



DEPARTMENT OF THE ARMY
UNITED STATES ARMY ROTC CADET SUMMER TRAINING DETACHMENT
1ST CAVALRY REGIMENT ROAD
FORT KNOX, KENTUCY 40121-5123

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Cadet Summer Training (CST) Policy Memorandum 20 – Cadet Evaluations and Appeals

1. References.

- a. Cadet Summer Training (CST) Policy Memorandum 10 – Basic Camp (BC) Performance and Completion Credit.
- b. Cadet Summer Training (CST) Policy Memorandum 9 – Advanced Camp (AC) Performance and Completion Credit
- c. DA Form 4856 (Developmental Counseling Form).
- d. USACC Circular 145-05, Cadet Summer Training.
- e. Cadet Command Form 156-4, Cadet Leadership Assessment. Also referred to as the SOAR Card (Situation, Observation, Associate and Assess, and Reinforce and Recommend).
- f. Cadet Command Form 156-17-R, Advanced Camp Peer Evaluation Report.
- g. USACC Form 1059, Advanced Camp Evaluation Report (ACER).
- h. USACC Form 1059-BC, Basic Camp Evaluation Report (BACER).
- i. FM 6-22, Developing Leaders (and supporting ADP).
- j. CST24 Execution Matrix (EXMAT).

2. Purpose. To provide guidance, process and responsibilities regarding Cadet evaluations and appeals.

3. Basic Camp (BC) Cadet Evaluations.

- a. In accordance with USACC Circular 145-5 and CST Policy Memorandum 10, BC Cadets are evaluated and counseled on their performance using DA Form 4856 for the initial and mid-cycle counseling during BC. The final counseling and summary

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evaluation will be completed using the USACC Form 1059-BC (BACER). Other evaluations are conducted as situations and circumstances warrant and recorded on Cadet Command Form 156-4 (SOAR Card). Cadet performance and behavior is subject to evaluation at all times. Cadets may appeal their evaluations. Appeals will have a reasonable basis and are initiated directly with the evaluator at the time of counseling or through the Cadet's chain of command within 24 hours following counseling. Cadets may request a review of the final counseling up to departure from CST. Platoon Tactical Officers (PTO) will collect evaluation data using the PTO Input File (Excel-based) found on the CST Teams Channel (Orientation during the OC/T Academy). The PTO will develop the following comments on the Cadet:

(1) Key Points of Discussion: ALRM Performance Feedback (IAW FM 6-22)

(2) Plan of Action: Recommendations for Improvement.

(3) Statement of Potential: Provide summarized feedback on performance and make recommendation for Contracting.

This file will enable the aggregation, review and upload of evaluation data into Cadet Command Information Module (CCIMM) for production of the BACER. CTOs are required to review and approve the file input NLT Day 27. All instruction for Cadet Evaluations and data collection will be provided in the CST Leader Development Program, Observer Coach/Trainer (OC/T) Academy prior to the Regiments' start.

b. Counseling: BC Cadets will receive three written counseling sessions during CST. Squad Leader/Trainers (Squad Leaders) will conduct and document one initial and one intermediate counseling on DA Form 4856. The platoon OC/T will provide oversight during each counseling session as part of the Squad Leader/Trainers continued professional development. The platoon OC/T will conduct and document the final counseling for each BC Cadet on USACC Form 1059-BC (BACER).

(1) Squad Leader/Trainers initial counseling for BC Cadets will include an explanation of graduation requirements, company standards and an initial review of Army Values and expectations for performance. The initial counseling will occur NLT Day 3 of BC (Refer to the CST EXMAT).

(2) Squad Leader/Trainers intermediate counseling for BC Cadets will include an assessment of the Cadet's performance to date and document strengths, areas of improvement, and overall performance. The intermediate counseling will occur NLT Day 14 of BC (Refer to the CST EXMAT).

(3) OC/Ts (primary is Platoon Tactical Officer) will conduct the final counseling prior to graduation and will include a final assessment, strengths, areas of improvement, and overall performance and potential. The OC/T counseling will serve as feedback for the Cadet as well as provide pertinent information to the PMS back on campus. The

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final face-to-face BACER counseling will occur NLT Day 28 of BC (Refer to the CST EXMAT). The signed BACER will be turned into the LDP Evaluation Section NLT the day prior to Graduation. LDP will maintain a copy of the BACER in the USACC G37 file and provide a copy to the CST S1 for the Cadet's BC record. All other Cadet records will be turned into the CST S1 for the Cadet's BC record. These completed records will be delivered to Program PMSs for review.

