U.S. Army
Master Resilience Trainer Course (MRTC)

Course Management Plan (CMP)

9E-SI/ASI8R/920-ASI8R

Approved:

Keith Allen   <u>22 February 2024</u>
Director, Course Manager   Date
AMRS, FJSC

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Preface

Purpose: This Course Management Plan (CMP) serves as a single source document that will assist with the administration of the Master Resilience Training Course (MRTC). It provides the Course Manager, staff, and faculty the information needed to conduct the training prescribed by the associated training materials. In addition, the information provided also enables students to meet learning requirements and successfully complete the course.

Proponent: Directorate of Prevention, Resilience and Readiness (DPRR).
Point of Contact: Training Development Division (TDD), Leader Training Brigade, Center for Initial Military Training (CIMT); Ismael Medina: DSN 734-520-7262; COM (520) 673-7262 or e-mail: ismael.medina1.civ@marmy.mil

Comments and Recommendations: Send comments and recommendations on DA Form 2028, "Recommended Changes to Publications and Blank Forms," directly to:

United States Army Master Resilience School
(USAMRS) Leader Training Brigade
United States Army Center for Initial Military
Training Attn: MRS
3216 Century Division Road
Ft. Jackson, SC
29207

Foreign Disclosure Restrictions: FD1- The course developer, in coordination with the Leader Training Brigade (LTB) Foreign Disclosure (FD) authority, reviewed the lessons addressed in this CMP. This course is releasable to military students from foreign countries on a case-by-case basis. This CMP is releasable.

Course Management Plan Approval: The following individuals have reviewed and approved this Course Management Plan for publication and implementation into the Master Resilience Training Course conducted at Leader Training Brigade (LTB), Ft Jackson, SC.

RANK	NAME	SIGNATURE	TITLE	DATE
GS-13	Mr. Keith Allen		Director, Course Mgr	22 February 2024
MSG	Jay March		School NCOIC	22 February 2024
GS-12	Mr. Charles Barrow		Primary Instructor	22 February 2024
GS-12	VACANT		Primary Instructor	N/A
GS-11	Mr. Ismael Medina		Training Specialist	22 February 2024

Introduction

Purpose: The Course Management Plan (CMP) provides the Course Manager, Primary Instructors (PI), Assistant Primary Instructors (APIs) and Facilitators the information required to conduct training. It provides information students will need to meet their responsibilities for learning and requirements for successful completion of the course. The course is intended to teach Soldiers, DA Civilians, and Family members the skills necessary to enhance performance and build resilience that will enable them to grow and thrive in the face of challenges and bounce back from adversity. The course attempts to build core competencies that enable optimal performance, strong leadership, and goal achievement. Participants will learn competencies and skills that make them stronger Soldiers and better leaders by building mental toughness. It will also develop their ability to understand the thoughts, emotions, and behavior of themselves and others.

Scope: It is the responsibility of the student to endeavor to learn and perform the lesson learning objectives of this training. This includes completing all homework assignments, practical exercise, checks on learning, and participating in all training activities. Course graduates will return to the force and teach the learned resilience skills to the Soldiers in their teams, squads, and platoons in order to enhance performance and increase resilience, both individually and collectively. Additionally, they will serve as subject matter experts for their commanders.

Course Structure

The course is taught in a classroom environment, with the majority of the training being discussion and practical application. Practical application exercises are used extensively to ensure Soldiers master the requisite skills. The technique of delivery is Large Group and Small Group Instruction. The Methods of Instruction (MOI) represents the method used in each of the modules and subsequent lesson plans.

Note: Based on curriculum design and content, participants must be assessed continuously throughout training in order to confirm that the participants have achieved the desired training outcomes. In order to accomplish this, participants will require individualized attention while participating in training and must have access to the Subject Matter Experts (SME) at all times. The current design requires 1 Facilitator to 5 Participants (1:5).
Primary Instructor (1:60) and Assistant Primary Instructors (1:30) must be able to assist and assess small group activities; therefore, they are not assigned small group responsibilities other than being available to all. This ensures participants receive the maximum assistance and attention possible from the SME. In the remarks section of each lesson plan, the technique applied and the instructor to student ratio required is explained. These guidelines must be adhered to. A list of training material and equipment for this training is annotated in Program of Instruction (POI) 9E-SI/ASI8R/920-ASI8R.

The following depicts the course design. The lesson numbers reflect the lessons contained in each module and identify the **academic** time associated with each.

	Introduction to MRT	Resilience and Building Mental Toughness	MRT Characteristics and Capabilities	Operational, Institutional and Implementation Training	Course Examination
Time	(1.6 hrs)	(40.6 hrs)	(19.7 hrs)	(11.0 hrs)	(3.2 hrs)
Technique of Delivery	Large Group Instruction/ Individualized, Self-Paced Instruction	Large Group Instruction/Smal l Group Instruction/ Individualized Self-Paced Instruction	Large Group Instruction/Smal l Group Instruction/ Individualized, Self-Paced Instruction and Mentoring	Large Group Instruction/Small Group Instruction	Large Group Instruction Individual/Timed
Methods of Instruction	SO BF OP PW AR OT	SO SG RD SS	SO PH SS SO	SO PH SG	SO TE TR
Lessons	805-MRTA1 805-MRTA2 805-MRTA3	805-MRTB1 805-MRTB2	805-MRTC1	805-MRTD1 805-MRTD2	805-MRTE1
Training	Resident	Resident	Resident	Resident	Resident

Lesson Synopsis: The following summarizes the course's academic and non-academic lesson plans:

Lesson	Title	Description
805-MRTA1	Course Welcome and In-processing	(Administrative) In-process participants and provides coordinating instructions
805-MRTA2	Course Graduation and Out-processing	(Administrative) Graduate and out-process participants
805-MRTA3	CSF2 and Master Resilience Training (MRT) Course Overview	(Academic) Provides participants with an introduction to Comprehensive Soldier and Family Fitness (CSF2), program intent, and the Master Resilience Training Course
805-MRTB1	Resilience and MRT Competencies	(Academic) Trains students in recognizing core competencies that enable mental toughness, optimal performance, strong leadership, and goal achievement
805-MRTB2	Hunt The Good Stuff	(Academic) Trains students in a technique for recognizing positive experiences that promote optimism and gratitude
805-MRTB2	Goal Setting	(Academic) Trains student in writing an effective professional or personal goal setting plan using the Seven Step Process
805-MRTB2	Activating Event, Thoughts and Consequences (ATC)	(Academic) Trains students in identifying heat of the moment thoughts about an activating event and the consequences of those thoughts in order to have greater control over their emotions, and reactions
805-MRTB2	Avoid Thinking Traps	(Academic) Trains students in identifying and correcting counterproductive patterns in thinking through the use of critical questions
805-MRTB2	Detect Icebergs	(Academic) Trains students in identifying core beliefs and core values that fuel out-of-proportion emotion, evaluating the accuracy and usefulness of these beliefs
805-MRTB2	Energy Management	(Academic) Trains students in regulating emotion and energy levels enabling critical thinking and optimal performance
805-MRTB2	Problem Solving	(Academic) Trains students in identifying causes and develop solution strategies to problems and problem solving
805-MRTB2	Put It In Perspective	(Academic) Trains students in addressing catastrophic thinking
805-MRTB2	Mental Games	(Academic) Trains students in techniques to change the focus away from, or compartmentalizes, counterproductive thinking to enable greater concentration and focus on the task at hand.
805-MRTB2	Real-time Resilience	(Academic) Trains students in techniques for shutting down counterproductive thinking enabling greater concentration and focus on the task at hand
805-MRTB2	Identify Strengths in Self and Others	(Academic) Trains students in identifying character strengths in yourself and others

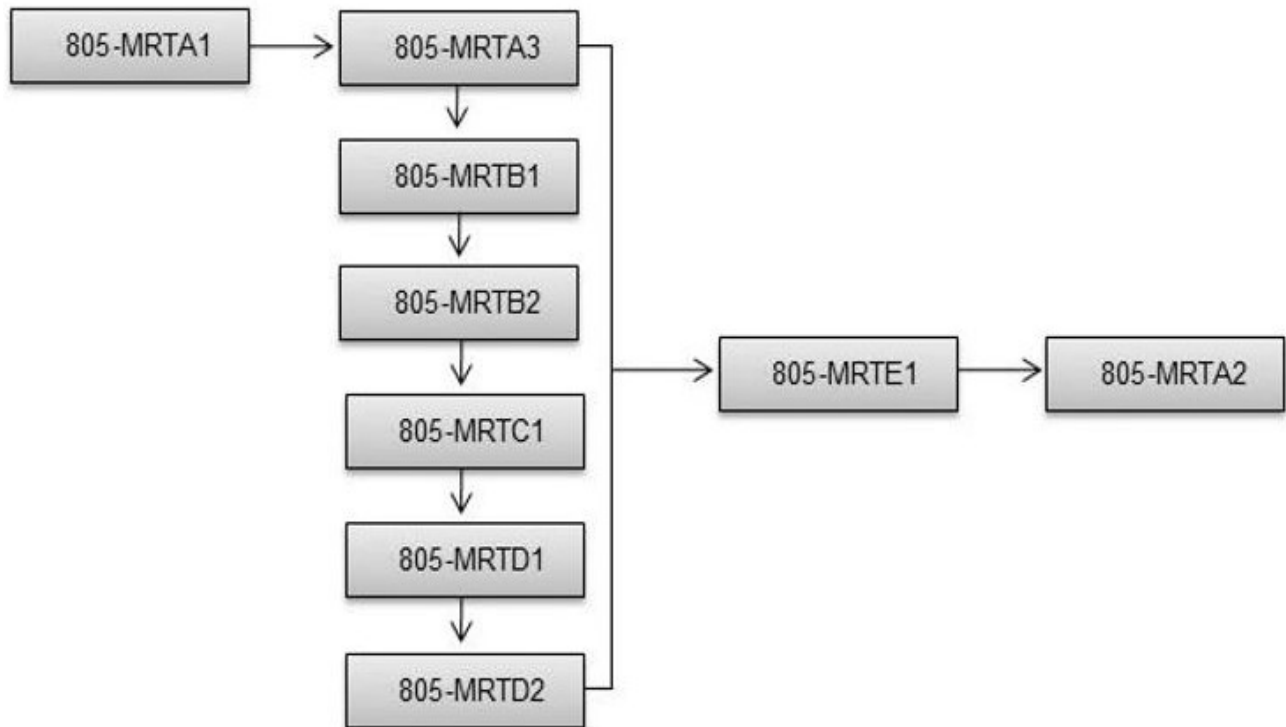| 805-MRTB2	Strengths in Challenges	(Academic) Trains students in techniques for identifying strengths to improve teamwork and overcome challenges
805-MRTB2	Strengths in Leadership	(Academic) Trains students in techniques to strengthen leadership
805-MRTB2	Assertive Communication	(Academic) Trains students in techniques for communicating with respect in a confident, clear, and controlled manner
805-MRTB2	Effective Praise and Active Constructive Responding	(Academic) Trains students in providing praise that is effective by naming the strategy or effort and ACR trains the ability to respond to someone's good news in a way that is active and constructive.
805-MRTC1	Develop Characteristics and Capabilities	(Academic) Prepares MRT for presenting structured periods of instruction to their home station units
805-MRTD1	Operational and Institutional Resilience Training Overview	(Academic) Prepares the MRT to present Operational and Institutional Resilience Training at home station
805-MRTD2	MRT Implementation	(Academic) Provides the MRT a "way forward" with their MRT program at home station
805-MRTE1	Course Examination	(Academic) Determines how well the student learned the critical performances, skills and knowledge as associated with the course

