

ARMY LEADERSHIP 2 (Tactical)		
STUDENT: (Rank, Last, First, MI)	SGL: (Rank, Last, First, MI)	DATE
PERFORMANCE STEPS	GO	NO GO
TROOP LEADING PROCEDURES		
1. Receive the Mission (Acknowledge, back brief, and begin analyzing using METT-TC and commander's intent)		
2. Issue a Warning Order (Mission, task organization, timeline, special instructions, service and support, command and signal)		
3. Make a Tentative Plan (Determine specified, implied, and essential tasks; develop COAs considering PMESII-PT and OAKOC; select the best COA)		
4. Initiate Movement (Movement to an assembly area, battle position, defense or attack position; and movement of reconnaissance elements.)		
5. Conduct Reconnaissance (Walk the ground, map, intelligence, photography, units that have been in the area previously)		
6. Complete the Plan (Review the mission as received to ensure the plan meets the requirements of the mission and stays within the framework of the commander's intent)		
7. Issue the Operation Order (Orally, use five paragraph format to explain exactly what, when, and how to accomplish the mission within intent)		
8. Supervise and Refine (Conduct a confirmation brief, rehearsals, and inspections (PCCs / PCIs, adjust if necessary)		
Comments:		
LEADS		
9. Leads Others (Provides clear intent and purpose; influences/motivates; maintains standards; balances mission requirements and Soldier welfare)		
10. Extends Influence (Understands sphere, means, and limit of influence; builds trust; builds consensus; resolves conflict; builds and maintains alliances)		
11. Leads by Example (Models the Army Values; exemplifies the Warrior Ethos; demonstrates commitment; displays confidence in adverse conditions)		
12. Communicates (Listens actively; ensures shared understanding; presents recommendations; displays sensitivity to cultural factors)		
Comments:		
DEVELOPS		
13. Creates a Positive Environment (Fosters teamwork and loyalty, encourages open / candid communications; shows care for people; accepts reasonable setbacks / failures)		
14. Prepares Self (Maintains mental and physical health; expands knowledge; analyzes and organizes information; maintains relevant cultural and geopolitical awareness)		
15. Develops Others (Fosters job development, challenge, and enrichment; counsels, coaches, and mentors; builds team or group skills and processes)		
Comments:		
ACHIEVES		
16. Gets Results (Prioritizes, organizes, and coordinates tasks; removes work barriers; makes feedback part of the work process; executes plans to accomplish the mission)		
Comments:		

NOTE: If a performance step does not present itself during the evaluation, through no fault of the student, score that performance step a "GO." SGLs may evaluate "unseen" performance steps by noting indicators of performance or by asking the student directly. For example, it is impossible to see someone "visualize a situation." However, if the leader developed a good visualization of the situation, the results will most likely meet or exceed the standard. Or, the SGL might ask the student directly, "How did you visualize the situation?" Additionally, leaders always perform TLPs, even for simple missions. Leaders may not perform the TLPs formally, but in an abbreviated and mental manner.

ARMY LEADERSHIP 2 (Tactical) (Continued)							
STUDENT NAME: _____				DATE: _____			
PERFORMANCE STEPS				GO		NO GO	
ATTRIBUTES							
17. Character (Army Values, empathy, Warrior Ethos)							
18. Presence (Military bearing, physical fitness, confidence, resilience)							
19. Intellect (Mental agility, judgment, innovation, interpersonal tact, domain knowledge)							
Comments:							
BROADLY-SKILLED							
20. Critical and Creative Thinker (Purposeful, self-regulating judgment used to solve problems)							
21. Leader Developer (Builder of leaders and teams)							
22. Resource Manager (Effective and efficient use of available resources)							
23. Culturally Astute Leader (Represents American and Army Values and culture to the world, respectful and understanding of other cultures and values)							
24. Warrior Leader (Accomplished, full spectrum professional Warfighter)							
Comments:							
BATTLE COMMAND							
25. Understand a Situation (Knowledge that has been synthesized and applied or evaluated in the context of a specific situation)							
26. Visualize a Situation (Mentally developing situational understanding, determining a desired end state, and envisioning the broad sequence of events to arrive at that end state)							
27. Describe a Situation (Ability to make others develop and visualize an accurate mental picture of a situation)							
28. Direct and Lead Forces (Motivating others through the use of the leadership competencies of leads, develops, and achieves)							
29. Assess Operations (Determine the value, significance, or extent of operations)							
Comments:							
NOTES							
Evaluation Guidance							
Deduct 3.448 points for each performance measure student executes incorrectly. See the table below to determine the student's final score. If the student fails any step, show the student what was wrong and how to do it correctly. Student must score 70 or above to pass. Students who fail the evaluation must retrain and retest. (Maximum score for retest is 70.)							
FINAL SCORE:							
1	96.552	4	86.208	7	75.864	10	65.520
2	93.104	5	82.760	8	72.416	11	62.072
3	89.656	6	79.312	9	68.986	12	58.624
SGL SIGNATURE: _____							
STUDENT SIGNATURE: _____							