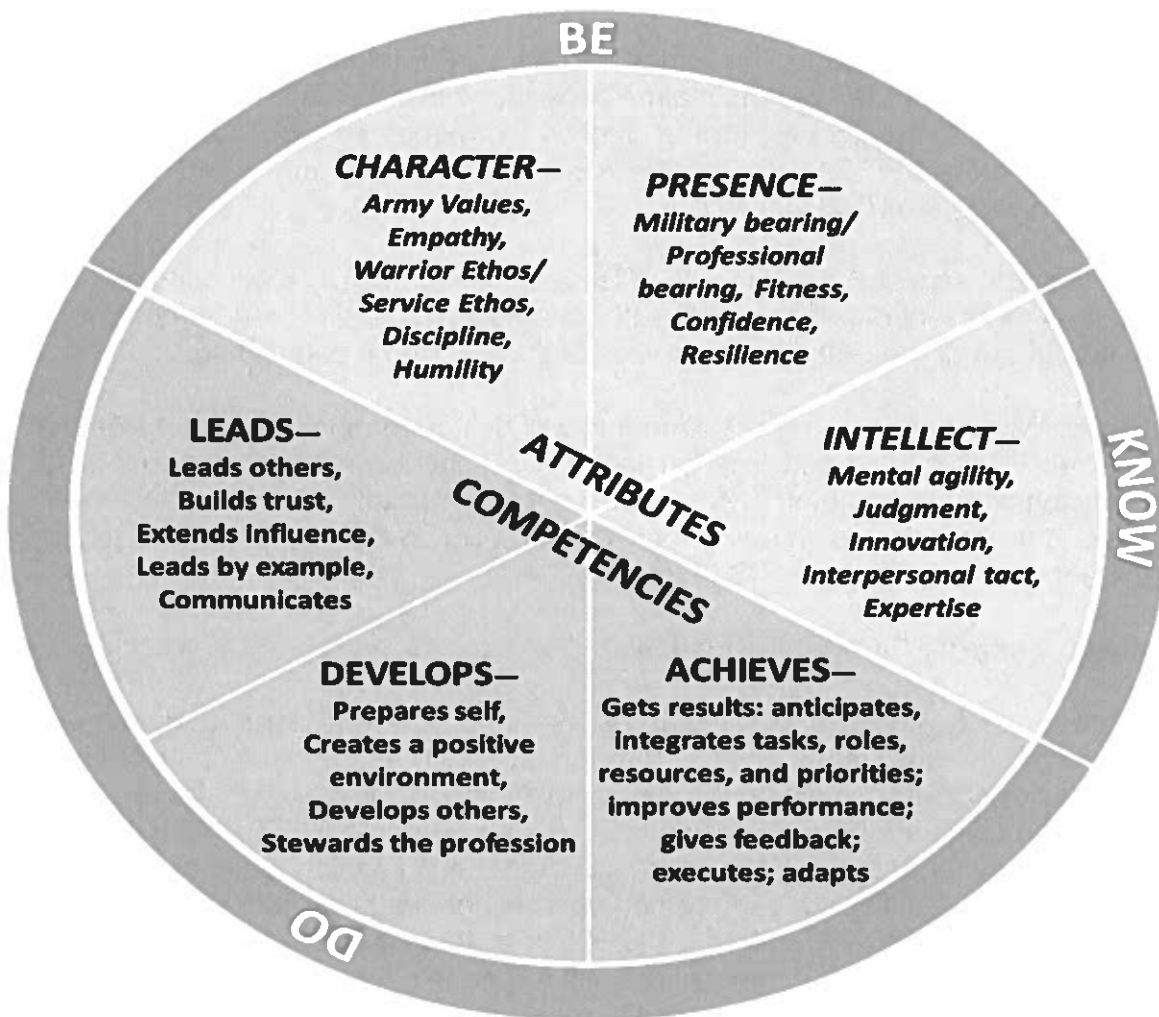
(4) In the absence of Squad Leader/Trainers, Platoon OC/Ts will conduct Cadet counseling. In the event of not having MS III Trainers or 2LTs assigned to the Platoon, the senior member of the Platoon Cadre will conduct all Cadet counseling.

