

**Military Science 302
Applied Leadership in Small Unit Operations
Spring 2020**

Instructor

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Course Description

MS 302 focuses on applied leadership in small unit operations. It is an academically challenging course where you will study, practice, and apply the fundamentals of direct level leadership 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 platoon in the execution of a mission. Includes a lab per week using peer (MS III) facilitation overseen by MS IVs, supervised by ROTC Cadre. Successful completion of this course will help prepare you for Cadet Summer Training/Advanced Camp, which you will attend in the summer at Fort Knox, KY.

Course Design

This course was designed to be student-centric placing the onus of learning on the student, but facilitated by the instructor. Army Officers are expected to be life-long learners who take responsibility and personal initiative for their learning. You must properly conduct your pre-class assignments to gain an understanding of the foundation on each subject in the course. Doing so will allow your instructor to spend the majority of the class time on specific areas that are least understood from the lessons, rather than your instructor re-teaching the subject from scratch. Your instructor has a wealth of experience and knowledge to share in the classroom—do your homework so your instructors can spend more time sharing their personal knowledge and experiences with your class. Class will be conducted in an interactive manner with ample opportunities for small group discussions and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.

Outcomes and Learning Objectives:

The four ALAs and General Learning Outcomes are:

1. The Army Leadership and Profession
 - Proficient in leader attributes and competencies
 - Proficient in character, competence, and commitment as Trusted Army Professionals

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2. Mission Command

- Demonstrate proficiency in mission command philosophy
- Demonstrate proficiency in Mission Command Leader and Commander Tasks
- Demonstrate proficiency in mission command staff tasks
- Demonstrate proficiency in mission command systems

3. Human Dimension

- Demonstrate capacity in creative – critical thinking
- Demonstrate proficiency in communications skills
- Demonstrate proficiency in cultural awareness, cross cultural competencies in the strategic environment of 2025 and beyond
- Pursue Comprehensive Fitness/Resiliency Skills and Performance Enhancement Skills
- Pursue lifelong learning, self-assessment, and goal setting

4. Professional Competence

- Demonstrate proficiency in Army and Joint doctrine
- Support Army policies, programs, and processes
- Technically and tactically competent

Cadets will be evaluated and their progress managed throughout the course, in addition to monitoring the student's understanding of the course content, ensuring students comprehend the learning objectives and are retaining the lesson content..

Requirements:

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 302 Required Reading).

Class participation: You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interaction. 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.

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

OPORD. Write a 5-paragraph OPORD based on an OPORD from higher provided by the cadre.

Writing Skills (see Writing Assignments/Peer Evaluations)

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Along with numerous writing assignments, you will also be required to write Peer Evaluations on fellow Cadets selected by the instructor - using the **Specific, Measurable, Attainable, Relevant, Time-bound (SMART)** method, to provide and receive peer feedback - to continue the development of each Cadets leadership skills. (See cadre for additional information).

Essay: A book Review (2-3 page review) of a selected book from CSA Professional Reading List is due **April 6, 2020**.

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.

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.

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 spring 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:

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 five times a week. MS III cadets are responsible for conducting PT sessions as the Key Event OIC.

2) Road March requirements for the course mirror the Army requirement of 12 miles in four (4) hours with a 35lb ruck. This is pass/fail. If a Cadet achieves a "GO" (i.e. passes the ruck march) within the Airborne/Air Assault standard of 12 miles in 3 hours with a 35lb ruck, they will receive extra credit for their overall PT grade.

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Additionally, each semester, Cadets will take the Army Combat Fitness Test (ACFT) in order to prepare for the eventual full roll-out of the program.

