

## STUDENT HANDOUT 1

### Student Evaluation Plan

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**Overview** This student evaluation plan contains the information pertaining to PLDC content and training support package evaluation criteria. It lists the course's graduation requirements that students must meet in order to graduate from PLDC.

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**Student Responsibilities**

As a student you must strive to--

- Conduct yourself in a professional manner at all times.
- Be at your appointed place of duty at the appointed time.
- Perform all work on your own, unless otherwise instructed.
- Meet or exceed course graduation requirements.
- Recognize your shortcomings and request assistance as needed.
- Avoid actions that are prejudicial to others in the class.
- Continuously progress academically.
- Demonstrate motivation and a positive attitude.
- Be personally responsible.

(REF: AR 350-1, para 3-18)

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**Course Structure**

PLDC is a non-MOS specific course, taught in an NCO Academy in a live-in environment atmosphere (within local constraints), using classroom instruction with practical application, followed by hands-on performance-oriented training that culminates in an extensive situational training exercise (STX). Small group leaders (SGLs) will assess your leadership potential and evaluate your ability to apply the lessons learned in the course while leading soldiers in a garrison and tactical environment.

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**Course Length**

The active component PLDC is a 4-week, 2-day course, culminating with a 24 hour STX.

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**Course Pre-requisites**

1. Soldiers attending PLDC must fall into the following priorities:
  - a. Priority One: Sergeants that are non-PLDC graduates. The soldiers may or may not have a PLDC waiver.
  - b. Priority Two: SPC/CPL promotable. Prioritize the soldiers in this category as follows?
    - (1) SPC/CPL (P) who has met cut off score.
    - (2) SPC/CPL (P) in MOSs which would have had additional promotions if more promotable SPC/CPLs had been available and identified as “Star MOS” by monthly PERSCOM Promotion Cut-Off Memorandums.
    - (3) SPC/CPL (P) in other MOSs serving in an authorized NCO position based on the highest number of promotion points.
    - (4) All other SPC/CPL (P) on a recommended list based on the highest number of promotion points.
  - c. Priority Three: SPC/CPL in leadership positions. In order to fill all PLDC training seats, non-promotable SPCs w/demonstrated leadership potential may attend PLDC only when all other higher OML categories are exhausted.
2. Students must--
  - a. Meet height and weight standards.
  - b. Be eligible for reenlistment and recommended by their commander.
  - c. Have six months time in service (TIS) remaining upon graduation.
  - d. Have no convictions of a misdemeanor crime of domestic violence (Lautenburg Amendment).
  - e. If age 40 or over, have completed a periodic physical exam within the last five years. The Pre-execution checklist in Part II, operator license block, must contain “**curr Phy:** and **YYMMDD.**” Soldiers will no longer hand carry a copy of the physical.

(REF: AR 40-501, Chap 8, para 8-25; AR 350-1, Chap 3, para 3-7; AR 635-200, para 5-14, and TR 350-10, Chap 2, para 2-6, MSG DASG-HS-AS, 30 November 2000)

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**Enrollment Requirements**

1. Soldiers reporting for training must have in their possession a completed and properly signed pre-execution checklist. If a soldier reports for training without a checklist signed by himself and his commander, he has 72 hours from the report date to provide the checklist with appropriate attachments. NCOAs will return soldiers to their units who fail to provide the checklist
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**Enrollment  
Requirements,  
continued**

within this time frame. The unit commander's signature on the pre-execution checklist certifies that the soldier meets routine course prerequisites.

2. Soldiers having a profile with a permanent designator of "3" or "4" must include a copy of DA Form 3349 and the results of the soldier's military medical review board (MMRB) as part of course application. Soldiers who have been before an MMRB, or similar board, and awarded medical limitations and allowed to retain their occupational classification may attend PLDC and train within the limitations of their profile--provided they can otherwise meet course prerequisites and graduation requirements.

3. NCOAs will deny enrollment to soldiers who hold a temporary profile except for shaving or nonperformance profiles. Soldiers diagnosed as pregnant after enrollment may continue training, **provided** the attending physician determines the soldier may continue. Pregnant soldiers must provide a copy of the attending physician's recommendation. A soldier medically dismissed for pregnancy after enrollment may return to the course when the condition that led to the medical dismissal no longer exists.

4. For students with permanent profiles, their profile must include an aerobic event. Soldiers with permanent profiles that permit an alternate APFT event must also meet course graduation requirements. For P3/P4 profiles, the profiling doctor and the approving authority doctor must sign the profile. The commander need not have signed the profile unless he disagrees with the profile. The profiling doctor is the only signature required for P2 profiles.

5. NCOAs will deny enrollment to soldiers failing to meet any one of the above prerequisites. Commandants may not supplement these mandatory prerequisites requirements.

(REF: AR 350-1, Chap 3, para 3-7; AR 614-200; AR 635-200, para 5-14; TRADOC Reg 350-10, Chap 2, para 2-6, and DA MSG, R 251850Z JUL 01, DA WASHINGTON DC//DAMO-TR. SUBJECT: Clarification and Reinforcement of Army Training Policies)

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**Course  
Graduation  
Requirements**

1. To achieve course graduation requirements, you must score 70 percent or higher on the following examinations/evaluations--

- a. Written Examination I.
  - b. Army Physical Fitness Test (APFT). (IAW FM 21-20w/C1)
  - c. Physical fitness training (train the trainer evaluation).
  - d. Drill and Ceremonies Evaluation.
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**Course  
Graduation  
Requirements,  
continued**

- e. Individual Training Evaluation.
- f. Land Navigation Evaluation.
- g. Two demonstrated leadership evaluations (garrison and tactical environment).

2. You will take the APFT within 72 hours of enrollment. If you fail the initial APFT, you will take one retest in 7 to 11 days of the initial APFT. If you fail the retest, it is a mandatory dismissal from the course for failure to meet APFT standards.