Course Map

This course map shows the mandatory training sequence for this course. Each lesson that is shown as a prerequisite for another lesson must be taught before that follow-on lesson is presented. This mandatory training sequence cannot be violated. Failure to follow it means students will receive training for which they have not received the required prerequisite training.

Training Sequence

To ensure prerequisite training is completed, all training must be taught in the sequence depicted in the following course map.

MRT Course Map

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805-MRTA1  →  805-MRTA3 ──────────┐
                   │               │
                   ↓               │
               805-MRTB1           │
                   │               │
                   ↓               │
               805-MRTB2 ───────→ 805-MRTE1  →  805-MRTA2
                   │               │
                   ↓               │
               805-MRTC1           │
                   │               │
                   ↓               │
               805-MRTD1           │
                   │               │
                   ↓               │
               805-MRTD2 ──────────┘
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Training Schedule

The following sample training schedule depicts the course flow for each of the lessons that make up this course. The lessons are sequenced in accordance with the course map. The lessons are based on the Army's Master Resilience Training Course (9E-SI/ASI8R/920- ASI8R) conducted at Ft Jackson, SC. The times depicted are based on the time it takes to present the lesson. The schedule below is only a sample and the training unit is not expected to use them as their training schedules. Modifications must be made in order to meet unit training requirements. In addition, this schedule does not contain administrative events (Lunch, Breaks, Class Photo, In/Out processing…etc) that would normally appear on a units training schedule. The training unit will create its own training schedule.

Example training schedule:

Day	Time *() Inst. Hrs.	Who	Activity	Location	Instructor	PFN#	Uniform and Equipment
1	0830-0925	All	Introductions, In-processing and CSF2 Overview	Bldg 3216	CM, MSG, GS Note 3	805-MRTA1 805-MRTA3	Note 1
	0935-1150	All	Resilience, MRT Competencies, Overview and Discussion	Bldg 3216	PI, API and FAC Note 3	805-MRTB1	Note 1, 2
	1305-1700	All	Breakout Room Introductions / Introduction to MRTC Skills / Goal Setting	Bldg 3216	PI, API and FAC Note 3	805-MRTB2	Note 1, 2
	1700-1800	Student	Research/Study	Bldg 3216	Self-Paced and FAC	MRTC POI	Note 1, 2
	1700-1830	Staff and Faculty	AAR, Assistant Primary Instructor/Facilitat or Preparation	Bldg 3216	CM, MSG, PI	MRTC POI	Note 1
2	0830-1145	All	"Hunt the Good Stuff", ATC	Bldg 3216	PI, API and FAC Note 3	805-MRTB2	Note 1,2
	1300-1600	All	Energy Management	Bldg 3216	PI,API and FAC Note 3	805-MRTB2	Note 1,2
	1600-1700 (1.0)	Student	Research/Study	Bldg 3216	Self-Paced and FAC	MRTC POI	Note 1, 2
	1600-1730 (1.6)	Staff and Faculty	AAR, Assistant Primary Instructor/Facilitat or Preparation	Bldg 3216	CM, MSG, PI	MRTC POI	Note 1

3	0830-1210	All	"Hunt the Good Stuff", Energy Management, Avoid Thinking Traps	Bldg 3216	PI, API and FAC Note 3	805-MRTB2	Note 1,2
	1325-1605	All	Detect Icebergs	Bldg 3216	PI, API and FAC Note 3	805-MRTB2	Note 1,2
	1605-1705 (1.0)	Student	Research/Study	Bldg 3216	Self-Paced and FAC	MRTC POI	Note 1, 2
	1605-1735 (1.6)	Staff and Faculty	AAR, Assistant Primary Instructor/Facilitat or Preparation	Bldg 3216	CM, MSG, PI	MRTC POI	Note 1
4	0830-1150	All	"Hunt the Good Stuff", Energy Management, Problem Solving	Bldg 3216	PI, API and FAC Note 3	805-MRTB2	Note 1,2
	1305-1620	All	Put It In Perspective, Real-time Resilience	Bldg 3216	PI, API and FAC Note 3	805-MRTB2	Note 1,2
	1620-1720 (1.0)	Student	Research/Study	Bldg 3216	Self-Paced and FAC	MRTC POI	Note 1, 2
	1620-1750 (1.6)	Staff and Faculty	AAR, Assistant Primary Instructor/Facilitat or Preparation	Bldg 3216	CM, MSG, PI	MRTC POI	Note 1
5	0830-1225	All	"Hunt the Good Stuff", Identify Strengths and in Challenges	Bldg 3216	PI, API and FAC Note 3	805-MRTB2	Note 1,2
	1340-1540	All	Strengths in Leadership	Bldg 3216	PI, API and FAC Note 3	805-MRTB2	Note 1,2
	1540-1640 (1.0)	Student	Research/Study	Bldg 3216	Self-Paced and FAC	MRTC POI	Note 1, 2
	1540-1710 (1.6)	Staff and Faculty	AAR, Assistant Primary Instructor/Facilitat or Preparation	Bldg 3216	CM, MSG, PI	MRTC POI	Note 1
6	0830-1135	All	"Hunt the Good Stuff", Energy Management, Assertive Communication	Bldg 3216	PI, API and FAC Note 3	805-MRTC1	Note 1,2
	1250-1600	All	Active Constructive Responding	Bldg 3216	PI, API and FAC Note 3	805-MRTC1	Note 1,2
	1600-1700 (1.0)	Student	Research/Study	Bldg 3216	Self-Paced and FAC	MRTC POI	Note 1, 2

	1600-1730 (1.6)	Staff and Faculty	AAR, Assistant Primary Instructor/Facilitat or Preparation	Bldg 3216	CM, MSG, PI	MRTC POI	Note 1
7	0830-1215	All	"Hunt the Good Stuff", Energy Management, Personal Stories, (Developing Characteristics and Capabilities)	Bldg 3216	PI, TR and FAC Note 3	805-MRTC1	Note 1,2
	1330-1630	All	(Developing Characteristics and Capabilities)	Bldg 3216	PI, API and FAC Note 3	805-MRTC1	Note 1,2
	1630-1730 (1.0)	Student	Research/Study	Bldg 3216	Self-Paced and FAC	MRTC POI	Note 1, 2
	1630-1800 (1.6)	Staff and Faculty	AAR, Assistant Primary Instructor/Facilitat or Preparation	Bldg 3216	CM, MSG, PI	MRTC POI	Note 1
8	0830-1155	All	"Hunt the Good Stuff", Energy Management, Operational and Institutional Resilience Training Overview, (Developing Characteristics and Capabilities)	Bldg 3216	PI, API and FAC Note 3	805-MRTC1 805-MRTD1	Note 1,2
	1310-1700	All	"Hunt the Good Stuff", Energy Management, Operational and Institutional Resilience Training Overview, (Developing Characteristics and Capabilities)	Bldg 3216	PI, API and FAC Note 3	805-MRTC1 805-MRTD1	Note 1,2
	1700-1800 (1.0)	Student	Research/Study	Bldg 3216	Self-Paced and FAC	MRTC POI	Note 1, 2
	1700-1830 (1.6)	Staff and Faculty	AAR, Assistant Primary Instructor/Facilitat or Preparation	Bldg 3216	CM, MSG, PI	MRTC POI	Note 1
9	0830-1015	All	Energy Management, MRTC Final Examination (Testing)	Bldg 3216	Self-Paced and TA Note 3	805-MRTE1	Note 1