(5) All "Needs Improvement" comments will include mandatory remarks on the USACC Form 1059-BC and address deficient area(s), including recommendations for further development on campus. The counseling will accurately reflect the Cadet's strengths and areas needing improvement so the PMS can develop a plan for continued development during the Cadet's MS III year.

4. Advanced Camp (AC) Cadet Evaluations.

a. In accordance with USACC Circular 145-5 and CST Policy Memorandum 9, AC Cadets receive a number of evaluations throughout AC. These evaluations include but are not limited to: Initial Counseling (DA4856), Mid-cycle Counseling (DA4856), and final counseling using the Advanced Camp Evaluation Report (ACER); event scoring; three peer assessments and a minimum of five leadership position evaluations. Evaluations and counseling are captured on various documents to include the ACER, SOAR cards and DA Form 4856. PTOs will collect evaluation data using the PTO Input File found on the CST Teams Channel. This file will enable the aggregation and upload of evaluation data into CCIMM for production of the ACER. Evaluations are conducted as situations and circumstances warrant, to include documenting Cadet behavior, which is subject to evaluation at all times. Cadets are observed, assessed, and evaluated based on performance in three critical areas: Physical Fitness, Military Skills Competency, and Leadership. All instruction for Cadet Evaluations will be provided to Cadre in the CST Leader Development Program, OC/T Academy prior to the Regiments' start.

b. Evaluators will observe, assess and counsel Cadets based on FM 6-22 competencies and attributes (to include sub-competencies and attributes) regarding potential and ability to lead as a 2LT. Figure 1 below outlines the Army Leadership Requirements Model with attributes and competencies.



c. Counseling. Platoon Observer Coach/Trainers (OC/T) will formally counsel (face-to-face) USACC AC Cadets three times. Cadets will receive Initial Counseling from their respective OC/T using the DA 4856. During the initial counseling session, the OC/T will discuss the Developmental Action Plan (DAP) and how he/she will be able to assist the Cadet in developing their leadership potential. Cadets will receive Mid-cycle counseling from their respective OC/T using the DA Form 4856. During Mid-cycle counseling session, the OC/T will discuss performance results from the Developmental phase of AC; the Outcomes from the Training Committee Events and the results of Peer Eval I (Peer Eval II and III will occur during the FTX); the Cadet will have an understanding of their performance at that time and how the OC/T assesses the Cadet’s individual strengths and weaknesses at that time. Cadets will receive final counseling from their respective OC/T using the ACER (to include their final Platoon Peer Eval Ranking). All counseling documents will be signed by the counseled Cadet and the PTO. The ACER additionally will be reviewed and signed by Company Tactical Officers (CTO) upon completion and turn-in to the LDP Evaluation Section NLT the day prior to Graduation

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(Do not file the ACER in the Platoon Cadet Training Record as LDP will need to make copies of signed ACERs). LDP will file a copy of the ACER in the USACC G37 file and a copy in the Cadet's AC record. Cadet Platoon Training files will be turned into the CST LDP Section. These completed training files will be delivered to the CST G1 for distribution to Program PMSs.

d. Leadership Evaluations.

(1) Cadets will receive a minimum of five Leadership evaluations during AC: two Leadership evaluations during the Developmental Phase (Garrison and Non-mission scenarios during the FTX) and three Leadership evaluations during the Assessment (FTX-Tactical Mission-based scenario) phase. These evaluations will be conducted using the CDT CMD Form 156-4 (SOAR – “Blue Card”). During the Developmental Phase, Cadets may be evaluated in any type of leadership position (Squad Leader/Platoon Leader/Platoon Sergeant). Performance and feedback during the Field Leader's Reaction Course (FLRC) using the SOAR will be for Cadet feedback and will not count toward the Cadets' ACER performance. In the Assessment phase, USACC Cadets must have at least one evaluation in a platoon-level position (Platoon Leader or Platoon Sergeant) that will count toward the Cadets' ACER Performance. Leadership assignments during Patrol bases may be used as Assessment Evaluations in extremis to make up for Assessment SOARs not previously executed, or anticipated to be missed, due to weather, injury, illness, Platoon population over 40 Cadets or Red Cross Message. A qualifying Patrol Base Assessment evaluation must have a deliberate infiltration and a degree of OPFOR engagement commensurate with a tactical mission (e.g. Panther or Grizzly). PTOs will request an Assessment Patrol Base from their CTO, who is responsible for coordinating with the appropriate TF Tactics committee for OPFOR. Only the first two Developmental evaluations and the first three (one must be PL/PSG) Assessment Evaluations will be input into the PTO Input File and will be documented on the ACER. All other evaluations will be for continued performance feedback purposes only and will be included in the Cadet Training file.

