

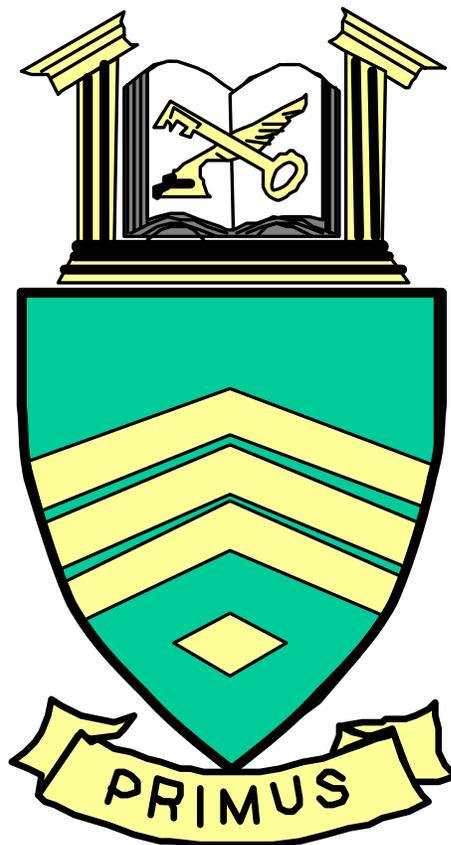
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

CMP

OCT 04

COURSE MANAGEMENT PLAN

TRAINING SUPPORT PACKAGE



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Course Management Plan (CMP)
For-FSC First Sergeant Course

**This CMP
Contains**

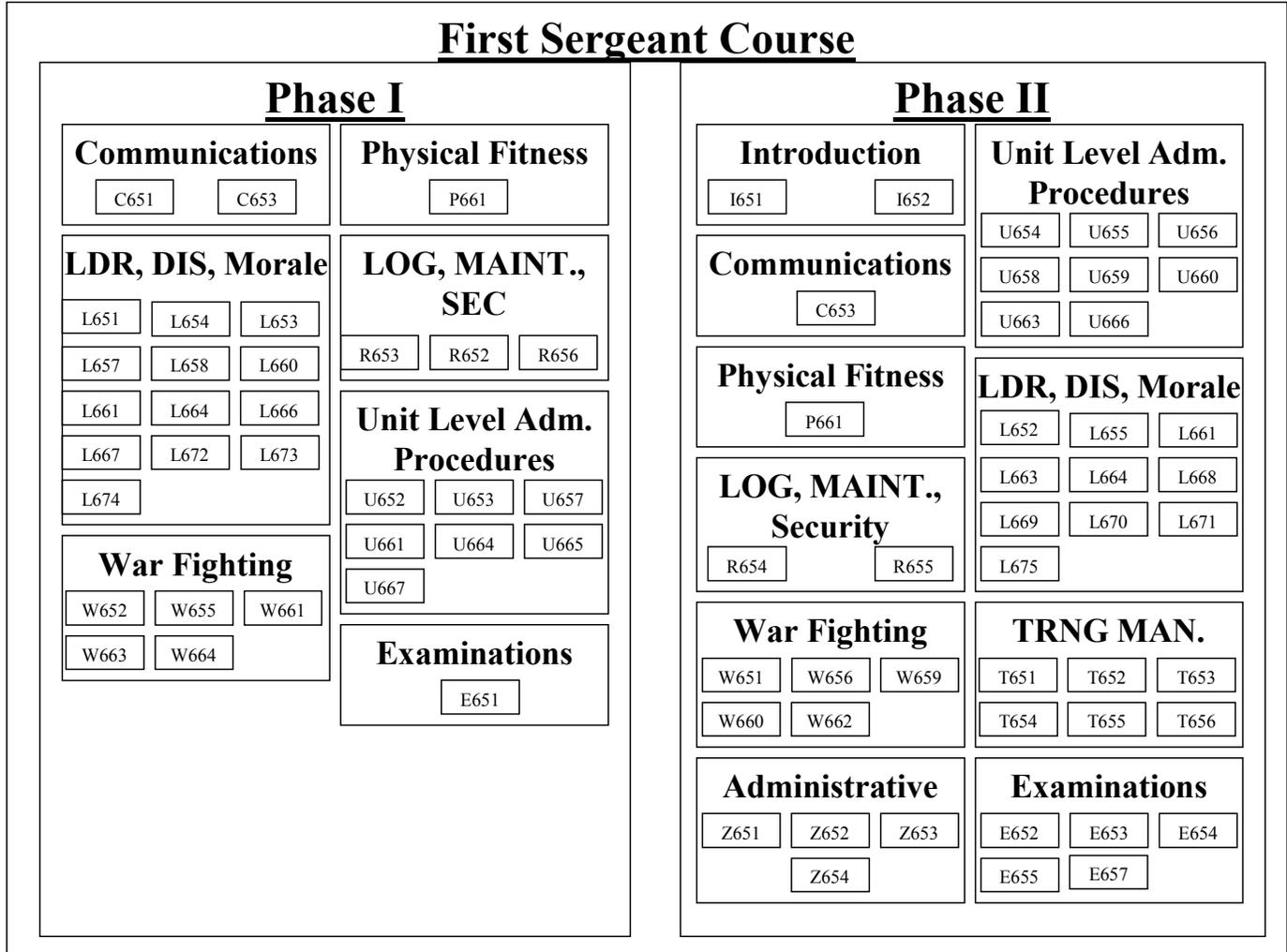
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* Mandatory components are marked with an asterisk.

Course Management Plan (CMP)
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Course This course is structured in phases, modules, and lessons.

Structure



(1) Graphic display:

(2) Narrative Description:

1. This course is structured in phases, modules, and lessons.
2. Phase I is a self-study phase consisting of 31 lessons, totaling 70.2 hours with a 3 hour exam.
3. Phase II is a resident or non-resident phase (DL-TNET) conducted at various sites, containing 34 lessons, 5 examinations totaling 103 hours.

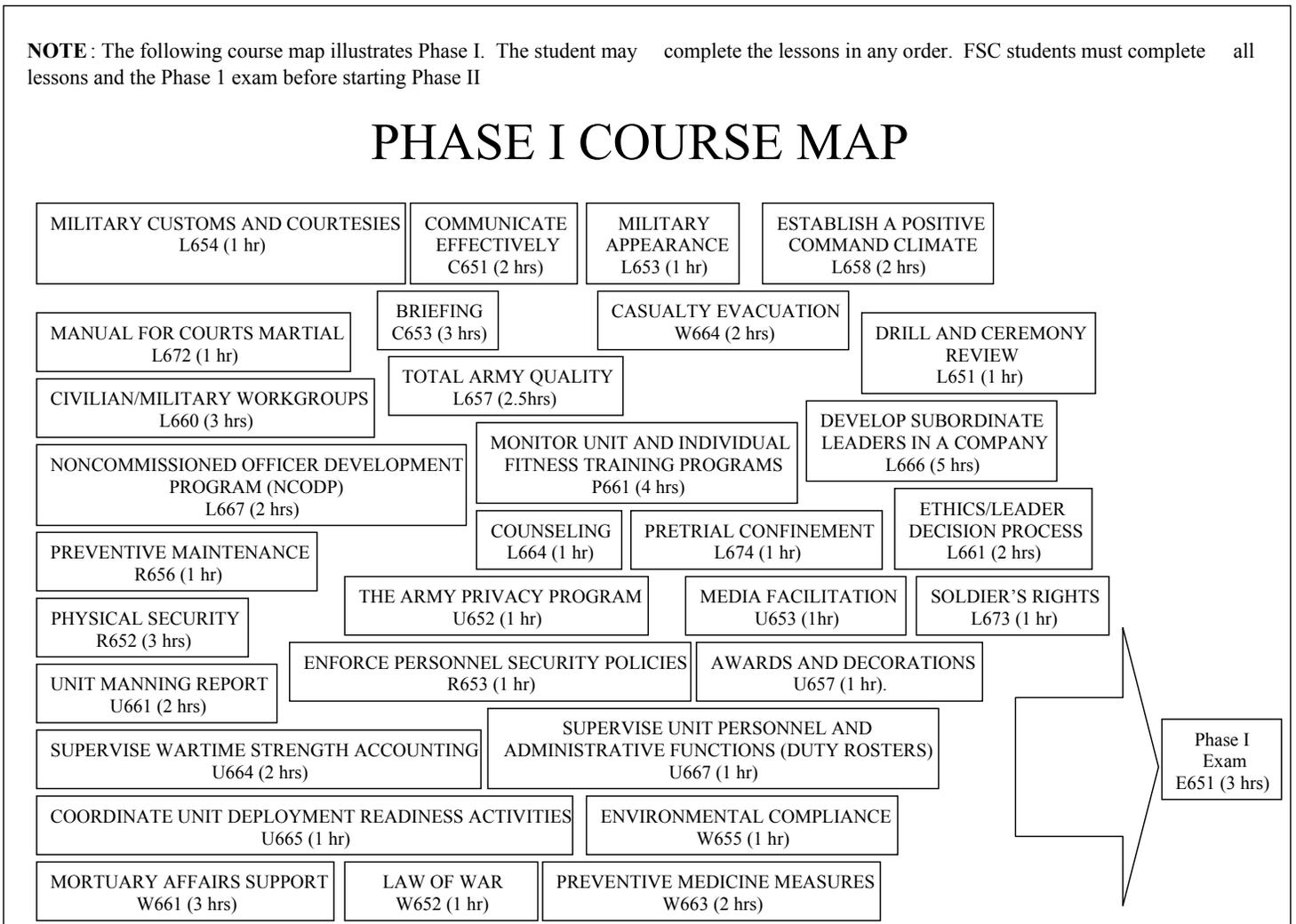
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Course Map

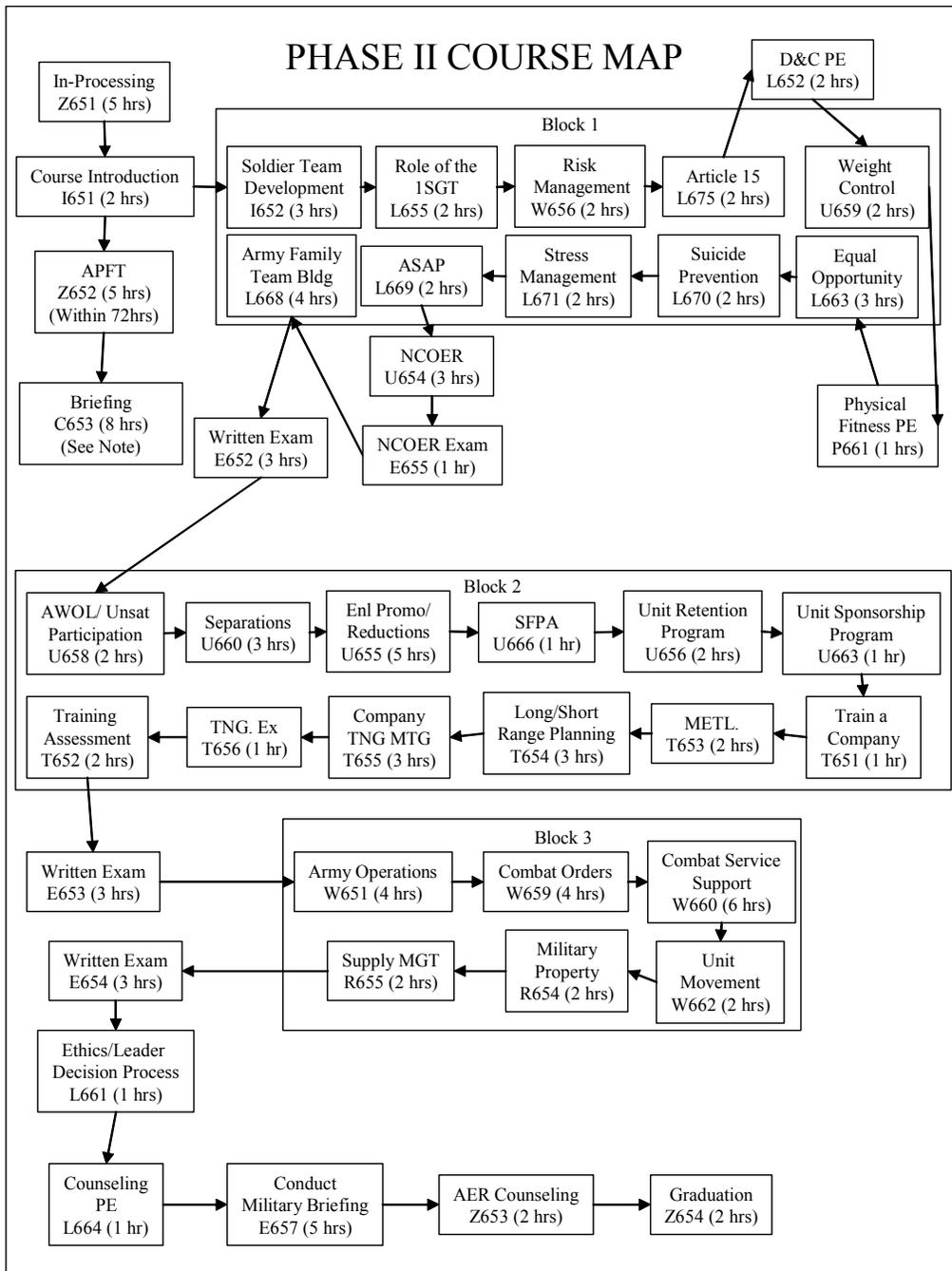
This course map shows the mandatory training sequence for this course. Each lesson that is shown as a prerequisite for another lesson must be taught before that follow-on lesson is presented. This mandatory training sequence cannot be violated. Failure to follow it means students will receive training for which they have not received the required prerequisite training.

NOTE: The following course map illustrates Phase I. The student may complete the lessons in any order. FSC students must complete all lessons and the Phase 1 exam before starting Phase II

PHASE I COURSE MAP



Course Management Plan (CMP)
For-FSC First Sergeant Course



NOTE: Blocks of Briefing preparation time (totaling 8 hours) will be allocated through out the training schedule prior to the E657 examination.

Course Management Plan (CMP)
For-FSC First Sergeant Course

Training Schedules Some possible training schedules follow.

PHASE I

A	Lessons in Phase I can be taken in any order. All lessons must have been completed prior to taking the Phase I examination.
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PHASE II

A	Lessons will be conducted in the order as outlined in the Course Map.
B	Mandatory APFT will be taken within the first 72 hours of the class start date.
C	Blocks of Briefing preparation time (totaling 8 hours) will be allocated through out the training schedule prior to the E657 examination.
D	An example Training Schedule is provided in Appendix C of this document.

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**Course
Manager
Qualifications**

1. Be a MSG, 1SG, SGM, or CSM
2. Must meet the physical fitness standards in AR 350-41 and the weight Standards in AR 600-9
3. Be a Graduate of:
 - a. ANCOC
 - b. FSC
 - c. Total Army Instructor Training Course (TAITC)
 - d. Small Group Instructor Training Course (SGITC)
 - e. Have served in a First Sergeant position

**Course
Manager
Guidance**

The course manager is responsible for ensuring the training is presented as designed. Specifically, course manager(s) must

- (1) Ensure required training resources are available for presenting the training as scheduled (or available when required by the student taking distance learning).
- (2) Ensure instructors receive support, materials, and equipment required for presenting this training.
- (3) Ensure staff and faculty are trained to present and manage this training.
- (4) Continuously evaluate course effectiveness and efficiency and provide appropriate feedback to the training/training development (task) proponent.
- (5) Ensure staff, faculty, and students comply with safety and environmental protection rules, regulations, laws, and course requirements.
- (6) Ensure facilities, material, equipment, and systems required for presenting this instruction are properly maintained.
- (7) Obtain required reference materials.
- (8) Provide class rosters and examination results to USASMA.
- (9) Schedule the TNET system. (If applicable)
- (10) Monitor FSC web site for updates and changes to courseware.

Course Management Plan (CMP)
For-FSC First Sergeant Course

**Instructor
Certification
Requirements**

Instructors presenting this training must meet the following certification requirements:

- (1) Be a MSG, 1SG, SGM, or CSM.
- (2) Must meet the physical fitness standards in AR 350-41 and the weight Standards in AR 600-9
- (3) Be a graduate of:
 - a. ANCOG
 - b. FSC
 - c. Total Army Instructor Training Course (TAITC)
 - d. Small Group Instructor Training Course (SGITC)
 - e. Have served in a First Sergeant position

Special instructor qualifications are:

Video Tele-Training Instructor Training Course for those instructors designated to teach over TNET

**Instructor
Facilitator
Guidance**

Instructors are directly in contact with the students and represent the command in the presentation of the instruction. They serve as the role model for the students. They must be technically competent and professional in demeanor.

