



DEPARTMENT OF THE ARMY
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK 10996

MACC-O

02 APR 18

MEMORANDUM FOR United States Corps of Cadets

SUBJECT: Brigade Tactical Department (BTD) Policy Letter #20 – Military Development Grading Policy

1. PURPOSE: Outline guidance on the assignment and management of Military Development (MD) grades and provide instructions for Cadet Development Reports.

2. OVERVIEW:

a. IAW the Greenbook, "MD grades are developmental and evaluative in nature and are designed to provide feedback to the rated Cadet."

b. Tactical Officer (TAC) team assessments of Cadets' performance, potential, and development are an essential part of decision making for USMA key leaders.

c. BTD requires a consistent system for gathering and communicating information on a Cadet's performance and potential.

3. FEEDBACK MECHANISMS: BTD's mechanisms for evaluating, developing, and providing feedback to Cadets include, but are not limited to, the following.

(1) COUNSELING:

(a) Raters will conduct initial counselings with all their rated Cadets at the start of all rating periods and final counselings at the end of all rating periods.

(b) Raters are expected to conduct interim counselings ICW mid-term MD grade submissions and routine performance and event-oriented counselings.

(c) Senior raters and TAC teams are expected to conduct routine initial, interim, evaluation, performance, and event-oriented counselings.

(2) CADET DEVELOPMENT REPORTS:

(a) The Cadet Development Report (CDR) is the primary feedback mechanism for communicating Cadets' performance and potential.

MACC-O

SUBJECT: Brigade Tactical Department (BTD) Policy Letter #20 – Military Development Grading Policy

(b) Cadet chains of command will use CDRs to capture strengths and weaknesses of a Cadet's performance and feedback on their development.

(c) TAC teams will use CDRs to assess potential.

(d) Cadet chains of command and TAC teams will submit CDRs during the following rating periods.

1) Cadet Field Training (MD200)

2) West Point Leader Details (MD300)

3) Academic Year Semesters

(e) CDR PROCESSING: TAC teams will archive all CDRs in Cadets' counseling files and ensure they transfer to gaining units ICW all scrambles and reassignments.

(3) PERIODIC DEVELOPMENTAL REVIEWS:

(a) The Periodic Developmental Review (PDR) provides a Cadet with 360° feedback from other Cadets and from staff and faculty.

(b) The PDR is not an evaluative tool.

(c) Cadet chains of command and TAC teams will use PDRs to help counsel and design developmental plans.

(4) CADET RECORD BRIEF COMMENTS:

(a) Cadet Record Brief (CRB) comments provide USMA senior leadership with narrative feedback on select Cadets' performance and potential.

(b) TAC teams will submit CRB comments through the Academy Management System (AMS) IAW USCC PAM 6-22 Chap. 17 Appendix for, at a minimum, all Cadets that receive MD grades of No Credit (NC), D, or F.

4. MD GRADING:

a. IAW the Greenbook, MD grades comprise 60% of a Cadet's Military Point Score Cumulative (MPSC).

b. ROLES AND RESPONSIBILITIES:

(1) CADET RATERS:

(a) Cadet rater grades comprise 15% of rated Cadets' MD grades.

(b) Cadet first line supervisors assign MD grades based on their subordinates' performance during the rating period.

(c) Cadet raters evaluate performance based upon the class-specific Army leader attributes and competencies outlined in Table 1 below and assign each as a "strength," "standard," or "need" on the CDR.

Table 1: Rater Feedback Crosswalk by Class

Rater Feedback Categories		1st Class	2nd Class	3rd Class	4th Class
Army Leader Competencies (AR 6-22)	Leads	Extends Influence beyond the chain of	Builds Trust	Leads by Example	Communicates
	Develops	Stewards the Profession	Creates a Positive Em	Develops Leaders	Prepares Self
	Achieves	Gets Results	Gets Results	Gets Results	Gets Results
Army Leader Attributes (AR 6-22)	Character	Warrior Ethos / Service Ethos	Empathy	Discipline	Army Values
	Presence	Confidence	Military and Profession	Resilience	Fitness
	Intellect	Expertise	Innovation	Interpersonal Tact	Sound Judgement

(d) BTD encourages raters to input comments on all CDRs but requires them only for Cadets receiving MD grades of D or F.

