

Instructor

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1. Course Description: MSL 301 is an academically challenging course where you will study, practice, and apply the fundamentals of Army leadership, Officership, Army values and ethics, personal development, and small unit tactics at the platoon level. At the conclusion of this course, you will be capable of planning, coordinating, navigating, motivating and leading a squad and platoon in the execution of a mission during a classroom PE, a Leadership Lab, or during a Leader Training Exercise (LTX) in a field environment. You will be required to write peer evaluations and receive feedback on your abilities as a leader and how to improve those leader skills that can further develop you in to a successful officer. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, and practical exercises, a mid-term exam, and a final exam. You will receive systematic and specific feedback on your leader attributes, values, and core leader competencies from your instructor, other ROTC cadre, and MSL IV Cadets who will evaluate you using the Cadet Officer Evaluation System (OES). Successful completion of this course will help prepare you for the ROTC Cadet Leader Course (CLC), which you will attend in the summer at Fort Knox, KY.

2. Outcomes and Learning Objectives:**a. The Outcomes:**

1. These are derived from the four Army Learning Areas (ALA) and General Learning Outcomes which are:

- i. The Army leadership and Profession
- ii. Mission Command
- iii. Human Dimension
- iv. Professional Competence

b. Leadership:

- 1) Live honorably and build trust
- 2) Demonstrate intellectual, military and physical competence
- 3) **Be an agile, adaptive, critical thinker; an individual who can solve complex problems in a short amount of time using creative solutions**
- 4) Develop, lead and inspire through teamwork; communicate and interact effectively
- 5) Lifelong learning; pursue excellence and continue to grow
- 6) Comprehensive fitness; seek balance, be resilient and demonstrate a strong winning spirit

b. Personal Development:

- 1) Define standards for the Army Physical Fitness Test (APFT)
- 2) Write short-term and long-term goals to prepare for APFT
- 3) Describe the factors of Suicide Prevention
- 4) Deliver on one or more of the four types of Military briefings

c. Values and Ethics:

- 1) Observe the Warrior Ethos in fellow Cadets/cadre or when presented with a current or historical vignette or case study
- 2) Embody the Warrior Ethos in Leadership Labs and Cadet interactions

d. Officership:

- 1) Apply the Composite Risk Management process to the orders process
- 2) Apply the fundamentals of Drill and Ceremony to squad and platoon formations

e. Tactics and Techniques:

- 1) Apply troop leading procedures to accomplish squad and platoon operations
- 2) Apply map reading, land navigation and terrain analysis to squad and platoon operations
- 3) Apply military decision making to solve problems
- 4) Apply fundamentals of Army Operations to small unit operations
- 5) Pass the CWST

h. Each Cadet will improve briefing, writing, and counseling skills.

i. Each Cadet will maintain a 3.0 GPA in Military Science.

3. Requirements

a. Study Text (Read): Prior to each class, conduct required readings as listed in the attached course schedule and as directed by the professor from Annex B (MS 301 Required Reading).

b. Class participation: Classroom and Lab attendance and participation is mandatory—only the APMS can approve absences in advance. You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, working with fellow students to engage in class exercises, and leading lab exercises. Class is worth 10 points, Labs are worth 10 points, and the Fall LTX is worth 10 points. Failure to attend the LTX could result in the reduction of one letter grade from the final grade. In the event we do not have a LTX the points will be divided between labs and class evenly; making them worth 15 points each.

c. Quizzes: Unannounced quizzes will take place throughout the semester to reinforce learning objectives.

d. Mid-Term Exam: A mid-term exam will be given to assess your knowledge achieved in the first half of the course. The exam will be true/false, multiple choices, and fill in the blank.

e. Final Exam: A cumulative final exam will be given to assess your knowledge achieved throughout the course of the semester. The final exam will be given on the final class day of the semester (prior to study week) to afford you maximum time to focus on your University classes. The final exam will be true/false, multiple choices, and fill in the blank. The exam will come from the readings, lectures, and class discussions conducted during the semester.

f. Physical Training (PT): PT attendance and participation is mandatory—only the instructor or APMS can approve absences in advance. As a future officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to take a diagnostic APFT throughout the fall semester and a record APFT at the end of the semester. The record APFT will count for 10% of your final grade. The grading will be as follows:

- 301 and above= 11 pts
- 290 -300= 10 pts
- 270-289= 9 pts
- 250-269= 8 pts
- 230-249= 7 pts
- 229-248= 6 pts
- 228-180= 5 pts
- 179 and below= 0 pts

1) All Cadets are required to attend PT sessions three times a week. MS III cadets are responsible for conducting PT sessions as the Key Event OIC.

2) **TBD** Remedial PT will take place on Tuesday at 0700 at the CTC gym or location published on the training schedule. The remaining PT events will take place as determined by the PT session requirements for the cadets as directed by the APMS. Cadets who fail HT/WT, fail APFT, or end up under a 70 in any event will be a part of remedial PT until they surpass their deficiency.

g. LAB / Key Event OIC

1) Lab chain of command for three weeks out will attend the weekly command and staff/training meeting. The platoon sergeant and platoon leader for each week will attend. MS IV cadets will inform the new group of MS III cadets attending the WARNO process at least one week out. To replicate the orders process and Chain of Command in-brief for 24 hours, 48 hours, and 72 hours prior that is in place at CLC, we will use the following time line on campus. The 24 hours out corresponds to the chain of command in place for the execution weeks training; 48 hours out corresponds to the chain of command one week out; and 72 hours corresponds to the chain of command two weeks out. The matrix below further explains this concept.