NOTE: * *Contracted Cadets are required to participate in all ROTC activities. Students auditing this class or not yet contracted, are encouraged but not required to participate in ROTC activities in and outside the classroom.*

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)**

Professional Military Education (PME) Requirements:

a. Military History – HIST 3163

b. Writing Proficiency Exam – University Requirement

Electronic Mail (EMAIL): ALL CADETS are required to check their primary school email accounts for assignments and announcements daily. PERSONAL EMAILS WILL NOT BE USED. All assignments for the semester will be loaded into the ROTC Blackboard:

https://rotc.blackboard.com/webapps/blackboard/content/listContentEditable.jsp?content_id=1206944_1&course_id=12690_1&mode=reset. It will be located under Texas A&M University Central Texas MSL300 folder, Spring Semester MSL 302. It will be uploaded the every Wednesday for the next weeks reading and homework assignments. Coordinate with your MS 302 instructor if you do not have access to either ROTC Blackboard or to the above folders.

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/>

Evaluation and Grading

Lesson Assessments (quizzes, papers, etc.)	10%
Class Participation*	10%
CSA Professional Reading Essay	20%
Mid-Term Exam	15%

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Final Exam	15%
Lab Attendance/Participation	10%
Physical training Attendance	10%
Army Physical Fitness Test (APFT)	10%

NOTE: *Contracted Cadets are required to participate in **all** ROTC activities.

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

90-100	A
80-89	B
70-79	C
60-69	D

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. Identifying a fully qualified student that contracts will result in maximum points.

Character Development

NOTE: Throughout the year, your individual performance will be evaluated against required course end states and developmental outcomes. This evaluation is the PMSs' assessment of your performance against the Army Leadership Requirements Model (ALRM).

Each Cadet is responsible and expected to attain (know and do) the respective requirements for each MSL Level. The tasks are grouped into the ALRM Attributes and Competencies.

Uniforms and Appearance

You are expected to wear ACUs (Army Combat Uniform) to all classes and adhere to Army Regulation 670-1 with regard to uniforms and appearance.

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Collaboration

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

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, Chapter 5, paragraph 5-6

Academic Affairs Service Statement. TAMUCT faculty, staff, and students are expected to model responsible citizenship through service activities that promote personal and academic growth while enhancing the university, local, regional, national, and global communities. These activities will foster a culture of academic/public engagement that contributes to the achievement of the university's mission and core values.

Academic Excellence Statement. Texas A&M University-Central Texas holds high expectations for students to assume responsibility for their own individual learning. Students are also expected to achieve academic excellence by:

- Honoring Texas A&M University-Central Texas core values.
- Upholding high standards of habit and behavior.
- Maintaining excellence through class attendance and punctuality.
- Preparing for active participation in all learning experiences.
- Putting forth their best individual effort.
- Continually improving as independent learners.
- Engaging in extracurricular opportunities that encourage personal and academic growth.
- Reflecting critically upon feedback and applying these lessons to meet future challenges.

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Academic Affairs Service Statement. Texas A&M University-Central Texas faculty, staff, and students are expected to model responsible citizenship through service activities that promote personal and academic growth while enhancing the university, local, regional, national, and global communities. These activities will foster a culture of academic/public engagement that contributes to the achievement of the university's mission and core values.

Academic Civility. Students are expected to interact with professors and peers in a respectful manner that enhances the learning environment. Professors may require a student who deviates from this expectation to leave the face to face (or virtual) classroom learning environment for that particular class session (and potentially subsequent class sessions) for a specific amount of time. In addition, the professor might consider the university disciplinary process (for Academic Affairs/Student Life) for egregious or continued disruptive behavior

Academic Accommodations. 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 a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Office of Access and Inclusion at (254) 519-5797. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://www.tamuct.edu/student-affairs/access-inclusion.html) web page [https://www.tamuct.edu/student-affairs/access-inclusion.html].

Academic Integrity. Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student

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Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action. **Bottom-line: "Do not lie, cheat, steal, or tolerate those who do!!"**

For more [information regarding the Student Conduct process](https://tamuct.campuslabs.com/engage/organization/tamuct-student-conduct-panel),
[https://tamuct.campuslabs.com/engage/organization/tamuct-student-conduct-panel].