	Time	Audience	Topic	Location	Instructor	PFN	Notes
	1025-1155	All	"Hunt the Good Stuff", (Developing Characteristics and Capabilities)	Bldg 3216	PI, API and FAC Note 3	805-MRTC1 805-MRTD1	Note 1,2
	1310-1610	All	Test Results/Review (Developing Characteristics and Capabilities) Army Fit Brief, MRTC Implementation Brief	Bldg 3216	PI, API and FAC Note 3	805-MRTE1 805-MRTD2	Note 1,2
	1610-1710 (1.0)	Student	Research/Study	Bldg 3216	Self-Paced and FAC	MRTC POI	Note 1, 2
	1610-1740 (1.6)	Staff and Faculty	AAR, Assistant Primary Instructor/Facilitat or Preparation	Bldg 3216	CM, MSG, PI	MRTC POI	Note 1
	1610-UTC	Select Students	Re-Training	Bldg 3216	CM, MSG, PI, API	MRTC POI	Note 1,2 and 3
10	0700-0830	Select Students	MRTC Re-Test	Bldg 3216	Self-Paced and TA Note 3	805-MRTE1	Note 1
	0830-1215	All	"Hunt the Good Stuff", Energy Management, Building Facilitator Qualities and Capabilities	Bldg 3216	PI, TR and FAC Note 3	805-MRTD2	Note 1,2
	1330-1600	All	"Hunt the Good Stuff", (Developing Characteristics and Capabilities) Graduation	Bldg 3216	PI, API and FAC Note 3	805-MRTD2 805-MRTA2	Note 1,2
	1600-1830 (1.6)	Staff and Faculty	AAR, Assistant Primary Instructor/Facilitator Preparation	Bldg 3216	CM, MSG, PI	MRTC SOP	Note 1

Note 1: The duty uniform is the Military ACU/OCP or appropriate business casual civilian attire (see "Student Guidance" section of this CMP).
Note 2: Student Binder(s), Student Guide and writing material
Note 3: PFN: POI File Number; CM: Course Manager; MSG: Course Senior Enlisted Soldier; TA Test Administrator; PI: Primary Instructor; API: Assistant Primary Instructor; FAC: Facilitator; GS: Guest Speaker

Course Manager Qualifications

Course Managers must meet the following qualifications:
  (1)   A graduate of the Common Faculty Development Program-Instructor Course
  (CFDP- IC) or equivalent specified by Leader Training Brigade (LTB), Ft Jackson, SC.
  (2)   A graduate of the Training and Education Middle Managers Course (TEDMMC)
  (3)   A graduate of the Senior Training Managers Course (STMC)
  (4)   A graduate of the Master Resilience Training Course (MRTC).
  (5)   A graduate of the MRT Facilitator Course
  (6)   Obtain and maintain a current/active "Secret" security clearance
  (7)   Knowledge and experience in the application of TRADOC Regulation 350-70,
        Army Learning Policy and Systems
  (8)   Experience in managing and coordinating the work of personnel involved in the
        functional areas of training and education
  (9)   Proof of U.S. Citizenship

Course Manager Guidance

The Course Manager is responsible for ensuring the training is presented as designed. Specifically, Course Manager(s) must: ---

(1) Ensure required training resources are available for presenting the training as scheduled (or available when required by the staff/faculty/student).

(2) Ensure instructors receive support, materials, and equipment required for presenting this training.

(3) Ensure staff and faculty are trained and prepared to present and manage this training.

(4) Continuously evaluate course effectiveness and efficiency and provide appropriate feedback to the training/training development proponent.

(5) Ensure staff, faculty, and students comply with safety and environmental protection rules, regulations, laws, and course requirements.

(6) Ensure facilities, material, equipment, and systems required for presenting this instruction are available and properly maintained.

(7) Obtain and ensure required reference materials are available for use by Staff, Faculty and Student.

(8) Participate and manage Staff and Faculty After Action Reviews (AAR's) ensuring issues and/or recommendations are captured and addressed accordingly.

(9) Ensure the Individual Student Assessment Plan has been briefed and student has signed prior to the start of training.

(10) Provide leadership and guidance in the development of the MRTC Program of Instruction (POI) and supporting Lesson Plans (LP's).

(11) Evaluate PI, Assistant Primary Instructors, Facilitators, and Support Staff to ensure quality of instruction.

(12) Establish workload requirements and priorities based on employee capabilities.

(13) Manage fiscal responsibilities in accordance with policies, procedures and regulatory requirements.

(14) Ensure and maintain a safe work environment and facility.

(15) Ensure EEO/EO principles are adhered to within the organization.

(16) Maintain open communication and support with higher echelons.

Primary Instructor/Assistant Primary Instructor/Facilitator Certification and Qualification Requirements

Primary Instructors presenting this training must meet the following certification and qualification requirements:

(1)   A graduate of the UPENN/LTB Master Resilience Training Course (MRTC/8R ASI).

(2)   A graduate of the UPENN/LTB MRT-Facilitator's Course (MRT-FC) (Level 2/8J ASI).

(3)   Complete the required internships as prescribed by LTB (Level 2 certifications).

(4)   A graduate of the UPENN/LTB MRT Assistant Primary Instructor's Course (Level 3/8K ASI).

(5)   Complete the required internships as prescribed by LTB (Level 3 certifications).

(6)   Attend and graduate from the UPENN/LTB Primary Instructor's Course (Level 4/8L ASI).

(7)   Complete the required internships as prescribed by LTB (Level 4 certifications).

Special Instructor qualifications are:

(1)   Civilian Primary Instructor must be an Army Civilian in the minimum grade of GS-11.

(2)   Must be an employee in good standing and capable of planning, coordinating, preparing for and instructing the organization's resilience training program.

(3)   Experience with curriculum development in one or more of the following wellness disciplines: Emotional, Mental, Intellectual, Physical, Spiritual and/or Family.

(4)   Experience in instructing adults in one of the following wellness disciplines: Emotional, Mental, Intellectual, Physical, Spiritual and/or Family.

(5)   Experience with research in educational testing and evaluation.

(6)   Experience in graduate level research, instruction, or educational background.

(7)   Proof of U.S. Citizenship.

Assistant Primary Instructors presenting/supporting this training must meet the following certification and qualification requirements:

          A graduate of the Common Faculty Development Program-Instructor Course (CFDP- IC) or equivalent specified by Leader Training Brigade (LTB), Ft Jackson, SC. A graduate of the UPENN/LTB Master Resilience Training Course (MRTC/8R ASI) selected by the faculty to attend the MRT Facilitator's Course.

(3)   A graduate of the UPENN/LTB MRT-Facilitator's Course (MRT-FC/8J ASI) (Level 2).

(4)   Complete the required internships as prescribed by LTB (Level 2 certifications).

(5)   A graduate of the UPENN/LTB MRT Assistant Primary Instructor's Course (Level 3/8K ASI).

(6)   Complete the required internships as prescribed by LTB (Level 3 certifications).

Special Assistant Primary Instructor qualifications are:

(1)   Civilian Assistant Primary Instructors must be Army Civilians in the minimum grade of GS-11.

(2)   Must be an employee in good standing and capable of planning, preparing for and participating as an Assistant Primary Instructor when conducting the organization's resilience training program.

(3)   Experience in Platform Instruction.

(4)   Proof of U.S. Citizenship.

Facilitators supporting this training must meet the following certification and qualification requirements:

Military Prerequisites:

A graduate of the Common Faculty Development Program-Instructor Course (CFDP- IC) or equivalent specified by Leader Training Brigade (LTB), Ft Jackson, SC. A graduate of the UPENN/LTB Master Resilience Training Course (MRTC/8R ASI) selected by the faculty and the Soldier's unit commander to attend the MRT Facilitator's (MRT-FC/8J ASI) Course.

(3)   A unit level MRT with at least six months of experiential learning prior to attending the MRT Facilitator's Course.

(4)   A graduate of the UPENN/LTB MRT-Facilitator's Course (MRT-FC/8J ASI) (Level 2).

(5)   Complete the required internships as prescribed by LTB (Level 2 certifications).

Special Military Facilitator qualifications are:

(1)   Enlisted MRTs will be in the minimum grade of E-6.

(2)   Meet the enlisted service remaining requirements IAW AR 614-200, Chapter 4

(3)   Must be in good standing, without flags, and not pending judicial or non-judicial actions.

Civilian Prerequisites:

A graduate of the Common Faculty Development Program-Instructor Course (CFDP- IC) or equivalent specified by Leader Training Brigade (LTB), Ft Jackson, SC. A graduate of the UPENN/LTB Master Resilience Training Course (MRTC/8R ASI) selected by the faculty to attend the MRT Facilitator's Course.

(3)   A graduate of the UPENN/LTB MRT-Facilitator's Course (MRT-FC/8J ASI) (Level 2).

(4)   Complete the required internships as prescribed by LTB (Level 2 certifications).

Special Civilian Facilitator qualifications are:

(1)   Civilian Facilitators will be Army Civilians in the minimum grade of GS-9.

(2)   Must be an employee in good standing and capable of preparing for and facilitating the organization's resilience training program.

(3)   Proof of U.S. Citizenship.

Primary Instructor/Assistant Primary Instructor/Facilitator Guidance

Primary Instructors/Assistant Primary Instructors/Facilitators are in direct contact with the students and represent the Command in the presentation of the instruction. They serve as the role model for the students. They must demonstrate technical competency and professional demeanor.

Each Primary Instructor/Assistant Primary Instructor/Facilitator must ---

(1) Thoroughly study and be well versed in the material prior to presenting the lessons.

(2) Manage the training and maintain an environment conducive to student learning.

(3) Supervise and guide the learning process.

(4) Provide immediate feedback on student performance.

(5) Be cognizant of students having difficulty and intercede as appropriate.

(6) Ensure the Student Binder and Student Guide is provided to the student before the start of training.

(7) Ensure students comply with safety and environmental protection rules, regulations, laws, and course requirements.

(8) Ensure graduation criteria and requirements (ISAP) have been explained to the students prior to start of training.

(9) Provide MRT Training Technician with the following documents per course
Student Personal Data Sheet (1:1)
Course Sign-In Roster (TR Form 270-E) (1:7)
Ft Jackson DOIM Statement of Understanding (1:1)
Individual "Checks on Learning (x6)" (1:1)
Lessons Learned from all After Action Reviews (AAR's)
Acknowledgement Form: Subject; Individual Student Assessment Plan (ISAP)

(10) Counsel students [if applicable].