Requirement	Two Weeks (72 hrs) (Mon Trng Mtg)	One Week (48hrs) (Mon Trng Mtg)	Execution week (24 hrs) (Mon Trng Mtg)
WARNO	X		
OPORD		X	

FRAGO (brief/receive changes)			X
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h. Leadership opportunities: As a MSIII Cadet you will be placed in several leadership positions ranging from Squad Leader through Platoon Leader. You will receive feedback during an AAR following the training; providing immediate feedback on your performance. Take notes in your journal for future development and improvements. **(see enclosure 1 for leadership description)**

i. Mentorship Program: The cadet XO will organize mentor groups consisting MS IVs mentoring MS IIIs and MS IIIs mentoring MS Is and IIs (contracted and non-contracted). The mentorship assessment should provide the Cadre your assessment of the strengths and weaknesses of each Cadet and your concept on how to improve strengths and weaknesses. Since each MSIII brings different qualities, expertise and strengths to bear, MS III Cadets should collaborate and select those strengths and weaknesses you can address individually and those you can improve as a mentor team when the opportunity arises. Each MS I and MS II will be counseled monthly; **counseling’s will be due to me on the last class day of each month** on a DA form 4856 and 2166-8-1 (see Enclosure 2 for format). Utilize Mentor Checklist (See Enclosure 3) as a guide. Mentorship packets are due **NLT 22 NOV 17.**

j. Essay (select one)

1. Reflecting on your own experiences during this course, write a three to five page essay, **(typed and double-spaced)** on your personal leadership growth using three or more of the Attributes and Core Leader Competencies from the Leadership Requirements Model.
2. Reflecting on your own experiences during this course, write a three to five page essay, **(typed and double-spaced)** describing the relationship between the Orders Process the Troop Leading Procedures.
3. Choose a leader, either living or deceased, who portrays leadership characteristics that you would like to model yourself after. Write a three to five page essay, **(typed and double-spaced)** describing which leadership characteristics’ you think were their greatest strengths and weaknesses. Describe how their leadership changed or affected any outcome during/after their lifetime.
 - APA format
 - Cover Sheet (does not count as part of the page requirement)
 - Work Sited Page (does not count as part of the page requirement)

Late papers will receive a zero. No exceptions for this assignment. Essays are due **NLT 22 NOV 17.**

NOTE: It is not mandatory to pass the Combat Water Survival Training (CWST) to attend CST, however it is mandatory to pass prior to being commissioned.

k. Professional Military Education (PME) Requirements:

- a. Military History – HIST 3163
- b. Writing Proficiency Exam – University Requirement

m. Electronic Mail (EMAIL): ALL CADETS are required to check their primary school email accounts for assignments and announcements daily. All assignments for the semester will be loaded into ROTC Blackboard:

https://rotc.blackboard.com/webapps/blackboard/content/listContent.jsp?course_id=12690_1&content_id=1206942_1. It will be located under Texas A&M University Central Texas MSL300 folder, Fall Semester MSL 301. It will be uploaded the every Wednesday for the next weeks reading and homework assignments. Coordinate with your MS 301 instructor if you do not access to either ROTC Blackboard or to the above folders. To access the website you will need to provide your email on the first day of class. I will set your administrative password and your user name.

If you have a CAC card you should enroll in [The Platoon Leader Forum](http://PL.army.mil): <http://PL.army.mil> enrollment and completion of Army’s SHARP Program <http://srotc.nformd.net/sexualassault/ulogin/>

4. Evaluation and Grading

APFT	10 pts
Class Participation*	30 pts
Quiz Grades	10 pts
Mid-term exam	10 pts
Final Exam	10 pts
Mentorship Program	10 pts
Essay	20 pts

*NOTE: MS III Cadets are expected to participate in all ROTC activities in and outside the classroom.

a. **Grade Scale:** The following grading scale will be used based on 100 points possible:

90-100	A
80-89	B
70-79	C

b. Satisfactory participation and performance is a “B”. **Unexcused absences may not be made up and will result in a 1-point deduction per absence.** Coordinate with me in advance if you know you are going to miss a class. If excused, **it is your responsibility** to make up the missed material; failure to do so will result in a 1-point deduction.

c. **Extra Credit:** Cadets can accumulate extra credit points with the APMS’ approval. The maximum amount of extra credit points that a cadet can achieve is 10 points with the exception of scoring on the extended scale on their Record APFT. Identifying a fully qualified student that contracts will result in maximum points.

5. Uniforms and Appearance: Cadets will wear ASU (Army Service Uniform) on the last day of class every month. Normal uniform will be ACUs (Army Combat Uniform) or OCPs (Operational Camouflage Pattern) to all Monday and Wednesday MSL 301 classes (unless directed otherwise by the APMS); ACUs, LBE (Load Bearing Equipment) with required gear to

all labs on Wednesday; Army PT uniform to all PT sessions and adhere to Army Regulation 670-1 with regard to uniforms and appearance. Functions not requiring uniform; cadets will wear professional casual (polo shirt, jeans or khaki pants) as directed by the APMS. The Training Schedule posted will direct individual uniform and equipment requirements for training events.

6. Collaboration: You are encouraged to work together with your fellow MSL III Cadets and seek guidance and help from your instructor, MSL IV Cadets and other ROTC cadre.

7. Religious Accommodation

- The Army places a high value on the rights of its Soldiers to observe tenets of their respective religions or to observe no religion at all.
- The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health.
- Requests for religious accommodation generally fall into five major areas:
 - Worship practices.
 - Dietary practices.
 - Medical practices.
 - Wear and appearance of the uniform.
 - Grooming practices.
- For more information please refer to AR 600-20, Army Command Policy, 6 November 2014, Chapter 5, paragraph 5-6.

