a rental vehicle or mileage for their POV since the school does not provide transportation.
15. The point of contact for this memorandum is Mr. Edwards at (706) 626 – 8038, henry.n.edwards.civ@mail.mil, or henry.n.edwards@us.army.mil.

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