(11) Provide appropriate remedial training as necessary.

(12) Continuously evaluate course effectiveness and efficiency and provide appropriate feedback to the training/training development proponent.

Student Guidance

Overview
The MRT Course is unlike any other military school. MRTC is a dynamic and interactive course, with large and small group training. The curriculum is based on positive psychology and principles of resilience. In addition to the resilience skills that are taught, participants are given instruction on how to apply and instill the skills in others by a team of well-trained instructors, Assistant Primary Instructors, and facilitators. The course is designed to provide participants with a deeper sense of self-awareness and optimism upon course completion. Participants will also gain the ability to recognize and capitalize on their personal character strengths and the character strengths of others while being resilient in all areas of life.

Successful completion of the MRTC requires compliance with the Individual Student Assessment Plan (ISAP) as it relates to performance, standards of conduct, professional behavior, academic requirements, and ethical standards. The ISAP will be reviewed and acknowledged, upon arrival (Day 1).

Whatever one's rank or role in teaching the MRT skills, you will never be alone because the USAMRS staff and faculty will be available to provide you with instruction, direction, and encouragement. Each graduate joins a team of trained MRT Representatives (classmates) who will be able to assist as well. In addition, information dissemination occurs via the World Wide Web@ https://armyfit.army.mil (ARMYFIT).

Every candidate for this course should understand that resilience training is not designed for the therapy or rehabilitation of a Soldier (student) who is having mental health issues such as: coping, readjusting, suicidal ideations, etc. The MRTC is a preventive program to give students tools and a new way of living, and—in turn—train the personnel in their organization on how to be more resilient (life skills, positive focus, coping skills, and the ability to bounce back, etc.). The ideal MRT students are those individuals that are respected in the unit across all MOS', grades, genders, races, etc. Upon completion of the course, the MRT Rep is expected to practice and model the resilience philosophy and skills taught within the course. In addition, they are expected to teach the philosophy and skills to all personnel in their organization.

Attendance
Students must attend all classroom instruction, unless excused by the Course Manager or Course Senior Enlisted Soldier. Missed instruction must not exceed two academic hours and be made up prior to course completion unless constructive credit is given (approved only by the Commander or Deputy Commander).

Academic Requirements
Within course attendance, students will be required to complete a series of assignments. The requirements are as follows:

    (a) Daily Reading Assignments
    (b) Maintain Daily Journals
    (c) Values In Action (VIA) Strengths Survey

(d) Azimuth Check Completed
(e) Checks on Learning
(f) Practical Application Exercises (worksheets)
(g) Final Examination (Graded)

Accountability
Students will be present in their assigned break-out rooms for accountability/attendance fifteen minutes prior to the beginning of each training day. The assigned place of duty during the training day, for all students, is the Plenary (main classroom) or Break-out Room.

Physical Training
Students are expected to maintain individual physical readiness levels while attending the MRTC. There are no formal physical training sessions conducted, therefore, physical readiness training is on your own. Several indoor facilities and outdoor areas are available on Ft Jackson for this requirement.

Lunch
Students will be released for lunch breaks daily. Time of release and duration of breaks will vary based on primary instructor guidance. Students will receive per diem. Students are allowed to bring lunch, use local dining facilities (DFACs) by paying, or eat on the local economy so long as class attendance standards are met.

Standards of Conduct
Students must conduct themselves in the manner expected of any professional Soldier or Civilian. This includes, but not limited to, demonstrating courteous and professional conduct and behavior, on and off duty. It is also expected that students will display the appropriate respect to students, members of the training team, and course cadre regardless of rank or status. This includes integrity (i.e. cheating/plagiarism) and fraternization issues (i.e. student-cadre).

Relief Actions
Students must attend all class sessions, complete all assignments, and conduct themselves in a manner expected by the Army Values and Soldier's Creed. MRT Faculty, Course Senior Enlisted Soldier, and Course Manager will present relief recommendations to the Commander for review. Only the Commander may relieve a student from the course for failing to meet professional standards, academic standards, or for administrative reasons (to include misconduct).

Military Courtesy
The Course Manager of the United States Army Master Resilience Training Course has command authority and operational control of the Master Resilience Program.

(a) The Course Senior Enlisted Soldier will be addressed by rank and is responsible for the command, control and the daily operations of the course.
(b) Civilian staff members will be addressed as Mister or Miss/ Mrs., sir or ma'am, as appropriate. Military staff members will be addressed according to their rank.
(c) The use of profanity is should be kept to a minimum(e.g. except during classroom activities in expressing thoughts or any explanation related to the course).

(d)   Students will display proper military bearing and a positive attitude at all times. Conduct unbecoming of a Noncommissioned, Commissioned or Warrant Officer will not be tolerated.

(e)   MRT's are forewarned that alcohol related incidents **are not tolerated and will be grounds for dismissal from MRTC**. Incidents include but are not limited to loud and boisterous behavior, accidents, or any other alcohol related incident.

(f)   Student's attending MRTC who are arrested by Civilian police or apprehended on post by the Military Police for drunken driving will be subject to disciplinary action and disenrollment from the course. It is a violation of South Carolina State law to operate a vehicle while carrying an open alcoholic beverage container.

Emergencies
The Course Manager or School NCOIC will be apprised of all emergencies, unique situations, medical/dental issues, and individual need. In the event of a Red Cross message notifying a MRTC Student concerning sickness or death of a relative, the MRT Operations personnel will notify the Director/Course Manager or School NCOIC.

All members of USAMRS cadre will report any SIRs—or anything in the LTB Commander's CCIR—to USAMRS leadership, to be conveyed to LTB IAW the LTB Administrative SOP.

Medical Sick Call
Military
Students will be informed on Day One about the procedures in the event of illness/injury, as Fort Jackson has no Emergency Room or Urgent Care Clinic.

Dental Sick Call
Military
During normal duty hours dental sick call is held at the Caldwell Dental Clinic (Bldg 4590) at 0715 and 1315. After normal duty hours (after 1615) and on weekends/holidays emergency dental care is obtained via the Urgent Care Clinic, Moncrief Army Community Hospital (Bldg 4500).

Students must have their ID card and TDY orders when utilizing Medical and Dental sick call.

Appointments
Please do not schedule appointments during this course. Any absence from the class requires the approval of the Course Manager and/or Course Senior Enlisted Soldier.

Uniform Guidelines
Military
All boots and uniforms authorized in AR 670-1 are authorized for the duration while attending the Master Resilience Trainer Course.

Civilian

When civilian clothing is worn, all civilian personnel will ensure that their dress and personal appearance are conservative and commensurate with the high standards traditionally associated with the Army.

(a) Civilian Employees, Contractors and Civilian students are expected to meet certain standard of dress for civilian clothing at the MRTC.

(b) Failure to meet the standards of civilian dress by all persons while attending the MRTC will result in the individual being denied enrollment to the course for being inappropriately dressed.

Standards of Dress

Standards of dress for Civilian clothing worn by all Civilian employees and Civilian students at MRTC are as follows:

(a) Clothing should be clean, well-maintained and properly fitted.

(b) Clothing should be worn to present a neat, orderly appearance (e.g., buttoned, belted, or zipped, or fastened).

Inappropriate Civilian Dress

The following examples of inappropriate Civilian dress are general and apply to all personnel. These examples of inappropriate Civilian dress and appearance are not all inclusive, but they represent dress and appearance which is considered to be not in keeping with the spirit and intent of these regulations and therefore not permitted on this installation.

(a) Clothing with printing, insignia or pictures which are sexually or violently offensive, obscene, or suggestive in nature; promote illegal activities; depict derogatory social, religious, racial or ethnic messages; or present an impression contrary to the good order and discipline of the armed forces.

(b) Clothing which fits excessively brief or tight.

(c) Clothing which fits excessively baggy or loose.

(d) Clothing which is torn, ragged or dirty.

(e) Clothing and accessories which are intended to present a paramilitary appearance or to serve as weapons.

(f) Clothing that is designed primarily to be worn as nightwear/sleepwear.

(g) Half-shirts or abbreviated shirts or athletic items designed to be worn as an undergarment (sports bra) are not authorized.

Minimum Dress Standards

Areas addressed below are provided to ensure that all participants understand what the minimum casual dress standards encompass. The minimum standard of casual civilian dress for normal activities and business in public areas is as follows:

(a) *Upper Body:* For men, a complete-coverage, collared, short- or long-sleeve type shirt with or without pocket and designed to be worn as an outer garment. For women, a blouse or top that provides conservative coverage.

(b) *Lower Body:* For men or women, shorts of conservative length and suitable for casual wear.

(c) *Footwear:* Athletic or walking shoes or sandals with or without socks. Males and females are authorized to wear thong type footwear (except for shower shoes that are specifically designed for showering). Slippers or footwear designed primarily for nightwear/sleepwear are not permitted.

(d) *Headgear:*
  1) All headgear, when worn, will be worn appropriately, with the bill to the front of the head.
  2) All headgear will be removed indoors.

Note: The wear of clothing articles not specifically designed to be normally worn as headgear (e.g. Bandannas, Doo Rags) is prohibited.

Classroom Etiquette

Arrive on time to class and stay for the entire class period. Late arrivals and early departures are disruptive.

Entering/Exiting Class

If you arrive late, please quietly take a seat at the back of the classroom. Similarly, in the rare event that you must leave class early (e.g. for a medical appointment), email/inform your Assistant Primary Instructor/Course Senior Enlisted Soldier or the Course Manager in advance to let them know, then sit close to the rear door and leave as unobtrusively as possible. If you can't be there on time or must always leave early because of a class or work conflict, either seek specific permission from the Course Manager or do not take the class. During exams, ask permission before leaving the room (test area) to use the restroom. Try to use the restroom before coming to class.

Noise

When class begins, please stop your conversations. Wait until class is completely over before putting your materials away in your backpack, standing up, or talking to friends.