8. Other Expectations: As leaders of our Cadet battalion for this academic year, I expect for each of you to:

- a. Participate in Texan Battalion social and volunteer functions.
- b. Participate in Leadership Labs and PT sessions as per the guidance in the lab syllabus.
- c. Lead, set the example, and participate in your AROTC program.
- d. You will receive mid-term and end-of-term counseling from me.

9. Open Door Policy: I maintain an open door policy for all Cadets. My official office hours will be M, W, F (0930-1500); TU,TH 0900-1300. You can schedule an appointment with Mrs. Mandy Stokes or stop by my office to discuss any issue that is on your mind.

10. Course Schedule: See Annex A (MS 301 Course Schedule for Fall 2017) to this Syllabus for class, lab, and key event dates.

- a. Class Meetings: 1215 - 1245, Monday and Wednesday, Founders Hall, Rm (411)
- b. Training Meetings: 1215-1245, Wednesday, (FH 412)
- c. Lab Meetings: 1500-1700, Wednesday, Location IAW published training calendar.

11. Student Disabilities Service: It is the policy of Texas A&M Central Texas State University to comply with the Americans with Disabilities Act and other applicable laws. If you are a student with a disability seeking accommodations for this course, please contact Gail Johnson, Disability Support and Access Coordinator, at 254.501.5831 or g.johnson@ct.tamus.edu. Student

Disability Services is located at Founders Hall Room 114E. More information can be found at www.ct.tamus.edu/departments/disabilitysupport/index.php or in the University Catalog.

12. At Texas A&M University – Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to an education that is barrier-free. The Office of Disability Support and Access is responsible for ensuring that students with a disability enjoy equal access to the University's programs, services and activities. Some aspects of this course or the way the course is taught may present barriers to learning due to a disability. If you feel this is the case, please contact Disability Support and Access at (254) 501-5831 in Warrior Hall, Ste. 212. For more information, please visit their website at www.tamuct.edu/DisabilitySupport. Any information you provide is private and confidential and will be treated as such.

13. Academic Dishonesty Policy: Academic Honesty Statement
(very important – read carefully)

1. Texas A&M Central Texas College and the Department of Military Science expect all students to maintain high standards of personal and academic honesty and integrity.
2. Student integrity is especially critical, because the opportunities for dishonesty (i.e. social media, Wikipedia, websites, etc...) are more readily available and the trust level is higher. Exploiting either of these opportunities is a particularly blatant and offensive act. By enrolling and remaining as a participant in any Military Science course, you affirm that you will adhere to the strictest standards of academic honesty and integrity.
3. You must maintain academic integrity and honesty at all times, on all course assignments: homework, projects and exams.
4. You must work independently when required, and work effectively in groups when that is required. You must use only the resources and assistance permitted on a given course activity. Students should pay special attention to whether assignments are designated as 'individual' or 'group', as well as what materials, resources and help from others are permitted. If in doubt, ask prior to doing the assignment.
5. When you are permitted to use materials and ideas that belong to others, you must state the source of the information in APA format. If you use outside help or materials when not allowed, you are in violation of this policy in the way of cheating. If allowed to use outside materials, but do not cite the sources of your information, you are in violation of this policy in the way of plagiarism.
6. Students who assist other students in violating this policy are considered equally in violation.
7. Academic penalties will be in agreement with each university (TSU, TAMU-CT, CTC, UMHB) and will include, but not limited to the following:
 - a) First offense, suspected: warning.
 - b) First offense, documentable: zero on the assignment in question & reduction of one letter grade.
 - c) Second offense: failing grade in, AND dismissal from the course.
 - d) Third offense: recommendation to be withdrawn from the university.
8. In addition to an academic penalty, any violation of this policy may subject you to disenrollment from ROTC, pursuant to Army Regulation 145-1.

i. By signing below, you are acknowledging complete understanding of stated policy and being subject to penalties as stated above.

Name: _____

Signature: _____

Date: _____

ANNEX A

DATE	MONDAY LESSON	WEDNESDAY LESSON	LAB (Location) WEDNESDAY
28 Aug – 1 Sep	Lesson 1a: Course Overview	Branching and Counseling’s (Mrs. Collier)	MS III Uniform/TA-50 Issue (1302 Stan Slueter, Suite 300B)
04 – 08 Sep	Labor Day (no class)	Lesson 2a/2b: OML and Standardized Testing/ Training Management/ Leadership Practicum	Welcome Back Lab (Warrior Hall MPR)
11 - 15Sep	Lesson 3a/3b: Army Digital Training Overview/ Leadership Practicum	Lesson 3c/3d: Rehearsals and PECs/ OPORD/Leadership Practicum	Sharp/EO/ Suicide Prevention (Warrior Hall MPR)
18 - 22 Sep	Lesson 4a/4b: METT-TC/IMT/ Leadership Practicum	Lesson 4b/4c: OPORD/ AAR (After Action Review)/ Leadership Practicum	OPORD (MS III/ MS IV) (TBD) MS I/MS II Uniform/TA-50 Issue (TBD)
25 – 29 Sep	Lesson 5a/5b Map Reading 1 & 2 Leadership Practicum	Lesson 5c/5d Map Reading 3 & 4 Leadership Practicum	LRC/ Ropes Course (FLRC Fort Hood)
02 – 06 Oct	Lesson 6a: Land Navigation	Lesson 6b: Land Navigation Leadership Lab Practicum/	Individual Movement Technique (TA 74)
09 – 13 Oct	Lesson 7a: Navigational Methods and Route Planning/ Route Planning	Lesson 7b: Midterm Review Leadership Practicum	Orienteering (Day) (TA 75)
16 – 20 Oct	Lesson 8a: Midterm Exam	Lesson 8b/8c: Branch Orientation Brief/ Leadership Practicum	Mission Command (MS IV) Write OER Support Form/NCOER Counseling (TBD)
20-22 Oct	See Above	See Above	Fall LTX (TA 73/74/75)
23 - 27 Oct	Lesson 9a/9b: Branch Orientation Briefings/ Leadership Practicum	Lesson 9c/9d: Branch Briefings/ Sustainment	Basic Survival Skills/ First Aid (TA 75)
30 Oct – 03 Nov	Lesson 10a/10b: Branch Orientation Briefings/ Leadership Practicum	Lesson 10c/10d: Intelligence/ Fires/IED/UXO	Financial Planning Brief (MS IV) CWST MS I,II, III (Fort Hood-Abrams Gym) 03 Nov 2017 (1300 – 1700)
06 - 10 Nov	Lesson 11a/11b: Mission Command/ Lesson: Movement and Maneuver/ Leadership Practicum	Lesson 12a/12b: Protection	PCC/PCI/ Military Communication (TA 74)
13 - 17 Nov	Lesson 12c: Leadership Behavior and Peer Evaluations/	Lesson 13a: Final Exam Course Review	Weapons Training SIMS Center Fort Hood
20 - 24 Nov	Lesson 13b: Final Exam	Final AAR (Essay Due)	Weapons Training SIMS Center Fort Hood