(REF: DA MSG, R 251850Z JUL 01)

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**Physical  
Requirements**

1. Students must be able to meet the following physical requirements during the course:
    - a. Pass the APFT.
    - b. Negotiate rough terrain under varying climatic conditions.
    - c. Conduct, demonstrate, and lead drill and ceremonies.
    - d. Conduct, demonstrate, and lead physical fitness training.
    - e. Walk a minimum of 3200 meters with load carrying equipment (LCE) in a minimum of three hours.
    - f. Lift and carry all required packing list items (OCIE and CTA 50-900) for short distances.
    - g. Carry a 50 pound combat load containing mission essential equipment.
    - h. Occasionally lift and carry fuel, water, ammo, MREs, or sandbags.
    - i. Low crawl, high crawl, and rush for three to five seconds.
    - j. Move over, through, and around obstacles.
    - k. Carry and fire individually assigned weapon IAW applicable regulatory guidance.
    - l. Don Mission-Oriented Protective Posture (MOPP) gear.
  2. Commandants may not supplement these course graduation requirements.
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**Retest Procedures**

1. If you fail any initial examination/performance evaluation, you will receive remedial training and one retest of the appropriate test.
2. Should you fail the initial APFT, you will receive remedial training and one retest within seven to eleven days of the initial APFT.
3. NCOAs will annotate your retest scores in your student course records along with counseling and remediation documentation. However, if you require and pass a retest, you will receive the minimum passing score for that event, and you will not be able to compete for class honors consideration.
4. If you receive two failing scores (one initial test and one retest) on any single exam/performance evaluation, the commandant must dismiss you from the course.
5. Due to the strict regimen of the course's conduct of training, commandants must dismiss you if you fail a second retest, after a successful appeal.

(REF: TR 350-10, Chap 2, para 2-9a and b)

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**Student Dismissal**

To protect students from unfair or illegal practices, commandants--through precise proceedings--must determine whether or not to dismiss students whose--

- Personal conduct is such that their continuation in the course is not appropriate.
- Academic progress, demonstrated motivation, attitude, or conduct is prejudicial to others in the class.
- Actions make it extremely unlikely they can successfully meet the standards for course graduation.

(REF: AR 350-1, para 3-18)

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**Exam Reference Material**

1. The written examination is open book and will require you to apply knowledge to solve problems in an environment that simulates your duty position.
  2. The test examiner will allow you to use any reference material available to you during the exam, for example: computers with publications stored, student handouts, publications issued for the course, personal notes, and calculators. These are subject to the following restrictions (Items a and b are at the commandant's discretion):
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**Exam Reference  
Materiel,  
continued**

- a. You must not damage recoverable publications. This means that students will **not** TAB, fold, crease, highlight, or write on pages of **recoverable** publications. You may, however, tab recoverable reference material with a nonpermanent adhesive tab, such as a Post-it or other means that will not mark or damage the publication.
  - b. You may highlight and make marginal notes only on **non-recoverable** reference material.
  - c. You may **not** have cell phones, or beepers in your possession while testing.
  - d. You may use computers issued by the NCOA that has references stored on the computer. Computers may not have the ability to communicate with other student computers.
3. All the material you use during the examination must be your own or material the NCOA issued for your use and not any material written by another student.
  4. The intent is to ensure that you know the lesson material and how to research to find the correct answer.
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**Challenging  
Training**

You may not take any test or any part of a test as a graded pretest to meet course graduation requirements. SGLs will conduct all training prior to testing.

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**Student  
Developmental  
Counseling  
Requirements**

1. Developmental counseling is a means of assisting and developing students and subordinates. Your SGL will counsel you in regards to--
    - a. Negative and positive performance.
    - b. Working as a team member
    - c. How well or how poorly you are performing.
    - d. Attaining required standards.
    - e. Setting personal and professional goals.
    - f. Resolving personal problems.
    - g. Conducting self-assessments.
  2. Feedback is essential for you to know how you are performing and where you stand in the course. All counseling must explain your progress to date. Small group leaders will conduct the following counseling as a minimum:
    - a. Initial counseling using reception and integration counseling. This counseling should determine whether or not you have any personal problems or outside distracters that would interfere with your
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**Student  
Developmental  
Counseling  
Requirements,**  
continued

completing the course. This session must include the statement “I will not acquire or provide inappropriate assistance before or during any test except as instructed (i.e., group activities) and will report any such inappropriate assistance before, during, or after the test administration.” This eliminates the DA Form 5286 requirement.

- b. **After any test/retest failure.**
- c. **Midcourse** developmental counseling-progress-to-date.
- d. **Comprehensive end-of-course counseling.**

3. The SGL will use the results of the developmental counseling process to determine ratings for your AER and course academic records and reports.

4. This CMP does not limit SGLs to the general indicators in FM 22-100, App B, but SGLs should be precise, objective, and fair in the developmental counseling process.

(REF: TR 350-10, Chap 2, para 2-7g, TR 350-18, Chap 3, para 3-29, and FM 22-100, App B and App C)

**NOTE:** Counseling records play a major role in the event of favorable or unfavorable administrative personnel actions.

**Student  
Recognition**

1. All students who meet course completion criteria receive a training proponent diploma. Diplomas must contain, as a minimum: your full name, grade, complete course title, course identification number, beginning and completion dates of the course, and number of class hours.

2. Commandants will recognize the following graduates in support of AR 600-8-19, Chap 3, para 3.50c that awards promotion points for--

- a. Distinguished honor graduate. (15 promotion points).
- b. Distinguished leadership award. (10 promotion points).
- c. Commandant’s list. (5 promotion points).

(REF: TR 350-18, Chap 3, para 3-3 and 3-30 and TR 350-10, Chap 2, para 2-7g(5) and para 2-16d)

**End of Course  
Critique**

You must complete and submit an end of course critique questionnaire for the course. The SGL will ensure you accomplish this as close as possible to the end of the course. Commandants **will not** require you to provide any identification data on the critique form.

(REF: Course Management Plan (CMP) Chap 2, p 2-7)

**Training Support  
Package TSP)  
Synopsis**

The following tables provide a brief synopsis of the Training Support Packages (TSPs) taught in the Mobilizations Phase:

L221, L222, L223, L224, L225, L226, L227, L228, L229, L230\*, L231, L282, L233, T221, T222, T223, T224, T228, T229, T230, T231, T240, W221, W222, W223, W224, W225, W226, W227. \*Student Handout.