(2) CADET SENIOR RATERS:

(a) Cadet senior rater grades comprise 25% of rated Cadets' MD grades.

(b) Cadet senior raters assign MD grades based on their subordinates' performance during the rating period and potential for increased responsibility as Cadets.

(c) Cadet senior raters will identify any major disciplinary infractions on the CDR that were adjudicated at the regimental level or higher and all honor violations.

(d) Cadet senior raters will recommend promotion to the next rank and recommend three future positions for First, Second, and Third Class Cadets.

MACC-O

SUBJECT: Brigade Tactical Department (BTD) Policy Letter #20 – Military Development Grading Policy

(e) BTD encourages senior raters to input comments on all CDRs but requires them only for Cadets receiving MD grades of D or F.

(3) INTERMEDIATE RATERS:

(a) Intermediate raters do not assign MD grades.

(b) BTD encourages Corps Squad coaches and officer representatives and Club OICs to submit intermediate rater comments on all team captains and CiCs. Intermediate rater comments for all other team members are optional.

(c) BTD likewise encourages mentors, developmental coaches, and instructors to provide input directly to TAC teams.

(4) TAC TEAMS:

(a) TAC team grades comprise 50% of rated Cadets' MD grades.

(b) TAC teams assign MD grades based on Cadets' overall performance during the rating period and their potential as an Army officer.

(c) TAC teams evaluate potential based upon the eight West Point Leader Development System outcomes and assign each as "strength," "meets standards," or "developmental need" on the CDR.

(d) BTD encourages TAC teams to input comments on all CDRs but requires them only for Cadets receiving MD grades of D or F.

c. ADDITIONAL GRADING CONSIDERATIONS:

(1) SINGLE POINTS OF FAILURE:

(a) All raters will consider the following deficiencies as single points of failure.

- 1) Honor Violations
- 2) Respect Violations
- 3) Found Misconduct Investigations
- 4) APFT Failures
- 5) ABCP Enrollments

6) Found Field Grade or General Officer Article 10 Hearings

(b) All raters will weigh single points of failure with Cadets' overall performance and potential and assign MD grades IAW Table 2 below.

Table 2: Grade Cap for Single Points of Failure

Grade without failure	Grade Capped after remediation (Based on Tac discretion and recommendation)
A	B
B	C
C	D
D	F
F	F

(c) Single points of failure will only factor into the MD grades for the term in which the offense or ABCP enrollment occurred.

(d) With the exception of honor cases, TAC teams will assign NC grades until the proceedings or programs associated with the aforementioned single points of failure are finalized.

(e) TAC teams will assign NC grades for Cadets undergoing honor proceedings until they are found or unfound in their honor boards.

(f) All Cadets with two single points of failure in one rating period will receive a MD F for the term in which the offenses occurred.

(2) ARMY PHYSICAL FITNESS TEST (APFT) PERFORMANCE:

(a) APFT performance is indicative not only of physical fitness but also of self-discipline, determination, and commitment to excellence.

(b) All raters will base their MD grades partly on rated Cadets' APFT scores and physical fitness levels.

(3) ACADEMIC PERFORMANCE:

(a) Cadets' coursework will not factor into MD grades, but all raters will account for the discipline that their rated Cadets display in the academic pillar.

(b) Such benchmarks of discipline include, but are not limited to, punctuality, classroom comportment, and timeliness of deliverable submissions.

MACC-O

SUBJECT: Brigade Tactical Department (BTD) Policy Letter #20 – Military Development Grading Policy

(4) INDIVIDUAL ADVANCEMENT DEVELOPMENT (IAD) CONDUCT:

- (a) Cadets do not receive MD grades for summer IADs.
- (b) Cadets' performance and conduct during IADs will factor into their fall semester MD grades.