27 Nov – 01 Dec	End of semester counseling	End of semester counseling (mentee counseling due)	CWST Make up lab (Fort Hood-Abrams Gym) 01 Dec 2017 (1300 – 1700)
04 Dec - 08 Dec	End of semester counseling	No classes (finals week)	Counseling (Individual Instructor Designated Location)

Fall 2017 Semester Major Events: Major events for the semester are listed in sequence.

12 Oct MS IV 13 Oct MS I/II/III	Diagnostic APFT W.S. Young Park
20-22 Oct	Fall LDT TA 73/74/75
28-30 Oct	Regional Ranger Challenge (Ft. Hood)
Nov TBD	Apache Ranger Challenge
03 Nov 17	CWST Abrams Gym
18-20 Nov	Fall LTX TA 74/75
15 Nov MS IV 16 Nov MS I/II/III	Record APFT W.S. Young Park
01 Dec 17	CWST Abrams Gym
15 Dec	Commissioning

Annex B: (MS 301 Required Reading): The following listing outlines the reading references for MS 301

Student Text: MSL 301, Adaptive Team Leadership, Pearson Custom Publishing, 2008
(Will be issued to Student free of Charge)

NOTE: ROTC Cadet Textbooks are currently being updated. To be proactive, some of the lessons have been updated and might reference a Cadet reading assignment to a section that is not in the current textbook. If this situation occurs disregard the reading assignment.

Selected readings available online at: <http://www.usapa.army.mil>

ADP 1 The Army, SEP 12

ADP 1-02 Operational Terms and Military Symbols, AUG 12

ADP 3-0 Unified Land Operations, OCT 11

ADP 6-22 Army Leadership, AUG 12

ADRP 1-02 Operational Terms and Military Symbols, AUG 12

ADRP 3-0 Unified Land Operations, MAY 2012

ADRP 3-07 Stability, AUG 12

ADRP 3-90 Offense and Defense, AUG 12

ADRP 5-0 The Operations Process, MAY 12

ADRP 6-0 Mission Command, MAY 12

ADRP 6-22 Army Leadership, AUG 12

ATP 3-06.20 Cordon and Search, MAY 13

ATTP 5-0.1 Commander and Staff Officers Guide, SEP 11

Joint Publication 3-0 Joint Operations, AUG 11

Field Manual 3-21.8, The Infantry Rifle Platoon and Squad, MAR 07

FM 3-25.26, Map Reading and Land Navigation, JAN 05

Leadership Development Program Handbook, SEP 13

Leadership Development Program Handbook – U.S. Army Cadet Command

FM 22-100 Military Leadership and Counseling

FM 21-20 Physical Readiness Training

FM 22-5 Drill and Ceremonies

FM 101-5 Staff Organization and Operations

Selected books and articles as determined by professor

- Selected books and articles as determined by professor
 - <http://rotc.blackboard.com>
 - <http://srotc.nformd.net/sexualassault/ulogin/>
 - http://www.army.mil/usapa/doctrine/Active_FM.html

- http://www.goarmy.com/about/ranks_and_insignia.jsp
- <http://www.army.mil/values/warrior.html>
- <http://www.changingminds.org>

Further Reading

Army Officer Guide

Bennis, W. G., & Nanus, B. (1985). Leaders: The strategies for taking charge. New York: Harper & Row Publishers.

Bennis, W. G. (2003). On becoming a leader. New York: Basic Books.

Bennis, W. G., & Thomas, R. J. (2002). Geeks & Geezers: How era, values, and defining moments shape leaders. Boston: Harvard Business School Press.

Burns, J. M. (1978). Leadership. New York: Harper & Row Publishers.

Gardner, J. W. (1990). On leadership. New York: The Free Press.

Kotter, J. P. (1996). Leading change. Boston: Harvard Business School Press.

Headquarters, Department of the Army, Field Manual 1 (2001). The Army. Washington, D.C.: U.S. Government Printing Office.

Headquarters, Department of the Army, Field Manual 22-100 (1990). Army leadership. Washington, D.C.: U.S. Government Printing Office.

Kotter, J. P. (1996). Leading change. Boston: Harvard Business School Press.