<b>TSP NO./ TITLE</b>	<b>TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS</b>
A201, Inprocessing/ APFT/ Weigh-in	Students receive advance sheets, required publications, administrative processing, and height and weight evaluation. Students must take the initial Army Physical Fitness Test (APFT) within the first 72 hours of enrollment as a graduation requirement. Allow one retest 7 to 10 days after initial APFT.
A202, Outprocessing	Time allocated for the purpose of outprocessing students at the conclusion of PLDC.
A204, Graduation	Time allocated for the purpose of conducting a formal graduation where the commandant and cadre can present students with honors and diplomas
L221, Introduction to Army Leadership	During this lesson students will learn some basic information concerning Army leadership and the leadership framework--its construction--and the definition of leadership. The student will learn the three levels of leadership and will be able to describe the terms "Leaders of Leaders" and "Subordinates."
L222, What a Leader Must Be, Know, Do	Students will learn what they must Be, Know, Do to be an effective NCO. The primary focus of this lesson is to enhance the students' knowledge of these characteristics. The lesson will also show the students how embracing these characteristics, in their approach to leadership, reinforces their role as leaders.
L223, The Human Dimension Role in Leader Development	In this lesson, students will learn the scope of importance that the human dimension role has on leadership. They will identify the three major elements in the makeup and success of the soldier, team, and institution. They will learn of the various causes of stress and how climate and culture dictates the environment in which they lead. Students will learn that there are five leadership styles available to them to use based on the situation, mission, and their subordinates. Finally, they will learn that all of their actions and decisions will have intended and unintended consequences.
L224, The Four Direct Leadership Skills	Students will learn the interpersonal, conceptual, technical, and tactical skills that the leader must KNOW to effectively lead a squad of soldiers. First they will learn how communicating, supervising, and counseling are key interpersonal skills. They will learn the four conceptual skills--critical reasoning, creative thinking, ethical reasoning, and reflective thinking--to ensure that they think their decisions through and they make the best possible decisions. Students will learn the importance of technical expertise in knowing and operating equipment so as to train their subordinates in its use, to include new equipment. Finally, students will learn the two areas--doctrine and field craft--that a leader must KNOW to lead a squad of soldiers in peace and war.

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, cont
L225, The Three Direct Leadership Actions	Students will learn the three leadership actions that direct leaders must perform to effectively lead a squad. They will also learn many categories (actions) that make up influencing, operating, and improving.
L226, Maintain Discipline	This lesson provides information to students concerning their role in assisting the commander in maintaining unit discipline. It provides options available to the NCO support channel and the chain of command to enforce unit discipline. Students will learn the differences between discipline and self-discipline, types of military authority, individual and command responsibility, and NCO responsibilities and associated duties; they will identify command relationships desired among officers, NCOs, and their subordinates. This lesson also covers the Army Homosexual Conduct Policy.
L227, Enforce the Equal Opportunity Program	This lesson will refresh the students awareness of the Army's Equal Opportunity (EO)/Equal Employment Opportunity (EEO) programs and provide training in the prevention of sexual harassment. Students will learn their responsibilities in enforcing EO/EEO behavior patterns, the complaint process, and methods to resolve problems.
L228, Conduct Developmental Counseling	Students will learn the fundamentals and techniques of developmental counseling. They will prepare for and conduct a subordinate-centered counseling session producing a plan of action that focuses the subordinate on individual and unit goal accomplishment.
L229, Supervise the Implementation of Financial Readiness Actions	Students will learn from this lesson information that will help them enhance the financial readiness in their units. They will learn the different support agencies that assist soldiers and their families, various military pay entitlements and allowances, the meaning of the block in the leave and earnings statement and the net pay advice statement, and the procedures for setting up bank accounts and resolving pay complaints.
L230, Army Writing Style	This lesson introduces the student to the Army writing style. The student will learn that effective Army writing transmits a clear message in a single rapid reading and is generally free of errors in grammar, mechanics, and usage. <b>NOTE:</b> The NCOA will not formally instruct this TSP; however, the NCOA will provide students a reading packet.
L231, Commandant's Orientation	The commandant welcomes the new students and provides them an orientation and briefing on the local SOP. His welcome includes a safety briefing and standards of conduct expected while attending the course, and he introduces the staff and faculty. He also explains PLDC graduation requirements and outlines the requirements for special consideration during the course. (Developed by local academy commandant.)
L232, Introduction to PLDC	SGLs will provide the students an overview of the Primary Leadership Development Course and explain the objectives and course standards. They also discuss the course's content, explain the small group process, and cover study requirements and techniques.

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, cont
L233, ID the Historical Progression and Significant Contributions of the NCO	This lesson teaches the student the historical progression and significant contributions that the NCO has made as he existed during the pre-Revolutionary War period, Revolutionary War, War of 1812, Civil War, World War I, World War II, Korean War, Vietnam War, Operations Just Cause, Desert Storm, and Enduring Freedom.
T221, Risk Management	This lesson teaches the students how to implement the risk management process to minimize the frequency and severity of accidents in the activities they will lead. They will learn the basic principles required to implement risk management, the five steps of risk management, the human behaviors that affect mission readiness, and the hazards associated with fratricide.
T222, After Action Review (AAR)	Students will learn how to conduct an AAR and the importance of the AAR process, by allowing all participants in an exercise to provide input into how well an exercise went, what the purpose of the training was, what when right, what went wrong, and how to improve.
T223, Training the Force	This lesson will provide a basic introduction to battle focused training. Students will learn the Army's nine principles of training, training doctrine, Mission Essential Task List (METL) development process, training planning process, and requirements for training execution. Also, the student will learn the NCO's training responsibilities, preparation necessary to conduct individual training, and training execution considerations. Students will prepare and conduct individual training.
T224, Physical Fitness, Train the Trainer	Students will learn the techniques and procedures needed to conduct the Army's physical fitness program. This lesson's primary focus is to enhance the students' knowledge of physical fitness and how to conduct a variety of fitness training exercises. This lesson offers the students the opportunity to actually perform the different exercises.
T228, Conduct Drill and Ceremonies	Students will learn how to form and march a squad of soldiers using common drill terms.
T229, Wear and Appearance of the Uniform	This lesson provides students the knowledge to ensure that their subordinates maintain their personal grooming, proper fit, and the correct wearing of the Army uniform in accordance with regulatory guidance.
T230, Supervise Preventive Maintenance Checks and Services (PMCS)	This lesson presents information the students need to know to maintain the essential war fighting edge through proper PMCS. They will learn to select the correct reference and use correct PMCS tables to make the required entries on the DA Form 2404 or 5988-E. They will also learn the purposes of DA Forms 2408-14, 5988-R and DD Form 314. They will inspect an item of equipment IAW the appropriate -10 TM.