- (1) Thoroughly study and be well versed in the material prior to presenting the lessons.
 - (2) Manage the training and maintain an environment conducive to student learning.
 - (3) Supervise and guide the learning process.
 - (4) Provide immediate feedback on student performance.
 - (5) Be alert to students having difficulty and intercede as appropriate.
 - (6) Hand out the Student Evaluation Plan and Student Guide to the students before the training starts.
 - (7) Ensure students comply with safety and environmental protection rules, regulations, laws, and course requirements.
 - (8) Explain the graduation criteria and requirements to the students' prior to the start of training.
 - (9) Maintain the following records
 - (a) Student Evaluation and Counseling Record (FB Form 0379h or equivalent)(APPENDIX D-4-1)
 - (b) Student Performance Counseling (DA FORM 4856)
 - (10) Counsel students.
 - (11) Provide appropriate remedial training.
 - (12) Continuously evaluate course effectiveness and efficiency and provide appropriate feedback to the training/training development (task) proponent.
 - (13) Ensure the TNET system is up and functional for VTT.
(As appropriate)
-

Course Management Plan (CMP)
For-FSC First Sergeant Course

**Student
Guidance**

It is the responsibility of the student to learn to perform the lesson learning objectives of this training. This includes completing the home assignments, completing practical exercises, and participating in training activities

- (1) The student is to be provided the Student Evaluation Plan and Student Guide before instruction starts. The use/importance of these items and student responsibilities must be thoroughly explained to the student(s).
- (2) Students need to provide constructive criticism concerning the efficiency and effectiveness of the training and training materials

**Test
Administration
Guidance**

Administer exams IAW the guidance in the Course Administrative Guidance (Appendix A), Test Administration Guidance (Appendix C) and AR 611-5

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Required References:

ARMY REGULATIONS

NOTE: The references listed below include both phases. An asterisk indicates the phase 2 references

Number	Title	Date
AR 135-178*	ARNG and USAR Separation of Enlisted Personnel	Dec 01
AR 135-91*	Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures	Sep 00
AR 140-111*	USAR Reenlistment Program	Jan 03
AR 140-158*	Enlisted Personnel Classification, Promotion, and Reduction	Dec 97
AR 190-11	Physical Security of Arms, Ammunition, and Explosives, Physical Security Update 3	Feb 98
AR 190-30	Military Police Investigations	Jun 78
AR 190-51	Security of Unclassified Army Property (Sensitive and Non-sensitive), Physical Security Update 3	Sep 93
AR 27-10*	Military Justice	Sep 02
AR 220-45	Duty Rosters	Nov 75
AR 340-21	The Army Privacy Program	Jul 85
AR 350-1	Army Training	Apr 03
AR 350-17	Noncommissioned Officer Development Program	May 91
AR 350-41*	Training in Units	Mar 93
AR 380-5	DA Information Security Program	Sep 00
AR 380-67	Personnel Security Program	Sep 88
AR 40-5	Preventive Medicine	Oct 90
AR 5-1	Total Army Quality Management	Mar 02
AR 600-20*	Army Command Policy	May 02
AR 600-63*	Army Health Promotion	Apr 96
AR 600-8-19*	Enlisted Promotions and Reductions	May 03
AR 600-8-2*	Suspension of Favorable Personnel Actions (FLAGS)	Oct 87
AR 600-8-22	Military Awards	Feb 95
AR 600-85*	Army Substance Abuse Program (ASAP)	Oct 01
AR 600-8-6	Personnel Accounting and Strength Reporting	Sep 98
AR 600-8-8*	The Total Army Sponsorship Program	Apr 02
AR 600-8-101	Personnel Processing (In-and Out-and Mobilization Processing)	Jul 03
AR 600-9*	The Army Weight Control Program w/change 1, All Ranks Personnel Update 15	Jun 87
AR 601-280*	Total Army Retention Program	Mar 99
AR 608-1	Army Community Service Center	Aug 00
AR 614-200*	Enlisted Assignment and Utilization Management	Apr 03
AR 623-205*	Enlisted Evaluation Reporting System, Personnel Evaluations	May 02

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	Update 6	
AR 630-10*	Absence Without Leave (AWOL), Desertion, and Admin. of Personnel Involved in Civilian Court Proceedings	Aug 01
AR 635-200*	Enlisted Personnel	Dec 03
AR 670-1	Wear and Appearance of Army Uniforms and Insignia	Sep 03
AR 672-20	Incentive Awards	Jan 99
AR 680-29	Military Personnel, Organization, and Type of Transaction Codes (Mar 89)(C1) Mar 96	Mar 96
AR 690-400	Chapter 4302 Total Army Performance Evaluation System	Oct 98
AR 700-84*	Issue and Sale of Personal Clothing, Unit Supply	Feb 94
AR 710-2*	Inventory Management	Oct 97
AR 735-5*	Policies and Procedure for Property Accountability	Jan 02
AR 750-1	Army Materiel Maintenance Policy and Retail Maintenance Operations	Aug 03

NATIONAL GUARD REGULATIONS

NOTE: The references listed below include both phases. An asterisk indicates the phase 2 references

Number	Title	Date
NGR 600-200*	Enlisted Personnel Management	Mar 97
NGR 601-1*	ARNG Strength Maintenance Program	Nov 03

US ARMY RESERVE COMMAND REGULATIONS

NOTE: The references listed below include both phases. An asterisk indicates the phase 2 references

Number	Title	Date
USARC 140-6	USAR Command Retention Program	Nov 99

UPDATES (including changes)

NOTE: The references listed below include both phases. An asterisk indicates the phase 2 references

Number	Title	Date
15	All Ranks Personnel	Oct 90
16	Enlisted Ranks Personnel	Oct 90
23	Reserve Components Personnel	Sep 94

DA PAMPHLETS

NOTE: The references listed below include both phases. An asterisk indicates the phase 2 references

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Number	Title	Date
DA Pam 27-1-1	Protocols To The Geneva Conventions	Sep 79
DA Pam 600-24*	Suicide Prevention and Psychological Autopsy	Sep 88
DA Pam 600-70*	USA Guide to Prevention of Suicide and Self-Destructive Behavior	Nov 85
DA Pam 600-8	Management and Administrative Procedures	Aug 86
DA Pam 600-8-1	Standard Installation/Division Personnel System (SIDPERS) Battalion S1 Level Procedures	Mar 89
DA Pam 600-8-23	SIDPERS Database Management Procedures	Apr 92
DA Pam 608-47*	A Guide to Establishing Family Support Groups	Aug 93
DA Pam 611-21*	Enlisted Career Management Fields and Military Occupational Specialties	Mar 99
DA Pam 710-2-1	Using Unit Supply System (Manual Procedures)	Dec 97
DA Pam 738-750	Functional Users Manual for The Army Maintenance Management System (TAMMS)	Aug 94

FIELD MANUALS

NOTE: The references listed below include both phases. An asterisk indicates the phase 2 references

Number	Title	Date
FM 1-113	Utility and Cargo Helicopter Operations	Sep 97
FM 100-10*	Combat Service Support	Oct 95
FM 100-14*	Risk Management	Apr 98
FM 101-5*	Staff Organization and Operations	May 97
FM 101-5-1*	Operational Terms and Symbols	Sep 97
FM 12-6	Personnel Doctrine	Sep 94
FM 21-10	Field Hygiene And Sanitation	Jun 00
FM 21-20*	Physical Fitness Training, w/ Change 1 (1 Oct 98)	Sep 92
FM 22-100	Military Leadership	Aug 99
FM 3-21.5*	Drill and Ceremonies	Jul 03
FM 22-51*	Leaders' Manual for Combat Stress Control	Sep 94
FM 7-1*	Battle Focused Training	Sep 03
FM 27-10	The Law Of Land Warfare	Jul 56
FM 27-14	Legal Guide for Soldiers	Apr 91
FM 3-0*	Operations	Jun 01
FM 3-06.11*	Combined Arms Operations In Urban Terrain	Feb 02
FM 3-25.26*	Map Reading and Land Navigation	Jul 01
FM 3-61.1	Public Affairs Tactics, Techniques, And Procedures	Oct 00
FM 3-100.4	Environmental Considerations In Military Operations CHANGE 1, 11 MAY 2001	Jun 00
FM 3-90.1*	Tank and Mechanized Infantry Company Team	Dec 02

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FM 3-90.2*	Tank and Mechanized Infantry Battalion Task Force	Jun 03
FM 4-25.12	Unit Field Sanitation Team	Jan 02
FM 4-30.3	Maintenance Operations And Procedures	Sep 00
FM 7-0	Training the Force	Oct 02
FM 7-10*	The Infantry Rifle Company, 14 Dec 1990 , Change 1, 31 October 2000	Dec 90
FM 7-22.7*	The Army Noncommissioned Officer Guide	Dec 02
FM 8-10-6	Medical Evacuation In A Theater Of Operations Tactics, Techniques, And Procedures	Apr 00

OTHERS

NOTE: The references listed below include both phases. An asterisk indicates the phase 2 references

Number	Title	Date
ARTEP*	7-8-MTP,	Oct 01
MCM *	Manual for Court Martial	Apr 02
TC 25-20*	A Leader's Guide to After-Action Reviews	Sep 93
TC 25-30*	A Leader's Guide to Company Training Meetings	Apr 94
TC 3-34.489	The Soldier And The Environment, Change 1, 26 Oct 2001	May 01

Note: Verify currency of references via Internet: <http://books.army.mil/cgi-bin/bookmgr/Shelves>

Trainer NONE
Guidance

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APPENDIX A

Course Administration Guidance for United States Army First Sergeant Course The Army Training System

Course Management Plan (CMP)
For-FSC First Sergeant Course
FIRST SERGEANT COURSE (FSC) THE ARMY TRAINING SYSTEM (TATS)
COURSE ADMINISTRATION GUIDANCE

SECTION I Overview

1. PURPOSE.

- a. This Course Administration Guidance (CAG) provides guidance and information to the staffs and faculties of academies and schools conducting the FSC-TATS.
- b. Use this guide in conjunction with the course Training Support Packages (TSPs), and the Program of Instruction (POI).
- c. Training Institutions (TI) will not deviate from the specific concepts described herein, as it would adversely affect the satisfactory achievement of the course training objectives.

SECTION II General Responsibilities

1. **PURPOSE.** This section provides an overview of the general responsibilities for the conduct of the FSC. See enclosure 1 for VTT Training Site responsibilities.

2. UNITED STATES ARMY SERGEANTS MAJOR ACADEMY (USASMA).

- a. Prepares the Program of Instruction for the U.S. Army First Sergeant Course in the format prescribed by the Automated System Approach to Training version 4.4.
- b. Coordinates changes to the POI with HQ, TRADOC, Director, and Training Operations Management Activity (TOMA).
- c. Prepares programmed instruction in the form of Pre-resident Training Support Packages for all FSC, Phase I, Pre-resident Training.
- d. Prepares programmed instruction in the form of Training Support Packages (TSPs) for all FSC, Phase II, Resident Training and Video TeleTraining (VTT).
- e. Prepares all examinations, including the Test Administration Guides (TAG) and three test versions A, B, C (one primary, one for retest, and one for appeals of the retest).
- f. Sends POI, Pre-resident Training Package (FSC, Phase I), TSPs (FSC, Phase II), and other pertinent training material via Camera Ready Material (CRM) directly to the U.S. Army Training Support Center (USATSC) for reproduction and distribution to Training Institutions (TI).

3. U.S. ARMY and RESERVE COMPONENT FORCES.

- a. Must identify soldiers to attend the FSC in accordance with local and First-Time First Sergeant Policies (AR 614-200).
- b. Provide Army Training Requirements and Resource System (ATRRS) manager with accurate mailing address and telephone numbers of FSC students.

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- c. Conduct APFT and Physical Fitness training IAW Army Policy. The APFT must be conducted within the first 72 hours from the class start date. Suggested schedule for initial APFT is training day 2 with the retest on training day 12.
 - d. Provide consolidated lesson, course AARs (content) and test item analysis to USASMA, ATSS-DCF-FSC TATS for each class.
4. **ATRRS**. Must notify the academy or school of all projected class participants and provide a mailing address and phone number not later than 3 months prior to Phase 1 start date.

5. **RESIDENT COURSE INSTRUCTOR RESPONSIBILITIES.**

- a. Instructors must meet USASMA instructor certification requirements.
- b. Instructors must use correct instructional facilitation, and appropriate counseling and evaluation techniques as stated in published training materials (course training support packages), and the FSC program of instruction.
- c. The instructor will supervise and guide the learning process, assess the performance of each student, obtain immediate feedback on student performance, and apply remedial training as required. Instructors will identify substandard performance/problem areas. Instructors will then counsel, document, and make appropriate recommendations to the next senior NCO for appropriate action.
- d. Instructors must maintain records on all assigned students.
- e. Instructors are responsible for providing written evaluation comments to assist in the completion of the Academic Evaluation Report, DA Forms 1059. See enclosure 2.
- f. Instructors should ensure the daily performance of appropriate accountability, maintenance, and upkeep in assigned learning centers, billets, and academy area to meet academy standards.
- g. Instructors will continuously evaluate course effectiveness and provide evaluation data and any requirements for course change to the USASMA Commandant through the Director of Training and Doctrine.
- h. Instructors will wear the same uniform as the students. The instructor must set the example for uniform and personal appearance at all times.

6. **INSTRUCTOR CONDUCT.**

- a. Instructors will refrain from using language that is offensive to any student during class or at any time under any other conditions. Humor and skits are considered a valuable asset to any instructor and are encouraged. Instantaneous humor is also encouraged, but not at the expense or embarrassment of students. Instructors will not use jokes of a vulgar, religious, racial, or discriminatory nature.
- b. Instructors should participate fully in all academic training and to the maximum extent possible, in the off-duty recreation and/or social functions of their group. This total involvement provides a better opportunity to evaluate the students under the "whole person concept." Extreme care must be taken, however, to ensure this

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relationship does not compromise the ability to lead, counsel, and objectively evaluate.

- c. When making on the spot corrections and issuing directives, instructors will avoid talking down to a student. Corrections are accomplished in a professional and tactful manner. Most corrections can be made into a learning situation for the individual(s) involved.
- d. The instructor serves as the “role model” for all the students.

7. **STUDENT RESPONSIBILITIES.** Students are required to demonstrate proficiency in all trained tasks (this includes all tasks in FSC, Phase I).

- a. Each group will have one class leader and a daily group leader. The class leader is the group leader for day one. Each group leader is responsible for daily activities and assignments (e.g. conduct daily lesson AARs, research time, role assignments for PEs, VTT daily seating chart, PT, etc.)
- b. During Phase 2, students will read information listed on the advance sheets the night prior to class. Students will discuss how lesson doctrine applies to the duties of a First Sergeant.
- c. There are four knowledge-based examinations and two performance oriented tests in the FSC. Subject areas range from unit personnel management and administration, leadership, discipline, morale, logistics, maintenance, security, physical readiness, operations and training.
 - (1) E651 is a knowledge-based examination for all FSC, Phase I, pre-resident training tasks. This examination is taken prior to FSC, Phase II.
 - (2) E652 is a knowledge-based examination for days 1 thru 5.
 - (3) E653 is a knowledge-based examination for days 6 thru 9.
 - (4) E654 is a knowledge-based examination for days 10 thru 13.
 - (5) E655 is a scenario generated, performance-oriented review of an NCO-ER for correctness.
 - (6) E657 is a performance-oriented, student information briefing taken from a military battle analysis.
- d. Should a student fail an exam, an Academic Assistance Panel (AAP) will convene at a time scheduled by the Course Manager. At that time, the student receives counseling on his/her shortcomings and offered remedial training (see Enclosure 3 for a sample memorandum). The student is given a retest for E652, E653 and E654 within 24 hours, but not the same day, of the initial test. For E655 and E657, the test administrator may give the student a second examination within 24 hours provided the student receives appropriate remedial training.

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- e. Upon successful completion of all FSC, Phase I, Pre-resident Training and FSC, Phase II, Resident Training requirements the student will graduate from the FSC and receive a DA Form 1059 (AER) and a Diploma stating the total combined hours of Phase I and II.

SECTION III Administration

1. GENERAL.

- a. The FSC provides instruction on selected topics deemed most critical to the duties of the First Sergeant. Major subject areas include unit administration, communicative skills, discipline and morale, logistics and maintenance, personnel management, physical training, security, tactical operations, and training management.
- b. Conduct all training in an intensive manner. The instructional content is built around a central theme: Learn the First Sergeant duties to fight, win, and survive on today's modern Information field. FSC training is arduous and based on an 8-hour classroom day.

2. EDUCATIONAL OBJECTIVES.

- a. Prepare First Sergeants to assist commanders in solving common problems.
- b. Assist the First Sergeant in developing and maintaining discipline.
- c. Instruct First Sergeants in current tactical, administrative, and training operations at company level.
- d. Improve verbal communication skills.

3. EDUCATIONAL PHILOSOPHY.

Every event and encounter in which the student is involved is programmed and planned to be part of the total learning experience. This experience contributes to combat readiness.

4. EDUCATIONAL METHOD.

- a. The educational method used during the FSC is the "small-group participatory process." Small group involvement is best when discussion is desired or when practicing a new behavior. This approach provides the atmosphere for the exchange of student ideas, allows for collective reasoning in solving problems and requirements, fosters team building, and provides training reinforcement, based on a wide range of back-grounds and professional experiences (i.e., combat arms, combat support, and combat service support). Use of first names or appropriate nicknames, in the classroom, enhances the small-group process.
- b. During group exercises, instructors should divide students into groups consisting of a combination of combat, combat support, and combat service support.
- c. The instructors assigned to the group facilitate all instruction for group members.

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5. STUDENT EVALUATION.

The evaluation process is designed to look at the "whole soldier": attitude, physical condition, leadership ability, and ability to work with others. Each student receives an Academic Evaluation Report (AER), DA Form 1059, in accordance with AR 623-1.

6. STANDARDS.

- a. The determination of satisfactory completion of the course rests with the instructor and the academy commandant and is based upon satisfactory completion of each subject area. Retrain and retest all soldiers who are rated NO-GO on a hands-on task or written examinations. Hands-on tasks will require 100% task mastery. Written examinations require a passing score of 70%. Students failing an initial exam must receive counseling. You may administer a maximum of two retests, if approved.
- b. Students may miss a total of four academic hours. Academic hours do not include written examinations, performance examinations, AARs, or performance practice exercises (L652, L664, and L662).
- c. There are no Honor or Distinguished Graduate designation, or ranking in an order of merit for this course.
- d. Infractions of the Honor Code, discipline, demonstrated lack of motivation, and inability to meet course standards are valid reasons for a student's disenrollment.

7. PROCEDURES FOR ADMINISTERING FSC PHASE II EXAMINATIONS.

- a. TIs that have the ability to electronically grade exams will provide an item analysis to USASMA, FSC TATS upon completion of each exam. TIs without electronic grading capabilities will use General Purpose Answer Sheet Form number 4521. Complete hand grading with red or green ink only by placing a slash (/) through the incorrect item number (e.g. ~~1~~). Students should arrive at the classroom No Later Than ten minutes prior to the exam to complete the answer sheet. See enclosure 4 for detailed instructions to complete the General Purpose answer sheet.
- b. E652, E653, E654. Written Examinations.
 - (1) Before Test Procedures: Students should review all lesson materials and notes prior to taking this examination. Test administrators will ensure that students understand that this is a knowledge-based examination. Students may use appropriate doctrinal references provided in their FSC, Phase II, study guide to complete the requirements.
 - (2) Test Procedures: A Test control NCO/Officer will administer the examination in accordance with the E652/3/4, Test Administration Guide. (Appendix C)
 - (3) "GO/NO-GO" Procedures: There are a total of 40 questions. To receive a "GO", the student must correctly answer 28 or more questions. A Test control NCO/Officer will administer an alternate examination to "NO-GO" students within 24 hours.

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- (4) "NO-GO" Counseling Procedures: All soldiers who do not achieve a "GO" will receive counseling concerning their inability to meet course standards.
- (5) Remedial Training Procedures: During the 24-hour period before the retest, resident instructors and group members will assist in remedial training for all soldiers who fail to achieve a "GO".
- (6) Retest Procedures: The Test control NCO/Officer will administer an alternate examination within 24 hours of the original test.

c. E655. Performance Examination (NCOER).