(2) 2LTs are only allowed to evaluate Cadets in Squad Leader positions. USACC Cadre NCOs and Officers will evaluate all Platoon Leader and Platoon Sergeant positions.

(3) SOAR Cards can be used for Cadet Feedback during the FLRC but will NOT be used for Cadet Evaluation in the PTO Input Files (not an ACER evaluated event).

(4) The Company Tactical Officer (CTO) will oversee the Leadership Rotation Matrix (LRM) for their assigned platoons to ensure Cadets are assigned leadership positions. The CTO will ensure that the PTOs are following the 24-hour rotation schedules in garrison and PTOs will notify the CTO of any necessary changes when Cadets have to swap out due to sick call, emergency leave, dismissal, etc. The PTO will populate the LRM for every Cadet to serve in the three minimum required Assessment leadership positions during the FTXs – Cadets Leadership evaluations will be for an

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entire Platoon mission; PTOs will not split missions into multiple leadership evaluated positions.

(5) PTOs will provide timely feedback to each Cadet in a leadership position. Once counseling is complete and the SOAR signed, the PTOs will input the SOAR data into the PTO Input File and submit the SOAR Card to the CTO who will maintain all Cadet records at the Company. Developmental SOAR card evaluations will be completed and signed by the evaluator and the evaluated Cadet and turned into the company NLT 24 hours after the rotation is complete; Assessment SOAR card evaluations will be completed and signed by the evaluator and the evaluated Cadet and turned into the company NLT 48 hours after the rotation is complete. The CTO will enforce timely completion and submission of the SOAR card evaluations based on the assignments on the LRM for each Platoon.

(6) PTOs are responsible for input of ACER Summary narrative comments on Leadership Competencies and Attributes in the PTO Input File and will coordinate with the company for access to SOAR card evaluations when necessary.

(7) Based on the Leadership Rotation Matrix and the varying number of Cadets in each platoon, there may be opportunities for Cadets to receive additional leadership evaluations. Priority for extra leadership positions will go to Cadets who received a “U” for “Unsatisfactory” in either a Developmental or an Assessment leadership rotation. If a Cadet earns a “U” on an ACER required SOAR card evaluation, the PTO is required to immediately notify the CTO. The CTO will ensure that adequate coaching and mentoring is conducted, and a follow-on leadership rotation is assigned to that Cadet in the respective setting (Developmental phase or Assessment phase). The “U” will still count towards the Cadet’s record score (it will NOT be replaced), but the Cadet should be given an opportunity to be evaluated again to see if they can apply the lessons learned and successfully complete an additional leadership rotation. Refer to Policy 9 for LDRB criteria when a Cadet receives a “U” rating(s) on applicable SOAR card evaluations.

d. Peer Evaluations. PTOs will ensure that USACC Cadets conduct a total of three Peer Evaluations during Advanced Camp. These Peer Evaluations will be conducted at the squad-level and will use the Cadet Command Form 156-17-R. USACC Cadet Peer Eval data will be input in the PTO Input File.

e. PTOs will collect evaluation data using the PTO Input File found on the CST Teams Channel. This file will enable the aggregation and upload of evaluation data into CCIMM for production of the ACER.