If you know of potential honor violations by other students, you may [submit a report](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0),
[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

Student Safety and Title IX. You are in college to achieve academic success, but you must feel safe and take care of yourself to reach your full potential. You have the right to pursue your education in a safe environment. Title IX makes it clear that violence and harassment based on sex and gender are civil rights offenses subject to accountability. ***If you or someone you know has been harassed or assaulted, there is help and support on campus.*** You may seek assistance confidentially through the Student Counseling Center or the Student Health Center. You may also make a report to the campus Title IX coordinator, which may trigger a university investigation (not a criminal investigation). Additionally, you may pursue criminal charges through the university police department. If the assault occurred away from campus, UPD can assist you in connecting with the appropriate law enforcement agency.

911 Cellular: Emergency Warning System for Texas A&M University-Central Texas.

For student safety on campus, 911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911Cellular through their myCT email account.

In an effort to enhance personal safety on the Texas A&M University – Central Texas (TAMUCT) campus, the TAMUCT Police Department has introduced Warrior Shield by 911 Cellular. [Warrior Shield](https://www.tamuct.edu/police/911cellular.html) [https://www.tamuct.edu/police/911cellular.html] can be downloaded and installed on your mobile device from Google Play or Apple Store.

Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management] to change where you receive your alerts or to

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opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

Inappropriate Relations.

To ensure consistent and standardized protections are established, DoD has issued guidance prohibiting inappropriate relations between recruiters and recruits, and between trainers providing entry-level training and trainees (see Annex A - DoDI 1304.33, [Protecting Against Inappropriate Relations During Recruiting and Entry-Level Training](#)). US Army Cadet Command (USACC) personnel will treat each applicant and each Cadet/trainee with dignity and respect as they pursue their aspirations of serving in the military. Inappropriate relationships and prohibited activities between applicants and recruiters and between Cadre providing entry-level training and Cadets/trainees will not be tolerated.

A Note about Sexual Violence at A&M-Central Texas.

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/departments/compliance/titleix.php) [https://www.tamuct.edu/departments/compliance/titleix.php].

Student Counseling Center: 254-501-5955
Title IX Coordinator: 254-519-5722, Warrior Hall, Room 425
University Police Department: 254-501-5805Warrior Hall

On-line Conduct

- As members of the Army Team, our individual actions and interactions, on and off duty, online and offline reflect on the Army and our values. Every Soldier and Army Civilian is responsible to uphold the Army standards and values, applying all aspects into our lives. This includes

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our online conduct when communicating with any form of electronic media

- Any type of online misconduct such as: harassment; bullying; hazing; stalking; discrimination; or retaliation that undermines the dignity and respect of another individual, is not consistent with Army Values, and will NOT be condoned and will be subject to criminal, disciplinary, and/or administrative action
- It is every individuals' (Soldier, Army Civilian, contractor, and Family member) duty to understand the laws and regulations pertaining to Online Conduct. It is every leader's responsibility to enforce those laws and regulations pertaining to Online Conduct
- For more information please refer to AR 600-20, Army Command Policy, paras. 1-4, 4-19; Chapter 7; and AR 600-100

Special Needs

The American with Disabilities Act of 1990 requires universities to provide a reasonable accommodation to any individual who advises us of a disability. If you have a limitation that requires an accommodation or an academic adjustment, please arrange a meeting with the office student accessibility services.

Student Accessibility Services
A-170 Living Learning Center
University of Vermont
Burlington, Vermont 05405
PH: 802-656-7753
FAX: 802-656-0739

Sexual Discrimination

Title IX of the Education Amendments Act of 1972 is a federal law that states: No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

Office Hours and Appointments

Office Hours are [Monday-Friday by appointments](#)

I am available to meet with any of you to discuss assignments, issues, or concerns. My schedule is generally flexible and I will schedule a specific time to meet with you beyond office hours if necessary.