- (1) Before Test Procedures: Students should review all lesson materials and notes prior to taking this examination. Instructors will ensure that students understand that this is the examination for lesson U654, NCO Evaluation Report.
- (2) Test Procedures: A Test control NCO/Officer will administer the examination in accordance with E655, Test Administration Guide.
- (3) "GO/NO GO" Procedures: Each student must correctly identify a minimum of seven errors.
- (4) "NO/GO" Counseling Procedures: All soldiers who do not achieve a "GO" are counseled concerning their inability to meet course standards.
- (5) Remedial Training Procedures: Resident instructors and group members will assist in remedial training for all students who do not achieve a "GO", during the 24-hour period before the retest.
- (6) Retest Procedures: Test Control NCOs/Officers will administer an alternate evaluation within 24 hours of the original examination.

d. E657. Performance Examination (Briefing).

- (1) Before Test Procedures: Students should review all lesson materials and notes prior to taking this evaluation. Instructors will ensure that students understand that this is an oral information briefing on a military topic and is the examination for lesson C653, Briefing.
- (2) Test Procedures: Instructors will administer the oral presentation examination in accordance with E657, Test Administration Guide.
- (3) "GO/NO GO" Procedures: Each student must receive, as a minimum, a "Satisfactory" rating in the areas of: Introduction, Body, Closing, Time, receive at least a "Satisfactory" rating in 7 of the "Ten Key Communication Factors", and each student must complete the requirement within the prescribed time limit. The examination consists of an 8 to 12 minute information briefing evaluated using the criteria listed on the Oral Presentation Evaluation Worksheet. Test control NCOs/Officers will re-administer the performance examination to "NO/GO" students within 24 hours.

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- (4) "NO/GO" Counseling Procedures: All soldiers who do not achieve a "GO" are counseled concerning their inability to meet course standards.
 - (5) Remedial Training Procedures: Instructors and group members will assist in remedial training for all students who do not achieve a "GO", during the 24-hour period before the retest.
 - (6) Retest Procedures: Test control NCOs/Officers will re-administer the oral presentation examination within 24 hours of the original presentation.
- e. Test administrators will conduct an exam review immediately following each exam. Listed below are the procedures for conducting the review.
- (1) Students may use a review sheet to record their exam answers however; they must complete the exam and review sheet within the allotted exam time. Do not conduct the review with the exam answer sheet.
 - (2) Students may have exam reference material available.
 - (3) Administrators will give the answer to each exam item and provide the answer key reference upon student request.
 - (4) TIs will post student scores during an authorized break period only.

4 Encls

1. VTT site duties/responsibilities
2. AER standardization
3. Academic Assistance Panel
4. Direction General Purpose answer sheet

//original signed//
CHARLES R. DEWITT
COL, AD
Commandant

Course Management Plan (CMP)
For-FSC First Sergeant Course

ENCLOSURE 1

VTT SITE DUTIES/RESPONSIBILITIES

DUTIES/RESPONSIBILITIES OF POST COURSE COORDINATOR

1. Inform local commanders of upcoming VTT First Sergeant Course. Provide date, location of training, and other pertinent information.
2. Provide classroom (12-16) students w/TNET capabilities. Classroom should be 40X40 SF per 16 students.
3. Make necessary coordination with TNET activity manager and ensure technical support is provided throughout the course. Technical support includes helping assistant instructor operate TNET equipment during the conduct of VTT class.
4. Coordinate with local NCO Academy or appropriate entity for Assistance Instructor (AI) to assist VTT Instructors with the conduct of class. Ensure AI meets the minimum qualifications as outlined in AI's duties/responsibilities.
5. Appoint a Test Control Officer (TCO) to administer Phase II Exams. Ensure that the TCO meets the minimum qualifications as outlined in TCO's duties/responsibilities. The TCO must be on orders IAW AR 611-5 and a copy of the orders must be forwarded to the Commandant, USASMA ATTN: ATSS-DCF. The TCO, AI, and post course coordinator may be the same person.
6. Provide names, telephone numbers, E-mail addresses, and Fax numbers of TNET Activity Operator, TCO(S) and NCO Academy POCs to VTT transmission site.
7. Ensure necessary equipment and materials are on hand, i.e., mark sense or similar forms, mark sense (opti scan) machine, regulations, large binders, index sheets for tabbing. *** (Must have hard copy of required regulations on hand. Any other format of regulation, e.g., CD-ROM/diskettes is not allowed)***
8. Request/obtain a list of FSC selectees from units in the command.
9. Provide by name list of selectees to Department of the Army, Specialized Training Branch (AC), US Army Reserve Command (USARC) (USAR), or National Guard Bureau (ARNG) for review and approval. Note: DA Specialized Training Branch will put approved FSC selectees in ATRRS.
10. Act as Liaison between students and VTT transmission site for the entire course. The post course coordinator, TCO and AI may be the same person.

Course Management Plan (CMP)
For-FSC First Sergeant Course

11. Ensure the NCO Academy/appropriate entity administers APFT/Weigh-In and counsel soldiers that fail to meet APFT/Weight standards.
12. Ensure APFT is conducted within the first 72 hours of class start date.
13. Forward APFT results and Height/Weight data to VTT transmission site.
14. Provide Phase II lesson material and required regulations to students.
15. Obtain BIO from students and forward to VTT transmission site.
16. Appoint a student group leader.
17. Prepare classroom/student seating chart and forward to VTT transmission site.
18. Ensure TCO safeguards Exams upon receipt from VTT transmission site.
19. Ensure administration of Phase II exams.
20. Provide student roster of exam results after each exam to VTT transmission site.
21. Forward Phase II exam results and answer sheets to VTT transmission site.
22. Forward end of course critique and lesson critique information to VTT transmission site via regular mail upon completion of course.
23. Ensure NCO academy counsel soldiers that fail to meet course standards.
24. Provide feedback to VTT transmission site for AER ratings (e.g. soldier qualifies for "exceeded course standards" but does not participate in class or detracts from the small group process, then would not receive "exceeded" rating or soldier displays superior contribution to group work).

DUTIES/RESPONSIBILITIES OF LOCAL NCO ACADEMY

1. Provide classroom (12-16) students w/TNET capabilities, phone line, fax machine and copier (optional).
2. Administer APFT to FSC students.
3. Provide APFT results and Height/Weight data to post course coordinator.
4. Counsel students that fail APFT, written, and performance exams. Forward counseling to VTT transmission site.

Course Management Plan (CMP)
For-FSC First Sergeant Course

5. Serve as an Academic Review Panel for students that fail exams. At a minimum, members will consist of commandant, AI, and student. In cases where an installation does not have a NCOA, the panel will consist of the G3/DTMS SGM, AI and student.
6. Observe and monitor Drill and Ceremony lesson in Phase II.
7. Support Course Coordinator.
8. Counsel soldiers on dismissal from course. Counseling should be conducted by the NCO Academy Commandant. When the installation does not have a NCOA, the G3/DPTMS will counsel the soldier.

DUTIES/RESPONSIBILITIES OF TEST CONTROL OFFICER

1. Must meet the following minimum qualifications: (1) possess rank of sergeant first class, master sergeant or sergeant major, (2) is a graduate of the USASMA POI First Sergeant Course.
2. Provide USASMA a memorandum appointing the primary and alternate test control offices.
3. Implement local SOPs (IAW AR 611-5) outlining the procedures used for administering tests and the procedures used to safeguard testing material.
4. Administer Phase II exams. Ensure that the evaluator of the Battle Briefings and administer of the phase II exams is a graduate of the USASMA POI First Sergeant Course.
5. Conduct exam review.
6. Coordinate with USASMA for specific questions.
7. Provide course coordinator with scores for posting.
8. Provide Phase II graded exam sheets to the Course Coordinator.

DUTIES/RESPONSIBILITIES OF STUDENT GROUP LEADER

1. Daily accountability of students (record excused/unexcused training hours missed).
2. Assist Course Coordinator.
3. Assist Test Control Officer.
4. Maintain classroom order and discipline.

Course Management Plan (CMP)
For-FSC First Sergeant Course

5. Brief Course Coordinator daily.
6. Provide VTT transmission site with daily seating chart.
7. Ensure proper conduct of physical fitness training when applicable.

DUTIES/RESPONSIBILITIES OF ASSISTANT INSTRUCTOR

1. Must meet the following minimum qualifications: (1) possess rank of master sergeant or sergeant major, (2) have 1 year of first sergeant experience, (3) be instructor qualified with H identifier (4) be small group instructor qualified, (5) be a graduate of the USASMA POI First Sergeant Course.
2. Stay with class throughout the duration of classroom instructions
3. Observes all Practical Exercises (PE) and ensure students interaction during PE.
4. Administer phase II examinations to FSC students when serving dual roles.
5. Evaluate FSC students Battle Briefings.
6. Ensure FSC students continue with lesson when system failure occurs.
7. Evaluate students and provide input to students' Academic Evaluation Report (1059) to VTT transmission site.
8. Operate TNET equipment or have system administrator readily available for assistance.
9. Facilitate group discussions by utilizing first sergeant experience.

Course Management Plan (CMP)
For-FSC First Sergeant Course

ENCLOSURE 2

ACADEMIC EVALUATION REPORT STANDARDIZATION

1. **PURPOSE:** This enclosure offers the TI a standardized method for the preparation of the FSC Academic Evaluation Reports (AER).
2. **GENERAL:** The rater must exercise the same care and attention in preparing the AER as in the NCOER.
3. **RESPONSIBILITIES.**
 - a. The group room instructor/VTT AI is the rater for students assigned to his/her group.
 - b. The chief/senior instructors are responsible for the timely and accurate preparation of the AER.
 - c. The commandant or his authorized representative is the reviewer for all AERs.
4. **PROCEDURES:**
 - a. The chief instructor of the course will determine the specific procedures for the preparation of the AER.
 - b. Procedures may vary; however, they must include a review to reflect current command policy, graduation standards, consistency, standardization and a quality control editing process in the preparation of the report. The review process will not dictate how a rater prepares a report; however, he/she must adhere to current standards and policies.
 - c. The rater must complete the report in sufficient time to counsel the student.
5. **INSTRUCTIONS:**
 - a. Block 1 through 12. The rater verifies the accuracy of each entry. Leave Block 9 blank.
 - b. Block 13 through 17a. Completed by the student rater.
 - (1) Performance Summary. Block 13. Rate only one item in this block.
 - (a) Item a - "EXCEEDED COURSE STANDARDS." A rating of, Exceeded Course Standards will not exceed 20% of the class size. Guidelines representing the minimum considerations for this rating are:
 - a. Receive a first time GO on all written, oral, and performance oriented evaluations to include the APFT.

Course Management Plan (CMP)
For-FSC First Sergeant Course

- b. Receive "superior/excellent" ratings for performance evaluations excluding the APFT.
- c. Achieve a GPA of 90% or above on written examinations.
- d. Evaluated "SUPERIOR" in all applicable areas of Block 14.

NOTE: TIs will **not** use peer evaluations to determine the performance summary.

- (b) Item b - "ACHIEVED COURSE STANDARDS." For those students who achieve course standards and do not meet the criteria as outlined above.
 - (c) Item c - "MARGINALLY ACHIEVED COURSE STANDARDS." Use this item to identify those students who repeatedly required extra training to meet acceptable standards or who must receive this rating according to current command policy. The instructor gives this evaluation to those students who fail two or more primary examinations and pass the retests.
 - (d) Item d - "FAILED TO ACHIEVE COURSE STANDARDS." Use this item for those students who fail to meet any of the standards for graduation.
 - (e) There is no block rating when a student is administratively disenrolled from the course.
- c. Block 14 - Demonstrated Abilities. Ratings of "SUPERIOR" and "SATISFACTORY" are explained below for each item within this block. A rating of "UNSATISFACTORY" for any item means that the student, despite extra training or due to administrative or disciplinary reasons, failed to achieve satisfactory competency in that area even though the overall course standards were met. Use the response, "NOT EVALUATED" only with the approval of the chief instructor except where noted below.
- (1) Item a - Written Communication. Rate this item "NOT EVALUATED".
 - (2) Item b - Oral Communication. Award a "SUPERIOR" rating to a student who is articulate and expresses himself in a superior manner during group discussions and in the oral presentation performance evaluation. Award a rating of "SATISFACTORY" in this area to a student who satisfactorily uses his conversational skills in group discussions and expresses himself in a satisfactory manner during the oral presentation. Award an "UNSATISFACTORY" rating to a student who fails the oral presentation retest. A student's ability to communicate orally should receive a balanced evaluation, whether during discussions that takes place in the group room or during his graded oral presentation. The key meaning of this rating is that the student has demonstrated ever-increasing improvement during the course in this area.

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- (3) Item c - Leadership Skills. To earn a "SUPERIOR" in this area, the student must exhibit exemplary leadership behavior while attending the course. An emergent leader in a leadership position who is above reproach might be a candidate for a "SUPERIOR". Award a "SATISFACTORY" to those students displaying expected leadership skills while attending the course. Award an "UNSATISFACTORY" rating to a student who fails the APFT retest or is dismissed for misconduct reasons.
 - (4) Item d - Contribution to Group Work. Award a "SUPERIOR" rating to a student who consistently goes out of his/her way to help fellow classmates to understand difficult teaching points without being asked to do so. Award a "SATISFACTORY" to a student demonstrating helpful attributes normally expected within the group. Award an "UNSATISFACTORY" rating to a student who fails to contribute to the small group process and the group's goals.
 - (5) Item e - Evaluation of Student's Research Ability. Rate this item "NOT EVALUATED".
- d. Block 15 (Academic Potential): Has the student demonstrated the academic potential for selection to higher level schooling/training? This block is self-explanatory. This portion of the evaluation strictly addresses the student's academic potential for other schooling/training. A rating of "NO" constitutes a referred report and comments must be specific and fully explained in Block 16. Use "N/A" only if the evaluation is not possible which is dependent upon the time frame the student is released.
 - e. Block 16 - Comments. The comments must agree with the ratings given in Blocks 13 and 14. The lead-in sentence should comment on the overall performance of the student in the course and agree with Block 13. The body of the narrative should give specific examples of performance that warrant or justify ratings given in Block 14. Substantiate "SUPERIOR" or "UNSATISFACTORY" ratings in Block 14 with comments in Block 16.
 - f. Block 17 - Authentication. The rater will sign the completed AER in Block 17a. The Commandant or his/her authorized representative will review and sign in Block 17b. For VTT instruction, it is the responsibility of the VTT transmission site for AER and diploma completion

Course Management Plan (CMP)
For-FSC First Sergeant Course

ENCLOSURE 3

(Ofc Sym)(351k)

____(Date)

MEMORANDUM FOR RECORD

SUBJECT: Academic Assistance Panel for U.S. Army First Sergeant Course-TATS

1. Student _____, # _____
(Rank, Last Name, First, MI) Student Number
Appeared before an Academic Assistance Panel on this date after failing the _____ exam.
Members present were:

Commandant:

G3/DTMS SGM:

*Assistant Instructor:

Commander:

Chief Instructor:

*Senior Instructor: (VTT SGM)

Instructor:

Other:

2. The panel reviewed graduation standards with this student. The following points were covered.
- a) All blocks of instruction are "mission critical."
 - b) Students must attain a minimum score of 70% on each written examination.
 - c) The maximum score allowed for a retest is 70%.
 - d) Failure of any written examination and retest may result in dismissal from the FSC for failure to meet academic standards.
 - e) Failure of any two initial written examinations will result in a final AER rating of "Marginally Achieved Course Standards."

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3. Panel members discussed several areas with the student and provided guidance for improvement. The probable cause(s) for this student's failure appear to be the items marked below:
 - a. Did not fully understand the lesson material covered on the test.
 - b. Reading comprehension.
 - c. Not enough individual study.
 - d. Overall poor study habits.
 - e. Improper test taking techniques.
 - f. Reading into the question.
 - g. Failure to read complete question and/or answers before selecting a response.
 - h. Other:
4. "I understand that I will take the retest for exam # _____ on _____ (date) at _____ (time). This date and time are acceptable to me." _____ (Initials)
5. The student's signature indicates receipt of a copy of this memorandum.

Note: Asterisk denotes those personnel who will be present for the Academic Assistance Panel for students in classes taught via Videotele Training.