Wong, L. (2004). *Developing adaptive leaders: The crucible experience of Operation Iraqi Freedom*. Carlisle Barracks, PA: Strategic Studies Institute.

Wong, L. (2002). *Stifling innovation: Developing tomorrow's leaders today*. Carlisle Barracks, PA: Strategic Studies Institute.

- FM 1, *The Army*. 14 June 2005.
- FM 1-02, *Operational Terms and Graphics*. 21 September 2004.
- FM 3-0, *Operations*. 27 February 2008.
- FM 3-21.8, *The Infantry Rifle Platoon and Squad*. 28 March 2007.
- FM 3-25.26, *Map Reading and Land Navigation, (w/c1)*. 30 August 2006.
- FM 4-02.51, *Combat and Operational Stress Control*. 6 July 2006.
- FM 5-0, *Army Planning and Orders Production*. 20 January 2005.
- FM 5-19, *Composite Risk Management*. 21 August 2006.
- FM 6-0, *Commander and Staff Organization*. 01 May 2014.
- FM 6-22, *Army Leadership*. 12 October 2006.

- FM 6-22.5, *A Leader's Guide to Combat and Operational Stress*. 18 March 2009.
- FM 7-0, *Training for Full Spectrum Operations*. 12 December 2008.
- FM 7-1, *Battle Focused Training*. 15 September 2003.
- FM 7-15, *The Army's Universal Task List (Change 2)*. 6 July 2006.
- FM 7-21.13, *The Soldier's Guide*. 2 February 2004.
- FM 21-20, *Physical Fitness Training w/chg 1*. 1 October 1998.
- FM 22-51, *Leader's Manual for Combat Stress Control*. 29 September 1994.
- FM 25-4, *How to Conduct Training Exercises*. 10 September 1984.
- FM 27-1, *Legal Guide for Commanders*. 13 January 1992.
- FM 27-10, *The Law of Land Warfare w/chg 1*. 18 July 1956.

- **Army Regulations**
 - AR 25-50, *Preparing and Managing Correspondence*. 3 June 2002.
 - AR 385-10, *The Army Safety Program*. 27 August 2007.
 - AR 600-3, *The Army Personnel Proponent System*. 26 February 2009.
 - AR 600-8, *Military Personnel Management*. 1 October 1989.
 - AR 600-8-10, *Leaves and Passes*. 15 February 2006.
 - AR 600-8-19, *Enlisted Promotions and Reductions*. 20 March 2008.
 - AR 600-8-29, *Officer Promotions*. 25 February 2005.
 - AR 600-9, *The Army Weight Control Program*. 27 November 2006.
 - AR 600-25, *Salutes, Honors, and Visits of Courtesy*. 24 October 2004.
 - AR 600-85, *Army Substance Abuse Program (ASAP)*. 2 February 2009.
 - AR 600-100, *Army Leadership*. 8 March 2007.
 - AR 611-1, *Military Occupation Classification Structure Development and Implementation*. September 1997.
 - AR 623-3, *Evaluation Reporting System*. 10 August 2007.
 - AR 635-200, *Active Duty Enlisted Administrative Separations*. 8 February 2005.

- **Department of the Army Pamphlets**
 - DA Pam 360-512, *Code of the U.S. Fighting Force*. 1 June 1988.
 - DA Pam 600-2 *The Armed Forces Officer*. 1 February 1988
 - DA Pam 600-3, *Commissioned Officer Professional Development and Career Management*. 11 December 2007.
 - DA Pam 600-8, *Management and Administrative Procedures*. 1 August 1986.
 - DA Pam 600-15, *Extremist Activities*. 1 June 2000.
 - DA Pam 600-25, *US Army NCO Professional Development Guide*. 28 July 2008.
 - DA Pam 600-35, *Relationships Between Soldiers and Different Ranks*. 21 February 2000.
 - DA Pam 600-60, *A Guide to Protocol and Etiquette for Official Entertainment*. 11 December 2001.
 - DA Pam 600-65 *Leadership—Statements and Quotes*. 1 November 1985.
 - DA Pam 600-66-85, *Leadership in Action*. 1 July 1986.
 - DA Pam 600-67, *Effective Writing for Army Leaders*. 2 June 1986.
 - DA Pam 623-3, *Evaluation Reporting System*. 13 August 2007.

- DA Pam 385-10, *The Army Safety Program*. 24 August 2007.
- DA Pam 385-30, *Mishap Risk Management*. 10 October 2007.

- **Department of the Army Training Circulars**
 - TC 25-10, *A Leader's Guide to Lane Training*. 26 August 1996.
 - TC 25-20, *A Leader's Guide to After Action Reviews*. 30 September 1993.
 - TC 25-30, *A Leader's Guide to Company Training Meetings*. 27 April 1994.
 - SH 21-76, *Ranger Handbook*, Jul 06

- **Other Resources**
 - ROTC Leadership Development Program (LDP) Handbook. July 2008. *
 - *Manual for Courts-Martial United States*. 2008 Edition.
 - *The Armed Forces Officer*. Department of Defense J7. January 2006.