Electronic Devices

No taping, filming, or photography is permitted during class without the MRT senior enlisted Soldier or Course Manager's prior permission (whether by camera, cell phone, or other means). These activities are distracting and inhibiting to faculty and other students, may infringe upon privacy or copyright, and have a chilling effect on classroom discussion. Cell phones should be turned off. No talking on cell phones, text messaging, or emailing on laptops during class. Wait until after class to return any calls received. No listening to iPods or other electronic recording devices during class. Take all instruction from the NCOIC, primary and alternate instructors, and facilitators.

Participation

Because participation is counted as part of assessment, missing class could negatively impact your grade. Disrupting class could also lower your participation grade. Keep on the topic at hand. If you have questions off the current topic, address these outside of class with a Facilitator or Assistant Primary Instructor. Do not talk out of turn. Wait to be

recognized before speaking and do not try to dominate a discussion with your questions or comments – give others a fair opportunity to participate. Microphones are currently used to assist students in projecting their voice so that all participants clearly hear comments.

Common Courtesy
Do not read the newspaper during class. Food and drink are authorized in class. There may be times that you need a beverage or small snack during class. Show respect of others by not leaving your trash in the classrooms or breakout rooms. Do not interrupt another who is speaking. It is okay to disagree with an idea but not okay to ridicule or make fun of another person and his/her ideas. Raised voices, derogatory language, name-calling, and intimidating behavior will NOT be tolerated. Do not disturb others by engaging in disruptive behavior. Disruption interferes with the learning environment and impairs the ability of others to focus, participate, and engage. Ensure that your personal affairs are in order before you leave your home station to attend training.

Equal Opportunity
Equal opportunity and fair treatment will be provided to all Soldiers, civilian employees, and their families without regard to race, color, religion, gender, or national origin. This policy applies both on and off post, during duty and non-duty hours. Leaders at all levels are responsible for ensuring equal opportunity complaints are addressed and resolved immediately using the chain of command. Appointed MRTC Representatives will assist the chain of command and advise the Course Manager and Course Senior Enlisted Soldier on any issue involving equal opportunity or sexual harassment.

The readiness and accomplishment of our mission depends on a climate that fosters and is conducive to equal opportunity and we will develop and sustain this climate in the Course. Strongly advise and strongly encourage you to report any discrimination to which you are subjected to or observe. Every Soldier and Civilian is entitled to a professional work environment free of harassment, prejudice and intimidation; nothing less than this will be tolerated.

Sexual Harassment
AR 600-20 is the source of EO policy in the Army. All Soldiers and Civilians should read this regulation from cover to cover. Barriers to equal treatment or other discriminatory practices will not be tolerated. Sexual harassment is a serious crime and will not be tolerated. All Soldiers and Civilians are duty bound to report any and all incidents of unequal treatment or sexual harassment to the chain of command immediately.

Testing
USAMRS staff/faculty will work to identify areas of possible weakness and assist participants in gaining the necessary level of knowledge/skill required in order to better prepare them to introduce resilience skills to Soldiers, Family Members, Units, and Organizations both at home and in the field. The following sections address Testing, Test Administrator Requirements and Test Administration Guidance.

Test Administrator (TA) Requirements

The following TA requirements and Test Administration Guidance (TAG) are necessary to secure, safeguard and execute examinations IAW; TRADOC Reg 350-70, TRADOC Pam 350- 70-5 (Testing), TRADOC Reg 350-10, para 2-9 (Academic Test and Retest) and 2-9f (Test Security), Army Reg 611-5 (Classification Testing), Army Reg 350-1 (Army Training and Leader Development), Chp. 3, para 3-14 (Student Dismissal) and LTB/MRS's Test Administration Guide (TAG). Test Administrators are required to read and comply with the requirements outlined in the Test Administration Guidance (TAG) and regulatory requirements addressed in the regulations above.

Note: Leader Training Brigade is the recognized approval authority for the Test Administration Guide (TAG).

General:
Leader Training Brigade (LTB) will appoint a Primary Instructor/Assistant Primary Instructor/Facilitator as the Test Administrator (TA) and an Alternate Test Administrator (ATA) of equal grade/rank or higher. The TA's responsibility is to maintain control over all examination material while not in the control of the Test Control Office or appointed Test Control Officer (TCO). Once identified and approved, the Course Manager will provide the names of the TA and ATA to the TCO/LTB. These individuals will be the only personnel authorized to retrieve, administer and return test materials.

Note: The Test Administrator is responsible for the **SECURITY OF TESTS/TEST MATERIAL (paper or electronic)** while it is signed out from the TCO. The TA will use only approved test material in preparation for or during the administration of tests, regardless of whether the examination is delivered in written form or by electronic means.

   a. Upon receipt of test materials, the TA must conduct a 100 percent quality control check of all examination materials to ensure there are no missing pages and all materials are legible. The TA is only issued the number of test folders required to test students and is required to sign for exam booklets, answer sheets and changes to test material prior to removal from the TCO.

   b. Ensure enough test folders containing a Test Booklet, Student Answer Sheet(s), Student Test Review Sheet and DA Form 5160 (if used) are available. Also ensure training aids (if used), scratch paper, pencils, and other testing materials, i.e. authorized Pamphlets, Regulations, References, etc., are available/on hand.

   c. Confirm examination title, course name and test booklet number when conducting quality control check of the test material. This information will be needed by the student and will be required to be placed on student answer sheets prior to test administration.

   d. When returning the test material to the TCO, the TA and TCO will again inventory the examination materials to ensure proper accountability.

e. When not in use, store all examination materials where only authorized personnel have access to it. Examination materials include the examination booklet, examination answer keys, student answer sheets, and changes to test material.

Note: When testing by electronic means, examination materials also include the testing computer, which is signed out/in by the TCO to the TA.

Note: Do not store answer keys in the same drawer or container as the examination.

a. The TA must maintain a copy of the Test Administration Guide (TAG) in his/her possession at all times during test administration. The TA is responsible for administering the test to the students IAW all regulatory requirements and TAG.

b. Brief all test proctors ensuring each understand their duties/responsibilities and testing procedures. Have them review the TAG prior to assuming responsibility as a proctor.

Note: Under no circumstances should the Instructors/Assistant Primary Instructors/Facilitators know, in advance, which version of the examination the TA will administer. The TA will not issue examination materials until just before the examination is to be administered.

a. Ensure unauthorized personnel are <u>NOT</u> permitted in the testing area. Student's identity must be verified prior to taking the examination (accountability roster).

b. Students will <u>NOT</u> have or be permitted to have electronic devices with photographic capability in the testing area during test administration. This requirement includes **CELL PHONES.**

References

Military References Number	Title	Date
TRADOC Reg 350-70	Army Learning Policy and Systems	Jul 2017
TRADOC Pam 350-70-5	Systems Approach to Training: Testing	Aug 2004
Army Reg 600-20	Army Command Policy (*RAR 002, 11/30/2009)	Jul 2020
TRADOC Reg 350-6	Initial Entry Training (IET) Policies and Administration	Jan 2018
Army Reg 670-1	Wear and Appearance of Army Uniforms and Insignia	May 2017
FM 6-22	Leader Development	Nov 2022
TRADOC Pam 525-3-7	The US Army Human Dimension Concept	May 2014
Army Reg 611-5	Personnel and Classification Testing	Apr 2022
Army Reg 350-1	Army Training and Leader Development	Dec 2017
Army Reg 350-53	Comprehensive Soldier and Family Fitness	Jun 2014

Civilian References ISBN	Title and Author	Date
0-7679-1191-1	The Resilience Factor Karen Reivich, Ph.D, Andrew Shatte, Ph.D	2002

Annex A

Individual Student Assessment Plan (ISAP)

General
For most accurate and current ISAP, see **USAMRS MFR: MRTC ISAP dated 16 April 2023.** The purpose of the ISAP information below is to identify requirements for successful MRTC completion. It addresses examination requirements, performance standards, general standards, counseling, retraining, re-testing, relief from course, grievances and reclama procedures. The current and approved ISAP is punitive. Violations of this ISAP may be punished under Art 92, UCMJ, as a violation of a lawful regulation.

Student Responsibilities

1. It is the student's responsibility to complete all training assignments. This includes, but is not just limited to:

  ➢ Daily Reading Assignments
  ➢ Homework Assignments
  ➢ Daily Journal Requirements
  ➢ Completed VIA Strength Survey
  ➢ Checks on Learning (x6)
  ➢ Practical Application Exercises (worksheets in participant guide)
  ➢ Course Final Examination (Graded)
  ➢ End of Course Critique

Note: Full participation is expected in all team and individual projects. Failure to complete assignments may lead to appropriate disciplinary action to include possible removal from the course.

2. Students must attend all classroom instruction, unless excused by the Course Manager or Course Senior Enlisted Soldier. Missed instruction must not exceed two academic hours and be made up prior to course completion unless constructive credit is given. Students will be present in their assigned Breakout Rooms for accountability/attendance fifteen minutes prior to the beginning of training each day. The assigned place of duty during the training day, for all students, is the Main Classroom or Breakout Room.

3. Students need to provide constructive criticism concerning the efficiency and effectiveness of training and training materials. Students are required to provide an *End of Course Critique* and actively participate in After Action Reviews (AARs). These will assist in future design and development concerns and assist in ensuring quality training is being provided to our service members.

Performance (PE), Performance-Based and Check on Learning Assessments

1. There is one (1) written examination, six (6) checks on learning and several practical application exercises (PEs) associated with the MRT skills taught in this course.

2. Primary Instructor/Assistant Primary Instructors/Facilitators will train/reinforce as necessary throughout the duration of the course. As the instructor trains the student, the Assistant Primary Instructors/Facilitators reinforce the training by using one or more of the following assessments.