(Instructor Signature)

(Student Signature)

CF:
Student
Academic Records
Instructor

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ENCLOSURE 4

DIRECTIONS FOR THE GENERAL PURPOSE ANSWER SHEET (FORM NO. 4521)

1. Use only a #2 pencil!
2. Do not **fill** out the "sex" or "grade" blocks.
3. Completely **fill** in the bubble, do not leave any portion of it uncolored.
4. Do not **fill** out the "birthrate" block.
5. Put your social security number in the "identification number" block; start at block A, end at block 1.
6. The instructor will tell you what to put in the "special codes" block. Note: VTT transmission site will provide the "special codes" to each TCO).
7. Fill in each answer bubble completely. The grading scanner is very sensitive. Do not push too hard on your pencil or a dot may show through the back, which causes the machine to stop grading. It will not resume grading until the problem is corrected. This slows the grading process down tremendously.
8. Every question must have an answer. The machine will stop grading if it reads a blank. The grader must then color in the "E" bubble, which is automatically counted as a wrong answer. Guessing at an answer gives you at least a 25% chance of answering correctly.
9. Do not put stray marks or doodling anywhere on the answer sheet. This will cause the machine to stop grading

Course Management Plan (CMP)
For-FSC First Sergeant Course

APPENDIX B

Training Schedule Sample

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DEPARTMENT OF THE ARMY

FSC-_____, CLASS _____

WEEKLY TRAINING SCHEDULE PAGE ___ UNIT: _____ WEEK AND PHASE OF TRAINING _____ INCLUSIVE DATES: _____

DAYS 1-2

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT & REFERENCES	UNIFORM & EQUIPMENT
DAY 0						
0900-1200	FSC BLISS	WIEGH-IN	CA	SGL	AR 600-9 FM 21-20	P
1200-1300	FSC BLISS	LUNCH	MH	SGL	FSC SOP	D
1300-UTC	FSC BLISS	INPROCESSING	GR	SGL	FSC SOP	D
1300-UTC	SELECTED INDIVIDUALS	PHASE 1 EXAM (NOTE 1)	GR	SI	IAW E651 TAG	D
DAY 1						
0600-0900	FSC BLISS	WEIGH-IN/INPROCESSING	CA	SI	AR600-9 FM 21-20	P
0900-1100	FSC BLISS	COURSE INTRODUCTION AND OVERVIEW (NOTE 2)	EA	CI	IAW I651 ADVANCE SHEET	D
1100-1200	FSC BLISS	ACADEMY TOUR/BOOK ISSUE	CA	SGL	FSC SOP	D
1200-1300	FSC BLISS	LUNCH/POV REGISTRATION	MH/PROVOST MARSHALS OFFICE	CLASS LEADER	FSC SOP	D
1300-1330	FSC BLISS	USASMA CMDT/CSM INBRIEF (NOTE 2)	EA	CMDT	FSC SOP	D
1330-1630	FSC BLISS	SOLDIER TEAM DEVELOPMENT	GR	SGL	IAW I652 ADVANCE SHEET	D
1630-1800	FSC BLISS	MILITARY HISTORY BRIEF (RESEARCH)	STUDENT CHOICE	SGL	IAW C653 ADVANCE SHEET	D
DAY 2						
0400-0530	SELECTED INSTRUCTORS	APFT PREPARATION	BFC	CI	FM 21-20	P
0530-0730	FSC BLISS	APFT	BFC	CI	FM 21-20	P
0730-0900	FSC BLISS	APFT RECOVERY PERSONAL HYGENE/MORNING MEAL	BILLITS/MH	CLASS LEADER	FSC SOP	P/D
0900-1100	FSC BLISS	ROLE OF THE 1SG	GR	SCL	IAW L655 ADVANCE SHEET	D
1100-1200	FSC BLISS	RISK MANAGEMENT	GR	SGL	IAW W656 ADVANCE SHEET	D
1200-1300	FSC BLISS	NOON MEAL			FSC SOP	D
1300-1400	FSC BLISS	RIK MANAGEMENT (PE)	GR	SGL	IAW W656 ADVANCE SHEET	D
1400-1600	FSC BLISS	ARTICLE 15	GR	SGL	IAW L675 ADVANCE SHEET	D
1600-1800	FSC BLISS	DRILL & CEREMONIES	GR/CA	SGL	IAW L652 ADVANCE SHEET	D

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FSC-_____, CLASS _____

WEEKLY TRAINING SCHEDULE PAGE ___ UNIT: _____ WEEK AND PHASE OF TRAINING _____ INCLUSIVE DATES: _____

DAYS 3-4

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT & REFERENCES	UNIFORM & EQUIPMENT
DAY 3						
0600-7300	FSC BLISS	PT/REVEILLE	CA	SGL	FM 21-20	P
0730-9000	FSC BLISS	PT RECOVERY PERSONAL HYGENE/MORNING MEAL	BILLETS/MH	CLASS LEADER	FSC SOP	P/D
0900-1100	FSC BLISS	WEIGHT CONTROL PROGRAM	GR	SGL	IAW U659 ADVANCE SHEET	D
1100-1200	FSC BLISS	PHYSICAL FITNESS (PE)	GR	SGL	IAW P661 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1600	FSC BLISS	EQUAL OPERTUNITY	GR	SGL	IAW L663 ADVANCE SHEET	D
1600-1700	FSC BLISS	SUICIDE PREVENTION	GR	SGL	IAW L670 ADVANCE SHEET	D
DAY 4						
0700-0750	SELECTED INDIVIDUALS	TRAVEL INPROCESSING (NOTE 1)	WA	CI	FSC-SOP	D
0800-0900	FSC BLISS	SUICIDE PREVENTION	GR	SGL	IAW L670 ADVANCE SHEET	D
0900-1100	FSC BLISS	STRESS MANEGMENT	GR	SGL	IAW L671 ADVANCE SHEET	D
1100-1200	FSC BLISS	ASAP	GR	SGL	IAW L669 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1400	FSC BLISS	ASAP	GR	SGL	IAW L669 ADVANCE SHEET	D
1400-1700	FSC BLISS	NCO EVALUATION REPORT	GR	SGL	IAW U654 ADVANCE SHEET	D

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DEPARTMENT OF THE ARMY

FSC-_____, CLASS _____

WEEKLY TRAINING SCHEDULE PAGE ___ UNIT: _____

WEEK AND PHASE OF TRAINING _____ INCLUSIVE DATES: _____

DAYS 5-6

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT & REFERENCES	UNIFORM & EQUIPMENT
DAY 5 0600-0730 0730-0900	FSC BLISS FSC BLISS	PT/REVEILLE PT RECOVERY PERSONAL HYGENE/MORNING MEAL	CA BILLETS/MH	SGL CLASS LEADER	FM 21-20 FSC SOP	P P/B
0900-1000	FSC BLISS	NCOER EXAM/REVIEW	GR	SGL	IAW E655 ADVANCE SHEET	B
1000-1200	FSC BLISS	AFTB	GR	SGL	IAW L668 ADVANCE SHEET	B
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	B
1300-1500	FSC BLISS	AFTB	GR	SGL	IAW L668 ADVANCE SHEET	B
1500-1630 1630-UTC	FSC BLISS SELECTED INDIVIDUALS	CLASS PHOTO REMEDIAL TRAINING (NOTE 1)	EA GR/CA	SGL SGL	FSC SOP FSC SOP	A B
1630-1800	FSC BLISS	MILITARY HISTORY BRIEF (RESEARCH)	STUDENT CHOICE	SGL	IAW C653 ADVANCE SHEET	D
DAY 6 0630-0800	SELECTED INDIVIDUALS	NCOER RETEST (NOTE 1)	GR	SGL	IAW E655 ADVANCE SHEET	D
0800-0805	FSC BLISS	WRITTEN EXAM ADMIN	GR	SGL	IAW E652 ADVANCE SHEET	D
0805-1035	FSC BLISS	WRITTEN EXAM	GR	SGL	IAW E652 ADVANCE SHEET	D
1035-1100	FSC BLISS	WRITTEN EXAM REVIEW	GR	SGL	IAW E652 ADVANCE SHEET	D
1100-1200	FSC BLISS	AWOL/UNSATISFACTO RY PARTICIPATION	GR	SGL	IAW U658 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1400	FSC BLISS	AWOL/UNSATISFACTO RY PARTICIPATION	GR	SGL	IAW U658 ADVANCE SHEET	D
1400-1700	FSC BLISS	ENLISTED SEPARATION	GR	SGL	IAW U660 ADVANCE SHEET	D
1800-UTC	SELECTED INDIVIDUALS	REMEDIAL TRAINING (NOTE 1)	GR/CA	SGL	FSC SOP	D
1700-1800	FSC BLISS	MILITARY HISTORY BRIEF (RESEARCH)	STUDENT CHOICE	SGL	IAW C653 ADVANCE SHEET	D

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FSC-_____, CLASS _____

WEEKLY TRAINING SCHEDULE PAGE ___ UNIT: _____ WEEK AND PHASE OF TRAINING _____ INCLUSIVE DATES: _____

DAYS 7-8

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT & REFERENCES	UNIFORM & EQUIPMENT
DAY 7						
0550-0830	SELECTED INDIVIDUALS	WRITTEN EXAM RETEST (NOTE 1)	RM845	CI	IAW E652 ADVANCE SHEET	D
0600-0730	FSC BLISS	PT/REVEILLE	CA	SGL	FM 21-20	P
0730-0900	FSC BLISS	PT RECOVERY PERSONAL HYGENE/MORNING MEAL	BILLETS/MH	CLASS LEADER	FSC SOP	P/D
0900-1200	FSC BLISS	ENLISTED PROMOTIONS/AND REDUCTIONS	GR	SGL	IAW U655 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1500	FSC BLISS	ENLISTED PROMOTIONS/AND REDUCTIONS	GR	SGL	IAW U655 ADVANCE SHEET	D
1500-1600	FSC BLISS	SFPA	GR	SGL	IAW U666 ADVANCE SHEET	D
DAY 8						
0600-0730	FSC BLISS	PT/REVEILLE	CA	SGL	FM 21-20	P
0730-0900	FSC BLISS	APFT RECOVERY PERSONAL HYGENE/MORNING MEAL	BILLETS/MH	CLASS LEADER	FSC SOC	P/D
0900-1100	FSC BLISS	UNIT RETENTION/PROGRAM	GR	SGL	IAW U656 ADVANCE SHEET	D
1100-1200	FSC BLISS	UNIT SPONSORSHIP PROGRAM	GR	SGL	IAW U663 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1400	FSC BLISS	TRAIN A COMPANY OVERVIEW	GR	SGL	IAW T651 ADVANCE SHEET	D
1400-1600	FSC BLISS	MISSION ESSENTIAL TASK LIST	GR	SGL	IAW T653 ADVANCE SHEET	D
1600-1700	FSC BLISS	MILITARY HISTORY BRIEF (RESEARCH)	STUDENT CHOICE	SGL	IAW C653 ADVANCE SHEET	D

MACOM: TRADOC

DEPARTMENT OF THE ARMY

FSC-_____, CLASS _____

WEEKLY TRAINING SCHEDULE PAGE ___ UNIT: _____ WEEK AND PHASE OF TRAINING _____ INCLUSIVE DATES: _____

DAYS 9-10

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT & REFERENCES	UNIFORM & EQUIPMENT
DAY 9						
0800-1100	FSC BLISS	LONG/SHORT RANGE PLANNING	GR	SGL	IAW T654 ADVANCE SHEET	D
1100-1200	FSC BLISS	COMPANY TRAINING MEETING	GR	SGL	IAW T655 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1500	FSC BLISS	COMPANY TRAINING MEETING	GR	SGL	IAW W662 ADVANCE SHEET	D
1500-1600	FSC BLISS	TRAINING EXECUTION	GR	SGL	IAW T656 ADVANCE SHEET	D
1600-1800	FSC BLISS	TRAINING ASSESSMENT	GR	SGL	IAW T652 ADVANCE SHEET	D
DAY 10						
0530-0730	SELECTED INDIVIDUALS	APFT RETEST (NOTE 1)	BFC	CI	FM 21-20	P
0600-0730	SELECTED INDIVIDUALS	PT/ REVEILLE	CA	SGL	FM 21-20	P
0730-0900	SELECTED INDIVIDUALS	PT RECOVERY PERSONAL HYGENE/MORNING MEAL	BILLETS/MH	CLASS LEADER	FSC SOP	P/D
0900-0905	FSC BLISS	WRITTEN EXAM ADMIN	GR	SGL	IAW E653 ADVANCE SHEET	D
0905-1135	FSC BLISS	WRITTEN EXAM	GR	SGL	IAW E653 ADVANCE SHEET	D
1135-1200	FSC BLISS	WRITTEN EXAM REVIEW	GR	SGL	IAW E653 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1700	FSC BLISS	ARMY OPERATIONS	GR	SGL	IAW W651 ADVANCE SHEET	D
1700-1800	FSC BLISS	EVENING MEAL	MH	CLASS LEADER	FSC SOP	D
1800-2000	FSC BLISS	COMBAT ORDERS	GR	SGL	IAW W659 ADVANCE SHEET	D
2000-UTC	SELECTED INDIVIDUALS	REMEDIAL TRAINING (NOTE 1)	CR/CA	SGL	FSC SOP	D

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DEPARTMENT OF THE ARMY

FSC-_____, CLASS _____

WEEKLY TRAINING SCHEDULE PAGE ___ UNIT: _____ WEEK AND PHASE OF TRAINING _____ INCLUSIVE DATES: _____

DAYS 11-12

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT & REFERENCES	UNIFORM & EQUIPMENT
DAY 11						
0520-0800	SELECTED INDIVIDUALS	WRITTEN EXAM RETEST (NOTE 1)	RM 845	CI	IAW E653 ADVANCE SHEET	D
0800-1000	FSC BLISS	COMBAT ORDERS (PE)	GR	SGL	IAW W659 ADVANCE SHEET	D
1000-1200	FSC BLISS	COMBAT SERVICE/SUPPORT	GR	SGL	IAW W660 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1700	FSC BLISS	COMBAT SERVICE/SUPPORT	GR	SGL	IAW W660 ADVANCE SHEET	D
DAY 12						
0600-0730	FSC BLISS	PT/REVEILLE	CA	SGL	FM 21-20	P
0730-0900	FSC BLISS	PT RECOVERY PERSONAL HYGENE/MORNING MEAL	BILLETS/MH	CLASS LEADER	FSC SOP	P/D
0900-1100	FSC BLISS	UNIT MOVEMENT	GR	SGL	IAW W662 ADVANCE SHEET	D
1100-1200	FSC BLISS	MILITARY PROPERTY	GR	SGL	IAW R654 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1400	FSC BLISS	MILITARY PROPERTY	GR	SGL	IAW R654 ADVANCE SHEET	D
1400-1600	FSC BLISS	SUPPLY MANAGEMENT	GR	SGL	IAW R655 ADVANCE SHEET	D
1600-1700	FSC BLISS	MILITARY HISTORY BRIEF (RESEARCH)	STUDENT CHOICE	SGL	IAW C653 ADVANCE SHEET	D

MACOM: TRADOC

DEPARTMENT OF THE ARMY

FSC-_____, CLASS _____

WEEKLY TRAINING SCHEDULE PAGE ___ UNIT: _____ WEEK AND PHASE OF TRAINING _____ INCLUSIVE DATES: _____

DAYS 13-14

DAY 13 0600-0730	FSC BLISS	PT/REVILLE	CA	SGL	FM 21-20	P
0730-0900	FSC BLISS	PT RECOVERY PERSONAL HYGENE/MORNING MEAL	BILLETS/MH	CLASS LEADER	FSC SOP	P/D
0900-0905	FSC BLISS	WRITTEN EXAM ADMIN	GR	SGL	IAW E654 ADVANCE SHEET	D
0905-1135	FSC BLISS	WRITTEN EXAM	GR	SGL	IAW E654 ADVANCE SHEET	D
1135-1200	FSC BLISS	WRITTEN EXAM REVIEW	GR	SGL	IAW E654 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	GR	CLASS LEADER	FSC SOP	D
1300-1400	FSC BLISS	ETHICS/LEADER DECISION PROCESS	GR	SGL	IAW L661 ADVANCE SHEET	D
1400-1500	FSC BLISS	COUNSELING (PE)	GR	SGL	IAW L664 ADVANCE SHEET	D
1500-1700	FSC BLISS	MILITARY HISTORY BRIEF (RESEARCH)	STUDENT CHOICE	SGL	IAW C653 ADVANCE SHEET	D
1500-UTC	SELECTED INDIVIDUALS	REMEDIAL TRAINING	GR/CA	SGL	FSC SOP	D

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT & REFERENCES	UNIFORM & EQUIPMENT
DAY 14 0500-0800	SELECTED INDIVIDUALS	WRITTEN EXAM RETEST (NOTE 1)	RM 845	CI	IAW E654 ADVANCE SHEET	B
0800-1200	FSC BLISS	MILITARY HISTORY/BRIEFINGS	GR	SGL	IAW E657 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	GR	CLASS LEADER	FSC SOP	D
1300-1400	FSC BLISS	MILITARY HISTORY/BRIEFINGS	GR	SGL	IAW E657 ADVANCE SHEET	D
1400-1500	FSC BLISS	BOOK TURN- IN/CLASSROOM CLEANUP	GR	SGL	FSC SOP	D
1300-1500	FSC BLISS	AER COUNSELING	EA	SGL	FSC SOP	D
1500-1700	FSC BLISS	CSM BRIEFING	EA	CSM	FSC SOP	D
1800-UTC	SELECTED INDIVIDUALS	REMEDIAL TRAINING (NOTE 1)	GR/CA	SGL	FSC SOP	D

MACOM: TRADOC

DEPARTMENT OF THE ARMY

FSC-_____, CLASS _____

WEEKLY TRAINING SCHEDULE PAGE __ UNIT: _____ WEEK AND PHASE OF TRAINING _____ INCLUSIVE DATES: _____

DAYS 15

DAY 15						
0700-0800	SELECTED INDIVIDUALS	MILITARY HISTORY BRIEFING RETEST (NOTE 1)	GR	SGL	IAW E657 ADVANCE SHEET	B
0730-0830	FSC BLISS	UNIFORM INSPECTION	GR	SGL	AR 670-1/FSC SOP	A
0830-0945	FSC BLISS	GRADUATION REHEARSAL	EA	CI	FSC SOP	A
0945-1000	FSC BLISS	GRADUATION SEATING	EA	CI	FSC SOP	A
1000-1200	FSC BLISS	GRADUATION CEREMONY (NOTE 2)	EA	CI	Z654	A
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	A/B
1300-1500	FSC BLISS	CLASS AAR	GR	CI	FSC SOP	B

SIGNATURE: _____ CO CDR
 _____ CSM, USA
 _____ COMMANDING

SIGNATURE: _____ BN CDR
 _____ CSM USA
 _____ COMMANDING

<u>UNIFORM</u>	<u>DESCRIPTION</u>	<u>COMMON ABBREVIATIONS</u>	
D	DUTY UNIFORM (BDU)	CA = COMPANY AREA	GR = GROUP ROOM
A	CLASS A	EA = EAST AUDITORIUM	LRC = LEARNING RESOURCE CENTER
B	CLASS B	WA = WEST AUDITORIUM	BFC = BIGGS FITNESS CANTER
P	PT UNIFORM	MH = MESS HALL	

NOTES:

1. SELECTED PERSONNEL, ONLY IF REQUIRED.
2. BE SEATED FIVE (5) MINUTES PRIOR TO PRESENTATION
3. TVT SCHEDULE
 - DAY 3, U659, WEIGHT CONTROL PROGRAM, (10 MINS)
 - DAY 3, L670, SUICIDE PREVENTION, (19 MINS)
 - DAY 5, L668, FAMILY EQUAL READINESS, (18 MINS)
 - DAY 8 T651, SENIOR NONCOMMISSIONED OFFICERS ROLE IN A TRAINING MEETING, (20 MINS)
 - DAY 8, T652, AFTER ACTION REVIEW, (37 MINS)
 - DAY 9, T655, WHERE THE TRAINING REALLY BEGINS, (20 MINS)
 - DAY 10, W651, OPERATIONS, (15 MINS)

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Course Management Plan (CMP)
For-FSC First Sergeant Course

APPENDIX C

TAGs (TEST ADMINISTRATION GUIDANCE)

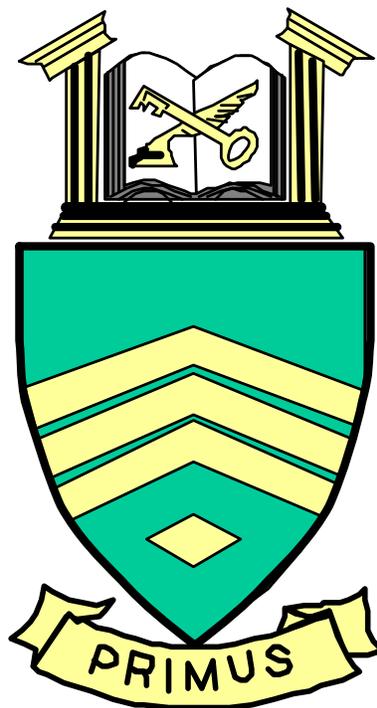
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U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

E652, E653, E654

OCT 04

EXAMINATION
TEST ADMINISTRATION GUIDE



Developed for use by First Sergeants Course--TATS.