NOTE: If a performance step does not present itself during the evaluation, through no fault of the student, score that performance step a "GO." SGLs may evaluate "unseen" performance steps by noting indicators of performance or by asking the student directly. For example, it is impossible to see someone "visualize a situation." However, if the leader developed a good visualization of the situation, the results will most likely meet or exceed the standard. Or, the SGL might ask the student directly, "How did you visualize the situation?" Additionally, leaders always perform TLPs, even for simple missions. Leaders may not perform the TLPs formally, but in an abbreviated and mental manner.

CONDUCT PHYSICAL READINESS TRAINING		
STUDENT (Rank, Last, First, MI)	SGL (Rank, Last, First MI)	DATE
PERFORMANCE STEPS	GO	NO GO
FORM SQUAD		
1. Briefs Composite Risk Assessment		
2. Squad, ATTENTION		
3. Extend to the left, MARCH		
4. Arms downward, MOVE		
5. Left, FACE		
6. Extend to the left, MARCH		
7. Arms downward, MOVE		
8. Right, FACE		
9. From front to rear, count OFF		
10. Even numbers to the left, UNCOVER		
PREPARATION (TC 3-22.20, pages 8-3 thru 8-12)		
11. Identifies each preparation exercise		
12. Leads group in execution of preparation exercises		
13. Performs five repetitions for each of the 10 preparation exercises		
14. Conducts preparation for approximately 15 minutes		
CALESTHENIC DRILL 1, or 2, or MILITARY MOVEMENT DRILL 1, or 2 (SUSTAINMENT PHASE) (TC 3-22.20, pages 9-36 thru 9-60 and 10-19 thru 10-26)		
15. Conducts activity (CD1, or CD2, or MMD1, or MMD2) in proper sequence		
16. Performs a minimum of five repetitions of each exercise		
17. Uses correct cadence to allow precise execution		
18. Conducts drill with minimum pauses		
RECOVERY (TC 3-22.20, pages 8-15 thru 8-19)		
19. Conducts walking until heart rates return to less than 100 beats per minute and heavy sweating stops		
20. Identifies and leads group in execution of each recovery exercise		
21. Executes each of the five recovery exercises for 20 seconds (silent count)		
22. Conducts recovery for approximately 15 minutes		
END SESSION		
23. Squad, Attention		
24. Assemble to the right, March		
25. Conducts AAR		
Evaluation Guidance Deduct four points for each performance measure student executes incorrectly. Subtract points deducted from 100 to determine the student's final score. If the student fails any step, show the student what was done wrong and how to do it correctly. Student must score 70 or above to pass. Students who fail the evaluation must retrain and retest. (Maximum score for retest is 70.)		
FINAL SCORE: 100 - _____ = _____		
SGL SIGNATURE and DATE:		
STUDENT SIGNATURE and DATE:		

NOTE: If a performance step does not present itself during the evaluation, through no fault of the student, score that performance step a "GO." SGLs may direct the student to perform the next performance step in the sequence in order to facilitate time requirements.