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Course Publications

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
ADP 1	The Army	17 Sep 2012	w/c2, 6 Aug 2013
ADP 1-02	Terms and Military Symbols	14 Aug 2018	
ADP 2-0	Intelligence	04 Sep 2018	
ADP 3-0	Operations	06 Oct 2017	
ADP 3-07	Stability	31 Aug 2012	w/c1, 15 Feb 2013
ADP 3-09	Fires	31 Aug 2012	w/c1, 25 Feb 2013
ADP 3-28	Defense Support of Civil Authorities	11 Feb 2019	
ADP 3-37	Protection	11 Dec 2018	
ADP 3-90	Offense and Defense	Aug 2018	
ADP 4-0	Sustainment	31 July 2012	
ADP 5-0	The Operations Process	17 May 2012	
ADP 6-0	Mission Command	March 2012	w/c2, 12 Mar 2014
ADP 6-22	Army Leadership	1 Aug 2012	w/c1, 10 Sep 2012
ADP 7-0	Training	August 2018	
ADRP			
ADRP 1	The Army Profession	14 Jun 2015	
ADRP 3-0	Operations	06 Oct 2017	
ADRP 3-07	Stability	31 Aug 2012	w/c1, 25 Feb 2013
ADRP 3-09	Fires	31 Aug 2012	w/c1, 8 Feb 13
ADRP 4-0	Sustainment	31 July 2012	
ADRP 5-0	The Operations Process	17 May 2012	
ADRP 6-0	Mission Command	17 May 2012	w/c2, 28 Mar 2014
ADRP 6-22	Army Leadership	1 Aug 2012	w/c1, Sep 12
ATP			
ATP 3-09.30	Observed Fires	28 Sep 2017	
ATP 3-20.98	Reconnaissance Platoon	05 Apr 2013	
ATP 3-21.8	Infantry Platoon and Squad	12 Apr 2016	w/c1, Aug 16
ATP 3-50.21	Survival	Sep 2018	
ATP 5-0.1	Army Design Methodology	01 Jul 2015	
ATP 5-19	Risk Management	14 Apr 2014	w/c1, Sep 14
ATP 6-22.1	Counseling Process	01 July 2014	
FM			
FM 2-0	Intelligence	06 Jul 2018	
FM 3-05.70	Survival	17 May 2002	

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FM 6-0	Commander and Staff Organization and Operations	05 May 2014	w/c2, Apr 16
FM 6-22	Leader Development	30 Jun 2015	
FM 7-0	Train to Win in a Complex World	05 Oct 2016	
FM 7-22	Army Physical Readiness Training	26 Oct 2012	w/c1, May 13
FM 27-10	Law of Land Warfare	18 July 1956	w/c1, July 76
 			
JP 3-0	Joint Operations	17 Jan 2017	c1, Oct 2018
JP 3-07	Stability Operations	03 Aug 2016	
JP 5-0	Joint Operation Planning	16 Jun 2017	
 			
STP 21-1 SMCT	Warrior Skills Level 1	28 Sep 2017	
STP 21-24 SMCT	Warrior Leaders Skills Level 2, 3, and 4	09 Sep 2008	
 			
TC 3-21.5	Drill and Ceremonies	20 Jan 2012	
TC 3-21.76	Ranger Handbook	Apr 2017	
TC 3-25.26	Map Reading and Land Navigation	15 Nov 2013	
 			
AR 25-50	Army Publishing Program	17 Jun 2013	
AR 350-1	Army Training and Leader Development	10 Dec 2017	
AR 600-20	Army Command Policy	6 Nov 2014	
AR 623-3	Evaluation Reporting System	04 Nov 2015	
AR 670-1	Wear and Appearance of Uniforms and Insignia	25 May 2017	
 			