Proponent for this Test Administration Guide is the U.S. Army Sergeants Major Academy. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the COMMANDANT, ATTN: ATSS-DCF-FSCTATS, USASMA, 11291 SGT E. CHURCHILL STREET, FORT BLISS, TEXAS 79918-8002. POC: Chief Development Cell, FSC, DSN: 978-8854; Commercial: (915) 568-8854.

FOR OFFICIAL USE ONLY

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U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-RC)

E652, E653, E654

MAY 04

EXAMINATION

TEST ADMINISTRATION GUIDE

1. Administrative Procedures:

- a. Pretest: None
- b. Prior to Testing: Students should review all FSC, Phase II lesson materials, notes, and exam advance sheet prior to taking this examination. Test administrators will ensure that students understand that this is a scenario-based performance examination and not an evaluation of their ability to memorize facts or lists.
- c. "GO/NO GO" Criteria: There are a total of 40 questions. To receive a "GO," the student must correctly answer 28 or more questions. Answering less than 28 questions correctly results in a "NO GO."
- d. "NO GO" Counseling: The training institute will counsel all students who fail to achieve a "GO."
- e. Remedial Training: Group members will assist in remedial training for all soldiers who failed to achieve a "GO."
- f. Retest: The test control NCO/Officer will administer a retest using an alternate examination.
- g. Test administrators will consolidate the -NCS- General Purpose Answer Sheets by version and provide them to the Test Control NCO/Officer. The Test Control NCO/Officer will score all examinations, record the individual student scores on the group scoring records, and turn these records over to the Course Manager, FSC.

2. List of Personnel, Equipment, and Materials Required:

- a. Personnel: One test administrator per group room.
- b. Equipment: Standard group room equipment (tables, chairs, etc.).
- c. Materials:
 - (1) Examination Booklets: One per student.
 - (2) -NCS- General Purpose Answer Sheet: One per student.
 - (3) Scratch paper: One sheet per student.
 - (4) Pencils(#2): Two each per student.

3. Time Required:
 - a. Administrative 00:00 - 00:05 (5 min)
 - b. Testing 00:05 - 02:35 (2.5 hrs)
 - c. After Action Review 02:35 - 03:00 (25 min)
4. Instructions to the student: The test administrator will read verbatim the following instructions to the students:
 - a. GENERAL. All work must be your own. Do not communicate with other students, give or receive assistance, make a record of your answers, or pass information about this examination to other students. If you know of any reason that you should not take the exam at this time please tell me and we'll discuss your reason in private. If you're ill or taking medication that affects your concentration, or if you have serious personal stresses, you may request to take the exam at a later time. Failure to prepare for the exam is not an acceptable reason for delay. Is there anyone who feels they should not test at this time? You may use an electronic or manual dictionary. You may use calculators and personal notes. All personal notes used during the examination must be the student's own. You may not use notes, summary sheets, or other material written by someone else.
 - b. TIME. This is a two and one-half hour examination. You will not leave the group room without the permission of the instructor.
 - c. CONTENTS. The Examination Booklet contains 40 questions. Check each page and count each question from 1 to 40. If you are missing pages or if any portion of the evaluation is illegible, obtain a new booklet from the instructor. **DO NOT MARK IN THE EXAMINATION BOOKLET.**
 - d. COMPLETION OF -NCS- GENERAL PURPOSE ANSWER SHEET:
 - (1) Use #2 pencil only.
 - (2) Do NOT use ink or ballpoint pens.
 - (3) Make heavy black marks that fill the circle completely.
 - (4) Erase cleanly any answer you wish to change.
 - (5) Make NO stray marks on the answer sheet.
 - (6) Only choose one answer per question.
 - e. COMPLETE THE IDENTIFICATION SECTION (SIDE 1, LEFT) OF THE-NCS- GENERAL PURPOSE ANSWER SHEET (FORM 4521).
 - (1) NAME block. Print your name in the boxes in this format: last name, space, first name, space, middle initial, space(s). Mark the circle below each box that corresponds to the letter (or space) in the box.

- (2) BIRTH DATE block. Make no entry.
- (3) IDENTIFICATION NUMBER block.
 - a. Enter your SSN (without dashes) in boxes A thru I.
 - b. Mark the circle below each box that corresponds to the number in the box.
- (4) SPECIAL CODES block.
 - a. Enter your class number in boxes K thru M. (Example: for class 3-96, enter "396").
 - b. Mark the circle below each box that corresponds to the number in the box.
- (5) SEX block. Make no entry.
- (6) GRADE OR EDUC block. Make no entry.
- 5. Scoring Key: E651 and version letter (A, B, or C).
- 6. Safety Precautions: General group room safety precautions.
- 7. Additional Information: Refer student to Commandant for approval of non-testing. If approved the student will not remain in the group room during testing.

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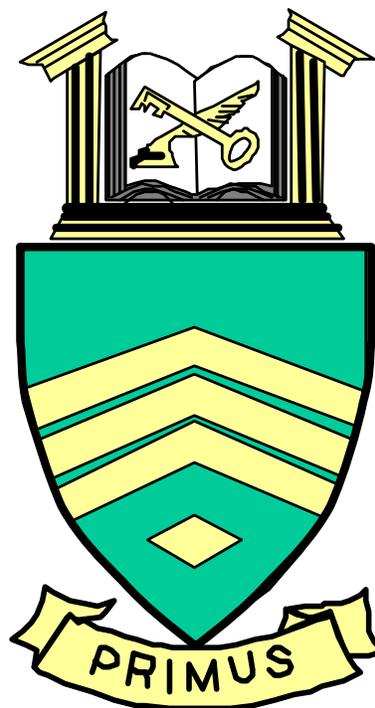
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC)

E655

OCT 04

TEST ADMINISTRATION GUIDE

VERSIONS A, B & C



Developed for use by the First Sergeants Course, TATS.

Proponent for this examination is the U.S. Army Sergeants Major Academy. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the COMMANDANT, ATTN: ATSS-DCF (FSCTATS), USASMA, Bldg. 11291 BIGGS FIELD, FORT BLISS, TEXAS 79918-8002. POC: Chief Development Cell, FSC, DSN: 978-8854; commercial: (915) 568-8854.

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US ARMY SERGEANTS MAJOR ACADEMY (FSC)

E655

TEST ADMINISTRATION GUIDE

1. Administrative Procedures:

a. Pretest: None.

b. "GO/NO-GO" Criteria: The student must review and complete DA Form 2166-7, Part I thru Part V. A student must identify a minimum of seven items to receive a "GO" (70%). If a student makes a correct answer into an incorrect answer it will be considered an incorrect answer.

c. Counseling: The training institute will counsel all soldiers who fail to achieve a "GO."

d. Remedial Training: Test administrators (resident training only) and group members will assist in remedial training for all students who fail to achieve a "GO."

e. Retest: Test administrators will administer a retest using an alternate performance evaluation after appropriate counseling and remedial training, within 24 hours of the original test.

f. Academic failures: At the end of testing, test administrators will grade and record the scores of all individual students on the student solution sheet and provide all materials to the Test Control NCO. The Test Control NCO will consolidate and forward the test results to USASMA, FSC Training Development Cell.

2. List of personnel, equipment, and materials required:

a. Personnel: One test administrator per group room.

b. Equipment: Only standard equipment required.

c. Materials:

(1) Performance Evaluation Test Booklets (E655A, B, or C containing 4 pages plus cover sheet): One per student.

(2) Student Solution Sheets (pages E655SSS-1 and E655SSS-2 plus cover sheet): One per student.

(3) Test administrator answer key (pages E655AKA, B or C containing two pages plus cover sheet): One per group room.

3. Time required:

- a. Administrative - 5 minutes.
- b. Testing - 45 minutes.
- c. Test Review - 10 minutes.

4. Instructions to the Student: **The test administrator will read the following instructions to the students verbatim:**

a. GENERAL: "All work must be your own. Do not communicate with other students, give or receive assistance, make a record of your answers, or pass information about this evaluation to other students. If you know of any reason that you should not take the exam at this time please tell me and we'll discuss your reason in private. If you're ill or taking medication which affects your concentration, or if you have serious personal stresses, you may request to take the exam at a later time. Failure to prepare for the exam is not an acceptable reasonable reason for delay. Is there anyone who feels they should not test at this time? You may use the lesson reference material outlined by the lesson Advance Sheet for U654 NCOER. You may use an electronic or manual dictionary as well as electronic or hard copy references. The dictionary will not have input capability. You may use calculators, and personal notes. The notes can be typed or handwritten; however, they will not have publication page numbers that support TLOs/ELOs on any reference material. You will not bring any Practical Exercises into the examination room. You can tab the reference material with a nonpermanent adhesive tab or other removable tab that will not damage any recoverable reference material. You may use dividers to separate lessons, but the dividers can only reflect the lesson number and lesson title. You will not highlight or write personal notes in any recoverable reference material. You can make marginal notes and highlight in nonrecoverable material. You will use no method of readily matching TLOs/ELOs to any reference material, to include personal notes. This includes: writing TLOs/ELOs in any reference material text, student readings, and personal notes."

b. "You must complete this performance evaluation during class. "

c. "The Performance Evaluation Test Booklet contains 4 pages (E655A or B) plus a cover sheet. The Student Solution Sheet consists of two pages plus a cover sheet. Count and check your pages now. Place your name on the cover of your student solution sheet. If you are missing a page or a portion of a page is not legible, obtain a new booklet from the Test administrator. Do not make any marks in the examination booklet."

d. "Read the instructions and requirements carefully. Note: you are reviewing an NCOER prior to obtaining rating chain signatures and dates."

e. "When you have completed the evaluation, turn in the Performance Evaluation Test Booklet, Student Solution Sheet, and any other material to the Test administrator."

5. Scoring Key: Pages E655AK (A, B or C)-1 and E655AK (A, B or C)-2.

6. Safety Precautions: None required for this lesson.

7. Additional Information: None.

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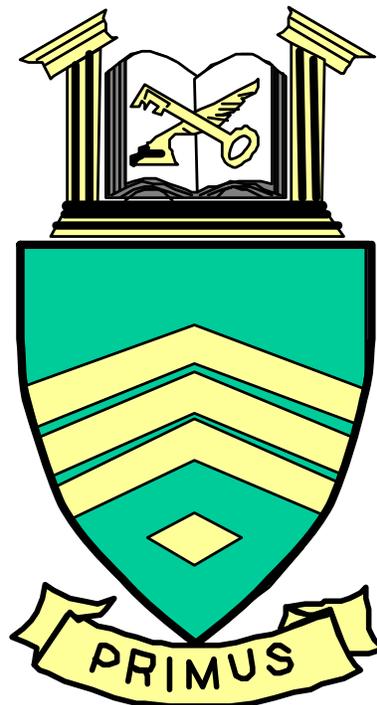
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC)

E657

OCT 04

TEST ADMINISTRATION GUIDE

Battle Brief



Developed for use by the First Sergeants Course, TATS.

Proponent for this examination is the U.S. Army Sergeants Major Academy. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the COMMANDANT, ATTN: ATSS-DCF (FSCTATS), USASMA, Bldg. 11291 BIGGS FIELD, FORT BLISS, TEXAS 79918-8002. POC: Chief Development Cell, FSC, DSN: 978-8854; commercial: (915) 568-8854.

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Standards for Information Briefings

Overview

Motivator

Your ability to communicate effectively could have a critical impact on the outcome of a battle. Your communication skills will affect your career and the welfare of your soldiers. This information briefing is an opportunity for you to sharpen your communication skills.

Evaluation

This is a graded performance exercise. You must attain a “GO” to graduate. Your instructor will rate your information briefing as superior, satisfactory, or unsatisfactory using the Information Briefing Checklist, FM 101-5, and this student handout. This evaluation will apply to the Oral Communication portion of your Academic Evaluation Report. If your briefing is “unsatisfactory,” you will present another briefing as a retest within 72 hours.

Resource requirements

Visual aids: You must use at least two different types of visual aids in your briefing. Visual aids include slides, butcher paper, charts, maps, handouts, models, and flags. If you want to use other visual aids than these, you must clear them with your instructor.

Equipment: You may use the lectern or any other equipment available in the group room.

Set up: After obtaining your instructors permission, you may set up the group room as you like for your presentation.

Note cards: You may prepare note cards and use them during your presentation.

Special instructions

Date: Your instructor will announce the date of your briefing.

Speaking Sequence: Your instructor will choose the method of determining the speaking sequence. You need to know who follows you in the sequence so you can announce the next speaker.

Audience: If you aim your briefing at a specific audience, tell your group exactly whom you are briefing before you begin your presentation. This will allow the group to role play that audience.

Outline: Make a copy of your briefing outline for your instructor. Do not merely use the words “introduction,” “body,” and “closing.” Provide enough information in the outline, including your major points, for the instructor to follow your presentation.

Originality: Your briefing must be your own work. You may not deliver an information briefing based on another’s work or done as a group effort. We encourage you to give practice presentations to others and have them give you feedback. After your presentation, you will receive feedback from your instructor and the audience. Your instructor will show you his evaluation of you on the Information Briefing Checklist.

Time

Dry Run: While the student who proceeds you in the speaking sequence is briefing, you may use the break room for a final “dry run.” Note: Your instructor will keep the official time for your briefing, but the group may devise a method for helping speakers keep track of their time.

Setup: You will have approximately one minute to set up the area before you begin your briefing.

Graded requirement: You must present the introduction and body portions of your briefing in 10 (+ or - 2) minutes. Your time for the graded requirement ends when you ask for questions at the start of your conclusion.

Question and answer period: You will respond to questions for up to one minute. The responses are to clarify information and are not part of the graded requirement.

Concluding statement: Finally, you will give your concluding statement in less than 30 seconds. Your instructor will evaluate your concluding statement, but the time is a limit only and not part of the graded requirement.

Feedback

We encourage you to provide feedback to your fellow students on their briefing. Your comments should be productive and positive in tone. Find something right with the presentation rather than focusing solely on any negative aspects.

INFORMATION BRIEFING CHECKLIST

Introduction

Greeting

Superior: Imaginative attention step immediately gained audience attention; addressed person/group being briefed; identified yourself and your organization. Introduction effectively presented all elements required by FM 101-5.

Satisfactory: Introduction gained audience attention addressed person/group being briefed; identified yourself and your organization. Introduction included all elements required by FM 101-5.

Unsatisfactory: Did not address person/group being briefed. Did not identify yourself and your organization. Introduction failed to include elements required by FM 101-5.

Type and classification

Superior: NA

Satisfactory: Stated type of briefing. Stated classification of briefing. Presented type and classification required by FM 101-5.

Unsatisfactory: Failed to state type and/or classification as required by FM 101-5.

Purpose and scope

Superior: Purpose and scope were brief, clear, memorable, and very effective so that the audience understood the big picture quickly. Purpose and scope met requirements in FM 101-5.

Satisfactory: Purpose and scope were clear and IAW FM 101-5.

Unsatisfactory: Purpose and scope were NOT brief, clear, or IAW FM 101-5.

Outline or procedure

Superior: Outline or procedure included a summary of the main points in sequence. The audience could grasp the plan of the discussion and see the relationship of each point to the whole. Outline or procedure was effective and IAW FM 101-5.

Satisfactory: Outline or procedure included a summary of the main points; listed main points in sequence; and was IAW FM 101-5.

Unsatisfactory: Outline or procedure did not present a summary of main points. It confused listeners by setting up guide posts that pointed in a different direction from where you were actually going; not IAW FM 101-5.

Body**Content**

Superior: Subject precisely narrowed to fit time available. Effectively used time to provide an in-depth exploration of topic. Content totally supported the bottom line. Developed all points well. Facts presented were precise, interesting, and accurate. Verbal supports such as examples, comparisons, and quotations were appropriate, interesting, and effective. Visual aids effectively supported major points.

Satisfactory: Subject was neither too broad nor too narrow for time available. Content was relevant and adequately supported bottom line. Facts presented were generally clear, correct, relevant, and interesting. Adequately developed major points. Verbal supports such as examples, comparisons, and quotations were generally effective. Used visual aids as required.

Unsatisfactory: Subject too broad or too narrow for time available. Content weak or failed to support bottom line. Material presented not relevant to topic. Facts largely vague, inaccurate, or uninteresting. Failed to adequately develop major points; presentation lacked verbal supports such as examples, comparisons, and quotations. Lacked visual supports required by FM 101-5. Briefing was unquestionably dull and monotonous.

Sequence

Superior: Well-organized presentation. Selection of major points and sequencing were particularly appropriate and effective in supporting the bottom line. Major points and subordinate ideas logically sequenced so that one flowed naturally into the next. Development effectively presented all elements required by FM 101-5.

Satisfactory: Well-organized presentation; logical development of subject matter and ideas; selection and sequencing of major points supported bottom line. Development included all elements required by FM 101-5.

Unsatisfactory: Presentation failed because of poor organization, lack of unity, or inappropriate methods and techniques; sequencing inconsistent with bottom line and major points; major points did not support the bottom line. Development failed to include elements required by FM 101-5.

Visual Aids

Superior: Room physical conditions acceptable. Visual supports were relevant, effective, professional, and illustrated the points simply and clearly. Briefer was well-acquainted with them and smoothly and effectively introduced, explained, and removed them.

Satisfactory: Room physical conditions acceptable. Visual supports were relevant and generally illustrated the points. Briefer was familiar with them, introduced them at the proper times, and used them with adequate skill.

Unsatisfactory: Little or no regard shown for physical conditions. Visual supports inadequate or lacking, failed to illustrate the point, or contained misspelled words. Briefer/speaker unprepared to effectively use visual supports, used them as a crutch, directed all of his attention to them, insufficiently explained them, or handled them clumsily.