CONDUCT INDIVIDUAL TRAINING		
STUDENT: (Rank, Last, First, MI)	SGL: (Rank, Last, First MI)	DATE
PERFORMANCE STEPS	GO	NO GO
PREPARATION FOR TRAINING		
1. Select the task		
2. Plan the training		
3. Train the trainers		
4. Recon the site		
5. Conduct Composite Risk Assessment		
6. Issue training plan		
7. Rehearse		
8. Conduct pre-execution checks		
Preparation Total		
CONDUCT OF TRAINING		
9. Conduct pre-combat checks		
10. Supervise / evaluate hazard controls		
11. Implement hazard controls		
12. State task, conditions, and standards from T&EO		
13. Brief Composite Risk Assessment, safety requirements, environmental conditions		
14. Demonstrate each step of task to standard from T&EO		
15. Restate conditions and standards		
16. Evaluate each Soldier's ability to perform task to standard IAW T&EO		
17. Record the results of the training		
Conduct Total		
RECOVERY FROM TRAINING		
18. Conduct After PMCS		
19. Account for equipment		
20. Close out training site		
21. Conduct AAR		
22. Conduct final inspection		
23. Review risk assessment		
Recovery Total		
ASSESSMENT OF TRAINING		
24. Determine squad proficiency for the task (T, P, U)		
25. Report assessment to superior		
TOTAL		
Evaluation Guidance Deduct four points for each performance measure student executes incorrectly. Subtract points deducted from 100 to determine the student's final score. If the student fails any step, show the student what was done wrong and how to do it correctly. Student must score 70 or above to pass. Students who fail the evaluation must retrain and retest. (Maximum score for retest is 70.)		
FINAL SCORE: 100 - =		
SGL SIGNATURE and DATE:		
STU SIGNATURE and DATE:		

NOTE: If a performance step does not present itself or is not required during the evaluation, through no fault of the student, score that performance step a "GO." Some blocks may not need to be accomplished by the student. SGLs should automatically award points for these blocks (i.e. "Select Task" or "Close out the Training Site") if this occurs. SGLs may evaluate "unseen" performance steps by noting indicators of performance or by asking the student directly. This score sheet provides the student with the correct performance steps for conducting training to standard. This will aid the student in being able to conduct successful training events with subordinates at their unit of assignment.

CONDUCT SQUAD DRILL

(Ref: FM 3-21.5, Chapter 6 and Chapter 7 page 7-15)

STUDENT: (Rank, Last, First, MI)	SGL: (Rank, Last, First MI)	DATE
PERFORMANCE STEPS	GO	NO GO
FORM THE SQUAD		
1. Comes to the Position of Attention		
2. Commands "FALL IN"		
3. Commands "Count OFF"		
ALIGN THE SQUAD		
4. Commands "Dress Right, DRESS"		
5. Faces to the <i>Half Left</i> in marching and marches by the most direct route to a position on line with the squad, halts one step from the right flank man, and faces down the line		
6. Verifies the alignment of the squad		
7. Faces to the <i>Half Right</i> in marching, returns to his position (center of the squad), halts perpendicular to the formation, faces to the left		
8. Commands "Ready, FRONT" (Executes "About FACE," facing the SGL)		
INSPECT THE SQUAD (SGL directs squad leader "INSPECT YOUR SQUAD." Do not exchange salutes. Execute "About, FACE.")		
9. Marches forward and to the left, inclining until at a point 15 inches in front of and centered on first squad member. Remains at a modified <i>Position of Attention</i> moving head and eyes only. After inspecting at the center position, takes a short step forward and left and inspects, returns to the center and steps forward and right and inspects, and returns to the center. Faces to the right as in marching and takes two steps, halts, and faces the next member. (Repeat as necessary)		
10. After inspecting the last Soldier, the squad leader faces to the right as in marching and marches around behind the squad, inclining as necessary. While the squad leader marches back to his post, he inspects the squad from the rear		
11. After resuming his post facing the squad, the squad leader commands "AT EASE" (Execute "About FACE," assume AT EASE.)		
MARCH THE SQUAD (SGL directs squad leader "MARCH THE SQUAD." Assume Position of Attention. Execute "About, FACE")		
12. Commands "Squad, ATTENTION"		
13. Commands "Right, FACE"		
14. Commands "Forward, MARCH"		
15. Commands "Column Right (and Left), MARCH"		
16. Commands "Column Half-Right (and Left), MARCH"		
17. Commands "Right (and Left) Flank, MARCH"		
18. Commands "Rear, MARCH" (Student may need to reposition or give second "Rear MARCH")		
19. Commands "Squad, HALT" (Execute "Right, FACE.")		
DISMISS THE SQUAD		
20. Commands "DISMISSED"		
<p>Evaluation Guidance Deduct five points for each performance measure student executes incorrectly. Subtract points deducted from 100 to determine the student's final score. If the student fails any step, show the student what was done wrong and how to do it correctly. Student must score 70 or above to pass. Students who fail the evaluation must retrain and retest. (Maximum score for retest is 70.)</p>		
<p>FINAL SCORE: 100 - _____ = _____</p>		
SGL SIGNATURE and DATE:		
STU SIGNATURE and DATE:		

NOTE: Student must perform all performance steps. If the students forget to conduct a performance step, the SGL will direct the student to perform the appropriate step.