(5) WINTER LEAVE CONDUCT: Cadets' conduct during winter leave will factor into their spring semester MD grades.

d. FORCED DISTRIBUTION:

(1) Cadets assigned to companies are graded against their classmates in the company. The aggregate company MD grades per class will not exceed 2.7 in academic year companies and 3.0 in summer companies.

(2) Cadets assigned to staffs are graded against their classmates on the staff. The aggregate company MD grades per class will not exceed 3.0 in academic year companies and 3.3 in summer companies.

(3) Raters may rate up to 49% of their rated Cadets as Highly Qualified on CDRs.

(4) Senior Raters and TAC teams may rate up to 25% of their rated Cadets as Most Qualified on CDRs.

(5) Chains of command will force distribute grades prior to inputting APFT grades.

e. APFT GRADING:

(1) STANDARDS:

(a) All Cadets will take record three-event APFTs during every academic semester that factor as 10% of their MD grades.

(b) All APFTs taken by First, Second, and Third Class Cadets during all West Point leader details are considered record APFTs and factor as 10% of their MD grades accordingly.

(c) APFT grade replacement is not authorized.

(2) EXCEPTIONS TO POLICY:

MACC-O

SUBJECT: Brigade Tactical Department (BTD) Policy Letter #20 – Military Development Grading Policy

(a) ALTERNATE APFTS:

1) When applicable, all Cadets on extended (three months or longer) profiles and/or the Monitored Athlete Program (MAP) will take alternate APFTs each rating period that factor as 10% of their MD grades.

2) For Cadets on profile, TAC teams will enter the corresponding point values and add in the remarks, "(BIKE ####)," with the bike time for record. See Table 3.

3) For MAP athletes, TAC teams will enter the corresponding point values and add in the remarks, "SAP (BIKE ####)," with the bike time for record. See Table 3.

Table 3: Alternate APFT Input

TEST	DATE	PUSH-UP		SIT-UP		CARDIO		TOTAL	GRADE	REMARKS
		RAW	PTS	RAW	PTS	RAW	PTS			
APFT DIAGNOSTIC	07/01/2015	50.00	55.00	50.00	55.00	16:44	48.00	2 MILE RUN	188.00	F
CBT Final	07/28/2015	61.00	86.00	62.00	74.00	14:19	51.00	2 MILE RUN	241.00	C- SAP (BIKE 162S)

(b) MEDICAL EXCUSALS:

1) Cadets unable to take an APFT due to a profile that spans the entire rating period will receive a MD grade on a 90% scale for that term.

2) Cadets are not required to make up APFTs missed due to extended profiles.

(c) CADET BASIC TRAINING (CBT) APFTS:

1) All CBT APFTs will be graded on a 50-point per event scale IAW Initial Entry Training standards.

2) IAW the Greenbook, New Cadets who fail to meet the CBT 50-point standard will receive NC grades for MD100 until the failure is remediated, but will not be subject to a 90-day re-test.

5. MD FAILURE REMEDIATION:

a. TAC teams will process all Cadets receiving MD Fs for enrollment in the Special Leader Development Program – Military through BTD's Leader Development Branch.

MACC-O

SUBJECT: Brigade Tactical Department (BTD) Policy Letter #20 – Military Development Grading Policy

b. TAC teams will design and overwatch remedial physical training plans for all Cadets who receive MD Fs due to ABCP or APFT failures.

c. Rehabilitative transfers for Cadets who receive MD Fs are at the Brigade Tactical Officer's discretion.

6. KEY DEVELOPMENT (KD) POSITIONS: TAC teams will assign all Cadets to one or more of the KD positions listed in Enclosure 6 during their Second or First Class years.

7. The point of contact for this memorandum is the Brigade Tactical Department Executive Officer at 845-938-4029.

6 Encls

1. 1CL CDR
2. 2CL CDR
3. 3CL CDR
4. 4CL CDR
5. APFT Score Conversions
6. List of KD Positions



BRIAN J. REED
COL, IN
Brigade Tactical Officer