Transitions

Superior: All transitions were smooth and effective, and clarified the relationships between the points.

Satisfactory: Usually made smooth transitions.

Unsatisfactory: Moved from one point to another without clear transitions.

Closing

Ask for questions Superior: Answered all questions using proper question and answer techniques. Well prepared for questions. Responses revealed a solid knowledge of the subject and allied material. Answers well-organized and facts accurate.

Satisfactory: Usually used proper question and answer techniques. Responses revealed an adequate knowledge of the specific subject. Responded candidly when unsure of an answer.

Unsatisfactory: Failed to ask for questions. Responses revealed a fundamental lack of knowledge; frequent errors of facts; many ambiguities and misleading statements; bluffed to cover up inadequacies; avoided answering direct questions.

Conclusion Superior: Conclusion returned audience to bottom line and effectively summarized the major points and their relationship to the bottom line. Strong, decisive closing statement clearly appropriate to type of presentation, subject, and audience. Conclusion effectively and smoothly incorporated elements required by FM 101-5.

Satisfactory: Recapped major points and returned to bottom line. Closing statement adequate for type of presentation. Conclusion included elements required by FM 101-5.

Unsatisfactory: No conclusion, or only an ineffective, token conclusion. Conclusion failed to include elements required by FM 101-5.

Announce the next speaker Superior: NA

Satisfactory: Accurately announced the next speaker.

Unsatisfactory: Failed to announce the next speaker or announced the wrong speaker.

Time Superior: Presented the briefing within 1 minute of the target time.

Satisfactory: Presented briefing/speech within the time limits specified for the oral presentation.

Unsatisfactory: Failed to present briefing/speech within the time limits specified for the oral presentation. (An UNSATISFACTORY rating for time will automatically result in an overall evaluation of UNSATISFACTORY for the entire presentation.)

Key Communication Factors

Enthusiasm

(Personality, Voice Volume, Facial Expression)

Superior: Dynamic, enthusiastic presentation; conveyed the speaker's personality, confidence, and evident interest in talking about the subject. Created a feeling of enthusiasm in the audience. Volume strong enough to be heard easily; reflected a feeling of enthusiasm, confidence, and vigor; volume natural, varied and used effectively for emphasis. Facial expressions natural and varied and reflected an attitude of sincerity, and enthusiasm for speaking; effectively emphasized ideas and feelings.

Satisfactory: Generally enthusiastic presentation; conveyed speaker's personality and interest in the subject. Voice strong enough for all members of the audience to hear; volume varied and created a general feeling of confidence and enthusiasm. Facial expressions natural and varied and reflected interest in the subject.

Unsatisfactory: Presentation generally lacked enthusiasm and personality. Speaker seemed bored, tired, timid, or apologetic. Speaker hard to hear; voice noticeably weak and lacking in confidence and enthusiasm; volume unvaried and monotonous. Facial expression lacked variety; conveyed impression of boredom or disinterest.

Stance

(Posture, Appearance, Movement)

Superior: Posture erect, alert, comfortable, and natural. Neat and well-groomed (IAW AR 670-1). Movements natural, easy, well-timed and purposeful. Movements supported the message--helped hold attention, maintained interest, and conveyed thoughts clearly.

Satisfactory: Posture straight with weight on balls of feet. Neat and well-groomed (IAW AR 670-1). Not tied to lectern. Movements varied and usually smooth and purposeful but not excessive; generally supported message.

Unsatisfactory: Posture unprofessional, slouching, or hunched. Untidy and careless in attire; unkempt personal appearance and grooming; uniform wrinkled and brass dirty or unpolished. Did not move during presentation (tied to lectern) or movements were awkward, jerky, repetitious, meaningless, or excessive.

Note: It is not necessary to exceed the standards of AR 670-1 to receive a SUPERIOR rating. Uniform and appearance must meet standards of AR 670-1 or other appropriate service regulation.

Gestures

Superior: Gestures varied, and were natural, purposeful, appropriate, and helped keep the audience focused on the message. Use of gestures reinforced ideas and feelings and gave a visual dimension to the words.

Satisfactory: Gestures were natural and appropriate to the occasion; usually purposeful; few distracting mannerisms.

Unsatisfactory: Gestures stilted, meaningless, affected, or excessive; speaker had extremely distracting mannerisms; all gestures looked alike.

Eye contact

Superior: Used eye contact to keep the audience focused on the message. Maintained personal eye contact with the audience creating a feeling that speaker was interested in each member of the audience individually. Use of notes inconspicuous.

Satisfactory: Usually maintained eye contact with the audience; made eye contact with all members of a small audience or with groups in a larger audience. Referred only occasionally to notes.

Unsatisfactory: Stared at floor, ceiling, or a fixed point in the room; depended completely on notes or script. Failed to make eye contact with audience.

Voice variables

(Pace, Pitch, Pause)

Superior: Pace was appropriate for subject and audience; effectively used variety in pace and pitch to emphasize points and convey intensity of convictions and depth of feelings. Used pauses effectively to clarify ideas and emphasize important points.

Satisfactory: Pace varied and appropriate (not too fast or too slow) for subject matter and audience size. Pitch varied within normal range for speaker, not uncharacteristically shrill or monotone. Use of pauses generally effective and usually free of vocalizations.

Unsatisfactory: Uneven, excessively choppy speech; too rapid; created an impression of excessive nervousness or anxiety; words not clear to all members of the audience; pace too slow to keep audience's attention; pace unvaried and monotonous. Voice was uncharacteristically raspy or shrill; pitch monotonous. Use of pauses erratic and made the ideas difficult to follow; speaker rushed words instead of pausing; speaker vocalized pauses.

Error!
Bookmark not
defined.**Clarity**

(Word Choice, Grammar, Pronunciation)

Superior: Articulated thoughts and ideas clearly, concisely, and quickly. Words precise, simple, conversational, and used and pronounced correctly. Grammar correct. Used precise articulation in enunciation.

Satisfactory: Articulated most thoughts and ideas clearly. Used appropriate words. Errors in grammar were minor and not distracting. Seldom mispronounced words.

Unsatisfactory: Did not articulate thoughts or ideas clearly. Often used wrong words or words chosen to impress the audience. Made frequent errors in grammar. Frequently mispronounced words. Used poor enunciation: slurred words, dropped syllables, clipped final letters such as the “g” in “ing.”

OVERALL
EVALUATION

Superior: Achieve six or more superiors out of the ten possible superiors for introduction, body, and closing. Also achieve four or more superiors out of the six possible marks under key communication factors.

Satisfactory: Achieve less than six superiors for introduction, body and closing or achieve less than four superiors for key communication factors while achieving better than unsatisfactory.

Unsatisfactory: Achieve six or more unsatisfactory marks out of the ten possible marks in the introduction, body, and closing or achieve four or more unsatisfactory out of the six possible marks under key communication factors. Failed to present the briefing within the time limits specified.

INFORMATION BRIEFING CHECKLIST (FSC)						
NAME (LAST, FIRST, MI)	STUDENT NO.	GROUP ROOM	DATE			
SUBJECT:						
		EVALUATION:	NA	UNS	SAT	SUP
Introduction:						
Greeting:			()	()	()	
Type and Classification:			()	()		
Purpose and Scope:			()	()	()	
Outline or Procedure:			()	()	()	
Body:						
Content:			()	()	()	
Sequence:			()	()	()	
Visual Aids:			()	()	()	
Transitions:			()	()	()	
Closing:						
Ask for Questions:			()	()	()	
Conclusion:			()	()	()	
Announce next speaker:			()	()		
Time: _____ (min/sec)			()	()	()	
Key Communication Factors:						
Enthusiasm:			()	()	()	
Stance:			()	()	()	
Gestures:			()	()	()	
Eye Contact:			()	()	()	
Voice Variables:			()	()	()	
Clarity:			()	()	()	
OVERALL EVALUATION:			()	()	()	
Comments:						
_____ (Instructor's signature)			_____ (Student's signature)			

Course Management Plan (CMP)
For-FSC First Sergeant Course

APPENDIX D

This Appendix contains sample forms used throughout the duration of the course.

Course Management Plan (CMP)
For-FSC First Sergeant Course

Developmental Counseling Form APFT

DEVELOPMENTAL COUNSELING FORM

For use of this form see FM 22-100.

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)
PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates.
ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.
DISCLOSURE: Disclosure is voluntary.

PART I - ADMINISTRATIVE DATA

Name (Last, First, MI)	Rank / Grade	Social Security No.	Date of Counseling
Organization Co B, USASMA (FSC-VTT), Fort Bliss, Texas 79918-8002		Name and Title of Counselor	

PART II - BACKGROUND INFORMATION

Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leaders facts and observations prior to the counseling):

ARMY PHYSICAL FITNESS TEST (APFT)

On _____, (1SG) _____ failed to pass the Army

Physical Fitness Test (APFT) for the 1SG Course, Class _____.

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Keys Points of Discussion:

On _____, I counseled (1SG) _____ for failing to pass the APFT. I explained to the student that he/she would attend an Academic Assistance Panel Board (AAP) today, consisting of the _____, _____, and the student. The purpose of the panel is to determine the reason for the failure. The panel will develop a physical fitness training program that will help he/she improve their physical fitness level. The student was also informed on the date, time, and location of the retest, (no earlier than 7 days and no later than 14 days from the initial APFT). The student understands that failure to achieve a passing score on the APFT retest, could result in a disenrolled from the course, and receive an unsatisfactory rating in leadership skills on the DA Form 1059 (AER). I also explained to the student that if he/she passes the retest, the highest rating they will receive on their (AER) in leadership skills in satisfactory.

Course Management Plan (CMP)
For-FSC First Sergeant Course

OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

DA FORM 4856-E

Plan of Action: (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below):

(1SG) _____ is given 7 to 14 days to prepare himself/herself physically to pass the APFT retest. During the AAP, the staff and student determined the areas that the student needs to work on to pass the retest.

ASSESSMENT DATE: _____

Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):

Individual counseled: I agree / disagree with the information above

Individual counseled remarks:

Signature of Individual Counseled: _____ Date: _____

Leader Responsibilities: (Leader's responsibilities in implementing the plan of action):

The FA and 1SG developed a physical training plan that will help the 1SG in preparing for his/her retest. The 1SG understands their individual responsibility in preparing for the retest.

Signature of Counselor: _____ Date: _____

PART IV – ASSESSMENT OF THE PLAN OF ACTION

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):

The student was given 7 days to 14 days to prepare for the APFT retest. The student showed some / no improvement on the retest. The final result is the student passed / failed the APFT retest.

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

DA FORM 4856-E

Course Management Plan (CMP)
For-FSC First Sergeant Course

Developmental Counseling Form Primary Examination

DEVELOPMENTAL COUNSELING FORM

For use of this form see FM 22-100.

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)
PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates.
ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.
DISCLOSURE: Disclosure is voluntary.

PART I - ADMINISTRATIVE DATA

Name (Last, First, MI)	Rank / Grade	Social Security No.	Date of Counseling
Organization Co B, USASMA (FSC-VTT), Fort Bliss, Texas 79918-8002		Name and Title of Counselor	

PART II - BACKGROUND INFORMATION

Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leaders facts and observations prior to the counseling):

PRIMARY EXAMINATION

On _____, (ISG) _____ failed to achieve the minimum passing score of 70% on the _____ Exam.

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Keys Points of Discussion:

On _____, I counseled (ISG) _____ for failure to achieve the minimum passing score of 70% on _____ exam. I explained to the student that he/she would attend an Academic Assistance Panel Board (AAP) today, consisting of the _____, _____, _____, _____, and the student. The purpose of the panel is to determine the reason for the exam failure. The student was informed of date, time, and location of the retest, which will be given 24 (twenty-four) hours after initial exam. The student and I identified the Subjects, Terminal Learning Objectives (TLO), and Enabling Learning Objectives (ELOs) that were identified as areas of weakness. The student understands that failure to achieve a passing score of 70% on the retest could result in a dismissal from the course. I also explained to the student that failing two or more primary examinations, but passing the retest, will result in a special bullet comment on his/her DA Form 1059 (AER), and he/she will receive a marginally achieve course standard rating.

OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

Course Management Plan (CMP)
For-FSC First Sergeant Course

Plan of Action: (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below):

(1SG) _____ is given 24(twenty-four) hours to prepare himself/herself for the _____ exam retest. During the AAP, the staff and student determined the areas that the student needs to work on to pass the retest.

ASSESSMENT DATE: _____

Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):

Individual counseled: I agree / disagree with the information above

Individual counseled remarks:

Signature of Individual Counseled: _____ Date: _____

Leader Responsibilities: (Leader's responsibilities in implementing the plan of action):

The 1SG is assigned a study partner/partners to assist in helping them pass the retest. The 1SG understands their individual responsibility in preparing for the retest. I also informed the 1SG that the leadership of the FSC is available to assist them in any questions that they might have.

Signature of Counselor: _____ Date: _____

PART IV – ASSESSMENT OF THE PLAN OF ACTION

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):

The student was given 24 hours and assigned study partner/partners to assist them for the retest. The student showed some / no improvement on the retest. The final result is the student passed / failed the _____ exam retest.

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

Course Management Plan (CMP)
For-FSC First Sergeant Course

Developmental Counseling Form Military History Briefing

DEVELOPMENTAL COUNSELING FORM

For use of this form see FM 22-100.

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)
PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates.
ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.
DISCLOSURE: Disclosure is voluntary.

PART I - ADMINISTRATIVE DATA

Name (Last, First, MI)	Rank / Grade	Social Security No.	Date of Counseling
Organization Co B, USASMA (FSC-VTT), Fort Bliss, Texas 79918-8002		Name and Title of Counselor	

PART II - BACKGROUND INFORMATION

Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leaders facts and observations prior to the counseling):

MILITARY HISTORY BRIEFING

On _____, (1SG) _____ failed to achieve a satisfactory score on his/her Military History Briefing.

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Keys Points of Discussion:

On _____, I counseled (1SG) _____ for failure to achieve a satisfactory score on his/her Military History Briefing. I explained to the student that he/she would attend an Academic Assistance Panel Board (AAP) today, consisting of the _____, _____, _____, _____, and the student. The purpose of the panel is to determine the reason for the briefing failure. The student was also informed of date, time, and location of the retest, which will be given 24 (twenty-four) hours after initial briefing. The student understands that failure to achieve a satisfactory score on the retest could result in a dismissal from the course. I also explained to the student that he/she passes the retest the highest rating that they will receive on their DA Form 1059 (AER) in Oral Communication is satisfactory.

OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

Course Management Plan (CMP)
For-FSC First Sergeant Course

Plan of Action: (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below):

(1SG) _____ is given 24(twenty-four) hours to prepare himself/herself for the Military History Briefing retest. During the AAP, the staff and student determined the areas that the student needs to work on to pass the retest.

ASSESSMENT DATE: _____

Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):

Individual counseled: I agree / disagree with the information above

Individual counseled remarks:

Signature of Individual Counseled: _____ Date:

Leader Responsibilities: (Leader's responsibilities in implementing the plan of action):

The 1SG is assigned a study partner/partners to assist in helping them pass the retest. The 1SG understands their individual responsibility in preparing for the retest. I also informed the 1SG that the leadership of the FSC is available to assist them in any questions that they might have.

Signature of Counselor: _____ Date:

PART IV – ASSESSMENT OF THE PLAN OF ACTION

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):

The student was given 24 hours and assigned study partner/partners to assist them for the retest. The student showed some / no improvement on the retest. The final result is the student passed / failed the Military History Briefing retest.

Counselor: _____ Individual Counseled: _____ Date of Assessment:

Note: Both the counselor and the individual counseled should retain a record of the counseling.

Course Management Plan (CMP)
For-FSC First Sergeant Course

STUDENT EVALUATION AND COUNSELING RECORD

(BSC/FSC)				
NAME (LAST, FIRST, MI)	CLASS NO.	STUDENT NO.	SITE	DATE
OVERALL RATING (CIRCLE ONE): UNSATISFACTORY SATISFACTORY SUPERIOR				
<i>ORAL COMMUNICATION</i>				
Effective Use of Professional Conversational Skills	()	()	()	
Reading Military Doctrine Aloud	()	()	()	
Articulate and Convincing Communicator	()	()	()	
Good Command of the English Language	()	()	()	
Expresses Thoughts and Ideas Clearly and Concisely	()	()	()	
*Military / Battle Briefing Rating	()	()	()	
OVERALL RATING (CIRCLE ONE): UNSATISFACTORY SATISFACTORY SUPERIOR				

LEADERSHIP SKILLS

Sets the Standard for Physical Fitness Training (Ind / Unit PT Programs, Led Group PT Session)	()	()	()
Interacts with the Group	()	()	()
* Sets the Example (Appearance, Motivation, Attitude, Promptness, Prepared for Class)	()	()	()
Displays Model Behavior (Courtesy, Attention to Detail, Military Bearing)	()	()	()
APFT (0-179= Unsat, 180-269= Sat, 270+= Sup)	()	()	()

Course Management Plan (CMP)
For-FSC First Sergeant Course

NAME (LAST, FIRST, MI)
OVERALL RATING (CIRCLE ONE): UNSATISFACTORY SATISFACTORY SUPERIOR

CONTRIBUTION TO GROUP WORK

Sought or Gave Information	()	()	()
Promoted Group Discussion	()	()	()
Assisted Others in Understanding Difficult Material	()	()	()
Participated In Study Groups	()	()	()
*Maintained Group Standards (Achieves / Avoids)	()	()	()
Supported Group Endeavors (Supported SDL, Group Goals, Classroom Maintenance)	()	()	()
Allowed / Encouraged Others to Participate	()	()	()

***Identifies critical area. The student must achieve a SUPERIOR rating in this area in order to receive an Overall Superior Rating in that evaluated area.**

Comments:

Note: For the final AER write the bullet number from the AER comment sheet.