Enclosure 1 (Cadet Leadership Positions)

Platoon Leader: The platoon leader leads his/her Soldiers by personal example and is responsible for all the platoon does or fails to do, having complete authority over his/her subordinates. This centralized authority enables him/her to maintain unit discipline, unity, and to act decisively. He/she must be prepared to exercise initiative within his company commander's intent and without specific guidance for every situation. The platoon leader knows his/her Soldiers, how to employ the platoon, its weapons, and its systems. Relying on

the expertise of the platoon sergeant, the platoon leader regularly consults with him/her on all platoon matters. During operations, the platoon leader —

- Leads the platoon in supporting the higher headquarters missions. He bases his actions on his assigned mission and intent and concept of his higher commanders.
- Conducts troop leading procedures.
- Maneuvers squads and fighting elements.
- Synchronizes the efforts of squads.
- Looks ahead to the next “move” of the platoon.
- Requests and controls supporting assets.
- Employs mission command systems available to the squads and platoon.
- Checks with squad leaders ensuring 360-degree, three-dimensional security is maintained.
- Checks with weapons squad leader controlling the emplacement of key weapon systems.
- Issues accurate and timely reports.
- Places himself where he is most needed to accomplish the mission.
- Assigns clear tasks and purposes to the squads.
- Understands the mission and commander’s intent two levels up (company and battalion).
- Receives on-hand status reports from the platoon sergeant and squad leaders during planning.
- Coordinates and assists in the development of the obstacle plan.
- Oversees and is responsible for property management.

Platoon Sergeant: The platoon sergeant is the platoon's most experienced [NCO](#) and second-in-charge, accountable to the platoon leader for leadership, discipline, training, and welfare of the platoon's Soldiers. He sets the example in everything. He assists the platoon leader by upholding standards and platoon discipline. His expertise includes tactical maneuver, employment of weapons and systems, sustainment, administration, security, accountability, protection warfighting functions, and Soldier care. As the second-in-charge, the platoon sergeant assumes no formal duties except those prescribed by the platoon leader. However, the platoon sergeant traditionally —

- Ensures the platoon is prepared to accomplish its mission, which includes supervising precombat checks and inspections.
- Updates platoon leader on appropriate reports and forwards reports needed by higher headquarters.
- Prepares to assume the role and responsibilities of the platoon leader.
- Takes charge of task-organized elements in the platoon during tactical operations, which may include but is not limited to, quartering parties, support elements in raids or attacks, and security patrols.
- Monitors the morale, discipline, and health of the platoon.
- Positions where best needed to help the engagement (either in the base of fire or with the assault element).
- Receives squad leaders’ administrative, logistical, and maintenance reports, and requests rations, water, fuel, and ammunition.
- Requests logistical support from the higher headquarters, and usually coordinates with the company’s first sergeant or executive officer.
- Ensures Soldiers maintain all equipment.

- Ensures ammunition and supplies are properly and evenly distributed after the platoon consolidates on the objective and while the platoon reorganizes.
- Manages the unit's combat load prior to operations, and monitors logistical status during operations.
- Establishes and operates the unit's casualty collection point ([CCP](#)). This includes directing the platoon medic and aid/litter teams in moving casualties, maintains platoon strength level information, consolidates and forwards the platoon's casualty reports, and receives and orients replacements.
- Employs the available digital mission command systems to the squads and platoon.
- Ensures Soldiers distribute supplies according to the platoon leader's guidance and direction.
- Accounts for Soldiers, equipment, and supplies.
- Coaches, counsels, and mentors Soldiers.
- Upholds standards and platoon discipline.
- Understands the mission and commander's intent two levels up (company and battalion).

Squad Leader

The squad leader directs team leaders and leads by personal example. He has authority over his subordinates and overall responsibility of those subordinates' actions. Centralized authority enables him to act decisively while maintaining troop discipline and unity. Under the fluid conditions of close combat, the SL accomplishes assigned missions without constant guidance from higher headquarters.

1-52. The squad leader is the senior Infantry Soldier in the squad and is responsible for everything the squad does or fails to do. He is responsible for the care of the squad's Soldiers, weapons, and equipment, and leads the squad through two team leaders. During operations, the squad leader —

- Is the subject matter expert on all battle and individual drills?
- Is the subject matter expert for the squad's organic weapons employment, and employment of supporting assets?
- Knows weapon effects, surface danger zones, and risk estimate distances for all munitions.
- Uses control measures for direct fire, indirect fire, and tactical movement effectively.
- Controls the movement of the squad and its rate and distribution of fire (including call for and adjust fire).
- Fights the close fight by fire and movement with two fire teams and available supporting weapons.
- Selects the fire team's general location and temporary sector of fires in the defense.
- Communicates timely and accurate situation reports ([SITREPs](#)) and status reports, including —
 - Size, activity, location, unit, time, and equipment ([SALUTE](#)) spot reports ([SPOTREPs](#)).
 - Status to the platoon leader (including squad location and progress, enemy situation, enemy killed in action [[KIA](#)], and security posture).
 - Status of ammunition, casualties, and equipment to the platoon sergeant.
- Employs digital mission command systems available to the squad and platoon.
- Operates in all environments to include the urban environment.

- Conducts troop-leading procedures.
- Assumes duties as the platoon sergeant or platoon leader as required.
- Understands the mission and commander's intent two levels up (platoon and company).

Weapons Squad Leader

The weapons squad leader leads his teams by personal example. He has complete authority over his subordinates and overall responsibility for those subordinates' actions. This centralized authority enables him to act decisively while maintaining troop discipline and unity. Under the fluid conditions of modern warfare, he accomplishes assigned missions using disciplined initiative without needing constant guidance from higher headquarters.

The weapons squad leader is usually the senior squad leader, second only to the platoon sergeant, and performs all the duties of the rifle squad leader. In addition, the weapons squad leader —

- Controls fires and establishes fire control measures.
- Recommends medium machine gun employment to the platoon leader.
- Coordinates directly with the platoon leader for medium machine gun base-of-fire effect, and plans accordingly.
- Monitors ammunition expenditure.
- Coordinates directly with the platoon leader in placement of the Javelin-[CCMS](#) to best cover armored avenues of approach in the defense and over watch positions in the attack.
- Employs mission command systems available to the squad and platoon.
- Performs the role of the platoon sergeant as required.
- Conducts troop leading procedures.
- Understands the mission two levels up (platoon and company).