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, cont
T231, Supply Procedures	The intent of this lesson is to make students aware of their supply responsibilities; it will help them do their part in the care and accountability of equipment and supplies entrusted to them and their subordinates. They will be able to identify the requirement needed to comply with Army property accounting, the difference between accountability and responsibility, the purpose of inventories and hand receipts, and the requirements for the command supply discipline program.
T240 Suicide Prevention	The intent of this lesson is to show the student how suicide is detrimental to the readiness of the Army and that it is a personal tragedy for all those affected. The Army's strength rests with our soldiers, civilians, retirees, and their families, each being a vital member of our Army.
W221, Map Reading	This lesson provides the student with reinforcement training of some of the skill level one map reading skills and land navigation skills. The lesson will also teach the more complex skill level one skills. This lesson is a foundation for the land navigation lesson later in the course. Students will learn how to determine elevation, orient a map using a lensatic compass, determine direction, covert azimuths, determine polar coordinates, and learn intersection and resection techniques.
W222, Combat Orders	This lesson will teach students their troop-leading procedures and three types of combat orders--warning order, operation order, and fragmentary order. They will also learn the importance of and what they must concern themselves with while conducting precombat checks. Students will learn to implement a squad level combat order by conducting troop-leading procedures, conducting precombat checks, and interpreting the commander's intent of a combat order.
W223, Conduct Movement	Students will learn some basic techniques and procedures used to employ a squad-sized element in combat. They will learn the basics of moving a squad/team--using hand and arm signals--using the appropriate movement techniques in the proper movement formation based on the tactical situation. Students will also learn how to select a movement route using a map, conduct actions at danger areas, and enforce detection prevention measures.
W224, Occupy an Assembly Area	Students will learn the procedures required to occupy an assembly area. They will learn how to prepare to occupy the area, move to the area, establish security, and defend an assigned sector.
W225, Combat Operations	Students will learn the basics of leading a team/squad in basic combat operations by reacting to contact, breaking contact, reacting to an ambush, and conducting a hasty attack.
W226, Land Navigation	Students will utilize the skills they learn from this lesson, coupled with the skills they learned in the map reading and conduct movement lessons, to navigate from one point on the ground to another point while dismounted using a lensatic compass during day and night. Students will take a performance examination where they must find a minimum of three of four points to graduate from PLDC.

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, cont
W227, Situational Training Exercise	Soldiers will participate in an end-of-course situational training exercise. SGLs will assign students to leadership positions where they will lead a section/squad. SGLs will evaluate the students in their leadership abilities and on how they use their troop-leading procedures and other leader skills they learned in the course.
S201, Study Hall	Study hall provides students time to adequately study and prepare for the next day's lessons. Allows an SGL to recognize and assist students in correcting poor study habits.
S202, Training Support Activities	The commandants use these hours for retraining/retesting, equipment issue/turn-in, travel time as required to/from training areas, physical fitness retesting and sustainment, and other non-program of instruction (POI) hours that require instructor contact hours (ICH), at his discretion.
S203, Student Counseling	SGLs use these hours for reception and integration counseling, mid course counseling, end of course counseling, and additional counseling as required.

**PLDC Course Map (Active Component)**

The following tables contain a TSP suggested training sequence. Academies may vary from this sequence; however, they must ensure they teach the requisite TSPs in sequence prior to testing students

DAY 1	DAY 2	DAY 3	DAY 4
PFN/HRS	PFN/HRS	PFN/HRS	PFN/HRS
A201 Inprocessing 5.0	A201 APFT* 3.0(t)	T228 D&C*** 1.0	L224 Four Ldrship Skills 4.0
L231 Cmdt's Orient 1.0	T224 Physical Fit** 6.0	L221 Intro to Ldrship 1.0	L225 Three Ldrship Act 3.0
L232 Intro to PLDC 2.0	T221 Risk Mgmt 2.0	L222 Be, Know, Do 3.0	L226 Maintain Disc 2.0
T240 Suicide Prev 2.0	T222 AAR 2.0	L223 Human Dem 4.0	S201 SH 1.0
S201 Study Hall 1.0	S201 SH 1.0	S201 SH 1 1.0	
TOTAL 11.0	TOTAL 11.0	TOTAL 10.0	TOTAL 10.0

\* APFT test may take place during normal PT time, not part of the academic day.

\*\* The performance and test of T224 will take place during normal PT time, not part of the academic day.

\*\*\*Soldiers will march to an from all activities, led by students, to prepare for D&C Performance Exam.

**Note:** NCOA will provide studens a reading packet on day one for L230, Army Writing Style..

**Note:** NCOAs will schedule S203, Student Counseling, as desired.

DAY 5	DAY 6	DAY 7	DAY 8
PFN/HRS	PFN/HRS	PFN/HRS	PFN/HRS
L226 Maintain Disc 2.0	L228 Dev Counseling 4.0	T223 Train a Team 6.0	T223 Train a Team 4.0(te)
L227 EO/SH 3.0	L229 Financial Mgmt 2.0	T223 Tng the Force 4.0 (pe)	T228 D&C 1.0(te)
T229 Wear of Uniform* 3.0	T231 Supply 1.0		W221 Map Reading 5.0
L228 Dev Counseling 1.0	T230 Supv PMCS 2.0		
S201 SH 1.0	S201 SH 1.0		
TOTAL 10.0	TOTAL 10.0	TOTAL 10.0	TOTAL 10.0

\*Commandants will schedule an appropriate time to conduct the 4<sup>th</sup> hours of this TSP, Class A In-ranks Inspection.

DAY 9	DAY 10	DAY 11	Day 12
PFN/HRS	PFN/HRS	PFN/HRS	PFN/HRS
W221 Map Reading 8.0	W222 Combat Orders 3.0	W226 Land Nav* 12.0	WE01 2.5(t)
W222 Combat Orders 1.0	W223 Conduct Mvmt 3.5	S201 SH 1.0	W226 Land Nav 4.0(te)
S201 SH 1.0	W224 Occupy AA 2.0		S202 STX Prep 4.0
	W225 Combat Ops 2.0		
TOTAL 10.0	TOTAL 10.5	TOTAL 13.0	TOTAL 10.5

\* In order to complete the Night Land Nav PE, NCOAs must schedule Land Nav on Day 11 as depicted. However, NCOAs may schedule W226, to include testing, as part of the STX (just be sure to add 16 hrs to the STX which then increases from 24 hrs to 40 hrs).

**NOTE:** Training Support Activity Hours. Ten hours depicted for STX Prep and Recovery (S202) derive from the 22 hrs allotted for training support activity hours.