Exceed / Achieve / Marginal: _____

Oral Comm: _____

Ldrship: _____

Group Work: _____

APFT (270 or above): _____

Final Cmts: _____

Instructor's Signature	Student's Signature
-------------------------------	----------------------------

Course Management Plan (CMP)
For-FSC First Sergeant Course

INFORMATION BRIEFING CHECKLIST

FSC & BSNCOG			
NAME (LAST, FIRST, MI)	STUDENT NO.	SITE	DATE
SUBJECT:		LESSON:	
EVALUATION:		NA	UNS
		SAT	SUP
Introduction:			
Greeting:		()	()
Type and Classification		()	()
Purpose and Scope		()	()
Outline or Procedures		()	()
Body:			
Content:		()	()
Sequence:		()	()
Visual Aids:		()	()
Transitions		()	()
Closing:			
Ask for Questions:		()	()
Conclusions:		()	()
Announce next Speaker:	()	()	()
Time: _____ (min/sec)		()	()
Key Communication Factors:			
Enthusiasm:		()	()
Stance:		()	()
Gestures		()	()
Eye Contacts		()	()
Voice Variables		()	()
Clarity		()	()
OVERALL EVALUATION:		()	()
Comments:			
_____		_____	
Instructor's Signature		Student's Signature	

Course Management Plan (CMP)
For-FSC First Sergeant Course

Initial Student Counseling

ATSS-BBF

(DATE)

MEMORANDUM FOR Student, U.S. Army First Sergeant Course, Class #____, U.S. Army Sergeants Major Academy, Fort Bliss, Texas 79918-8002

SUBJECT: Initial Student Counseling

1. I, _____,
(Rank, Last Name, First Name, MI)

student number ____, group room ____, received an initial student counseling on this date.

2. The Chief Instructor and my group room instructor informed and explained the following items to me:

a. The policies and procedures of USASMA, Company B, and the First Sergeant Course.

b. The graduation requirements and standards, and the criteria for achieving or exceeding course standards. To be eligible to receive "Exceeded Course Standards", you must score 270 or above on the initial APFT (with 90% or higher in each of the three events), students who attend the course with a permanent profile will not receive a rating of "Exceeded Course Standards", score 90% or higher on each individual examination, achieve an overall superior rating in oral communication, leadership skills, contribution to group work, and an overall superior rating on the military briefing.

NOTE: A student may receive superior ratings in all areas and still only receive an overall "Achieved Course Standards" rating on the Academic Evaluation Report (AER).

c. I understand that if I don't receive a first time go in all graded areas, the highest rating I will receive on my AER is Achieved Course Standards. I am also aware that failure of any two or more primary examinations will result in a "Marginally Achieved Course Standards" rating on my DA Form 1059 (AER). If I fail the APFT and pass the retest the highest rating in leadership I will receive is Satisfactory.

Course Management Plan (CMP)
For-FSC First Sergeant Course

d. Oral Communications. The instructor expects me to participate actively in-group discussions, speak clearly, intelligently, and confidently, and stay focused on the topic.
ATSS-BBF

e. Leadership Skills. The instructor expects me to set the example in and out of the classroom, fully prepare for each lesson, give assistance at every opportunity, be involved and involve other group members in group decision-making, and fully support group functions.

f. Contribution to Group Work. The instructor expects me to ask for help when I need it, offer help when I see others in need, support group study, keep the group room atmosphere positive, and place the group needs above my personal needs.

g. The instructor evaluates me daily in the following areas:

- (1) Contribution to the group.
- (2) Preparedness.
- (3) Exam performance.
- (4) Discipline.
- (5) Bearing.
- (6) Attitude.
- (7) Appearance.
- (8) Daily application of the course material.

h. The instructor also evaluates the military history briefing.

i. The instructor requires me to prepare for each daily lesson, each examination. I understand this will require additional time in the evenings and on weekends.

j. If I receive an APFT score of 270 or above (with 90% or higher in each event), I will receive a Certificate of Achievement from the Commandant.

3. The instructor's signature verifies he/she reviewed this memorandum with me.

4. My signature indicates I understand the contents of this memorandum.

INSTRUCTOR'S SIGNATURE

STUDENT'S SIGNATURE

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Course Management Plan (CMP)
For-FSC First Sergeant Course

APPENDIX E

This appendix contains sample memorandums used through the duration of the course.

Sample Memorandums
Course Management Plan (CMP)
For-FSC First Sergeant Course

MAY 04

Student Disenrollment Family Emergency

ATSS-BB

11 December 2001

MEMORANDUM FOR Commander, Student and Faculty Battalion, United States Army
Sergeants Major Academy, 11291 SGT E. Churchill Street, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #904-02, Student Disenrollment

1. Reference memorandum, 1108th USASB, AFSY-RM, 11 December 2001, subject: Request for disenrollment from the FSC for 1SG Doe, John R., 123-45-6789.
2. Due to a family emergency, recommend an early release from the course for administrative reasons. 1SG Doe has not met all the requirements for graduation.

Encl
as

SYLVESTER L. SMITH
CSM, USA
Commanding



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-B

11 December 2001

MEMORANDUM FOR 1SG Doe, John R., 123-45-6789, FSC, Class #904-02, USASMA, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #904-02, Student Disenrollment

1. Reference memorandum, HQ USASMA, ATSS-BB, 11 December 2001, subject: First Sergeant Course (FSC), Class #904-02, Student Disenrollment.
2. You are disenrolled from the FSC, Class #904-02, due to a family emergency.
3. This disenrollment is administrative in nature.

Encl
as

THOMAS H. FOSTER III
CSM, USA
Commanding



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-B

11 December 2001

MEMORANDUM FOR Commander, 1108th U.S. Army Signal Brigade, 1435 Porter Street,
Suite 100, Fort Detrick, MD 21702-5046

SUBJECT: Disenrollment of First Sergeant Doe, John R.

1. First Sergeant Doe, John R., 123-45-6789, a member of your command, was disenrolled from the First Sergeant Course (FSC), Class #904-02, on 11 December 2001, due to a family emergency.
2. This disenrollment is administrative in nature.
3. The POC for this memorandum is SGM Williamson (Chief Instructor, FSC) at DSN 978-8205.

Encl
as

THOMAS H. FOSTER III
CSM, USA
Commanding



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-B

11 December 2001

MEMORANDUM FOR Commander, HHC, 1111th Signal Battalion, Fort Detrick, MD 21702-5046

SUBJECT: Disenrollment of First Sergeant Doe, John R.

1. First Sergeant Doe, John R., 123-45-6789, a member of your command, was disenrolled from the First Sergeant Course (FSC), Class #904-02, on 11 December 2001, due to a family emergency.
2. This disenrollment is administrative in nature.
3. The POC for this memorandum is SGM Williamson (Chief Instructor, FSC) at DSN 978-8205.

Encl
as

THOMAS H. FOSTER III
CSM, USA
Commanding

Sample Memorandums
Course Management Plan (CMP)
For-FSC First Sergeant Course

MAY 04

Student Disenrollment Medical Reasons

ATSS-BB

25 June 2001

MEMORANDUM FOR Commander, Student and Faculty Battalion, United States Army
Sergeants Major Academy, 11291 SGT E. Churchill Street, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #12-01, Student Disenrollment

1. Recommend the administrative disenrollment of SFC Doe, John R., 123-45-6789, from the FSC, Class #12-01, for medical reasons.
2. SFC Doe failed his initial APFT on 25 June 2001. Pending his retest of the APFT, SFC Doe was issued a 14-day temporary profile which prohibits him from taking the APFT retest prior to his graduation date.

- 4 Encls
1. Profile
 2. PT Card
 3. Counseling Forms
 4. Orders

SYLVESTER L. SMITH
CSM, USA
Commanding



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-B

25 June 2001

MEMORANDUM FOR SFC Doe, John R., 123-45-6789, FSC, Class #12-01, USASMA, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #12-01, Student Disenrollment

1. Reference memorandum, HQ USASMA, ATSS-BB, 25 June 2001, subject: First Sergeant Course (FSC), Class #12-01, Student Disenrollment.
2. You are disenrolled from the FSC, Class #12-01, for medical reasons.
3. This disenrollment is administrative in nature.

- 4 Encls
1. Profile
 2. PT Card
 3. Counseling Forms
 4. Orders

THOMAS H. FOSTER III
CSM, USA
Commanding



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-B

25 June 2001

MEMORANDUM FOR Commander, 1108th U.S. Army Signal Brigade, 1435 Porter Street,
Suite 100, Fort Detrick, MD 21702-5046

SUBJECT: Disenrollment of Sergeant First Class Doe, John R.

1. Sergeant First Class Doe, John R., 123-45-6789, a member of your command, was disenrolled from the First Sergeant Course (FSC), Class #12-01, on 25 June 2001, for medical reasons.
2. This disenrollment is administrative in nature.
3. The POC for this memorandum is SGM Williamson (Chief Instructor, FSC) at DSN 978-8205.

- 4 Encls
1. Profile
 2. PT Card
 3. Counseling Forms
 4. Orders

THOMAS H. FOSTER III
CSM, USA
Commanding



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-C

25 June 2001

MEMORANDUM FOR Commander, HHC, 1111th Signal Battalion, Fort Detrick, MD 21702-5046

SUBJECT: Disenrollment of Sergeant First Class Doe, John R.

1. Sergeant First Class Doe, John R., 123-45-6789, a member of your command, was disenrolled from the First Sergeant Course (FSC), Class #12-01, on 25 June 2001, for medical reasons.
2. This disenrollment is administrative in nature.
3. The POC for this memorandum is SGM Williamson (Chief Instructor, FSC) at DSN 978-8205.

- 4 Encls
1. Profile
 2. PT Card
 3. Counseling Forms
 4. Orders

THOMAS H. FOSTER III
CSM, USA
Commanding

Sample Memorandums
Course Management Plan (CMP)
For-FSC First Sergeant Course

MAY 04

Student Dismissal APFT

ATSS-BB

12 December 2001

MEMORANDUM FOR Commander, Student & Faculty Battalion, United States Army
Sergeants Major Academy, 11291 SGT E. Churchill Street, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #903-02, Student Dismissal

1. Recommend the dismissal of 1SG Doe, John R., 123-50-3462, from the FSC, Class #903-02. He failed to meet the minimum requirements on the Army Physical Fitness Test (APFT) and retest.
2. 1SG Doe failed the 2-mile timed run on the APFT conducted on 30 Nov 01 and the retest conducted on 12 Dec 01.

- 3 Encls
1. DA Form 705
 2. Counseling Forms
 3. Orders

SYLVESTER L. SMITH
CSM, USA
Commanding



Sample Memorandums
Course Management Plan (CMP)
For-FSC First Sergeant Course

DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

MAY 04

REPLY TO
ATTENTION OF:

ATSS-B

12 December 2001

MEMORANDUM FOR 1SG Doe, John R., 123-45-6789, FSC, Class #903-02, USASMA, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #903-02, Student Dismissal

1. Reference memorandum, HQ USASMA, ATSS-BB, 12 December 2001, subject: First Sergeant Course (FSC), Class #903-02, Student Dismissal.
2. You are dismissed from the FSC, Class #903-02 for failure to meet the minimum requirements on the Army Physical Fitness Test (APFT) and retest.
3. You have the right to appeal this action within two working days. You may present any matters of mitigation or extenuation you feel might influence my decision in this matter. Address appeals through the Commander, Student and Faculty Battalion for the Commandant, USASMA.
4. In deciding on your option to appeal, I want you to understand that your chain of command may remove you from your present or projected position as First Sergeant for failing this course. An Academic Evaluation Report (AER) will also be placed in your Official Military Personnel File (OMPF) stating that you failed to achieve course standards. This action may have an adverse effect on your potential for future promotion and assignments.
5. Enclosed you will find a memorandum to acknowledge receipt of this dismissal action. You must date, initial, and sign the memorandum and return it to this headquarters immediately.

2 Encls
as

THOMAS H. FOSTER III
CSM, USA
Commanding

Sample Memorandums
Course Management Plan (CMP)
For-FSC First Sergeant Course

MAY 04

ATSS-BBF

12 December 2001

MEMORANDUM THRU Commander, Student & Faculty Battalion, United States Army
Sergeants Major Academy, 11291 SGT E. Churchill Street, Fort Bliss, TX 79918-8002

FOR Commandant, United States Army Sergeants Major Academy, 11291 SGT E. Churchill
Street, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #903-02, Student Dismissal

1. Reference memorandum, HQ USASMA, ATSS-B, 12 December 2001, subject: First
Sergeant Course (FSC), Class #903-02, Student Dismissal.

2. I acknowledge receipt of the notification of dismissal action, and:

a. Do not elect to appeal the dismissal _____.
(initials)

b. Submit the attached appeal on my behalf _____.
(initials)

JOHN R. DOE
1SG, USA



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-C

12 December 2001

MEMORANDUM FOR 1SG Doe, John R., 123-45-6789, FSC, Class #903-02, USASMA, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #903-02, Student Dismissal

1. Reference memorandum, HQ USASMA, ATSS-BBF, 12 December 2001, subject: First Sergeant Course (FSC), Class #903-02, Student Dismissal.
2. Your appeal of the proposed dismissal from FSC, Class #903-02 has been denied. This action has been processed and reviewed in accordance with AR 351-1. You are dismissed from FSC, Class #903-02.

MICHAEL D. ENNEKING
COL, AD
Commandant



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-C

12 December 2001

MEMORANDUM FOR 1SG Doe, John R., 123-45-6789, FSC, Class #903-02, USASMA, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #903-02, Student Dismissal

1. Reference memorandum, HQ USASMA, ATSS-BBF, 12 December 2001, subject: First Sergeant Course (FSC), Class #903-02, Student Dismissal.
2. Your appeal of the proposed dismissal from FSC, Class #903-02 has been approved. This action has been processed and reviewed in accordance with AR 351-1. Failure of the third APFT will result in your immediate dismissal.

MICHAEL D. ENNEKING
COL, FA
Commandant



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-C

12 December 2001

MEMORANDUM FOR Commander, Headquarters, Fort Gordon, GA 30905

SUBJECT: Dismissal of First Sergeant Doe, John R.

1. First Sergeant Doe, John R., 123-45-6789, a member of your command, was dismissed from the First Sergeant Course (FSC), Class #903-02, on 12 December 2001. He failed to meet the minimum requirements on the Army Physical Fitness Test (APFT) and retest. 1SG Doe failed the 2-mile timed run on the APFT conducted on 30 Nov 01 and the retest conducted on 12 Dec 01.

2. This dismissal is administrative in nature.

3. The POC for this memorandum is SGM Williamson (Chief Instructor, FSC) at DSN 978-8205.

- 3 Encls
1. DA Form 705
2. Counseling Forms
3. Orders

MICHAEL D. ENNEKING
COL, FA
Commandant



Sample Memorandums
Course Management Plan (CMP)
For-FSC First Sergeant Course

MAY 04

DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-C

12 December 2001

MEMORANDUM FOR Commander, Student Detachment, DDEAMC, Fort Gordon, GA 30905

SUBJECT: Dismissal of First Sergeant Doe, John R.

1. First Sergeant Doe, John R., 123-45-6789, a member of your command, was dismissed from the First Sergeant Course (FSC), Class #903-02, on 12 December 2001. He failed to meet the minimum requirements on the Army Physical Fitness Test (APFT) and retest. 1SG Doe failed the 2-mile timed run on the APFT conducted on 30 Nov 01 and the retest conducted on 12 Dec 01.

2. This dismissal is administrative in nature.

3. The POC for this memorandum is SGM Williamson (Chief Instructor, FSC) at DSN 978-8205.

3 Encls

1. DA Form 705
2. Counseling Forms
3. Orders

MICHAEL D. ENNEKING
COL, FA
Commandant

Sample Memorandums
Course Management Plan (CMP)
For-FSC First Sergeant Course

MAY 04

Student Dismissal Disciplinary Reasons

ATSS-BB

12 December 2001

MEMORANDUM FOR Commander, Student & Faculty Battalion, United States Army
Sergeants Major Academy, 11291 SGT E. Churchill Street, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #903-02, Student Dismissal

Recommend the dismissal of 1SG Doe, John R., 123-45-6789, from the FSC, Class #903-02,
disciplinary reasons. 1SG Doe was arrested for driving while intoxicated (see enclosure).

- 2 Encls
1. DD Form 2708
2. Orders

SYLVESTER L. SMITH
CSM, USA
Commanding



Sample Memorandums
Course Management Plan (CMP)
For-FSC First Sergeant Course

DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

MAY 04

REPLY TO
ATTENTION OF:

ATSS-B

12 December 2001

MEMORANDUM FOR 1SG Doe, John R., 123-45-6789, FSC, Class #903-02, USASMA, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #903-02, Student Dismissal

1. Reference memorandum, HQ USASMA, ATSS-BB, 12 December 2001, subject: First Sergeant Course (FSC), Class #903-02, Student Dismissal.
2. You are dismissed from the FSC, Class #903-02 for disciplinary reasons.
3. You have the right to appeal this action within two working days. You may present any matters of mitigation or extenuation you feel might influence my decision in this matter. Address appeals through the Commander, Student and Faculty Battalion for the Commandant, USASMA.
4. In deciding on your option to appeal, I want you to understand that your chain of command may remove you from your present or projected position as First Sergeant for failing this course. An Academic Evaluation Report (AER) will also be placed in your Official Military Personnel File (OMPF) stating that you failed to achieve course standards. This action may have an adverse effect on your potential for future promotion and assignments.
5. Enclosed you will find a memorandum to acknowledge receipt of this dismissal action. You must date, initial, and sign the memorandum and return it to this headquarters immediately.

2 Encls
as

THOMAS H. FOSTER III
CSM, USA
Commanding

Sample Memorandums
Course Management Plan (CMP)
For-FSC First Sergeant Course

MAY 04

ATSS-BBF

12 December 2001

MEMORANDUM THRU Commander, Student & Faculty Battalion, United States Army
Sergeants Major Academy, 11291 SGT E. Churchill Street, Fort Bliss, TX 79918-8002

FOR Commandant, United States Army Sergeants Major Academy, 11291 SGT E. Churchill
Street, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #903-02, Student Dismissal

1. Reference memorandum, HQ USASMA, ATSS-B, 12 December 2001, subject: First
Sergeant Course (FSC), Class #903-02, Student Dismissal.

2. I acknowledge receipt of the notification of dismissal action, and:

a. Do not elect to appeal the dismissal _____.
(initials)

b. Submit the attached appeal on my behalf _____.
(initials)

JOHN R. DOE
1SG, USA



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-C

12 December 2001

MEMORANDUM FOR 1SG Doe, John R., 123-45-6789, FSC, Class #903-02, USASMA, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #903-02, Student Dismissal

1. Reference memorandum, HQ USASMA, ATSS-BBF, 12 December 2001, subject: First Sergeant Course (FSC), Class #903-02, Student Dismissal.
2. Your appeal of the proposed dismissal from FSC, Class #903-02 has been denied. This action has been processed and reviewed in accordance with AR 351-1. You are dismissed from FSC, Class #903-02.