Team Leader

The team leader leads his team members by personal example and has authority over his subordinates and overall responsibility of their actions. Centralized authority enables him to maintain troop discipline and unity and to act decisively. Under the fluid conditions of close combat, he accomplishes assigned missions using initiative without needing constant guidance from higher headquarters.

The team leader's position on the battlefield requires immediacy and accuracy in all of his actions and is a fighting leader who leads by example. He is responsible for all his team does or fails to do, and is responsible for caring of the team's Soldiers, weapons, and equipment. During operations, the team leader —

- Is the subject matter expert for all the team's weapons and duty positions and all squad battle drills
- Leads his team in fire and movement.
- Controls the movement of his team and its rate and distribution of fire.
- Employs digital mission command systems available to the squad and platoon.
- Ensures security of the team's area of operations.
- Assists the squad leader as required.
- Is prepared to assume the duties of squad leader and platoon sergeant.
- Enforces field discipline and preventive medicine measures.
- Determines his team's combat load and manages its available classes of supply as required.
- Understands the mission two levels up (squad and platoon).

When maneuvering the team, the team fights using one of three techniques. This includes —

- Individual movement techniques. This is the lowest level of movement.
- Buddy team fire and movement.
- Fire team fire and movement (maneuver).

Determining a suitable technique is based on the effectiveness of the enemy's fire and available cover and concealment. The more effective the enemy's fire, the lower the level of movement. Because the team leader leads his team, he is able to make this assessment firsthand. Other leaders must be sensitive to his decision on movement.

Enclosure 2 (DA4856)

DEVELOPMENTAL COUNSELING FORM For use of this form, see ATP 6-22.1; the proponent agency is TRADOC.		
DATA REQUIRED BY THE PRIVACY ACT OF 1974		
AUTHORITY:	5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army.	
PRINCIPAL PURPOSE:	To assist leaders in conducting and recording counseling data pertaining to subordinates.	
ROUTINE USES:	The DoD Blanket Routine Uses set forth at the beginning of the Army's compilation of systems or records notices also apply to this system.	
DISCLOSURE:	Disclosure is voluntary.	
PART I - ADMINISTRATIVE DATA		
Name (Last, First, MI)	Rank/Grade CADET	Date of Counseling
Organization Tarleton State Univ, Stephenville, TX 5th BDE, USACC	Name and Title of Counselor CPT Steven S. Thompson	
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 leader's facts and observations prior to the counseling.)		
PART III - SUMMARY OF COUNSELING		
Complete this section during or immediately subsequent to counseling.		
Key Points of Discussion:		
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, JUL 2014

PREVIOUS EDITIONS ARE OBSOLETE.

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Enclosure 2 cont. (DA 2166-8-1)

NCOER COUNSELING AND SUPPORT FORM For use of this form, see AR 623-3; the proponent agency is DCS, G-1.				FOR OFFICIAL USE ONLY (FOUO) SEE PRIVACY ACT STATEMENT IN AR 623-3	
PART I - ADMINISTRATIVE DATA					
a. NAME (Last, First, Middle Initial)		b. SSN	c. RANK	d. DATE OF RANK	e. PMOSC
f. 1. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND		f. 2 STATUS CODE	g. RATED NCO'S EMAIL ADDRESS (.gov or .mil)		h. UIC i. CMD CODE j. PSB CODE
PART II - AUTHENTICATION					
a. NAME OF RATER (Last, First, Middle Initial)		SSN	INITIAL	LATER	LATER
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			RATER'S EMAIL ADDRESS (.gov or .mil)		
b. NAME OF SENIOR RATER (Last, First, Middle Initial)		SSN	INITIAL	LATER	LATER
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			SENIOR RATER'S EMAIL ADDRESS (.gov or .mil)		
c. NAME OF REVIEWER (Last, First, Middle Initial)		SSN	INITIAL	LATER	LATER
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			REVIEWER'S EMAIL ADDRESS (.gov or .mil)		
d. RATED NCO'S INITIALS		INITIAL	LATER	LATER	LATER
PART III - DUTY DESCRIPTION (Rater)					
a. PRINCIPAL DUTY TITLE			b. DUTY MOSC		
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)					
d. AREAS OF SPECIAL EMPHASIS					
e. APPOINTED DUTIES					
f. PHYSICAL FITNESS & MILITARY BEARING					
APFT:		APFT DATE:		HEIGHT/WEIGHT: /	
a. ARMY VALUES: PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)					
LOYALTY, DUTY, RESPECT/EO/EEO, SELFLESS-SERVICE, HONOR, INTEGRITY, PERSONAL COURAGE					
TASK/ACTIONS:			PERFORMANCE SUMMARY:		

Enclosure 2 cont. (Cadet OER support form)