➢ Performance (PE) - A performance assessment is used to determine if a student can perform a task correctly. In this course, PEs are used to determine if the student can apply the MRT skill taught and reinforced during training. To pass, the students must show the ability to perform or address the critical components of the skill with 100% accuracy. Retraining will be conducted if the student achieves less than 100%. A Primary Instructor/Assistant Primary Instructor must be sensitive to the different ways some problems can be solved, and to critical and non-critical components, and should assess accordingly. Participant Guide worksheets throughout each of the modules are used to determine student level of knowledge gleaned and ability to apply the skills taught. Students who make mistakes on non- critical information/measures/steps should receive verbal correction, but still receive a GO rating for the skill observed.

3. A Performance-based written exam will be administered IAW AR 611-5 and AR 350-1 testing policy. Academic subject matter is evaluated on a basis of 100 points. Point achievement is calculated to the one hundredth decimal place in percentage value (0.00%) and used to determine the student's completion of training.

➢ Performance-based exam: used to assess the student's ability to apply facts, principles, theory, and scientific principles required to perform the learning objective to the desired level of learning. Criterion referenced tests are used to determine the degree of knowledge a person has about a particular subject. Retesting is required if the student scores less than **70.00%** on the first test.

➢ Students must complete the written examination with a minimum score of **70.00%**. Students failing to achieve the standard will be counseled, re-trained and re-tested within 24 hours. Students failing to achieve **70.00%** on the retest will be considered for an administrative drop from the course.

➢ Performance-based counseling. The PI will counsel the student on specifics regarding test failure, identifying the Terminal Learning Objective/Enabling Learning Objective(s) and/or learning step(s) that the student failed and retrain the student on that/those objective(s)/LSA's at a minimum. The PI will address in the counseling the amount and type of retraining to occur, who will perform the retraining and time and place the retest will be administered.

➢ Performance-based retesting. Retests will be conducted within 24 hours after remedial training has occurred. The student will be retested only once using an alternate version of the test. **Note:** The re-test must be conducted during non-class hours.

➤ Academic Relief. If a student fails the retest, they will receive a written counseling from their respective Primary Instructor and will be referred to the Course Manager / School NCOIC for consideration for relief from the course.

➤ RECLAMA. Students who want to challenge a performance-based examination question must challenge the question during the test or retest session. The challenge will not be discussed or debated during testing, it will simply be identified. The challenge will be presented to the Course Manager. The Course Manager will validate the challenge by reviewing the test question(s), presenting the student challenge to the PI/Assistant Primary Instructor responsible for the information being challenged, determine validity of the challenge and determine outcome. The Course Manager or School NCOIC, if a retest failure, will notify the student of the final decision. Students will not be released from the course until final disposition of their challenge has been completed.

4. Checks on Learning are used throughout training as a technique for determining if the desired level of learning has been achieved for that particular objective. MRT Faculty conducts six (6) of these during the course. These are scored and returned to the student.

➤ Check on Learning One (Resilience, MRT Competencies and Goal Setting)
➤ Check on Learning Two (Hunt the Good Stuff, ATC and Energy Management)
➤ Check on Learning Three (Avoid Thinking Traps and Detect Icebergs)
➤ Check on Learning Four (Problem Solving, Put it in Perspective, Real Time Resilience)
➤ Check on Learning Five (Identify Character Strengths / Strengths in Action)
➤ Check on Learning Six (Assertive Communication, Effective Praise, and Active Constructive Responding)

General Standards

1. _Standards of Conduct_. Students must conduct themselves in the manner expected of any professional Soldier or Civilian. This includes demonstrating courteous and professional conduct and behavior, both on and off duty. It is also expected that students will display the appropriate respect to students, members of the training team and course cadre, regardless of rank or status. This includes integrity (i.e. cheating/plagiarism) and fraternization issues (i.e. student-cadre). Cell phones, pagers and blackberries must be turned off during all classroom instruction.

2. _Height/Weight Standards_. All military attendees participating in any MRT venue, (levels 1 – 4), upon in processing, will provide DA Form 705, DA Form 705 + DA Form 5500/5501 or a memorandum from their Commander attesting to the students compliance with Army APFT and height/weight requirements/standards. Military attendees who do not provide these documents will be returned to their units without receiving MRT training.

3. _Relief Actions_. Students must attend all class sessions, complete all assignments and conduct themselves in a manner expected by the Army Values and Soldier's

Creed. Only the Course Manager or the USAMRS NCOIC may relieve a student from the course for failing to meet professional, ethical and/or academic standards, or for administrative reasons, including misconduct.

4. _Academic Relief_. See performance-based exam section of this ISAP.

5. _Administrative Relief_. Administrative relief occurs under circumstances, which do not merit academic relief, but which otherwise supports one or more of the following conclusions:

➤ The student's personal conduct is such that allowing continuation in the course is not appropriate.

➤ The student's continuation in the course will be prejudicial to the interests of other students in the class.

➤ It is extremely unlikely that the student can successfully meet the standards established for graduation.

6. _Examples of circumstances that may serve as a basis for administrative relief include, but are not limited to, the following_:

➤ Relief for misconduct occurs when the student engages in conduct or behavior that violates law, regulation, or policy. No formal adjudication of guilt by a military or civilian court or by a commander under Article 15, UCMJ, is necessary to support relief.

➤ Engaging in conduct or behavior which does not constitute a violation of any law, regulation, or policy, but which demonstrates a lack of motivation, attitude, or other personal, professional, ethical trait that can reasonably be expected of Service Members and DA Civilians.

7. _Processing Relief Actions and Appeals_. The Course Manager will initiate all relief actions and process them through according to the standards found in AR 350-1. Students awaiting a decision on a relief action will remain in the class and participate fully in all training events except tests. If a student's conduct or demeanor is disruptive to the other participants, immediate removal is permissible. This decision rests with the LTB Commander/Deputy Commander.

8. _Counseling._ Students will be formally counseled, whenever they fail to comply with the Standards of Conduct (or equivalent). When a student is formally counseled, a counseling form (DA Form 4856) will be completed. The Course Manager/Primary Instructor will be responsible for this counseling. **Note:** The PI/Assistant Primary Instructor will verbally counsel students who fail to be at their appointed place of duty on time. If a student is late (unexcused) more than twice, they will be referred to the Primary Instructor for formal counseling. If these actions continue or it is deemed necessary by the PI, the student will be referred to the Course Manager and the process for removal will be initiated.

Student Grievances and Redress

1. Grievances that are purely academic in nature and have been addressed through the reclama process will be decided and finalized by the Course Manager.

2. In cases where discrimination or violation of policy may be involved, the student should use the chain of command up to the LTB Commander to seek resolution of any, and all issues.

3. A Soldier may seek the assistance of the Inspector General (IG) at any time. The Soldier will inform their chain of command if they desire to see the IG during duty time.

Annex B

Test Administration Guidance

General Instructions:
The Test Administrator is responsible for the test administration (prior to, during and after the test).

Guidance:
1. Testing :

a. A performance-based test (examination) is administered for the MRTC course. The written procedures for administering the test are found in this annex.

b. Performance (practical application) worksheets (located in the participant guide) are applied to all lessons taught. The Individual Student Assessment Plan (ISAP) is listed in Annex A of this document (CMP). Students are graded as Go/No-Go by the Primary Instructor/Assistant Primary Instructor assigned during, and after completion of, the training/training material. The Primary Instructor/Assistant Primary Instructor should conduct an After Action Review (AAR) with their group(s) throughout training providing continuing feedback to the student(s) regarding performance.

2. Test Types: In addition to the "checks on learning" conducted during training, two types of tests are administered during the course. The table below shows the test type, the typical type of student response expected, and the minimal passing score for that type of test.

Test Type	Student Response	Minimum Passing Score
Knowledge-Based	Choose the best response from a list of choices	70%
Performance	Perform a skill according to pre-determined performance measures (Go/No-Go)	100%

a. Performance-Based: A criterion referenced test is used to determine the degree of knowledge a person has about a particular subject. Retesting is required if the student scores less than **70.00%** on the first attempt (test). If a retest is required, the test must be conducted during non-class hours. A student may be recommended to be dropped from the course if they score less than **70.00%** on the retest (**second** attempt). Test material must be regarded as "sensitive", and handled accordingly.

b. Performance: Practical Exercises (PE's) used to determine if a student can perform a skill correctly. In this course, PE's are used to determine if the student can apply the MRT skill taught and reinforced. To pass, the students must show the ability to perform or address the critical components of the skill with 100% accuracy. Retraining will be

conducted if the student achieves less than 100%. An Instructor/Assistant Primary Instructor must be sensitive to the different ways some problems can be solved, and to critical and non-critical components, and should assess accordingly. Participant guide worksheets and checks on learning are applied throughout each day and are used to determine level of knowledge gleaned and ability to apply the skill taught. Students who make mistakes on non-critical information/measures/steps should receive verbal correction, but still receive a GO rating for the skill observed.

3. Test Control:

a. Lost or Compromised Performance-Based Test. Report any lost, compromised, or possible compromised tests to the Test Control Office who will then contact LTB (as approval authority). The commander, or designated representative, will conduct a thorough investigation and initiate proper actions to account for and prevent a reoccurrence of lost or compromised tests.

b. Test Inventory. The Course Manager will conduct a complete inventory of all test materials every 3 months (Quarterly) and annotate results from the inventory on DA Form 5159-R (IAW AR 611-5), including devices used to deliver the test electronically.

c. Reproduction. All reproduction of test material must be coordinated with the Course Manager, TCO and approved by LTB Commander prior to reproduction. Regulatory requirements for test reproduction will be in effect.

d. Test Material Destruction. The Course Manager will conduct the destruction of test material by shredding, burning, or the best method for the media on which the material is saved. Material scheduled for destruction will remain in secure storage until destruction takes place. Destruction will be witnessed by the TCO or designated LTB representative. A memorandum including the test title, date destroyed and *with-witness signature block* for all destruction is required.

e. Special Instructions: Ensure all necessary precautions are taken when classified test materials are used. The Regulation (AR 380-15) and policies for storage and handling/transporting are in affect and will be adhered to at all times.