DAY 13*	DAY 14**	DAY 15
PFN/HRS	PFN/HRS	PFN/HRS
W223 Conduct Mvmt 2.5(pe)	W227 STX Ends 1200Hrs	L233 History of NCO 2.0
W224 Occupy AA 2.0(pe)	S202 STX Recovery 6.0	A202 Outprocess 3.0
W225 Combat Ops 3.0(pe)		A204 Graduation 2.0
W227 STX Starts 1200Hrs		
TOTAL 19.0	TOTAL 18.0	Total 7.0

\*Day 13, using 0430 as a Start Time as example. 0430 plus three PEs, give a start time of 1200 Hrs. The PEs Scheduled on day 13 are meant for NCOAs to conduct in the field just prior to the STX. However, NCOAs may conduct these PEs upon completion of each class, if the NCOA has an area large enough to accommodate the number of students.

\*\*Day 14, using day 13's schedule, STX ends at 1200 hrs, rest of day for recovery and retesting if needed.

### STUDENT RECORD OF TRAINING

STUDENT RANK/NAME (Last, First MI):				SSN:		STUDENT #	
SGL NAME:				SQUAD:;		Class:	
TEST / PERFORMANCE EVALUATED	Initial Score (0 - 100)	Rating (Superior Satisfactory Unsatisfactory)	1 <sup>st</sup> Retest Score (70% Max)	1st Retest Rating (Satisfactory/ Unsatisfactory)	(Based on App'd Rebuttal) 2d Retest Score (70% Max)	2d Retest Rating (Satisfactory/ Unsatisfactory)	
Written Exam							
APFT							
PT (Performance Evaluation)							
Drill and Ceremony							
Individual Training Session							
Land Navigation							
Leadership (Garrison)							
Leadership (Tactical)							
<b>Total</b>							
<b>Average</b>							
<b>Unsatisfactory (0% - 69%) Satisfactory (70% to 89%) Superior (90% - 100%)</b>							
Remarks: (e.g. Commandant's List, Distinguished Honor Graduate, Leadership Award)							
<b>NOTE:</b> <ol style="list-style-type: none"> <li>1. For The APFT, see <b>ACADEMIC CONVERSION CHART</b> at TAG-2-2, this appendix.</li> <li>2. Award students passing retest 70% for grade averaging. However, record the final retest score in the student's record to establish the level of proficiency attained. (Students do not qualify for class honors if they must retest in any area listed above).</li> <li>3. See pageCC-9-1 (Performance Step Evaluaton Conversion Chart) to convert the steps in the performance evaluations (PT, D&amp;C, Land Navigation, Individual Training and Leadership-- garrison and tactical) to a grade.</li> </ol>							
SGL Signature/Date				Student Signature/Date			

## STUDENT HANDOUT 2

### Advance Sheet Written Examination

#### Student Instructions

1. For the examination, you--
  - a. Must have your own references for the examination (no sharing).
  - b. May use advance sheets, practical exercises, appropriate publications issued for the course, and personal notes.
  - c. May **NOT** have cell phones, or beepers in your possession while testing.
  - d. May use computers issued by the NCOA that has references stored on the computer. Computers may not have the ability to communicate with other students' computers.
2. You must bring to class--
  - a. Two #2 pencils with erasers.
  - b. All references issued for the below listed lessons.

#### Examination

1. This examination consists of 40-questions. Each question has a value of 2.5 points. Answering 28 questions correctly will give you a 70 percent grade that is the minimum passing score. A passing score is a graduation requirement.
  2. You will have 120-minutes to complete the test. After the test your instructor will discuss the correct answers during a 30-minute After Action Review.
  3. This examination tests your knowledge of the following lessons:
    - a. L221, Introduction to Army Leadership
    - b. L222, What a Leader Must Be, Know, Do
    - c. L223, Human Dimension Role in Leader Development.
    - d. L224, The Four Direct Leadership Skills,
    - e. L225, The Three Direct Leadership Actions.
    - f. L226, Maintain Discipline,
    - g. L227, Enforce the Equal Opportunity Program.
    - h. L228, Conduct Developmental Counseling
    - i. L229, Financial Management
    - j. T223, Training the Force
    - k. T229, Wear and Appearance of the Uniform
    - l. T230, Supervise PMCS
-

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**Examination,**  
continued

- m. T231, Supply Procedures
- n. W221, Map Reading
- o. W222, Combat Orders
- p. W223, Conduct Movement

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**Retest**

In the event you should fail the initial examination, you will receive remedial training and one retest.

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**STUDENT HANDOUT 3****Advance Sheet Army Physical Fitness Test (APFT)**

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**APFT Test Requirements**

1. You must take the initial APFT for record within 72 hours of enrollment as a graduation requirement.
  2. SGLs will administer the APFT IAW FM 21-20, Chap 14.
- 

**Student Instructions**

1. The following ratings apply towards graduation and honors:
  - a. 0-179 rates UNSATISFACTORY.
  - b. 180-259 rates SATISFACTORY.
  - c. 260-300 rates SUPERIOR.
  - d. Retest is SATISFACTORY with a maximum score of 70 percent.
2. If you possess a permanent profile, the following procedures apply:
  - a. For the sit-up and/or push-up events you will receive 60 points for each event waived and use the actual score for each event taken. You must qualify on the 2-mile run or approved alternate aerobic event test.
  - b. If you take an alternate event for the 2-mile run and receive a GO, you receive a score for that event equal to the average of the scores for push-up and sit-up events.

(REF: AR 600-8-19, Chap 3, para 3-49b)

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**Retest**

In the event you should fail the initial APFT, you will receive remedial training and retest one time within seven to fourteen days. You must retake the entire APFT. A failure of the retest initiates dismissal procedures.