MICHAEL D. ENNEKING
COL, FA
Commandant



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-C

12 December 2001

MEMORANDUM FOR 1SG Doe, John R., 123-45-6789, FSC, Class #903-02, USASMA, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #903-02, Student Dismissal

1. Reference memorandum, HQ USASMA, ATSS-BBF, 12 December 2001, subject: First Sergeant Course (FSC), Class #903-02, Student Dismissal.
2. Your appeal of the proposed dismissal from FSC, Class #903-02 has been approved. This action has been processed and reviewed in accordance with AR 351-1.

MICHAEL D. ENNEKING
COL, FA
Commandant



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-C

12 December 2001

MEMORANDUM FOR Commander, Headquarters, Fort Gordon, GA 30905

SUBJECT: Dismissal of First Sergeant Doe, John R.

1. First Sergeant Doe, John R., 123-45-6789, a member of your command, was dismissed from the First Sergeant Course (FSC), Class #903-02, on 12 December 2001. He was arrested for driving while intoxicated (see enclosure).
2. This dismissal is administrative in nature.
3. The POC for this memorandum is SGM Williamson (Chief Instructor, FSC) at DSN 978-8205.

- 2 Encls
1. DD Form 2708
 2. Orders

MICHAEL D. ENNEKING
COL, FA
Commandant



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-C

12 December 2001

MEMORANDUM FOR Commander, Student Detachment, DDEAMC, Fort Gordon, GA 30905

SUBJECT: Dismissal of First Sergeant Doe, John R.

1. First Sergeant Doe, John R., 123-45-6789, a member of your command, was dismissed from the First Sergeant Course (FSC), Class #903-02, on 12 December 2001. He was arrested for driving while intoxicated (see enclosure).
2. This dismissal is administrative in nature.
3. The POC for this memorandum is SGM Williamson (Chief Instructor, FSC) at DSN 978-8205.

- 2 Encls
1. DD Form 2708
 2. Orders

MICHAEL D. ENNEKING
COL, FA
Commandant

Sample Memorandums
Course Management Plan (CMP)
For-FSC First Sergeant Course

MAY 04

Student Dismissal Academic Failure

ATSS-BB

3 December 2001

MEMORANDUM FOR Commander, Student & Faculty Battalion, United States Army
Sergeants Major Academy, 11291 SGT E. Churchill Street, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeants Course (FSC), Class #902-02, Student Dismissal

1. Recommend the dismissal of SFC Doe, John R, 123-45-6789, from the FSC, Class #902-02, IAW USASMA Memorandum 350-3, paragraph 5a(1). SFC Doe failed to attain a passing score of 70% on the E652 exam and retest.
2. On 28 November 2001, SFC Doe was administered the examination, E652, and failed to achieve a passing score of 70%. His score for the E652 examination was 56%. SFC Doe was counseled on his shortcomings by his Senior Instructor and Assistant Instructor and provided 48 hours to prepare for a retest.
3. SFC Doe was administered a retest for the E652 examination on 30 November 2001 and again failed to achieve a passing grade of 70% on the test. His score for the E652 examination was 50%.

3 Encls

1. Examination Results
2. Counseling Forms
3. Orders

SYLVESTER L. SMITH
CSM, USA
Commanding



Sample Memorandums
Course Management Plan (CMP)
For-FSC First Sergeant Course

MAY 04

DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-B

3 December 2001

MEMORANDUM FOR SFC Doe, John R., 123-45-6789, FSC, Class #902-02, USASMA, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeants Course (FSC), Class #902-02, Student Dismissal

1. Reference memorandum, HQ USASMA, ATSS-BB, 3 December 2001, subject: First Sergeants Course (FSC), Class #902-02, Student Dismissal.
2. You are dismissed from the FSC, Class #902-02 for failure to meet academic standards.
3. You have the right to appeal this action within two working days. You may present any matters of mitigation or extenuation you feel might influence my decision in this matter. Address appeals through the Commander, Student and Faculty Battalion for the Commandant, USASMA.
4. In deciding on your option to appeal, I want you to understand that your chain of command may remove you from your present or projected position as a First Sergeant for failing this course. An Academic Evaluation Report (AER) will also be placed in your Official Military Personnel File (OMPF) stating that you failed to achieve course standards. This action may have an adverse effect on your potential for future promotion and assignments.
5. Enclosed you will find a memorandum to acknowledge receipt of this dismissal action. You must date, initial, and sign the memorandum and return it to this headquarters immediately.

2 Encls
as

THOMAS H. FOSTER III
CSM, USA
Commanding

Sample Memorandums
Course Management Plan (CMP)
For-FSC First Sergeant Course

MAY 04

ATSS-BBB

3 December 2001

MEMORANDUM THRU Commander, Student & Faculty Battalion, United States Army
Sergeants Major Academy, 11291 SGT E. Churchill Street, Fort Bliss, TX 79918-8002

FOR Commandant, United States Army Sergeants Major Academy, 11291 SGT E. Churchill
Street, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeants Course (FSC), Class #902-02, Student Dismissal

1. Reference memorandum, HQ USASMA, ATSS-B, 3 December 2001, subject: First
Sergeants Course (FSC), Class #902-02, Student Dismissal.

2. I acknowledge receipt of the notification of dismissal action, and:

a. Do not elect to appeal the dismissal _____.
(initials)

b. Submit the attached appeal on my behalf _____.
(initials)

JOHN R. DOE
SFC, USA



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-C

6 December 2001

MEMORANDUM FOR SSG Doe, John R., 123-45-6789, FSC, Class #902-02, USASMA, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeants Course (FSC), Class #902-02, Student Dismissal

1. Reference memorandum, HQ USASMA, ATSS-BBB, 4 December 2001, subject: First Sergeants Course (FSC), Class #902-02, Student Dismissal.
2. Your appeal of the proposed dismissal from FSC, Class #902-02 has been denied. This action has been processed and reviewed in accordance with AR 351-1. You are dismissed from FSC, Class #902-02.

MICHAEL D. ENNEKING
COL, FA
Commandant



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-C

6 December 2001

MEMORANDUM FOR SSG Doe, John R., 123-45-6789, FSC, Class #902-02, USASMA, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeants Course (FSC), Class #902-02, Student Dismissal

1. Reference memorandum, HQ USASMA, ATSS-BBB, 4 December 2001, subject: First Sergeants Course (FSC), Class #902-02, Student Dismissal.
2. Your appeal of the proposed dismissal from FSC, Class #902-02 has been approved. This action has been processed and reviewed in accordance with AR 351-1. Failure of the third exam will result in your immediate dismissal.

MICHAEL D. ENNEKING
COL, FA
Commandant



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-C

12 June 2001

MEMORANDUM FOR Commander, 1st Cavalry Division, Fort Hood, TX 76544

SUBJECT: Dismissal of Staff Sergeant Doe, John R.

1. Sergeant First Class Doe, John R., 123-45-6789, a member of your command, was dismissed from the First Sergeants Course (FSC), Class #6-01, on 12 June 2001. He failed to meet the academic standards. SFC Doe failed the E652 exam administered on 5 June 2001 and the retest administered on 7 June 2001.

2. This dismissal is administrative in nature.

3. The POC for this memorandum is SGM Pearson (Chief Instructor, FSC) at DSN 123-1234.

3 Encls

1. Examination Results
2. Counseling Forms
3. Orders

MICHAEL D. ENNEKING
COL, FA
Commandant



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-C

12 June 2001

MEMORANDUM FOR Commander, HHC, 1/9 Cavalry, Fort Hood, TX 76544

SUBJECT: Dismissal of Sergeant First Class Doe, John R.

1. Sergeant First Class Doe, John R., 123-45-6789, a member of your command, was dismissed from the First Sergeants Course (FSC), Class #6-01, on 12 June 2001. He failed to meet the academic standards. SFC Doe failed the E652 exam administered on 5 June 2001 and the retest administered on 7 June 2001.

2. This dismissal is administrative in nature.

3. The POC for this memorandum is SGM Pearson (Chief Instructor, FSC) at DSN 123-1234.

3 Encls

1. Examination Results
2. Counseling Forms
3. Orders

MICHAEL D. ENNEKING
COL, FA
Commandant

Sample Memorandums
Course Management Plan (CMP)
For-FSC First Sergeant Course

MAY 04

Enrollment Denial

ATSS-BB

18 July 2001

MEMORANDUM FOR Commander, Student and Faculty Battalion, United States Army
Sergeants Major Academy, 11291 SGT E. Churchill Street, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #8-01 Enrollment Denial

1. Recommend the enrollment denial of SFC Doe, John P., 123-45-6789, into the FSC, Class #8-01.
2. Soldier arrived to FSC on 18 July 2001 with a temporary profile, which prevents him from taking the Army Physical Fitness Test. In accordance with AR 351-1, para 5-33, soldiers can not enroll into the FSC with a temporary profile.

2 Encls

1. Temporary Profile
2. Orders

SYLVESTER L. SMITH
CSM, USA
Commanding



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-B

18 July 2001

MEMORANDUM FOR SFC Doe, John P., 123-45-6789, FSC, Class #8-01, USASMA, Fort Bliss, TX 79918-8002

SUBJECT: First Sergeant Course (FSC), Class #8-01 Enrollment Denial

1. Reference memorandum, HQ USASMA, ATSS-BB, 17 July 2001, subject: First Sergeant Course (FSC), Class #8-01, Enrollment Denial.
2. You are denied enrollment into the FSC, Class #8-01, because you arrived with a temporary profile, which prevents you from taking the Army Physical Fitness Test.
3. I will report this action to the first General Officer in your chain of command.

- 2 Encls
1. Temporary Profile
 2. Orders

THOMAS H. FOSTER III
CSM, USA
Commanding

CF:

Commanding General, Headquarters, 21st Theater Support Command, APO AE 09054
Commander, HHC, 29th Support Group, APO AE 09054



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-B

18 July 2001

MEMORANDUM FOR Commanding General, Headquarters, 21st Theater Support Command,
APO AE 09054

SUBJECT: Enrollment Denial of Sergeant First Class Doe, John P.

1. Sergeant First Class Doe, John P., 123-45-6789, a member of your command, was denied enrollment into the First Sergeant Course (FSC), Class #8-01, on 18 July 2001. He reported with a temporary profile, which prevents him from taking the Army Physical Fitness Test.
2. This denial is administrative in nature.
3. The POC for this memorandum is SGM Williamson (Chief Instructor, FSC) at DSN 978-8205.

- 2 Encls
1. Temporary Profile
 2. Orders

THOMAS H. FOSTER III
CSM, USA
Commanding



Sample Memorandums
Course Management Plan (CMP)

MAY 04

For-FSC First Sergeant Course
DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-B

18 July 2001

MEMORANDUM FOR Commander, HHC, 29th Support Group, APO AE 09054

SUBJECT: Enrollment Denial of Sergeant First Class Doe, John P.

1. Sergeant First Class Doe, John P., 123-45-6789, a member of your command, was denied enrollment into the First Sergeant Course (FSC), Class #8-01, on 18 July 2001. He reported with a temporary profile, which prevents him from taking the Army Physical Fitness Test.
2. This denial is administrative in nature.
3. The POC for this memorandum is SGM Williamson (Chief Instructor, FSC) at DSN 978-8205.

- 2 Encls
1. Temporary Profile
 2. Orders

THOMAS H. FOSTER III
CSM, USA
Commanding

Assistant Instructor Train-Up
Course Management Plan (CMP)
For-FSC First Sergeant Course

MAY 04

APPENDIX F

This appendix contains a guide for assistant instructor train-up.

Assistant Instructor Train-Up
Course Management Plan (CMP)
For-FSC First Sergeant Course (052002)

MAY 01

ASSISTANT INSTRUCTOR (AI) TRAIN-UP

1. The United States Army Sergeants Major Academy (USASMA) First Sergeant Video Tele-Training (FSC-VTT) Course conducts a one-week Assistant Instructor (AI) train-up session two weeks prior the start of Phase 2.

2. The AI Train-Up consists of:
 - a. Review of Assistant Instructor's duties
 - b. Review Phase I requirements
 - c. Review training schedules
 - d. Discuss AER counseling and worksheet
 - e. Review in processing forms
 - f. Review Senior Instructor's overview
 - g. Review publication requirements
 - h. Review material (resource) requirements
 - i. Review TSPs, PE, videos (usually two days)
 - j. Discuss written examination procedures
 - k. Review AI's evaluation of Drill and Ceremonies, Battle Brief, PT Plan, NCOER exam, and classroom participation
 - l. Discuss graduation ceremony/procedures.
 - m. Discuss AI's responsibilities versus the site coordinator/facility manager's responsibilities.

79R Specific Instructions
Course Management Plan (CMP)
For-FSC First Sergeant Course

MAY 04

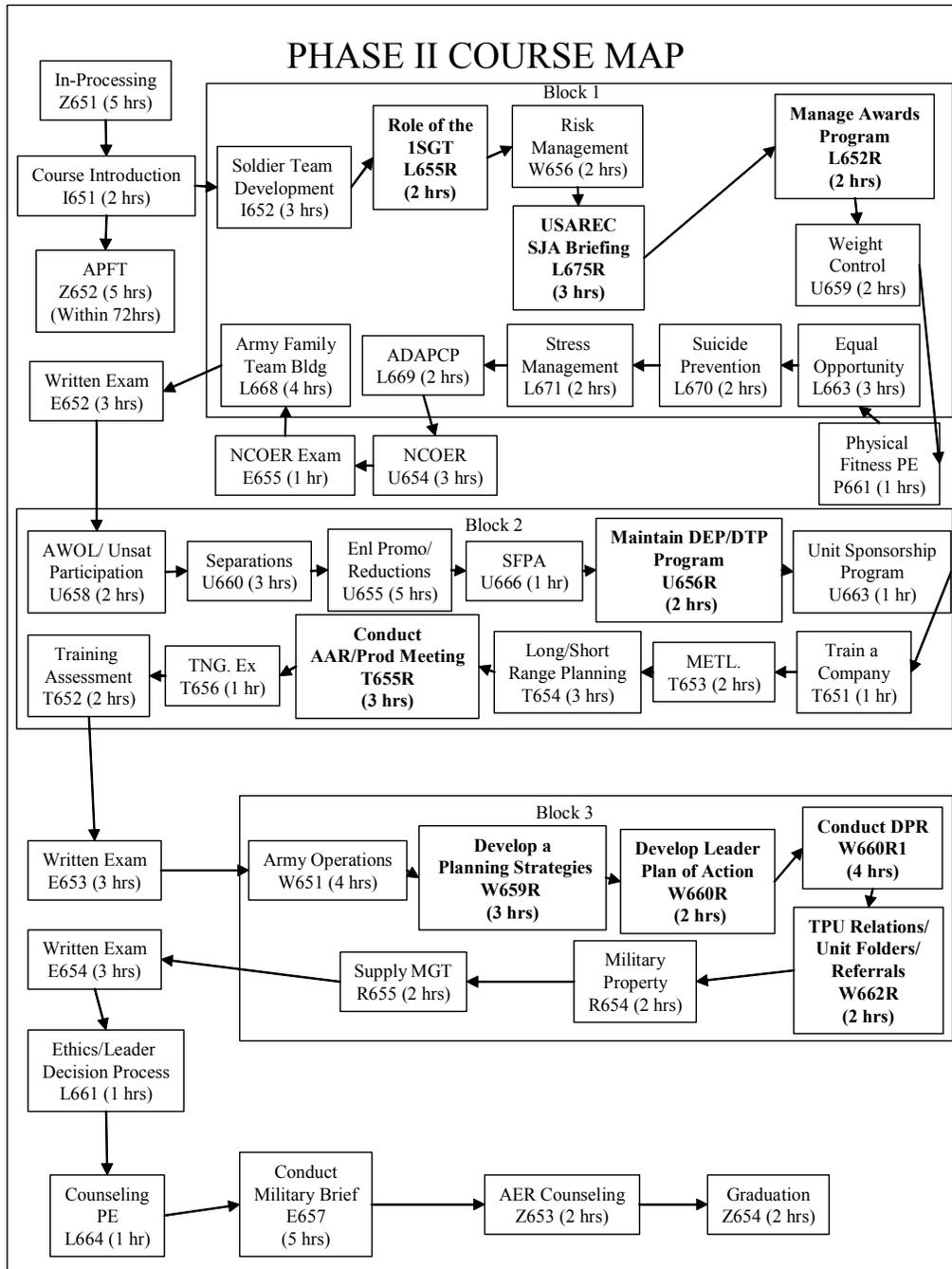
APPENDIX G

This appendix contains 79R specific instructions.

Course Map:

The phase I course map remains the same as above.

The phase II course map is as follows:



79R Specific Instructions

Required References:

USAREC
NOTE: In addition to the references listed above the references listed below are exclusive to the USAREC course of instruction

Number	Title	Date
ADDITIONAL REFERENCE	The 7 Habits of Highly Effective People	Edition 1990
AR 140-1	Army Reserve Mission, Organization and Training	Sep 94
AR 360-1	Army Public Affairs, Public Information	Sep 00
AR 600-8-22	Military Awards	Feb 95
SOFTWARE-LEADS	Lead and Reports System (LEADS)	Soft Ware
USAREC Manual 25-101	Mission Focused Training	DRAFT
USAREC FORM 200-2E	Unit Referral Prospect Card	Oct 90
USAREC Manual 25-100	Training the Recruiting Force	DRAFT
USAREC PAM 350-7	Recruiter Salesmanship	Jul 94
USAREC REG 350-6	Recruiter Production Management System	Mar 02
USAREC REG 350-7	Recruiting Station Production Management System	Mar 02
USAREC REG 350-9	Recruiting Company Production Management System	Jul 02
USAREC REG 380-4	Security Program	Apr 00
USAREC REG 600-22	Assignment of Enlistment Processing Responsibility	Jan 97
USAREC REG 600-25	Prohibited and Regulated Activities	Jul 91
USAREC REG 601-45	Recruiting Improprieties Policies and Procedures	Sep 96
USAREC REG 601-67	Automated United States Army Recruiting Command and United States Army Reserve Unit Referral Program	Jan 92
USAREC REG 601-95	Delayed Entry and Delayed Training Program	Mar 97
USAREC REG 621-2	Concurrent Admissions Program	May 02
USAREC REG 672-10	Recruiting Incentive Awards	Feb 02
USAREC REG 672-13	Annual Awards Program – United States Army Recruiting Command Level	Apr 02
USAREC SUPPLEMENT TO AR 600-8-22	Military Awards	Dec 99
USAREC/FORSCOM REG 140-1	Recruiting Partnership Council	Aug 87
USAREC/FORSCOM REG 601-67	Unit Referral System	Jan 92