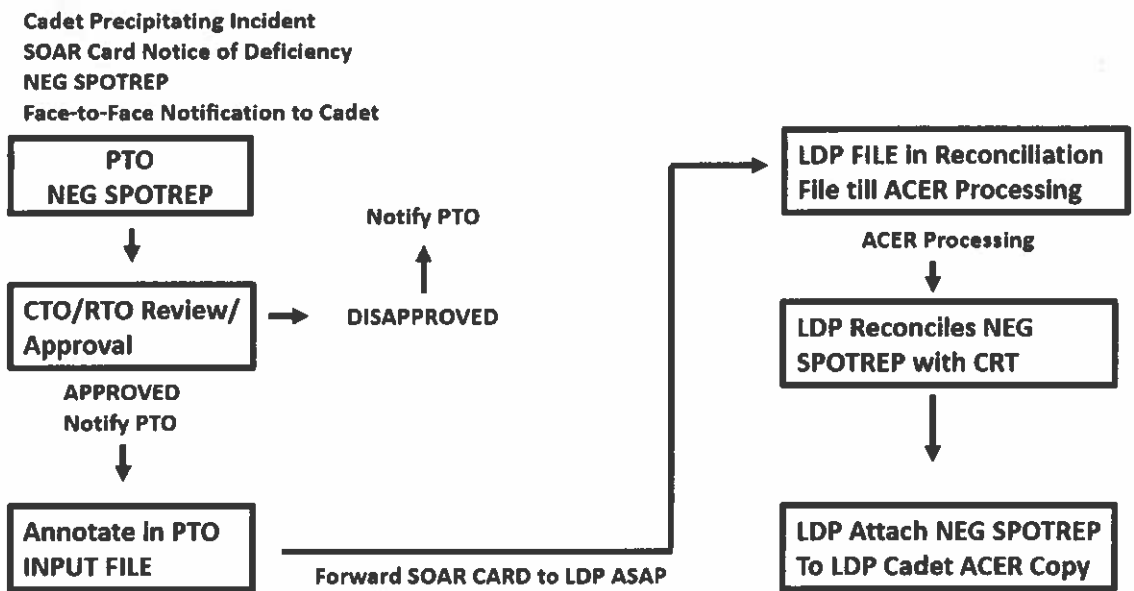
f. Advanced Camp Cadet Ranking Tool (CRT).

(1) The CRT is an Excel-based tool used to determine the objective ranking and tabulate the CRT Points of AC Cadets at the end of the Regimental Cycle. The CRT

extracts training and performance data from CCIMM and provides a total accumulated points for each Cadet.

(2) Punitive Negative Spot Reports (NEG SPOTREP). The Punitive NEG SPOTREP has been added to the AC PTO Kit Bag. The intent is to enable the PTO a means to document Cadet negative behavior/performance/conduct that transcends an on-the-spot correct but falls short of LDRB Criteria. A Cadet can receive a SPOTREP that addresses corrective behavior but is not a Negative SPOTREP. Additionally, the process forces an audit trail of sub-par performance to support Cadet disciplinary action. This is not to say that Positive SPOTREPs cannot be conducted. NEG SPOTREPs will be captured using SOAR cards. PTOs indicate the number of NEG SPOTREPs in the upper right-hand box of the NEG SPOTREP SOAR Card and in the PTO Input File. The first NEG SPOTREP puts the Cadet on notice that continued negative behavior will have escalating consequences. A second NEG SPOTREP will result in a **loss of 5 points** on the CRT. A third NEG SPOTREP will result in a **LDRB**. Should an LDRB retain the Cadet and return to Training, any additional NEG SPOTREPs will result in immediate AC dismissal without Credit. Negative Spot Reports will undergo CTO Review and RTO Approval. Negative Spots Reports are warranted for negative conduct that transcends an on-the-spot correction, but less that a serious breach of Army Values/Ethics. Punitive NEG SPOTREPs, once processed at the Regiment, are delivered to the CST LDP Section for processing, filing and reconciliation with ACER Processing. The flowchart below indicates the processing for Punitive NEG SPOTREPs:

Advanced Camp Negative SPOT Report NEG SPOTREP Processing



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(3) The CST S3 is responsible for the collection, review and management of Cadet training data for upload into CCIMM. The CST Leader Development Program (LDP), Evaluation Section is responsible for the collection, review and management of Cadet Leadership evaluation data for upload into CCIMM. The following chart depicts the weighted performance evaluation criteria for the CRT:

SUMMARY AC CRT PERFORMANCE RUBRIC

AC CADET PERFORMANCE RUBRIC				
CATEGORY	EVENT	WEIGHT (MAX)	TOTAL	
PHYSICAL	ACFT	15	38%	
	Confidence	6		
	6 Mile March	6		
	8 Mile March	5		
	12 Mile March	6		
MILITARY SKILLS COMPETENCE	Land Navigation	Written	6	30%
		Practical Exercise	10	
	Warrior Skills	4		
	Grenades	3		
	Basic Rifle Marksmanship	7		
LEADERSHIP	1st Assessment Eval	10	32%	
		10		
		10		
	Peer Evaluation	2		
	Second Negative SPOT Report	5		
	RECONDO Bonus Points	5		

(4) Cadets will remain in their assigned platoon (unless recycled to a different regiment). Once Peer Evals I and Midpoint counseling is completed, the PTOs can submit a request through the CTO/Regimental Tactical Officer (RTO) to TF Leader to realign Cadets within their assigned platoon if re-balancing of the squads is required prior to beginning the FTX phase. These requests will be submitted to TF Leader NLT COB on Day 17 (Refer to the CST EXMAT). PTOs will not move the Cadets to other squads until the requests have been approved by the TF Leader Commander. Squad reassignments, once the first day of the FTX begins, are not authorized unless directed by the TF Leader Commander due to a known misconduct issue or other sensitive matter.

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DETAILED AC CRT PERFORMANCE RUBRIC CALCULATIONS

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CATEGORY	EVENT	CALCULATION	WEIGHT (MAX)	TOTAL
PHYSICAL	ACFT	1. Cadet score is normalized by dividing by 600 (total number of points possible). 2. Result is then multiplied by the weight.	15	38%
	Confidence	1. Number of obstacles PASSED is normalized (OBS PASSED/OBS possible). 2. Result is then multiplied by the weight. 3. Failure of event results in Zero Points.	6	
	6 Mile March	1. Cadets that complete the March in 120 minutes or less will receive 1 point. 2. Cadets that complete over 120 minutes will receive Zero Points.	6	
	8 Mile March	1. Cadets earn one point for a GO. 2. Point is then multiplied by the weight.	5	
	12 Mile March	1. Cadets earn one point for a GO. 2. Point is then multiplied by the weight.	6	

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CATEGORY	EVENT	CALCULATION	WEIGHT (MAX)	TOTAL
MILITARY SKILLS COMPETENCE	Land Navigation Exam	1. 1 point is multiplied by the test percentage expressed as decimal (ex: 85% = 0.85). 2. Result is then multiplied by the weight. 3. Test Failure will result in Zero Points.	6	30%
	Land Navigation PE	1. Number of points found is normalized (Points found/Points possible). 2. 1 point that is multiplied by the normalized points found. 3. Result is then multiplied by the weight. 4. PE Failure will result in Zero Points.	10	
	Warrior Skills	1. Cadet must meet Warrior Skills PASS Standard (10/14 Subtasks). 2. Number of Sub-tasks PASSED is normalized (SUB-TASKS PASSED/POSSIBLE). 3. Result is then multiplied by the weight. 4. Failure of event results in Zero Points.	4	
	Grenades	1. Expert Score will receive 3 Points. 2. First Class Score will receive 2 Points. 3. Second Class Score will receive 1 Point. 4. Event Failure receive no Points.	3	
	Basic Rifle Marksmanship	1. Cadets earn the following points based on Initial qualification attempt: Expert=1 Sharpshooter=0.8 Marksman=0.6	2. Result is then multiplied by the weight. 3. Cadets who qualify on Subsequent Attempt will receive 2 points. Failure to qualify results in no points.	
LEADERSHIP	Evaluated Leadership Positions	1. Each evaluated position earns: Excellent = 1 Proficient = .67 Capable = .33 Unsatisfactory = 0	1ST FTX	10
			2ND FTX	10
			3RD FTX	10
	Final Peer Eval Average	1. The average of all Peer Evals will be calculated, then normalized based on number of Cadets within the squad. 2. This will then be multiplied by the weight.	2	32%
	Negative SPOT Report	Second Negative SPOT Report results in a decrement of 5 Points in the PRT.	-5	
RECONDO BONUS Points	Cadets Earning RECONDO results in a 5 Point BONUS in the PRT.	5		

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g. Advanced Camp Evaluation Report (ACER). The CST LDP Evaluation Section will provide printed ACERs to PTOs for Cadet counseling NLT than 0700 of training Day 33. CTOs must review, sign and ensure return of all ACERs to the CST LDP Evaluation Section NLT COB training Day 34. The CST LDP Evaluation Section will consolidate Regimental Cadet Training Records and deliver to the CST G1 who will consolidate the records by Program and forward to the respective programs.