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**APFT ACADEMIC CONVERSION CHART**

UNSAT		202	75.50	227	81.75	252	88.00	276	94.00
0-179	69.75	203	75.75	228	82.00	253	88.25	277	94.25
SAT		204	76.00	229	82.25	254	88.50	278	94.50
180	70.00	205	76.25	230	82.50	255	88.75	279	94.75
181	70.25	206	76.50	231	82.75	256	89.00	280	95.00
182	70.50	207	76.75	232	83.00	257	89.25	281	95.25
183	70.75	208	77.00	233	83.25	258	89.50	282	95.50
184	71.00	209	77.25	234	83.50	259	89.75	283	95.75
185	71.25	210	77.50	235	83.75	SUPERIOR		284	96.00
186	71.50	211	77.75	236	84.00	260	90.00	285	96.25
187	71.75	212	78.00	237	84.25	261	90.25	286	96.50
188	72.00	213	78.25	238	84.50	262	90.50	287	96.75
189	72.25	214	78.50	239	84.75	263	90.75	288	97.00
190	72.50	215	78.75	240	85.00	264	91.00	289	97.25
191	72.75	216	79.00	241	85.25	265	91.25	290	97.50
192	73.00	217	79.25	242	85.50	266	91.50	291	97.75
193	73.25	218	79.50	243	85.75	267	91.75	292	98.00
194	73.50	219	79.75	244	86.00	268	92.00	293	98.25
195	73.75	220	80.00	245	86.25	269	92.25	294	98.50
196	74.00	221	80.25	246	86.50	270	92.50	295	98.75
197	74.25	222	80.50	247	86.75	271	92.75	296	99.00
198	74.50	223	80.75	248	87.00	272	93.00	297	99.25
199	74.75	224	81.00	249	87.25	273	93.25	298	99.50
200	75.00	225	81.25	250	87.50	274	93.50	299	99.75
201	75.25	226	81.50	251	87.75	275	93.75	300	100.00

- NOTE:**
1. Soldiers with permanent physical profiles for the sit-up and/or push-up events will receive 60 points for each event waived and the actual score for each event taken. Soldiers must qualify on the 2-mile run or approved alternate aerobic event test.
  2. Soldiers taking an alternate event for the 2-mile run and receive a GO they will receive a score for that event equal to the average of the scores for the push-up and sit-up events..
  3. The above chart has a weight of 100 percent as its basis.

(REF: AR 600-8-19, Chap 3, para 3-49b(1) and FM 21-20)

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## STUDENT HANDOUT 4

### Advance Sheet Army Physical Fitness--Train the Trainer Test (T224)

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**Students  
Instructions**

1. This performance test measures your ability to properly conduct an Army physical fitness training session.
2. You and your fellow classmate must plan the PT session and correctly perform 16 or more of the 23 performance steps overall to achieve a GO. Although you are leading the PT session with your fellow classmate, your SGL will grade you separately. A GO is a graduation requirement. You have 50 minutes, plus or minus 10 minutes, to complete this performance evaluation test.
3. You must--
  - a. Form an extended rectangular formation.
  - b. Lead the PT group in warm-up exercises.
  - c. Lead a PT session that includes at least one push-up/sit-up, improvement exercise or an aerobic event.
  - d. Conduct a cool-down, and reassemble the group into a normal interval formation.
4. Your academic score derives from dividing the number of correct performance steps by the total number of performance steps. The following ratings apply toward graduation and honors:
  - a. 0-69 rates UNSATISFACTORY.
  - b. 70-89 rates SATISFACTORY.
  - c. 90-100 rates SUPERIOR.
  - d. Retest is SATISFACTORY with a maximum score of 70 percent.
5. You may correct erroneous commands without penalty by using the command of "As you were," prior to the command of execution, making the correction, and then continuing. You may **NOT** use notes/cue cards during the evaluation.

---

**Retest**

In the event you should fail the initial examination, you will receive remedial training and retest one time. You must retake the entire test. A failure of the retest initiates dismissal procedures.

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### Advance Sheet Army Physical Fitness Performance Test Sheet (T224)

STUDENT RANK & NAME (Last, First, MI):			STUDENT NO:		
SGL RANK & NAME:		SQUAD:	CLASS NO:		
<b>Performance Step</b>		Initial Test Date:	Retest Date:		
<b>EXTENDED RECTANGULAR FORMATION:</b>		GO	NO GO	GO	NO GO
Squad, ATTENTION					
Extend to the left, MARCH					
Arms downward, MOVE					
Left, FACE					
Extend to the left, MARCH					
Arms downward, MOVE					
Right, FACE					
From front to rear, COUNT OFF					
Even numbers to the left, UNCOVER					
<b>CONDUCTS WARM-UP:</b>		GO	NO GO	GO	NO GO
Identifies each stretching exercise					
Leads group in execution of stretches					
Holds stretch for 10-15 seconds/rotations 5-10 seconds					
Conducts warm-up for 5-7 minutes/focuses on muscles targeted					
<b>LEADS EXERCISE SESSION:</b>		GO	NO GO	GO	NO GO
Prepared / organized / confident / knowledgeable					
Provides sufficient training intensity					
Avoids extreme formality that emphasizes form over substance					
Avoids long rest periods that interfere with progress					
<b>CONDUCTS COOL-DOWN:</b>		GO	NO GO	GO	NO GO
Identifies each cool-down stretch					
Leads group in execution of each stretch					
Executes stretch for proper length of time (12 sec or more)					
Performs cool-down adequately (5-7 minutes - on muscles used)					
<b>ENDS SESSION::</b>		GO	NO GO	GO	NO GO
Squad, ATTENTION					
Assemble to the right, MARCH					
RATING: 0-69 = Unsatisfactory   70-89 = Satisfactory   90-100 Superior Retest is satisfactory with a minimum score of 70 percent.		Score		Score	
Superior -0=100% -1=96% -2=91%		Satisfactory -3=87% -4=83% -5=78% -6=74% -7=70%		Unsatisfactory -8=65%	

## STUDENT HANDOUT 5

### Advance Sheet Drill and Ceremonies (D&C) Test (T228)

---

**Student  
Instructions**

1. You must give the appropriate commands for personnel to execute individual drill movements and march in unison as well as execute the movements required IAW FM 3-21.5. You must correctly perform 16 or more of the 23 performance steps to achieve a GO. A GO is a graduation requirement.
  2. Your academic score derives from dividing the number of correct performance steps by the total number of performance steps. The following ratings apply toward graduation and honors:
    - a. 0-69 rates UNSATISFACTORY.
    - b. 70-89 rates SATISFACTORY.
    - c. 90-100 rates SUPERIOR.
    - d. Retest is SATISFACTORY with a maximum score of 70 percent
  3. You may correct an erroneous command without penalty by using the command of “As you were,” prior to the command of execution, making the correction, and then continuing. You may **NOT** use notes/cue cards during the evaluation.
- 

**Retest**

In the event you should fail the initial examination, you will receive remedial training and retest one time. You must retake the entire test. A failure of the retest initiates dismissal procedures.