N/A	Unit Training Management	Dec 2013	ATN
N/A	Tutorial: Getting your Unit METL		ATN
N/A	LG to Company Training Meetings	DEC 13	ATN
N/A	LG to AAR	DEC 13	ATN
 			
DA PAM 600-3	Officer Professional Development and Career Management	26 Jun 2017	
DA PAM 600-4	AMEDD Officer Professional Development and Career Management	06 Sep 2018	
DA PAM 623-3	Evaluation Reporting System	10 Nov 2015	
TRADOC PAM 525-3-1	The U.S. Army in Multi-Domain Operations 2028	06 December 2018	
 			
CCR 145-3	ROTC Precommissioning Training and Leadership Development	20 Sep 2011	USACC Sharepoint

Additional Publication Sites (selected readings available online):

- **Army Training Network (ATN)** <https://atn.army.mil/>
- **Central Army Registry (CAR)**
<https://rdl.train.army.mil/catalog/dashboard>
- **Army Publication Division (APD)** <http://www.apd.army.mil/>
- **Joint Electronic Library (JEL)** <http://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/>
- **Milsuite-**
<https://login.milsuite.mil/?goto=https%3A%2F%2Fwww.milsuite.mil%3A443%2Fbook%2Fgroups%2Fmy-training-homepage>

ROTC Blackboard (Bb)

https://rotc.blackboard.com/webapps/blackboard/content/listContent.jsp?course_id=10334_1&content_id=878461_1

- FM 1, *The Army*. 14 June 2005.
 - FM 1-02, *Operational Terms and Graphics*. 21 September 2004.
 - FM 3-0, *Operations*. 27 February 2008.
 - ATP 3-21.8, *The Infantry Rifle Platoon and Squad*. April 2016.
 - 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.

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- 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

- Responsible for all platoon activities
- Sets the standard and direction of the platoon
- Communicates company commander's intent and empowers squad leaders to act appropriately to accomplish the mission
- Insures Cadet compliance with policies and procedures of the program
- Creates suspense's to accomplish platoon missions and enforce standards
- Serves as a link between squad leaders and the Company Executive Officer and Company Commander
- Disseminates information from the company chain of command and issues orders
- Responsible for the training and personal development of the platoon members

Platoon Sergeant

- Responsible for all platoon activities
- Responsible for personnel accountability, uniform, equipment, training, and preparation for training the platoon
- Serves as a link between squad leaders and the First Sergeant
- Disseminates information from the platoon leader and enforces standards

Squad Leader

- Responsible for all squad activities
- Sets the standard and direction of the squad

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- Communicates the platoon leader's intent and empowers squad members to act appropriately to accomplish the mission
- Insures Cadet compliance with policies and procedures of the program
- Creates suspense's to accomplish squad missions and enforce standards
- Serves as a link between the Cadets and the platoon leadership
- Disseminates information from the platoon chain of command and issues orders
- Responsible for personnel accountability, uniform, equipment, training, and preparation for training at squad level

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Enclosure 2 (DA4856) Use JUL 2014 version

DEVELOPMENTAL COUNSELING FORM <small>For use of this form, see FM 6-22; the proponent agency is TRADOC</small>		
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:	<input type="checkbox"/> Disclosure is voluntary	
PART I - ADMINISTRATIVE DATA		
Name (Last, First, MI)	Rank/Grade CIDT	Date of Counseling
Organization	Name and Title of Counselor	
PART II - BACKGROUND INFORMATION		
Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling, and includes the 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		
<small>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.</small>		

Enclosure 3 (Mentor Checklist)

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

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- g. Issue an OPORD
- h. Supervise, Rehearse, and Inspect
- o Explain what are WARNOs, FRAGOs, and OPORDs

Enclosure 3 (Mentor Checklist cont.)

- o Explain Pre-Combat Checks & Pre-Combat Inspections (PCC/PCI)
- o Explain the types of Rally Points (Initial, En route, Objective, Re-entry, Far side/Near side)
- o 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
- o 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)
- o 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)

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