CADET OFFICER EVALUATION REPORT SUPPORT FORM		
The Staff proponent agency is USACC, DoLD-E, G-3		
PART I - ADMINISTRATIVE (Rated Cadet)		
a. NAME (<i>Last, First, Middle Initial</i>)	b. SSN (LAST 4)	c. COMMISSIONING DATE (YYYYMMDD)
g. SCHOOL Texas A&M University- Central Texas	h. FICE CODE WOMTU5	i. DEGREE/MAJOR
PART II - AUTHENTICATION		
a1. NAME OF RATER (<i>Last, First, Middle Initial</i>) Thompson, Steven, S	a3. RANK CPT	a4. POSITION APMS
b1. RATER'S EMAIL ADDRESS (.gov or .mil) steven.s.thompson8.mil@tamuct.edu	b3. RATER'S PHONE NUMBER 254-501-5942	b4. RATER'S SCHOOL Texas A&M University-Central Texas
c1. NAME OF SENIOR RATER (<i>Last, First, Middle Initial</i>) Deckard, Marty R.	c3. RANK LTC	c4. POSITION PMS
c6. SENIOR RATER'S EMAIL ADDRESS (.gov or .mil) marty.r.deckard.mil@mail.mil	c7. SENIOR RATER'S PHONE NUMBER 254-968-9595	c9. SENIOR RATER'S SCHOOL Tarleton State
PART III - VERIFICATION OF FACE - TO - FACE DISCUSSION		
MANDATORY RATER/RATED CADET INITIAL FACE-TO-FACE COUNSELING ON DUTIES, RESPONSIBILITIES AND PERFORMANCE OBJECTIVES FOR THE CURRENT RATING PERIOD TOOK PLACE ON (DATE) _____ RATED CADET INITIALS _____ RATER INITIALS _____ SENIOR RATER INITIALS _____ PERIODIC RATER / RATED CADET FOLLOW-UP FACE-TO-FACE COUNSELINGS:		
DATE _____ RATED CADET INITIALS _____ RATER INITIALS _____ SENIOR RATER INITIALS _____ DATE _____ RATED CADET INITIALS _____ RATER INITIALS _____ SENIOR RATER INITIALS _____ DATE _____ RATED CADET INITIALS _____ RATER INITIALS _____ SENIOR RATER INITIALS _____		
PART IV - RATED CADET - DUTIES AND RESPONSIBILITIES		
a. PRINCIPAL DUTY TITLE: Cadet	b. MILITARY SCIENCE LEVEL: MS III	
c. STATE CADET'S SIGNIFICANT DUTIES AND RESPONSIBILITIES: Cadet Leader in an Army ROTC program designed to recruit, train, retain, and commission Officers in the United States Army. Responsible for meeting Army standards for height/weight IAW AR 600-9, as well as passing the APRT for record each semester. Cadet must maintain a 2.5 GPA in MILSCI classes as well as a 2.0 in her academic major for eligibility and commissioning requirements. Cadet must inform Cadre of any changes in degree plan, medical issues, or any other significant life events that could potentially cause the Cadet to migrate.		
PART V - PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS		
a. INDICATE YOUR MAJOR GOALS/PERFORMANCE OBJECTIVES FOR THE PERIOD:	b. LIST ACTUAL SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:	

MENTOR TO MENTEE CHECKLIST

- Check Mentee's equipment
- Gather their personal information: Cell phone number, address, class schedule, family info etc.
- Discuss the 21st Century Competencies
- Drill and Ceremony:
 - a. Explain how to take charge of a formation
 - b. Explain how to report in the mornings
 - c. Explain how to extend a formation for PT and stretch them IAW FM 21-20
 - d. Discuss how to conduct PRT
- Explain 9-Line MEDEVAC and 9-Line IED/UXO Reports
- How to Call For Fire (Grid, Polar, Shift from known pt)/ How to set a Target Reference Point (TRP)
- Land Navigation:
 - a. How to setup your compass for night land navigation
 - b. How to orientate your map to your compass
 - c. How to convert the GM Angle
 - d. How to do a resection
- Discuss the 5-principles of patrolling:
 - a. Planning
 - b. Recon
 - c. Security
 - d. Control
 - e. Common Sense
- Discuss the elements of a patrol IAW FM **3-21.8**
 - a. Assault
 - b. Security
 - c. Support
 - d. Breach
 - e. Demolition
 - f. Search
- Explain the Troop Leading Procedures and how they use them on the lanes:
 - a. Receive the Mission
 - b. Issue a Warning Order
 - c. Make a tentative plan
 - d. Start Movement
 - e. Recon
 - f. Complete the plan
 - g. Issue an OPORD
 - h. Supervise, Rehearse, and Inspect

Enclosure 3 cont. (Mentor Checklist)

- Explain what are WARNOs, FRAGOs, and OPORDs
- Explain Pre-Combat Checks & Pre-Combat Inspections (PCC/PCI)
- Explain the types of Rally Points (Initial, En route, Objective, Re-entry, Far side/Near side)
- 5 paragraph OPORD (Situation, Mission, Execution, Service & Support, Command & Signal):
 - a. Explain the 1/3, 2/3 rule
 - b. Where do they get their mission at the platoon and squad level
 - c. Discuss what is the recorder's role and how do they setup a terrain model
 - d. How to convert H+ times and when do they take effect
 - e. What is Line of Departure (LD)
 - f. Discuss how to brief a tactical OPORD with terrain model
 - g. Explain what are Priority Intelligence Reports (PIR)
 - h. Explain Situation Report (SITREP)/Liquid, Ammunition, Casualties, and Equipment Report (LACE)/Size, Activity, Location, Unit, Time, Equipment Report (SALUTE)
 - i. Explain how to give a 5-point contingency plan (GOTWA) and what are they used for
- Explain what are Standard Operating Procedures (SOP) and how important they are
 - a. Discuss types of special teams and explain their roles
 - b. Explain Limit of Advance (LOA)
 - c. Explain Linear Danger Areas (LDA)
- Explain Tactic, Techniques, and Procedures (TTP)
 - a. Listening Halts SLLS (Stop, Look, Listen, Smell)
 - b. Handling EPW's with the 5 S's (Search, Silent, Segregate, Safeguard, Speed to the rear)