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**Performance  
Steps**

The following tables identify the drill movements you must perform during the evaluation:

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### Advance Sheet Drill and Ceremony Performance Test Sheet (T228)

STUDENT RANK & NAME (Last, First, MI):			STUDENT NO:		
SGL RANK & NAME:		SQUAD:		CLASS NO:	
<b>Performance Step</b>		Initial Test Date:		Retest Date:	
<b>FORMING THE SQUAD:</b>		GO	NO GO	GO	NO GO
Assumes the position of attention 3 steps in front and centered on squad		NA	NA	NA	NA
Commands, FALL IN					
Form the squad in line formation					
Present, ARMS					
Order, ARMS					
<b>REST POSITIONS AT THE HALT:</b>		GO	NO GO	GO	NO GO
Parade, REST					
Stand-at, EASE					
AT EASE					
REST					
<b>FACING MOVEMENT:</b>		GO	NO GO	GO	NO GO
Left, FACE					
Right, FACE					
About, FACE					
<b>MARCH THE SQUAD:</b>		GO	NO GO	GO	NO GO
Column Left, MARCH					
Column Right, MARCH					
Column Half Right, MARCH					
Column Half Left, MARCH					
Left Flank, MARCH					
Right Flank, MARCH					
Rear March, MARCH					
Left Step, MARCH					
Right Step, MARCH					
<b>END PERFORMANCE:</b>		GO	NO GO	GO	NO GO
Cadence					
Command Voice					
Dismiss the Squad					
RATING: 0-69 = Unsatisfactory   70-89 = Satisfactory   90-100 = Superior Retest is satisfactory with a minimum score of 70 percent.		Score		Score	
<b>Superior -0=100% -1=96% -2=91%</b>		<b>Satisfactory -3=87% -4=83% -5=78% -6=74% -7=70%</b>		<b>Unsatisfactory -8=65%</b>	

## STUDENT HANDOUT 6

### Advance Sheet Individual Training Test (T223)

---

**Student  
Instructions**

1. This performance test measures your ability to properly conduct a training session.
2. During the last hour of instruction, I assigned you an individual task to train to standard. You will--
  - a. Train this task to standard to your fellow soldiers.
  - b. Have 30- minutes to rehearse the training at which time the SGL will provide you feedback.
  - c. Train the task in 30 minutes (plus or minus 10 minutes).
  - d. Use study time to prepare.
  - e. Follow the procedures in FM 7-1 (Battle Focused Training) in the preparation and conduct of the training.
  - f. Need all reference material supplied for this lesson.
  - g. Notify your SGL if you should require additional training aids.
  - h. Conduct and complete a Risk Management Worksheet for the task you train IAW FM 100-14.
3. You must correctly perform 14 or more of the 20 performance steps overall to achieve a GO. A GO is a graduation requirement. Your derive at your academic score by dividing the number of correct performance steps by the total number of performance steps. The following ratings apply toward graduation and honors:
  - a. 0-69 rates UNSATISFACTORY.
  - b. 70-89 rates SATISFACTORY.
  - c. 90-100 rates SUPERIOR.
  - d. Retest is SATISFACTORY with a maximum score of 70 percent
5. The SGL will provide you with the exact time and date you must present your training session.

---

**Retest**

In the event you should fail the initial examination, you will receive remedial training and retest one time. You must retake the entire test. A failure of the retest will initiate dismissal procedures.

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### Individual Training Performance Test Sheet (T223)

STUDENT RANK & NAME (Last, First, MI):					STUDENT NO:				
SGL RANK & NAME:			SQUAD:		CLASS NO:				
INDIVIDUAL TASK:									
<b>Performance Step</b>				Rehearsal Date		Init. Test Date		Retest Date	
<b>PREPARATION FOR TRAINING:</b>				<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Selected tasks									
Planned the training									
Trained the trainer									
Recon'ed the site									
Implemented hazard controls									
Issued training plan									
Rehearsed									
Conducted pre-execution checks									
<b>PRESENTATION OF TRAINING:</b>				<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Prepared soldiers for training									
Stated ask, conditions, and standards from T&EO									
Briefed risk assessment, safety requirements, environmental conditions									
Demonstrated task to standard from T&EO									
<b>PERFORMANCE OF TRAINING:</b>				<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Restated conditions and standards									
Evaluated each soldier's ability to perform task to standard IAW T&EO									
Recorded the results of the training									
<b>CONDUCT OF AAR:</b>				<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Reviewed what was supposed to happen									
Established what happened									
Determined what was right or wrong									
Determined how to do it better next time									
Conducted or scheduled retraining and re-execution of task to standard.									
RATING: 0-69 = Unsatisfactory   70-89 = Satisfactory   90-100 = Superior Retest is satisfactory with a minimum score of 70 percent.				Score		Score		Score	
Superior -0=100% -1=95% -2=90%			Satisfactory -3=85% -4=80% -5=75% -6=70%			Unsatisfactory -7=65%			

**STUDENT HANDOUT 7****Advance Sheet Land Navigation Test (W226)**

---

**Student  
Instructions**

1. You will demonstrate for record your ability to navigate from one point on the ground to another using a map and a compass. This course tests your ability to apply fundamental map reading and land navigation techniques.
  2. You must plot and locate at least three of the four points in the maximum time of three hours to receive the minimum passing score of 75 percent and a GO. A GO is a graduation requirement. Should you fail, you will receive one retest and you must complete the performance steps in their entirety.
  3. The following ratings apply towards graduation and honors:
    - a. 0-50 rates UNSATISFACTORY.
    - b. 75 rates SATISFACTORY.
    - c. 100 rates SUPERIOR.
    - d. Retest rates as SATISFACTORY with a maximum score of 70 percent.
- 

**Retest**

In the event you should fail the initial examination, you will receive remedial training and one retest. You must retake the entire test. A failure of the retest will initiate dismissal procedures.