Section I: Directions To the Test Administrator (TA)

1. The Test Administrator is responsible for the test administration (prior to, during, and after the test).

2. **Duties prior to the test period.**

    a. Tests/Test Material. Retrieve, inspect and sign for test materials. Ensure that enough test folders containing a Test Booklet, Student Answer Sheet(s), Student Test Review Sheet and DA Form 5160 are available. Ensure training aids (if used)…scratch paper, pencils, and other testing materials, i.e. authorized pamphlets, regulations, references…are on hand and disseminated prior to test commencement. If delivering the test by electronic means, ensure that the testing computer remains in the possession of the TA until signed back in to the Test Office.

Note: The Test Administrator is responsible for the SECURITY OF TESTS/TESTMATERIAL while it is signed out from the Test Office. The Test Administrator will use only approved test material in preparation for or during the administration of tests.

 a. Test Facilities. Ensure sufficient space is available for the students, so they can work comfortably with their test folders, scratch paper, and other testing materials. The testing room must be well lit, properly heated/cooled, adequately ventilated, and free of excessive noise. If students are taking the exam electronically, each student must have been issued an operable laptop computer.

 b. Assemble proctors and ensure they are briefed and know their duties and the testing procedures.

 c. Place course name, class number, names of Test Administrator/Proctor, and the Test number on a dry erase board/easel in a conspicuous location where all students can clearly see without having to disturb others to gain visibility. (EXAMPLE: MRTC v3.1, Mr. Medina, MRTC 24-010).

 d. Elsewhere, on the dry erase board/easel, place:

TIME START_____
    (Hrs/Min)

TIME STOP_____
    (Hrs/Min)

TIME REMAINING_____
        (Hrs/Min)

AS OF _____
(Current Time)

2. **Duties during the test period:**

a. Administer the test to the students IAW this TAG.

b. For environmental circumstances under which test administration is cancelled, consult the Course Manager for guidance on actions to be taken.

c. Ensure unauthorized personnel are <u>NOT</u> permitted to enter the testing area. Student's identity must be verified prior to taking the examination. This can be accomplished either by accountability roster, visually looking at each student if you know them or by checking their individual picture-identification cards. Students will <u>NOT</u> have or be permitted to have electronic devices with photographic capability in the testing area during test administration. This requirement includes **CELL PHONES.**

d. DA Form 5160 (if applicable). Fill out the header portion of the Test Administration Statement, DA Form 5160, have the students sign it, and turn it in to the Test Administrator when directed.

e. Issue Test. After the students have arrived and are seated, issue test folders and special test material to each student before testing. The Test Administrator must ensure the CORRECT folders are issued. Ensure that they have all the necessary/authorized test material (for example: student handouts, publications, personal notes, calculators, etc). Ensure that they have removed all unauthorized material from their desks and have turned off their cell phones and beepers.   The Test Administrator will state:

"PLEASE KEEP THESE TEST FOLDERS CLOSED UNTIL EVERYONE HAS A COPY AND I CAN TAKE YOU THROUGH THE INSTRUCTIONS."

Brief Students. After issuing the test folders, the Test Administrator must brief the students on test site procedures. The Test Administrator will read verbatim to the students the INSTRUCTIONS TO STUDENTS (Section II of this TAG). Ask if there are any questions at this time.

If (in the opinion of the designated authority) any aspect of the security or administration is uncertain or unmanageable, test administrators must immediately contact the test approval authority for additional guidance before administration.

At this time the Test Administrator will state:

"OPEN YOUR TEST FOLDERS and BOOKLETS AND BEGIN TESTING."

Testing Times. Record the starting and stopping times where all students can see them. Update the time remaining on the dry erase board periodically during the test period. When one-half of the test period has elapsed, the Test Administrator will say

"ATTENTION. YOU HAVE 90 MINUTES IN WHICH TO FINISH YOUR TEST."

Note: The Test Administrator must give a similar warning verbally when there are 15, 5 and then 1 minute remaining in the test period.

Monitor Testing. Students taking the test will be monitored at all times by at least one Proctor (more than 15 students will require 2 Proctors). Maintain no talking and movement discipline.

Students are allowed to leave the test room <u>one at a time</u> to use the latrine or as deemed necessary. Before leaving, however, they must receive permission from a Proctor. No student will be permitted to leave the test room for any reason other than those mentioned above, and the Proctor will collect the student's test materials.

The Test Administrator may answer questions of a general nature concerning test procedures. At no time will the TA or Proctor(s) provide any information other than administrative to the students taking the test. TA/Proctor(s) will not provide answers, reference numbers, paragraph, paragraph numbers or any guidance assisting a student to answer a question. This includes debating question challenges. Students who want to challenge a performance-based examination question must challenge the question during the test session. The question(s) in challenge will simply be identified by the student. Questions about specific test questions should be answered with,

"DO THE BEST YOU CAN; I CANNOT HELP YOU WITH THAT QUESTION."

When the test time has elapsed, the Test Administrator will state:

"CLOSE YOUR TEST BOOKLET AND TURN IN ALL THE TEST MATERIAL".

<u>Duties after the test period:</u>

Collect Materials. When finished with the test, the student should turn in <u>all</u> testing materials to the Test Administrator, including scratch paper.

Inventory Test Materials. The Test Administrator will inventory for completeness and accountability all test folders containing Test Booklet, Student Answer Sheet(s), Student Test Review Sheet and DA Form 5160 (if used). Ensure that all test folders are in numerical order. Ensure all tests are free of stray marks and rips.

Inspect Student Answer Sheet. The Test Administrator will inspect the test answer sheets to ensure that:

All identifying information blocks have been filled in correctly on the answer sheet. Pay particular attention to the markings of NAME, SSN (if required) and TEST NUMBER.

All erasures are clean and thorough.

Ensure all identifying information is filled in completely and correctly.

Inspect Student Test Review Sheet (if used). Ensure that the all identifying information sections are filled-in completely and correctly.

Ensure all marks have been erased completely from training aids that were used during the test.

When satisfied that the above actions have been accomplished, dismiss the students or put them on break if the test review is scheduled soon afterwards.

Hand-carry all student answer sheets, test folders, and special test material to the Test Control Office for grading and test item analysis. The Test Office Representative will notify the person delivering the tests when grading is completed and ready for pickup; or the person delivering the tests can wait for the results. If the Test Administrator will grade the test, grade the tests away from the students or in another room. Circle the question number of all the questions that the student answered wrong on the test. On a separate sheet, keep an accumulative count of the number of wrong answers for future test analysis. This will reveal which questions were missed and missed the most.

Do not return completed student answer sheets to the students. The only information furnished to the student is the test scores.

Test Review. The conduct of a test review after each test is a mandatory element of instruction. Conduct a Test Review for each written test in order for the students to know what questions they missed and to learn from their mistakes. The purpose of a test review is to raise performance levels; and to clarify, emphasize, or reinforce learning in the weak areas. The intent of the test review is to correct learner error and to encourage the learner to try harder. To conduct a proper Test Review:

Return the Test Review Sheet to the student prior to the Test Review.

Discuss and give the correct answer to each question addressed by the student or deemed necessary by the Test Administrator/Primary Instructor.

Capture all the student's comments that could be used to improve the test or instruction. Share them with the Training Department, Training Developer and Test Developers.

Remedial Training/Retesting. The PI will counsel the student on specifics regarding test failure, identifying the Terminal Learning Objectives/Enabling Learning Objectives or performance measure/step that the student failed and retrain the student on that/those at a minimum. PI will also address amount/type of retraining to occur, who will perform the retraining and time and place the retest will be administered. Retests will be conducted within 24 hours after remedial training has occurred. The student will be retested only once using an alternate version of the same test.

Retest Failure. If a student fails the retest, they will receive a written counseling from their respective Primary Instructor and will be referred to the Course Manager/Commander for consideration for relief from the course.

RECLAMA. Students who want to challenge a performance-based examination question must challenge the question during the test session. The challenge will not be discussed or debated during testing; it will simply be identified. The challenge will be presented to

the Course Manager. The Course Manager will validate the challenge by reviewing the test question(s), presenting the challenge to the PI/Assistant Primary Instructor responsible for the information that is being challenged, determine validity of the challenge and outcome. The Course Manager will notify the student of the final decision. Students will not be released from the course until final disposition of their challenge has been completed.

Section II: Instructions To Students

(MUST BE READ <u>VERBATIM</u> BY THE TEST ADMINISTRATOR)

1. Please <u>do not</u> open the test booklet until I have read to you the following instructions.

2. "At this time, does anyone have, on their person, a cell phone/electronic device with photo capability"?

3. <u>DA Form 5160, TEST ADMNISTRATION STATEMENT (if applicable).</u> I am passing around the Test Administration Statement, DA Form 5160, for all to sign. If you are physically and mentally able to be tested on this date, print your last name, first name, and MI; write your Social Security Number; and sign your full name on the next new line of the DA Form 5160. When complete, raise your hand and a proctor will retrieve the form.

4. If you are unable to take the exam because you are mentally or physically unable, report to the proctor immediately for further instructions.

5. You should have in your possession a #2 pencil, a test folder containing a copy of the test booklet, a Student Answer Sheet, and a Student Test Review Sheet. These will be the only test materials you will need to take this exam.

6. Use a black, #2, lead pencil only. <u>DO NOT</u> use ink or ballpoint pen.

7. <u>STUDENT ANSWER SHEET</u>. Take out the student answer sheet. Orient your answer sheet so that the words STUDENT ANSWER SHEET is in the top center of the page.

a. In the upper left corner of the Student Answer Sheet, print the three-digit, numeric portion of the test booklet number located on the test booklet coversheet (e.g. **MRA/B-013**).

b. On the Student Answer Sheet, print your name, (LAST, FIRST, MI), rank, date, and class number in the corresponding space.