(1) Regimental Cadre and the CST LDP Evaluation Section will review each ACER for correctness and content. Following the review, PTO's will ensure counseling is conducted for each Cadet on their overall performance and demonstrated potential. Counseling is a two-way discussion that encourages self-assessment and provides Cadets with specific feedback which enables continued personal development.

(2) During the summary counseling, Cadets may point out any errors or omissions noted and provide substantiating information if necessary. PTOs will ensure errors noted during counseling are corrected prior to final signature of the ACER by the PTO and CTO.

(3) Summary ratings on the ACER are finalized upon signature by the CTO. Cadets may appeal their ACER in writing through their chain of command to the CST Commandant until such time as they depart CST. Appeals must have a reasonable basis. Signed copies of the ACER are maintained on file in the USACC G37 for a minimum of four years.

(4) Cadet behavior is always subject to evaluation. ACERs may be revised based on behavior noted, and summary ratings adjusted accordingly. When ratings are adjusted, Cadets will be re-counseled on the adjusted ratings.

(5) If Leadership Evaluation errors are identified on the ACER once printed, the PTO must submit an ACER Change Request through the RTO to TF Leader. The RTO will submit the request with all supporting documentation (score cards, SOAR cards, sworn statements if applicable, etc.). TF Leader will review the requests and documentation and validate the requested changes as approved. TF Leader will sign the request memo and forward to CST LDP Evaluation section for the changes to be executed. Approved changes to errors made after the CRT is run and ACERs are distributed to the platoons will be corrected on the individual Cadet's ACER and award the earned Cadet ranking points (higher or lower). however, other Cadets in the profile will not be adjusted in Platoon ranking.

5. Training Event and Evaluation Requests for Review / Appeals. Requests for review or reconsideration should have a reasonable basis and may be initiated directly with the OC/T or evaluator at the time of counseling or through the Cadet's chain of command within 24 hours following counseling.

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(1) Event Score Evaluations Appeals. Cadets wanting to appeal an event score outcome administered at a training committee or Regiment will inform their Platoon Cadre of the desire to appeal. The OC/T evaluator will seek to resolve the issue in question or provide the Cadet with a thorough explanation. If resolution is not made and the Cadet desires to appeal further, the Cadet must notify the PTO of their desire to appeal within 24 hours. The appeal must be accompanied by a written statement detailing the appeal. The PTO is responsible for notifying the Committee Chief or Regiment of the appeal. The Committee Chief or RTO will conduct, as necessary, appropriate inquiries, make a final determination and ensure the Cadet is notified of the results. The decision of the Committee Chief or RTO is final; no further appeal is allowed.

(2) Leadership Position Evaluation Appeals. Cadets wanting to appeal a leadership evaluation outcome will inform the OC/T evaluator during the counseling session. The evaluator will seek to resolve the issue and provide the Cadet with a thorough explanation. If resolution is not made and the Cadet desires to appeal the evaluation further, the Cadet must inform the PTO within 24 hours of the counseling. The appeal must be accompanied by a written statement detailing the appeal and routed from the PTO to the CTO. The CTO is responsible for notifying the RTO of the appeal. The RTO will conduct, as necessary, appropriate inquiries, make a final determination, and notify the Cadet of the results. The decision of the RTO is final; no further appeal is allowed.

(3) Details of the Appeal process will be included in initial Cadet Counseling.

(4) This policy establishes procedures intended to resolve scoring or evaluations issues in a timely manner and does not replace a Cadet's right to seek further Command or Inspector General assistance.

6. Point of contact is Mr. David P. Shines, G37 Leader Development Program Planner, at 502-624-5057; or email; david.p.shines.civ@army.mil.



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