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**STUDENT HANDOUT 8****Advance Sheet Demonstrated Leadership Test**

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**Instructions to Students**

1. You will serve in a leadership position at least once in garrison and at least once during the STX. In these positions you must demonstrate your ability to effectively lead soldiers. Your SGL will evaluate you, and in order to receive a GO, you must perform:
    - a. Twelve or more of the 16 steps in your garrison leadership.
    - b. Twenty or more of the 28 steps in your tactical leadership evaluation.
  2. You derive at your academic score by dividing the umber of correct performance steps by the total number of performance steps. The following rating apply toward graduation and honors:
    - a. 0-69 rates UNSATISFACTORY.
    - b. 70-89 rates SATISFACTORY.
    - c. 90-100 rates SUPERIOR.
    - d. Retest is SATISFACTORY with a maximum score of 70 percent.
- 

**Retest**

In the event you should fail the initial examination, you will receive remedial training and one retest. You must retake the entire test. A failure of the retest will initiate dismissal procedures.

---

**Performance Steps**

The following tables identify the leadership performance indicators your evaluation will consist of in garrison and during the STX:

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## Advance Sheet Demonstrated Leadership (GARRISON) Performance Evaluation Test Sheet

<b>Student Name:</b>		<b>#:</b>	<b>Signature:</b>		<b>Date:</b>			
<b>Rank:</b>	<b>SGL Name:</b>	<b>LDRSHP Position evaluated:</b>						
<b>PERFORMANCE INDICATORS:</b>					<b>INITIAL</b>	<b>RETEST</b>		
<b>ARMY VALUES</b>					<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Loyalty	Participated fully while in leadership position; Committed to squads goals; Followed command guidance; Worked within the system without manipulating it for personal gain.							
Duty	Fulfilled obligations; Carried out mission requirements; Met professional standards: Set the example; Complied with policies and directives; Pursued excellence.							
Respect	Treated squad with respect; Created a climate of fairness and equal opportunity; Discreet and tactful; Showed concern for well being of soldiers; Didn't take advantage of position.							
Selfless Service	Put welfare of squad and fellow soldiers ahead of his own; Sustained team morale; Shared in team's hardships; Gave credit for success to others; Accepted responsibility for actions.							
Honor	Lived up to and demonstrated Army values; Completely honest and accepted nothing less from others.							
Integrity	Did what was right legally and morally; Possessed high personal moral standards; Honest in word and deed; Showed good moral judgment and behavior; Placed being right ahead of being popular.							
Personal Courage	Demonstrated physical and moral courage; Took responsibility for decisions and actions; Accepted responsibility for mistakes and shortcomings.							
<b>INFLUENCING</b>					<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Communi-cation	Displayed good oral, written, and listening skills; Persuaded others; Expressed thoughts and ideas clearly to individuals and groups.							
Decision Making	Employed sound judgment and logical reasoning; Plans were logical and thorough; Made good decisions in unexpected situations; Acted in the absence of guidance; Followed up on assigned tasks; Took corrective action.							
Motivating	Inspired and encouraged others; Kept a positive attitude; Provided accurate, timely and positive feedback; Challenged others to excel; Encouraged others to improve; Motivated participant in the classroom.							
<b>OPERATING</b>					<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Planning/Preparing	Successfully planned and prepared training class; Ensured available resources were available to conduct training class; Conducted the training within the intent of the SGL's instructions.							
Executing	Used technical and tactical skills to meet task requirements; Executed plans and adjusted as needed; Kept track of people and equipment; Adapted.							
Assessing	Conducted AAR to identify lessons learned; Observed and assessed actions in progress; Used assessments to improve.							
<b>IMPROVING</b>					<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Developing	Set the example--Personal appearance, displaying high standards off duty; Worked to improve self, others, and squad; Coached others with weaknesses; Encouraged initiative; Contributed to a positive organizational climate; Improved on weaknesses.							
Building	Promoted and encouraged teamwork and achievement; An example of a team player; Fostered a healthy ethical climate; Supported unpopular decisions as though they were his own; Encouraged others to work with each other.							
Learning	Learned from AARs and sought self-improvement in weak areas; Applied lessons learned; Asked questions.							
RATING: 0-69 = Unsatisfactory   70-89 = Satisfactory   90-100 = Superior Retest is satisfactory with a minimum score of 70 percent.					<b>SCORE:</b>		<b>SCORE:</b>	
<b>Superior -0=100% -1=94%</b>		<b>Satisfactory -2=88% -3=81% -4=75%</b>			<b>Unsatisfactory -5=69%</b>			

**Demonstrated Leadership (Tactical) Performance Evaluation Sheet**

STUDENT RANK & NAME		STUDENT NO:			
SGL RANK & NAME:	Position:	CLASS NO:			
<b>Performance Step</b>		Initial Test Date:		Retest Date:	
<b>TROOP LEADING PROCEDURES:</b>		<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Received the Mission					
Issued the warning order					
Made a tentative plan					
Started the necessary movement					
Reconnoitered the area					
Completed the plan					
Issued the operation order					
Provided proper supervision					
Conducted Precombat checks					
<b>MENTAL ATTRIBUTES:</b>		<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Showed desire to succeed--did not quit in the face of adversity					
Thought and acted quickly and logically (with no clear instructions, or plan fell apart)					
Embraced/used the talents of all team members to build team cohesion					
<b>PHYSICAL ATTRIBUTES:</b>		<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Coped with hardship					
Continued to function under adverse conditions					
<b>INTERPERSONAL SKILLS:</b>		<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Readily interacted with others					
Actively contributed to problem solving and decision making					
<b>CONCEPTUAL SKILLS:</b>		<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Used appropriate reference materials					
Paid attention to detail					
<b>TACTICAL SKILLS:</b>		<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Combined and applied skills w/people, ideas, and things to accomplish missions					
Applies skills w/people, ideas, and things to train for, plan, prepare, execute and assess offensive, defensive, and support actions					
<b>COMMUNICATION SKILLS:</b>		<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Used appropriate visual signals					
Kept subordinates informed, issued clear concise orders					
<b>DECISION MAKING:</b>		<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Considered safety, impact, and implication of decision on others					
Took charge when in charge					
Employed sound judgment and logical reasoning					
Acted in the absence of orders					
<b>MOVIVATING:</b>		<b>GO</b>	<b>NO GO</b>	<b>GO</b>	<b>NO GO</b>
Inspired, encouraged, and guided others toward mission accomplishment					
Didn't show discouragement when faced with a setback.					
RATING: 0-69 = Unsatisfactory   70-89 = Satisfactory   90-100 = Superior Retest is satisfactory with a minimum score of 70 percent.		Score		Score	
<b>Superior -0=100% -1=96% -2=93%</b>		<b>Satisfactory -3=89% -4=86% -5=82% -6=79% -7=75% -8=71%</b>			<b>Unsatisfactory -9=68%</b>

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