TA Note: Give each student time to complete the sections addressed. Continue once everyone is finished.

d. Mark only one correct response for each question on the answer sheet by **completely filling in the appropriate "bubble"**. When more than one response appears to be correct, choose the response that <u>best</u> answers the question. Multiple responses per question will be scored as a blank response and graded as an incorrect response. Your grade is based on the number of correct responses.

"Are there any questions on how to fill out the Student Answer Sheet or on how to indicate your responses on the answer sheet"?

8. <u>STUDENT TEST REVIEW SHEET</u>. Next, take out the Student Test Review Sheet. Orient your review sheet so that the words "Student Test Review Sheet" is in the top center of the page.

a. Write in today's date where it asks for the DATE.

b. In the space provided for the test booklet number, print the three-digit, numeric portion of the test booklet number located on the coversheet of the test booklet e.g. (**MRA/B-<u>013</u>**).

c. Print your name, (LAST, FIRST, MI), rank, and class number in their corresponding spaces. Put the Student Review Sheet aside and ensure you turn it in with the completed Student Answer Sheet at the end of the test.

 "Are there any questions on how to fill out the Student Test Review Sheet"?

TA Note: Give each student time to complete the section. Continue once everyone is finished.

d. You must not ask for or accept assistance from another student during the test. You must not give or offer to give assistance of any sort to another student. If you are observed using or attempting to acquire unauthorized material or assistance, your test booklet and test material will be collected, your test will be terminated, and you will be subject to administrative and/or disciplinary action. **"ALL THE WORK ON THE TEST MUST BE YOUR OWN"!**

e. At this time secure the test booklet. You will be ensuring that your test booklet has not been marked on and all test questions are available.

  (1). Page check your test booklet. There should be a coversheet with:
  Version A: pages **1** through __
  Version B: pages **1** through __

   (2) **Version A** questions are numbered **1** through
    Version B questions are numbered **1** through

  (3). When finished reviewing, close the test booklet until the test begins.

 "Do not review the test questions…you may begin the test booklet review".

f. <u>DO NOT</u> make any marks in the test booklet. After completing the test, check your test booklet and erase all stray pencil marks.

g. You may leave the room to go to the latrine or any reason deemed appropriate by the TA. You must receive permission from the Test Administrator by raising your hand. You will <u>NOT</u> take anything with you. Close the test booklet with the answer sheet and test inside and drop it off with the TA/Proctor once you have permission to leave.

h. If you must leave the room for a reason other than stated above, your test will be terminated and you will retest at a later date.

i. This is a **CLOSED** book test. You **WILL NOT** be allowed to use references or class notes.

j. If you have any questions during the test, raise your hand and a proctor will come to you. They will only be able to answer general administrative questions about the test. Remain seated throughout the test.

k. You will have **90** minutes in which to finish the test. When one-half of the test period has elapsed, I will inform you of the time remaining. I will give a similar warning at **10, 5** and **1** minute before the end of the testing period.

l. When you have completed the test, check your answer sheet to ensure that you have selected a response for each question. Physically check and ensure that your name, (LAST, FIRST, MI), rank, date and class number are written in. Quietly secure and turn in all test materials to the TA. Gather up your personal effects and leave the room. You may NOT reenter the room until the test is completed. Do Not discuss this test with other students of other classes. It is your duty to report any observation of a student providing test information to another student of your class or another class.

m. You must make a score of **70% to pass this test**. If you should fail this test, you will receive remedial training on at least those training objectives corresponding to the questions that you answered incorrectly. You will then be allowed one retest from an alternate version of this test.

n. You will get your official test results after the student answer sheets have been graded and the grades confirmed.

o. A test review will be conducted as soon as possible/feasible following the completion of the test. The Student Test Review Sheet will be returned to you with the question numbers circled for all the questions you answered incorrectly.

p. During the test review you may NOT have any personal material (i.e., paper, books, pencil/pen, etc.) on your desk. You may NOT make a record of your test answers in any format.

q. A Student reclama may be submitted after the test grades have been returned for those questions that you feel are wrong. The Course Manager will validate the challenge by reviewing the test question(s), presenting the challenge to the PI/Assistant Primary Instructor responsible for the information that is being challenged, determine validity of the challenge and final outcome. The Course Manager will notify the student of the final decision regarding the reclama.

"Are there any questions about the test instructions?"

"TIME NOW IS xxxx, OPEN YOUR TEST FOLDERS and BOOKLET and BEGIN TESTING".

Appendix A

Test Administration Checklist

Course_____Class_____Test Administrator(s)_____

Test Title_____POI Time Scheduled____Date_____

Location_____Number of Students Testing/Tested_____

1. Was the room prepared for the administration of the test? (environment, Proctor's name/Start-stop times/test number on the board)   YES NO

2. Did the administrator have all the students sign the Test Administration Statement DA Form 5160 (if applicable)?   YES NO

3 Did the Proctor ensure that all students had a #2 black pencils and all required test material?   YES NO

4. Did the administrator instruct students how to enter correct name, test number, test booklet serial number, course and class info, and any other special codes on the answer sheet?   YES
NO

5. Did the administrator instruct students to mark only one correct answer for each question?   YES
NO

6. Did the administrator instruct students how to mark answers on the answer sheet?
                    YES NO

7. Did the administrator do a page check and question check with the students? YES NO

8. Did the administrator instruct the students NOT to make any stray marks on the test booklets?   YES
NO

9. Did the administrator instruct students on the procedures and consequences of leaving the room prior to completion of the test?   YES NO

10. Did the administrator instruct students concerning the use of references materials and test aids?   YES NO

11. Did the administrator inform students they may NOT seek or accept assistance from other students; may NOT give, offer, or in any way help other students; and will be subject to disciplinary action?   YES
NO

12. Did the administrator ensure the students' identification?   How?   YES NO

13. Did the administrator inform students of the minimum passing score?   YES NO

14. Did the administrator inform students of the time allotted for the test?   YES NO

15. Did the administrator explain procedures for turning in test materials?   YES NO

16. Did the administrator inform students where and when the test review would be
conducted?   YES
NO

17. Did the administrator inform students how and when test results would be available?
                                                                                                                            YES NO

18. Did the administrator ask if there were any questions before starting the test?
                                                                                                                            YES NO

19. Did the Test Administrator read instructions verbatim?   YES NO

20. Did the administrator have the students fill out the top portion of the Student Test
Review Sheet (if used)?   YES
NO

21. Did the administrator issue the order to "Open your test folder and booklets and
begin testing?   YES NO

22. Did the administrator announce the remaining times: half way thru the test, and
15 minutes before the end of the test period and at the 5 minute mark?   YES
     NO If NO, why? _____

23. Before returning the tests to the Test Control Office, did the Test
Administrator correctly account for all test material and ensure booklets were
free of stray marks?
                                                                                                                            YES NO

24. Before returning the tests to the Test Control Office, did the Test Administrator
verify that all identifying information blocks on the student answer sheets were properly
filled-in (i.e. name, class, course, SSN, test no., version)?   YES NO

25. Did the Test Administrator grade the tests and fill in the Student Test Review
Sheets (if used) away from the students or in another room?   YES NO

26. Did the Test Administrator return all test folders (in numerical order), student
answer sheets, proctor packets, and the Test Administration Statement(s) to the Test
Control Office immediately after the test?   YES NO

27. Time Test Started - _____

Time 1st Student Finished - _____ Time Last Student Finished - _____

28. Comments:

Appendix B

Test Review Checklist

1.   Did the Test Administrator return the Student Test Review Sheets (if used) to the students and tell the students that the circled question numbers represents those questions determined as wrong?   YES NO

2. Did the Test Administrator return the completed student answer sheets to the students prior to the Test Review?   YES NO

3. Did the Test Administrator conduct a test review on every question that at least one student missed?   YES NO

4. Did the Test Administrator ask for any further questions that the student might have?
                                                                                         YES NO

5. Did the Test Administrator record all pertinent learner comments/ information that was revealed during the test review that could be used to improve the tests or instruction?

                                                                                         YES NO

6. Did the Test Review start on time?   YES NO If NO, why not? _____

7. Time of Test Review Started - _____
     Time of Test Review Ended - _____

8. Comments:

Test Administrators Name:_____
                                               (Print)

Test Administrators Signature_____
                                               (Sign and Date)

TCO/ATCO: I confirm that all test booklets and test material have been inventoried and accounted for.

Test Control Officer's/ATCO's Signature: _____Date_____
(Form Revised Feb 12)

Enclosure 1

<u>ISAP Acknowledgment Form</u>
U.S. Army Master Resilience School Master
Resilience Trainer-Facilitator Course

I acknowledge being briefed on the Individual Student Assessment Plan (ISAP).

I have read and understand the Individual Student Assessment Plan (ISAP) for the Master Resilience Trainer Course.

I understand that I must attend all classroom instruction, unless excused by the Course Manager or the School NCOIC.

I understand that during the course I need to be courteous and professional. I agree to maintain personal, professional and ethical Standards of Conduct while attending training.

I understand that I must complete the following during the course:
  ➤ Daily Reading Assignments
  ➤ Homework Assignments
  ➤ Daily Journal Requirements (HTGS)
  ➤ Checks on Learning (x6)
  ➤ Completed VIA Strength Survey
  ➤ Practical Application Exercises (Participant Guide Worksheets)
  ➤ Course Final Examination
  ➤ End Of Course Critique

I understand that all cell phones and electronic devices that would distract from training must be turned off during classroom instruction.

I understand that all cell phones and electronic devices with photo capability will not be authorized in testing areas during formal test administration.

I understand that fraternization between students and cadre are prohibited to include IET Soldiers in training.

I _____have read the ISAP and the statements above and agree to all terms.

_____   _____   _____
Class Number   Student Signature   Date (YY/MM/DD)