ORAL HISTORY BRIEF

RANK & NAME: (Last, First, MI)	STU#:	DATE:	
SUBJECT:			
PERFORMANCE STEPS			
KEY COMMUNICATION FACTORS:	COMMENTS	POSS	GO / NO GO
Personal Appearance & Bearing (Uniform, grooming, posture, etc.)		5 pts	
Voice (Natural inflection, volume, & emphasis – not monotone)		5 pts	
Eye Contact (Makes eye contact with audience periodically)		5 pts	
Gestures (Not overly excited, appropriate for context)		5 pts	
Clarity (Enunciates clearly, uses correct verbiage)		5 pts	
PRESENTATION:			
Preparation and Planning (Flow of presentation, rehearsed)		5 pts	
Knowledge of Subject (Understands subject, answered questions)		5 pts	
Selection and Use of Training Aids (Handouts, VGTs, or others)		5 pts	
INTRODUCTION:			
Greeting (Attention step, greeting, name)		5 pts	
Purpose (Subject and reason for brief)		5 pts	
Methodology/Procedure (Brief using Introduction, Body, and Closing)		5 pts	
Risk Assessment / Safety (Identified hazards and controls)		5 pts	
Accountability (Sign-in roster or accountability report)		5 pts	
BODY:			
Content (Pertinent facts and information)		5 pts	
Logical Sequence (Time line, prioritized, or sequential)		5 pts	
Effective Transition(s) (Transition statements to move to new idea)		5 pts	
CLOSING:			
Summary (Provides short summary covering main ideas)		5 pts	
Asked for Questions (Solicited questions)		5 pts	
Conclusion (Ends brief)		5 pts	
TIME MANAGEMENT:			
Time (5 minutes plus or minus 2 minutes)		5 pts	
RAW SCORE:		100 pts	
REMARKS:		RATING	
NOTE: Maximum score is 100. Score each item either 0 or 5 points. Enter the appropriate rating in the RATING block as follows: 0-69=UNSATISFACTORY 70-89=SATISFACTORY 90-100=SUPERIOR.			
SGL SIGNATURE and DATE:			
STU SIGNATURE and DATE:			

NOTE: If a performance step does not present itself during the evaluation, through no fault of the student, score that performance step a "GO."

COMMUNICATE IN WRITING

(continued)

STUDENT: (Rank, Last, First, MI)

SGL: (Rank, Last, First, MI)

DATE

SWORN STATEMENT

PERFORMANCE STEPS	Points Awarded	
<p>1. DA Form 2823 HEADING: Each block (1 thru 8) worth <u>one point</u> (GO or NO GO). Must be legible and contain correct information in correct format. (See L225 Student Handout 5, pages SH-5-2 and SH-5-3 for a detailed explanation of each block.)</p> <p>Comments:</p> <p style="text-align: right;">8 points maximum</p>	GO NO GO	
	Block 1 – Post & state; no building numbers or address	
	Block 2 – Date (YYYYMMDD)	
	Block 3 – BLANK – completed when signed	
	Block 4 – BLANK (For court use)	
	Block 5 – Name (Last, first, complete middle name)	
	Block 6 – SSN (xxx-xx-xxxx)	
	Block 7 – Grade (Pay grade, not rank) & Status (RA, USAR, etc)	
	Block 8 – Complete address	
	TOTAL POINTS HEADING	
<p>2. DA Form 2823 BODY: Block 9 is worth 14 points. Score <u>two points</u> for each element (GO or NO GO): who, what, where, when, how, border to border, and ///END OF STATEMENT///. (See L225 Student Handout 5, pages SH-5-2 and SH-5-3 for a detailed explanation of each block.)</p> <p>Comments:</p> <p style="text-align: right;">14 points maximum</p>	GO NO GO	
	Who	
	What	
	Where	
	When	
	How	
	Borders (Written from border to border)	
	End (///END OF STATEMENT///)	
	TOTAL POINTS BODY	
	<p>3. DA Form 2823 EXHIBIT: Each block (10, 11, and “pages”) worth <u>one point</u> (GO or NO GO). Must be legible and contain correct information in correct format. (See L225 Student Handout 5, pages SH-5-2 and SH-5-3 for a detailed explanation of each block.)</p> <p>Comments:</p> <p style="text-align: right;">3 points maximum</p>	GO NO GO
Block 10 – BLANK (For court use)		
Block 11 – Student’s initials – or may be left blank until sworn		
Pages – Indicates number of pages		
TOTAL POINTS EXHIBIT		
<p>4. DA Form 2823 AFFIDAVIT: Each of five blanks (name, page, signature, initials, and “pages”) worth <u>one point</u>. (See L225 Student Handout 5, pages SH-5-2 and SH-5-3 for a detailed explanation of each block.)</p> <p>Comments:</p> <p style="text-align: right;">5 points maximum</p>	GO NO GO	
	Name – (First name, middle name, last name)	
	Page – (as appropriate)	
	Signature – BLANK (completed after taking the oath)	
	Initials – Student’s initials – or may be left blank until sworn	
	Pages – Indicates number of pages	
TOTAL POINTS AFFIDAVIT		
<p>Add items 1, 2, 3, and 4 to determine the Sworn Statement Total Points</p> <p style="text-align: right;">(30 maximum)</p>	SWORN STATEMENT TOTAL POINTS	

COMMUNICATE IN WRITING

(continued)

STUDENT: (Rank, Last, First, MI)	SGL: (Rank, Last, First, MI)	DATE	
MEMORANDUM			
PERFORMANCE STEPS NOTE: See AR 25-50, page 26, Figure 2-18 for example.	Points Awarded		
<p>1. HEADING: Score four points (GO or NO GO) for each item below. Line spacing, font, and information must be correct. (See AR 25-50, page 26, Figure 2-18 for example.)</p> <p style="margin-left: 20px;">a. Office Symbol. b. Date (day, month, year - example: 15 January 2010 or 15 Jan 10). c. MEMORANDUM FOR line. d. SUBJECT line.</p> <p>Comments:</p> <p style="text-align: right;">16 Points maximum</p>	GO	NO GO	
	Office Symbol - ATSS-DCP		
	Date - (day, month, year)		
	MEMO FOR - "RECORD"		
	Subject - Conduct of Lesson L225, Army Correspondence		
	TOTAL POINTS HEADING		
<p>2. BODY: Score four points (GO or NO GO) for each item below. Line spacing, font, and information must be correct. (See AR 25-50, page 26, Figure 2-18 for example.)</p> <p style="margin-left: 20px;">a. Short, clear purpose sentence. b. Information (the main point). c. Point of contact (POC) line.</p> <p>Comments:</p> <p style="text-align: right;">12 Points maximum</p>	XGO	NO XG	
	Purpose		
	Information		
	POC line		
	TOTAL POINTS BODY		
<p>3. CLOSING: Score seven points (GO or NO GO) for the signature block. Line spacing, font, and information must be correct. (See AR 25-50, page 26, Figure 2-18 for example.)</p> <p>Comments:</p> <p style="text-align: right;">7 Points maximum</p>	GO	NO GO	
	Signature Block - Centered, 5 lines below last line, standard 3 line signature block, name all CAPS		
	TOTAL POINTS CLOSING		
Add items 1, 2, and 3 to determine Memorandum Total Points (35 maximum)	MEMORANDUM TOTAL POINTS		

COMMUNICATE IN WRITING TOTAL SCORE

1. Enter Total Points from AWARD RECOMMENDATION	
2. Enter Total Points from SWORN STATEMENT	
3. Enter Total Points from MEMORANDUM	
4. Add lines 1, 2, and 3 to determine COMMUNICATE IN WRITING Total Score	TOTAL SCORE
NOTE: Maximum score is 100. Enter the appropriate rating in the RATING block as indicated below: 0-69=UNSATISFACTORY 70-89=SATISFACTORY 90-100=SUPERIOR.	RATING
STUDENT SIGNATURE:	Date:
SGL SIGNATURE:	Date: